



Annual Technical Report

April 2023 to March 2024

Open, Inclusive and Innovative Public Service Delivery!



www.publicservice.gov.bz
minister.secretary@mps.gov.bz
822-2204

TABLE OF CONTENTS

Table of Contents	2
List of Abbreviations.....	4
Foreword.....	6
Executive Summary	7
Introduction.....	8
Main Achievement of the Ministry by Programme	12
A. HUMAN RESOURCE MANAGEMENT UNIT (HRMU).....	12
B. JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)	15
C. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)	20
D. TRAINING AND DEVELOPMENT UNIT	24
E. CUSTOMER SERVICE AND QUALITY ASSURANCE UNIT (CSQAU)	31
F. EMPLOYEE ASSISTANCE PROGRAMME (EAP).....	34
G. GOOD GOVERNANCE UNIT.....	40
H. ELECTIONS AND BOUNDARIES DEPARTMENT	49
I. ACCOUNTS AND FINANCE UNIT	69
Lessons Learnt	71
Future Priorities and Plans.....	73
A. HUMAN RESOURCE MANAGEMENT UNIT (HRMU).....	73
B. JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)	73
C. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)	74
D. TRAINING AND DEVELOPMENT UNIT	74
E. CUSTOMER SERVICE AND QUALITY ASSURANCE UNIT (CSQAU)	75
F. EMPLOYEE ASSISTANCE PROGRAMME (EAP).....	75
G. GOOD GOVERNANCE UNIT.....	76
H. ELECTIONS AND BOUNDARIES DEPARTMENT	77
Staffing and Financial Considerations	79

A.	HUMAN RESOURCE MANAGEMENT UNIT (HRMU).....	79
B.	JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)	79
C.	HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)	80
D.	TRAINING AND DEVELOPMENT UNIT	81
E.	CUSTOMER SERVICE AND QUALITY ASSURANCE UNIT (CSQAU)	82
F.	GOOD GOVERNANCE UNIT	84
G.	ELECTIONS AND BOUNDARIES DEPARTMENT	85
	Conclusion and Recommendations	87
	ANNEX 1: SENIOR MANAGER’S STAFF LIST.....	88
	ANNEX 2: TOTAL TRANSACTIONS BY ELECTORAL DIVISION	880
	ANNEX 3: OFFICIAL RESULTS OF THE 2024 MUNICIPAL ELECTIONS	881
	ANNEX 4: BUDGET SUMMARY FOR THE MPSCPRRA.....	102

List of Abbreviations

BCCI	Belize Chamber Of Commerce And Industry
BNTU	Belize National Teachers' Union
BPP	Belize Progressive Party
BPS	Belize Public Service
CEO	Chief Executive Officer
CEO-E&B	Chief Elections Officer – Elections and Boundaries
CSQAU	Customer Service Quality Assurance Unit
EAP	Employee Assistance Programme
EBD	Elections and Boundaries Department
FIU	Financial Intelligence Unit
GGU	Good Governance Unit
HQ	Headquarters
HR	Human Resources
HRMIS	Human Resources Management Information System
HRMU	Human Resource Management Unit
IDB	Inter-American Development Bank
JCCU	Job Classification and Compensation Unit
MOOC	Massive Open Online Course
MPSCPRRA	Ministry of the Public Service, Constitutional and Political Affairs and Religious Affairs
MyGOB	My Government of Belize (HR Platform)
PCC	People's Constitution Commission
PUP	People's United Party
RC	Roman Catholic

SIB	Statistical Institute of Belize
SPEM	Strengthening Public Expenditure Management
SWOT	Strengths, Weaknesses, Opportunity and Threats
UDP	United Democratic Party
UNCAC	United Nations Convention Against Corruption
UNDP	United Nation Development Programme
UNODC	United Nations Office on Drugs and Crime
US	United States

Foreword



I am pleased to present the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs' Annual Technical Report. This comprehensive document reflects our unwavering commitment to excellence, continuous improvement, and service delivery throughout the past year.

The achievements shared in this report highlight the dedication of the Staff to improving human resource management in the Belize Public Service and electoral administration for everyone. Over the past year, our focus has been on modernising human resource processes, supporting the restructuring of Ministries and wellbeing of public officers, facilitating institutional strengthening, promoting good governance and free and fair elections, and service excellence. These efforts have significantly contributed to the overall improvement in management of the public service in keeping with the mandate #planBelize.

I applaud the dedication of the staff, whose hard work, expertise and determination have been instrumental in us achieving key milestones. As a team, we have embraced the challenges and seized opportunities through innovation while maintaining the utmost professionalism and adherence to the foundation of good governance. I must also commend the various stakeholders who we have collaborated with to achieve our objectives. Together, we fostered partnerships and upheld the principles of accountability and integrity.

In looking ahead, let us reaffirm our commitment to upholding the highest standards of service delivery and embracing transformation. By adapting to changes, we will create a responsive public service that meets the evolving needs of our citizens.

HON. HENRY CHARLES USHER
Minister of Public Service, Constitutional & Political Reform and Religious Affairs

Executive Summary

This Annual Technical Report offers a comprehensive overview of the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs' (MPSCPRRA) activities throughout the fiscal year spanning from April 2023 to March 2024. The report outlines the Ministry's achievements, lessons learned, and future plans, considering staffing and financial issues.

Aligned with its mission statement, the MPSCPRRA is dedicated to fostering sound human resource management, good governance, fair elections and service excellence. Throughout the year, the Ministry revamped the selection process, tour government offices to address concerns, conducted organizational reviews, digitized and modernized human resource processes, provide extensive training opportunities to public officers, delivered meaningful counselling support, recognized dedicated public officers for their service, and enhanced electoral administration processes.

Forging ahead, the Ministry aims to further modernize human resource processes, digitize records management, complete organizational development exercises, advance the work of the Good Governance Unit, establish a government contact point, and much more. The successful execution of these initiatives hinges on the adequate human and financial resource. Nevertheless, the Ministry remains confident in achieving its strategic objectives.

Despite the challenges encountered, the Ministry's celebrates the significant achievements made over the past year, reflecting its commitment to advancing public service excellence and governance in Belize.

Introduction

The annual technical report of the Ministry of the Public Service, Constitutional and Political Affairs and Religious Affairs offers a comprehensive review of the main achievements, lessons, learning future priorities, plan, staffing and financial considerations. This report encapsulates activities undertaken during the fiscal year April 1st 2023, the March 31st 2024.

1.1 OVERVIEW OF THE MINISTRY OF THE PUBLIC SERVICE, CONSTITUTIONAL AND POLITICAL REFORM, AND RELIGIOUS AFFAIRS.

The MPSCPRRA serves as the primary public administration entity of the Government of Belize. While its name, size and configuration have undergone various changes since 1996, its core mandate of public service transformation has remained steadfast. Over the years, the Ministry's portfolio has evolved to include diverse responsibilities, reflecting changes in governmental priorities and society needs.

In 2005, the Ministry of the Public Service was disbanded and replaced by the establishment of the Office of Governance. In 2008, with the change in administration, the Ministry of the Public Service was once again re-established as a Ministry. In 2012, Election and Boundaries, which was always under the Ministry's portfolio, was added to the Ministry's name; Energy and Public Utilities were later added in 2015. In November 2020, with the change of government, the Ministry of the Public Service relinquished the Energy and Public Utilities portfolio and added Constitution and Political Reform; and later in January 2022, Religious Affairs was added. Despite all the changes, it continues to function as the personnel support division of the Public Service. Together with the Services Commissions, the Ministry facilitates services such as: appointments, promotions, transfers, disciplinary control and removal.

1.1.1 MPSCPRRA MANDATE, CORE FUNCTIONS AND ORGANIZATION

The MPSCPRRA is task with strategically managing the human resource arm within the Belize Public Service, ensuring the delivery of quality public service and enhancing overall public service management aligned with objectives of #planBelize. Its core functions include:

- i. Serve as the Secretariat to the Public Services Commission, Judicial and Legal Services Commission, Security Services Commission and the People's Constitution Commission.
- ii. Improve the quality, consistency, and responsiveness of the Belize Public Service.
- iii. Ensure training and development opportunities to enable a competent workforce.
- iv. Develop, maintain, and manage the Job Classification and Compensation System.
- v. Manage and provide a psychosocial support system for public officers.
- vi. Review, recommend and institute Constitutional and Political Reform.
- vii. Serve as liaison between the Churches and Government, as it relates to religious affairs.

The MPSCPRRA comprises of seventy-four (74) staff members organized into eight (8) functional areas, including Human Resource Management, Training and Development, Employee Assistance Programme, Quality Assurance and Customer Service, Human Resource Management Information System, Job Classification and Compensation, Finance and Good Governance (see Organizational Chart at Figure 1 and staff list at Annex 1).

The MPSCPRRA's relentless commitment to its mandate and core function is evident in its multifaceted approach to public service management and development. This report serves as a testament to the Ministry's dedication to fostering a competent and responsive public service, thereby contributing to the overall socio-economic progress of Belize.

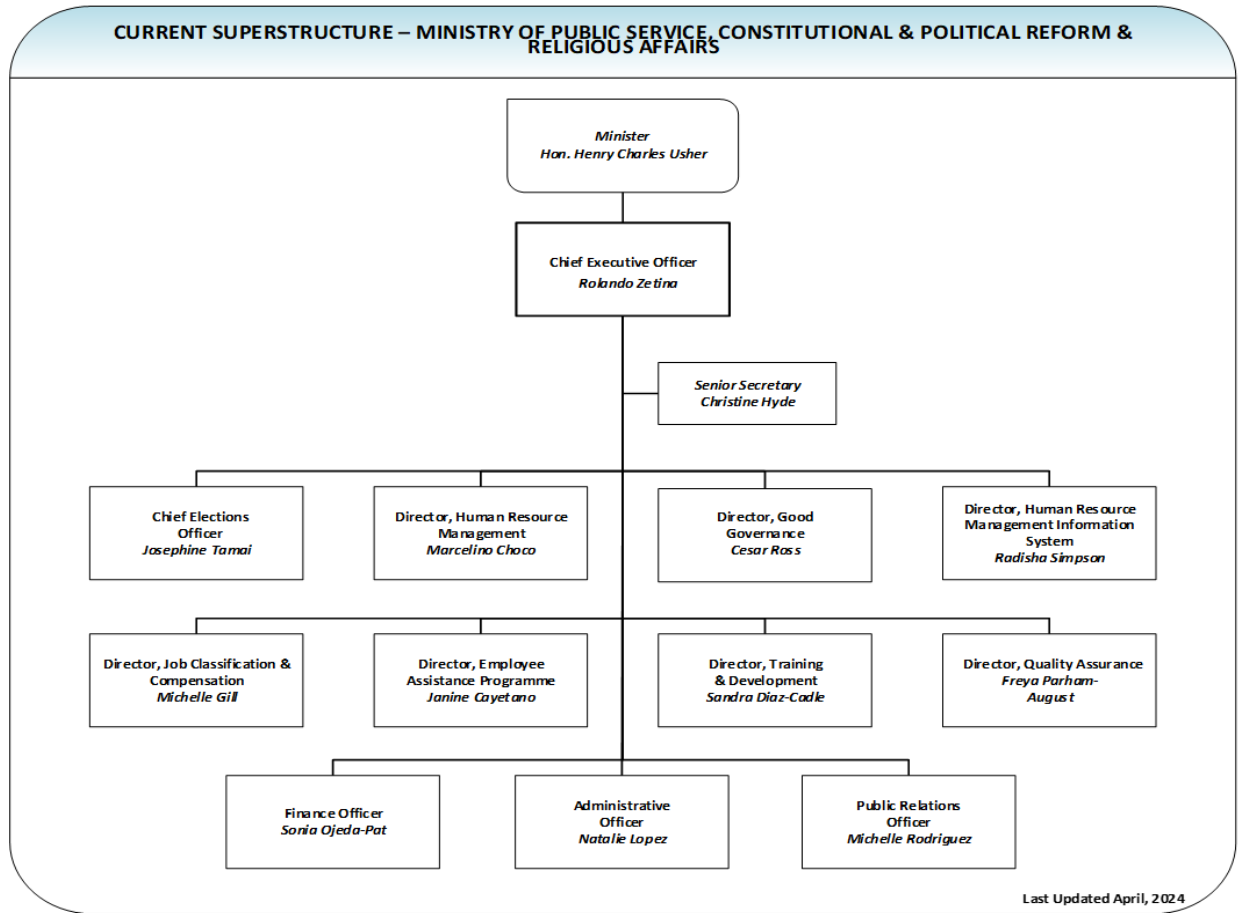


Fig. 1. Organizational Structure of the MPSCPRRA in 2024.

2.0 Mission Statement, Vision Statement, Values and Value Statements and Priorities of the Ministry

In 2021, the Ministry held its Strategic Planning Exercise with Senior Management to realign its Mission and Vision statements to reflect the Ministry’s portfolio, identify core Values, Value Statements, and develop the strategic plan for FY2022/2023.

2.1 MISSION STATEMENT

To establish, manage and promote sound human resource management, good governance, free and fair electoral administration and service excellence through innovation and reform for a modernized Belize Public Service and liaison for religious denominations.

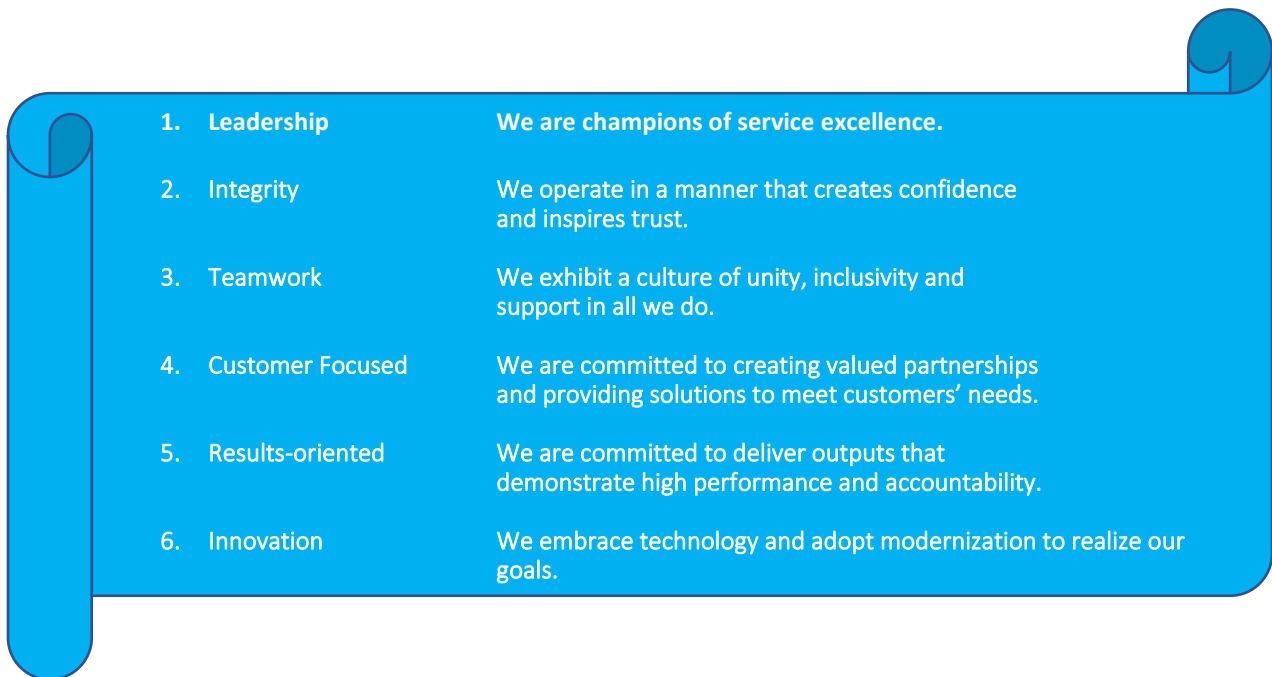
2.1.1 EXPLANATION FOR THE MISSION STATEMENT

The mission statement was revised to capture #planBelize’s pledges in respect to modernizing and transforming the Public Service, ensuring good governance and a free and fair electoral process.

2.2 VISION STATEMENT

To be the leading Ministry that values people and creates an empowering environment to achieve service excellence.

2.3 VALUES AND VALUE STATEMENTS



1. Leadership	We are champions of service excellence.
2. Integrity	We operate in a manner that creates confidence and inspires trust.
3. Teamwork	We exhibit a culture of unity, inclusivity and support in all we do.
4. Customer Focused	We are committed to creating valued partnerships and providing solutions to meet customers’ needs.
5. Results-oriented	We are committed to deliver outputs that demonstrate high performance and accountability.
6. Innovation	We embrace technology and adopt modernization to realize our goals.

Main Achievement of the Ministry by Programme

Throughout the period April 2023 to March 2024, the team at MPSCPRRA have been actively involved in executing the Government mandate and advancing the Ministry's main priority areas. This section provides an overview of the objectives, primary initiative and attained outcomes for each Unit and Department within this Ministry.

A. HUMAN RESOURCE MANAGEMENT UNIT (HRMU)

During the Financial year 2023/2024 most of the strategic objectives were still in process with only a few HR processes completed under the Human Resource Management Unit (HRMU).

1. ACHIEVEMENT

Revamping the selection process

As part of the Modernization of the Human Resource Management (HRM) System in the Belize Public Service, this unit successful concluded the selection process of (1) set of Finance Officers and (1) set of Administrative Officers mostly on promotion in 2023. The main significance of this HR process is the fact that it is an improved procedure that derived from a study conducted in 2022. The main feature is that the selection process is done in a three-prong approach where each candidate earns points at each stage which included (i) Documentary-based Evaluation, (ii) Written Evaluation, (iii) Oral Evaluation. A standard is created in which only those who earn 70 points out of a possible 100 are considered promotable, and the top candidates from this bracket are recommended to fill the immediate vacant positions. This process provides an environment for selection by merit, and it eliminates the perceived subjectivity of a simple selection by only oral interviews. The intent is for this process to be replicated to other recruitment and promotion that requires a position-based approach for recruitment and selection. This goes towards achieving the mandate of the Ministry in pushing forward **"Good Governance."**

Tour of Government Offices

During the Month of July 2023, about 80% of the Government Departments and Units were visited with the objective of hearing personal concerns. The schedules for the out-District tour did not occur until a later time.

One main achievement in this activity is the fact that communications for individual officers were opened in which they were encouraged to write to this Ministry on their concerns, particularly as it relates to their conditions of service. They were also encouraged to visit the Ministry. As a result, there has been an increase in communication from individual public officers countrywide and an increase in visits to the office of the Director, HRM for conferencing in a one-on-one setting.

2. PARTIAL ACHIEVEMENTS

In the last report of 2023, the following areas were projected priorities for this unit as it relates to our operational plan during this reporting period. These are works in process and thus providing updates on progress made in each of the following areas during the fiscal year.

- i. **To re-engineering our Process Flow to address the efficiency of this Ministry to respond to its customers in a timely manner.**

Update

- In the last report it was indicated that this was placed under the workplan of the E-Governance Unit. It was determined in the last part of 2023 that there was too much work undertaken by the E-Governance Unit and therefore the Senior Management Team decided to proceed with a consultancy. This is work in process.

- ii. **The digitization of records as part of establishing an Electronic Records Management System to complement the new process flow for this Ministry's activities.**

Update

- This undertaking was also taken off the E-Governance Unit workplan and was to be dealt with inhouse. In the meantime, the IT section of HRMIS continue to work on a customized web-based database for the Registry Section of this ministry, particularly

to capture the Ministry activity related to incoming and outgoing correspondence. This will allow the HRMU to review activities and task going to staff for action for progress and conclusion as well as those still pending at the various desks. This project is at the stage of synchronizing terminologies for data input in order to get clear usable reports that can easily be analysed. This is also work in process.

- This tool is expected to be eventually merged into one bigger system. The digitization of all records will surely be a bigger undertaking for which initial work has not commenced yet.

iii. **Modernize our HRM Systems, Processes, Policies, and practices.**

Update

As reported in the previous year, a scientific study was conducted on the current HRM system with a focus on recruitment and promotion through merit. The report provided several recommendations which include but not limited to:

- a) The review and modernization of the current HRM System to ensure that all subsystems are interlinked and integrated to synergize all HR activities.
- b) Most importantly, there is an immediate need to establish a comprehensive and proper mechanism to administer the various models of recruitment and selection whether as new entry or as promotion.

Update

It was agreed around the middle of 2023 that the approach to conduct these reviews be through a consultancy. A Term of Reference for the Consultancy was prepared and approved. It was advertised twice, and the last deadline was in Mid-December 2023. A team vetted the applications properly but there were no suitable applicants found. Therefore, another approach was agreed upon and it is believed that a suitable applicant will be selected to begin the consultancy in the new fiscal year.

In any event, this Ministry is also in the process of partnering with foreign entity such as the Central American Bank for Economic Integration (CABEI) and the Canada-CARICOM Export deployment Mechanism (CCEDM) for Technical Assistance or for Expert Advisor.

While the revamping of the procedure and the system in its totality is work in process, the modernize approach to the selection process to include a multi-stage approach is a part of this progress which has already provided good result. This is mostly for the position-based model of recruitment and promotion.

iv. Updating of HR Manual in tandem with a renewed HRM system.

- This activity is dependent on the revamping and modernization of the HRM system so that all the procedures are to be capture in one manual for the Public Service. Thus, this is also work in progress.

B. JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)

The JCCU has a strategic role within the MPSCPRRA to strengthen the institutional and human resource management capacities within the Belize Public Service (BPS) so that it is equipped with the necessary conditions for modernization. The Unit is responsible for developing, maintaining, and managing the job classification and compensation system for the BPS which:

- Assists in clarifying and improving the organizational structure, by designing both current and proposed organizational charts for Ministries/Departments showing reporting relationships while accounting for every position within each Line Ministry.
- Helps to maintain an “equal pay for equal work” policy – thus promoting equity and transparency of the system.

- Aids the recruitment, selection, and on-boarding process, by establishing meaningful job specifications, requirements, and compensation.
- Facilitates better employee-management relations, by ensuring clarity of job functions, roles, and relationships.

Apart from the major function stated above, the JCCU further supports the Ministry's objectives by:

1. Making recommendation on requests by Ministries/Departments pertaining to creation, redesignation, reclassification and upgrading of positions across the Public Service.
2. Assisted several Ministries/Departments, **such as the Office of the Ombudsman, The Lands Registry, Office of the Commissioner of Stamps**, with the restructuring, addition, and removal of positions to their organizational structures during the Fiscal period 202/2024.
3. Created and updated several new and existing job descriptions outside of those job descriptions done under the Organizational Development Review as per requested by Ministry/Department.
4. Being the repository for the organizational structures and all job descriptions.
5. Analysing workforce changes and labour market trends to organize and define several types of work and to determine requirements and compensation.

PROGRAMME 1: Organizational Development Exercise

- I. During the fiscal year 2023/2024 the Job Classification and Compensation Unit participated in several strategic meetings/sessions with the following Ministries/Departments:
 - Ministry of Himan Development, Families, and Indigenous Peoples' Affairs
 - Department of Civil Aviation
 - National Climate Change
 - Office of the Ombudsman

- Office of the Commissioner of Stamps
- National Meteorological Service
- National Fire Services
- Fisheries Department
- Ministry of Human Development
- Ministry of Economic Development

These sessions were to the discuss matters such as:

- Review and upgrade of key technical positions in various Ministry/ Department such as, **Ministry of Health and Wellness, Ministry oof Human Development, Families, and Indigenous Peoples' Affairs, Civil Aviation, National Meteorological Service etc.**, to try and retain these capacities due to low salary scale in comparison to their counterparts in the private sector, regional and international labour force, hence making them more competitive in the labour market.

During this fiscal period, the JCCU was able to upgrade the posts of both Pharmacist and Drug Inspector in Ministry of Health and Wellness. As well as upgrading all the Social Workers' position in the Ministry of Human Development, Families, and Indigenous Peoples's Affairs, who were grossly underpaid and disenfranchised in comparison to similar positions across the public service.

- Restructuring of the organization structure and plans
- Creating of new units and positions to meet the respective Ministry/Department mandate.
- Facilitate the development of job descriptions for positions requested.
- Address and fix existing anomalies within positions across the public service.

The JCCU also conducted organizational review of the Ministries/Departments where a Round-2 Report is prepared detailing the Legal Authority, Purpose, Ministerial Portfolios, and functions of

Ministries/Departments, designing Current and Proposed Organizational Charts, and setting the authorised number of Management and Non- Management positions required to perform the mandate of Ministries/Departments.

During the Fiscal Year 2023/2024 to present organizational reviews which includes, organizational development, job analysis, job evaluation, setting authorised manning level and job description writing were undertaken for the following Ministries/Departments:

1. Ministry of Youth, Sports, and Transport
2. Ministry of Health and Wellness
3. Attorney General Ministry

The JCCU also conducted revision of some ministries and departments that were already completed prior to this New Administration taking office since there are additional ministries. It is also noted that the portfolios of ministerial responsibilities were amended for several ministries which has resulted in some changes in their mandate. So, adjustments must be made to the different structures to capture the changes, creation of new positions and units that has been added on.

Apart from conducting Organizational Development Review the JCCU also did the following during this period:

- Process numerous requests and made recommendation on for the creation, redesignation, reclassification and upgrading positions across the Public Service.
- Assisted several Ministries/Departments with the restructuring, addition, and removal of positions to their organizational structures.
- Developed and updated new and existing job descriptions for various positions outside of those job descriptions done under Organizational Development Review as per request by Ministry/Department.

PROGRAMME 2: JOB DESCRIPTION WRITING

The Job Description is a tool that aids in the recruitment, selection, and on-boarding process, by establishing meaningful job specifications, requirements, and compensation. Job descriptions reflect the division-of-labour on which the management of all organizations is based and hence the unavailability of comprehensive and complete job descriptions for all positions is a major weakness within the Belize Public Service. There can be no effective recruitment and succession planning if the qualifications, knowledge, and experience required to perform the job are not identified and there can be no effective performance management where roles and responsibilities are not set out with utmost clarity.

Most of the current job descriptions are not constructed in a standardized format to present complete and concise descriptions of the jobs. In most cases the job descriptions are not properly written and do not describe the whole job. Also, there exist varying types of job descriptions with different requirements for the same position. In some instances, there is no job descriptions exist for some position holders, and they have prepared a list of duties for their jobs. With these current weaknesses that exist with job descriptions, the JCCU under the Commonwealth Secretariat Consultancy embarked on developing standardised Proposed Management and Non-Management Job Descriptions for each position for the Ministry/Department listed above and those that were already reviewed.

The JCCU also develops job descriptions for those positions that are newly created as well updates existing job descriptions that are sent to JCCU for review in terms of duties and responsibilities, qualifications, and requirements.

Constraints and Challenges Faced during JCCU Organizational Development Exercise

- Lack of Current Organizational Charts.
- Lack of updated Staff Listings.
- Inadequate or non-existence Job Descriptions.

- Length of time taken by Ministries/Departments to provide requested information, document and/or empirical data required to conduct the work of the Unit.
- Length of time taken to engage in Round-2 Report discussions/feedback.
- Length of time taken to provide feedback on Proposed Job Descriptions.
- Hesitancy in implementing the recommendation made in the JCCU's Round-2 Reports for improvements to the structural weaknesses identified to improve efficiency and service delivery.

C. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)

The Human Resource Management Information System (HRMIS), operated by MPSCPRRA serves as a pivotal tool for managing human resources within the Government of Belize. It functions as a centralized repository of HR information, catering to all employee categories across the Belize Public Service. This report outlines the achievement and initiatives undertaken by the HRMIS during the fiscal year 2023 to 2024.

I. Processing of Annual Increments:

The HRMIS Unit played a crucial role in processing annual increments, which resume April 1st 2023. This involved conducting verification checks on public officers' performance appraisal reports, ensuring compliance even for years when increments were frozen. Subsequently, salaries were verified, and payments were processed. While the initial phase witnessed a high influx of submissions, the process has since stabilized. The process has also encouraged public officers to ensure that all their performance appraisal reports are completed and un file for future reference, particularly for retirement purposes.

II. Development of Public Service Leave Management System: Collaborating with the E-Governance Department in 2022-2023, the HRMIS Unit contributed to the development of the



system. This system aimed to streamline the application and approval of vacation and sick leave, transitioning from a paper-base to a web-based system. In the fiscal year 2023- 2024, the system underwent rebranding as MyGOB to foster public officers’ ownership and to have it be recognized as the main platform for HR services. A pilot phase was conducted in September 2023 across six ministries and two departments mentioned below,

resulting in enhancements based on feedback received.

1. Ministry of Public Service, Constitutional and Political Reform and Religious Affairs – HQ
 - a. *Elections and Boundaries Department*
2. Ministry of Public Utilities, Energy, Logistics and E-Governance - HQ
 - a. *Department of Postal Service*
3. Office of the Prime Minister – HQ
4. Ministry of Blue Economy and Civil Aviation – HQ
5. Ministry of Sustainable Development, Climate Change and Disaster Management – HQ
6. Ministry of Rural Transformation, Community Development, Labour and Local Government – HQ

The pilot phase involved providing training to administrative personnel within the above mentioned ministries, conducting one-on-one sessions with each ministry. Producing instructional videos, offering system administrator support and monitoring the use of the system. Based on feedback received from the pilot ministries, adjustments were made to enhance the system.

III. Rollout of MyGOB - Leave Management Module:

Circular No. 83 of 2023 disseminated information to all ministries, initiating the roll out of my GOB on a phase-by-phase approach. In February 2024, the rollout commenced with the following ministries.

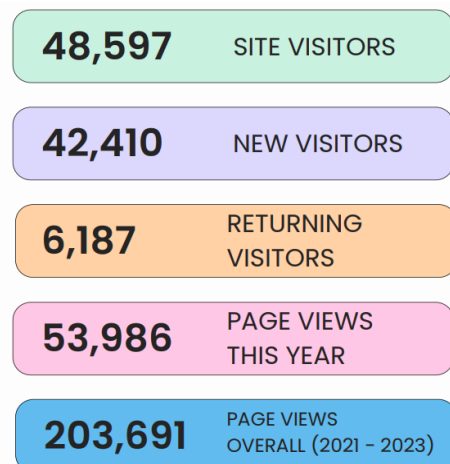


By May 2024, the aim is to onboard all ministries and departments onto the MyGOB platform.

IV. Job Search and Employment Application Website:

The HRMIS unit oversees a job search and employment application website, serving as a primary recruitment source for the public service. Traffic to the site has notably increased, as seen below in the site traffic report for 2023.

In January, the page had a total of 10,281 views with 2961 visitors, 2,667 of these being new visitors and 194 returning. As of March 2024, the page currently sees a few a view of 28,104. There have been 8,230 visitors so far, 7,364 (89%) of whom are new and 866 (11%) are returning.



V. Focal Point for data collection for SIB and the Sustainable Development Goals

As the focal point, the HRMIS Unit provides quarterly and annual data to the Statistical Institute of Belize (SIB) in relation to the Sustainable Development Goals listed in the following table.

Table 1: Sustainable Development Goals Assigned to MPSCPRRA

ID	Indicator Description	Role
16.6.2	Proportion of population satisfied with their last experience of public services	Lead Agency
16.7.1	Proportions of positions in national and local institutions, including (a) the legislatures; (b) the public service; and (c) the judiciary, compared to national distributions, by sex, age, persons with disabilities and population groups	Lead Agency
5.5.2	Proportion of women in managerial positions	Support

In addition, the Unit provides quarterly data to SIB pertaining to the number of public officers working within the different capacities.

VI. Operational Activities and Support:

In addition to strategic initiatives, the HRMIS Unit continues operational activities, including data entry into the SmartStream system. Support is provided to various units within MPSCPRRA, government entities, unions and statutory bodies. However, a shortage of staff remains a significant operational challenge impacting efficiency and workload management.

D. TRAINING AND DEVELOPMENT UNIT



Training and Development is integral to the development of the Belize Public Service in fulfilling its mandate and in creating a culture of continuous learning and growth. The Training and Development Unit is responsible for Human Resource Training and Development functions within the Belize Public Service, comprising activities concern with:

- a) Training Profiles and Skills Record,
- b) Training Needs Analysis,
- c) Induction Programme Development and Delivery,
- d) Processing Local and Foreign Training and Development Opportunities,
- e) Training and Development Budget,
- f) Monitoring and Evaluation of programmes
- g) Fostering relationships with relevant stakeholders within the training and development community.
- h) Human resource training and development functions also involve the roles and responsibilities as that of an Administrative Officer in the processing of Public Officers requests. Refer to the following table for ease of reference:



Table 2. Training and Development Unit’s Administrative Processes

Process	Description
Create and process study leave bonds	Processing Notification of enrolment
Process study leave requests.	Create and send memos to Ministries for reinstatement of salaries
Process requests for resettlement grant and resettlement period	Create and send memos to Ministries for additional information needed to prepare minutes for respective requests
Process requests for increments withheld	Process minutes and coordinate Commonwealth Scholarship Award/ Interview panels
Process requests for increment for higher qualifications	Create and maintain financial assistance database
Process requests for warm clothing allowance	Create and maintain database for list of officers for Clerical and Secretarial Programmes and other in-service training programmes
Process requests for financial assistance	Process minutes for the development, coordination, facilitation, and evaluation of Training Programmes for the Belize Public Service (Local and Foreign Trainings)
Process notification of enrolment requests	Create and maintain study leave database

1. MISSION AND VISION STATEMENTS

UNIT’S MISSION	VISION
<p><i>“To instil service excellence within the Belize Public Service through public/private partnership and research in the standardization of our in-service and professional development training to Public Officers.”</i></p>	<p><i>“To inspire a culture of learning among public officers for service excellence.”</i></p>

2. ACCOMPLISHMENTS

i. Historic launch of a formal online Induction Training Course for the Belize Public Service (Modality -Self-Paced)

In 2022, the piloting of the Online Induction Training Course for the Belize Public Service was launched on UB's Learning Platform. This year, Two Hundred and Seventy (270) Public Officers successfully completed this Induction Course. The third cohort will be offered in April, 2024 and will be comprised of new entrants selected by the individual line ministries.

ii. Restructuring, expansion and implementation of the Clerical and Secretarial Promotional Programmes

The Secretarial and Clerical Promotional Programmes are mandatory programmes designed for Secretaries and Clerks at the entry level. These programmes are one of the criteria required in accordance with Circular 9 of 2009 which speaks to advancement in the Administrative and Secretarial grades. Both programmes were expanded to include modules on Good Governance and Conflict Resolution and will be fully offered on the University of Belize's e-Learning Platform.

One hundred and sixty-seven (167) Second Class and Technical Clerks (Audit Clerk II, Immigration and Nationality Clerk II, Postal Clerk II, Tax Clerk II and Customs and Excise Examiners III) successfully completed the Clerical Promotional Programme. Seventeen (17) Secretary IIIs successfully completed the Secretarial Promotional Programme offered on the University of Belize's e-Learning Platform.

iii. Development and implementation of Professional Development Certification Programme through Galen University using a blended approach.

- a. Reengaged and partnered with Galen University in the development and implementation of standardized Professional Development Certificate Programme for First Class Clerks,

Administrative Assistants and Administrative Officers. Currently ninety (90) public officers are actively enrolled.

- b. Development of Election and Boundaries Draft Certification Programme for the Belize Public Service in collaboration with Galen University Institute for Leadership Development and Lifelong Learning. These Trainings are scheduled to commence in May, 2024. This programme will be offered at the basic and advanced level.

iv. **Women's Leadership MOOC: Boost your Skills and Drive Change Training Opportunity**

The Inter-American Development Bank (IDB), in collaboration with the Government of Belize, offers a new online open course (MOOC) for professional women in Belize who are interested in improving their leadership skills: Women's Leadership MOOC: Boost your Skills and Drive Change Course. Thirty-Two (32) women in leadership positions as Heads of Department/Units were invited to express interest. The training is self-paced and commences in March, 2024. IDP will provide scholarships for selected persons to complete the course and an additional fifteen (15) scholarships will be awarded for an expanded mentoring and coaching component after successful completion of the course.

v. **Good Governance Ambassadors (Reformers)**

In 2021, thirty-seven (37) Public Officers from across line ministries received **Train the Trainers Training in Good Governance, Transparency and Ethics** through Galen University. The purpose of this training was to develop Good Governance Ambassadors in each line ministries to coordinate and implement Good Governance Trainings with public officers at their Ministry level. The Course Modules can be seen in the following table.

Table 3. Training Modules for Good Governance, Transparency and Ethics Course

IMPLEMENTING GOOD GOVERNANCE, TRANSPARENCY & ETHICS IN THE PUBLIC SERVICE COURSE
Training Modules
Module 1: Notions and Forms of Corruption
Module 2: Anti-Corruption Plan as the tool against corruption
Module 3: Integrity Plans and Integrity Test
Module 4: Public Service Transparency and Public Relations
Module 5: Preconditions for Successful Fight Against
Module 6: Organizational Culture, Professionalism and Public Service Integrity
Module 7: The Assessment of Departments and Situations Vulnerable to Corruption

Module two of the course, *Anti-Corruption Plan as a Tool for the Fight Against Corruption*, was developed with the aim to achieve the following objectives:

- Develop a shared understanding of the United Nations Convention Against Corruption (UNCAC).
- Identify ways to foster a corruption free culture.
- Identify the role of public and private sector in fostering a corruption free society.

The end goal is to institutionalize good governance training across the Belize Public Service to promote good governance practices and create a more transparent and accountable public service. The Good Governance Unit was established after this initiative; therefore, this unit will coordinate more closely with these trainers.

In 2023 the Accountability Lab, an international organization, received a CARSI grant from the United States Embassy to implement accountability training opportunities for ten (10) Public Officers in the Belize Public Service. This Ministry supported the work of the Accountability Lab and shared the view that an accountable Public Service is the backbone of an effective governance system; therefore, a partnership was forged and ten (10) of the successful trainers from the Good Governance, Transparency and Ethics training were selected for further training in accountability. This project focuses on empowerment of these officers to effect change in their Ministries through advocating, planning, and executing reform projects that promote transparency. The Love

Foundation is the local organization that manages the project in Belize. Great initiatives have evolved from some of the Good Governance Ambassadors (Reformers) who are engaged in this project and were highlighted on Love FM's Morning show. A total of two hundred and forty-seven (247) public officers have received training in Good Governance.

vi. **Offboarding Handbook and Training Materials for the Retirement Process.**

The Onboarding Handbook was created in 2022 and offers a formal welcome to the service. The Unit saw the need to complement this process with a formal separation process in the structure of an Offboarding Handbook. An interactive and engaging consultation was conducted with key stakeholders in each district. The validation sessions are currently in process.

vii. **Project: Programme for Strengthening Public Expenditure Management in Belize (SPEM)**

The Government of Belize has received eight million US Dollars (US\$8M) in loan financing from the Inter-American Development Bank (IDB) for the implementation of the Project – Strengthening Public Expenditure Management (SPEM). The Ministry of Economic Development manages this loan agreement. Budgeted at (US\$1,460.106 million), Subcomponent 4 - Strengthening Capacity Building, to improve institutional capacity for personnel to conduct processes and operate systems efficiently falls under this Ministry's responsibility with managing oversight by the Central Executing Unit, Ministry of Economic Development. The National University, University of Belize, was approved this consultancy. The deliverables of this component include:

1. Establishment of an E-learning Unit
2. Implementation of MPSCPRRA' personnel evaluation services to assess PFM Knowledge (Gap analysis)
3. Personnel Training and Certification Programme implemented.
4. Establish a change management plan for the PFM modernization.

The Unit requested two (2) additional staff through the project fund to support this project, a Project Coordinator and an Administrative Assistant. This request was approved, and the

recruitment process is currently underway. The Training Unit office will also be redesigned to accommodate the additional staff.

viii. **International Relations.**

a. Commonwealth Master Scholarship



The Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs is the National Nominating Body for the Commonwealth Master

Scholarships. The two nominees submitted by Belize for the 2023/2024 school year were approved scholarships, Kristen Waight, Drug Inspectorate, Ministry of Health and Laura Friesen, General Practitioner, Belize Medical Associate NHI Clinic. Both candidates will be pursuing master's degrees in public health.

The recruitment and selection process for the 2024/2025 school year is completed and submitted to the Commonwealth Secretariat Commission. This Ministry is currently awaiting feedback.

b. BMI Global Scholarship Summit

This is a high-level networking event which provides international organizations offering scholarships or seeking training partners with the opportunity to connect directly with leading universities and education providers on a global scale. Mr. Rolando Zetina, Chief Executive Officer, Ministry of Public Service and Constitutional Reform and Religious Affairs, attended this event in London, United Kingdom from 6th – 10th May, 2023.

Mrs. Sandra Diaz Cadle, Director of Training and Development (MPSCPRRA) is scheduled to attend the 2024 Summit in London from the 4th to the 7th May, 2024.

ix. **Approvals of Public Officers Request.**

Five hundred and fifty-seven (557) approvals were processed for public officers. Four hundred and Ninety-Five (495) approvals were to support public officers in the form of study leave, financial

assistance, increments for higher qualification and notification of enrolment to pursue further studies.

E. CUSTOMER SERVICE AND QUALITY ASSURANCE UNIT (CSQAU)

Enhancing Customer Orientation Across the Public Service is a principal function of the MPSCPRRA, and this is being supported via the work of the Customer Service Quality Assurance Unit (CSQAU). The primary goal of the unit is to improve and assure the quality of the end-to-end experience of citizens and customers of the Belize Public Service. This is in line with the Government's Plan Belize Agenda which states that it will "*return principles and probity to public life thus modernize the public service and enhance customer orientation and quality service delivery.*" In so doing the Unit is tasked to collaborate with ministries and departments to develop and implement customer service and customer experience improvement policies and programmes, monitor, and evaluate performance in that regard, thus ensure that the quality of services provided in the day-to-day functions of the public service is aligned to that of customer's needs.

CSQAU Tasks and Main Achievements:

Through training, data insights, staff engagement, recognition, and appreciation, the CSQAU continues to champion service excellence.

1. Since the previous customer experience bi-annual survey, which was completed in the last fiscal period, the unit continues to capture information on customer experiences and respond to their concerns through more informal systems, namely the contact-us page on the Ministry's website and via email.

Additionally, stakeholders' collaborative and consultative sessions on the proposed contact centre continues and thus far work is in progress for the installation of customer service representatives / liaisons in three public-facing departments, namely the Lands Department, Immigration Department and Vital Statistics.

2. In support of continuous training and development and collaboration with other departments, the unit engaged in coaching, knowledge sharing and refresher sessions. As a result, over 225 police recruits got

**COACHED OVER 220 POLICE
RECRUITS IN CUSTOMER CARE**

orientation in customer service, the importance of having standards in place, and the recognition and appreciation of people to infuse a culture of service and care. Additionally, over 112 secretaries and clerks and some 221 school wardens were also coached and given training in customer service among other related topic.

3. In continuous support of the viewpoint that recognition and appreciation of employees (internal customers) are key to service excellence and the quality of care given to external customers, the unit conducted information / sensitization sessions about the programme and its objectives, which are aligned with service excellence, Carried out the annual theme competition while fostering inclusivity to build morale, organized and executed the annual award ceremony and continued to collaborate with the Belmopan City Council and other stakeholders to showcase and promote the public service as a beacon of pride and worth. In its usual grand way, special recognition and appreciation was shown to all public officers via the management of the Public Service Day Programme, and specifically to some 1654 public officers who achieved significant milestones of 10 through to 35 years of service plus a Special 9 individuals who readily avail themselves for national disaster duties for and to the Government and People of Belize.

The unit continues to champion and provide continuous support for the value and virtues of Public Service and Public Officers, thus facilitated, and ensured that recognition and show of appreciation is institutionalized. In that regard management of the Public Service Day & Awards Programme in collaboration with its Public Service Day National Committee continued and the following resulted:

Countrywide information fairs, employee's appreciation and engagement events, health walk and sporting events, professional attire fashion show and community enrichment and outreach initiatives in seven (7) municipalities. Two special award ceremonies for some 250 and 100 attendees were organized and executed, respectively.

The unit also saw to the development and launch of the website and e-library for the Belize Public Service Walk of Recognition and Appreciation. This accomplishment provides a medium where anyone can find the most comprehensive and accurate information on the programme and the honourees it recognizes. All can enjoy exploring and learning about Belize's first ever monumental walkway and the committed and outstanding public officers it honours.

Emanating from the Recognition and Meritorious Award Policy for the Belize Public Service this programme

CELEBRATE and give recognition to the work and worth of the public service and of public officers.



PROMOTE and instil the cultural values and principles of the Public Service



aims and Objectives are to:



ENCOURAGE and reward service excellence and commitment to the Public Service



BUILD employee morale and contribute to a positive and customer-focused organizational culture



MOTIVATE public officers to modernize and innovate.





The Belmopan City Council continues to work in collaboration with the Ministry on the Public Service Walk of Recognition and Inspiration.

The support of the council does not only allow for public officers to be prominently recognized on the walkway leading up to the National Assembly in the capital city of Belmopan, but also endorse the objectives of encouraging others to strive for the principles of commitment and outstanding service, while at the same time improving the aesthetics of the city and building on the tourism product of history and culture.

F. EMPLOYEE ASSISTANCE PROGRAMME (EAP)

The Government of Belize encourages a Public Sector that is no longer straddled by outmoded mechanisms of long ago, but one that is a modern, vibrant and a proactive force that promotes and enables the sustainable socio-economic development of Belize. Based on this precept, Government has embarked on a Modernization Programme for the Belize Public Service. This programme focuses on people (human resources), organizational processes and structures as they relate to the realization of the modernization goals.

Thus, the programme highlights several strategies for transforming and changing, in fundamental ways, the policies, systems, structures, attitudes and habits that pervade the public service. A main goal is to provide the support necessary to deliver quality service to all our customers.

In the broadest sense an Employee Assistance Programme is a management support programme that recognizes that there can be extraneous factors that may detract employees from performing their best in the workplace. Some of these factors/stresses may include personal or job-related stress, family, or marital problems, legal or financial difficulties, alcohol/drug abuse and other behavioural problems. While not necessarily originating from the workplace, can grossly affect

productivity. The EAP looks at the wellness and well-being of the employee to ensure productivity. When productivity is not related to a training deficiency the system is employed to the employee.

Employee Assistance Programme SWOT Analysis

Please find below a SWOT Analysis of the EAP Unit 2023/2024. This SWOT analysis will assist the unit to analyse the unit’s strengths, weakness, threats, and opportunities. The SWOT Analysis will allow the opportunity to devise a successful strategy for the future of the unit.

Table 4. SWOT Analysis Results of the EAP Unit

Strength	Weakness
<ul style="list-style-type: none"> • Continue to maintain strict CONFIDENTIALITY. • EAP Unit is led by integrity. • Growth of staff from one (1) to three (3) • Increased confidence of Public Officers in the EAP • Increased access to EAP Services. • Increased request of trainings and sensitizations sessions by ministries and departments • Increased number of qualified licensed Practitioners. • 3 Psychiatrist on board, 1 Doctor in Counselling. • Provides equal treatment to all employees at all levels. • Response to emergencies promptly. • EAP Practitioners available in 5 out of 6 districts. • Cost effective to public officers. • Availability of 24-hour support to public officers. • EAP Staff travels district wide to conduct assessment. • Increased collaboration with stakeholders across ministries. • EAP serves as an early intervention to challenges arising. 	<ul style="list-style-type: none"> • Threat to breach of confidentiality • Continued request by supervisors/managers/CEOs to include documentation of staff accessing EAP services to be placed in officers Personal File despite existing EAP policy prohibiting such practice. • Continued utilization of the EAP as a punitive measure for punishment by supervisors, managers, and CEO’s. • EAP Policy needs to be updated. • New rule from Vehicle care impacts the EAP ability to effectively perform duties expected. Causing major set-back. • Unable to effectively address emergencies due to not being granted on a timely manner authorization to access vehicular resources (Itinerary of schedule is submitted weekly). • Passive acts of Bullying of the EAP Unit are impacting mental health and work performance of EAP staff. • Some ministries refusing to grant public officers time off to attend scheduled sessions.

Strength	Weakness
<ul style="list-style-type: none"> Continued provision of support managers/supervisors. Consistent promotion of the EAP Unit Collaboration with other MPSCPRRA Units Post-assessment follow-up with public Officers. Increased access to Virtual Assessment Improved Relationship between EAP and public officers 	
Opportunities	Threats
<ul style="list-style-type: none"> District level workshop in all ministries Digitization of EAP forms Development of a confidential EAP Database for statistical purposes Training opportunities for the EAP staff Increasing the EAP personnels district wide. New spacious office space would allow for many support groups to be developed and conducted for public officers. 	<ul style="list-style-type: none"> Threat to confidentiality can create significant setbacks. Limiting access to resources impacts work to be effectively conducted. EAP staff runs the risk of experiencing Occupational Hazard in the new office space constructed. Emergency exit necessary considering the uncertainty of officer's mental state.

Furthermore, the below table outlines the status of achievements from April 2022 to March 2024.

Table 5. The EAP's Main Achievements from 2022 to 2024

2022 Achievements	2023/2024 Achievements
Complete rebranding/re-introduction of the Employee Assistance Programme to ALL government ministries and public officers.	On-going sensitization of the EAP across ministries. Successfully provided sensitization session to all administrative offices across ministries.
Train directors/ managers/ supervisors: Ensure that heads of department commit to the utilization of the Employee Assistance Programme. Provide training on the programme's offerings and how to access them, as employees will often go to their manager first with questions and concerns.	On-going Continued sensitization of the EAP to senior managers across ministries including CEO's.

2022 Achievements	2023/2024 Achievements
Utilize All existing social media platforms to facilitate re-branding: Facebook, Instagram, Employee WhatsApp chat groups/forums, Tik-Tok (current), News media visits and Update pamphlets, posters/commercials.	Ongoing utilization. Completed media house visits Love FM, Channel 5 to sensitize the larger public about the existing resources available to public officers.
Approval for new additional staff	Two staff were added to the EAP Unit. One Senior Social Worker and One Social Worker.
Develop and prioritize Employee Engagement Surveys, focused on employee wellness to evaluate workplace culture and the impact it has on public officers' mental health/well-being that affects job performance.	Completed ready for launch
District tour visits to all government ministries/offices: assessing occupational hazard and how it contributed to job performance deterioration and well-being.	In-Planning process
Develop strategies that promotes self-efficacy in engaging public officers in putting focus on their health and wellness well-being, by spear-heading activities that will enable them to deliver optimal performance in the workplace and a better quality of life	Ongoing during the assessment process
Develop end of year evaluation tool to evaluate performance of all active EAP practitioners.	Evaluation tool was successfully developed to evaluate EAP Practitioners
Develop innovative and new ways to connect EAP with employees	On-going participation in Health Fairs to promote the EAP Unit and increase access.

Total Public officers Who accessed services and Total Contracts Issued 2023 to Present

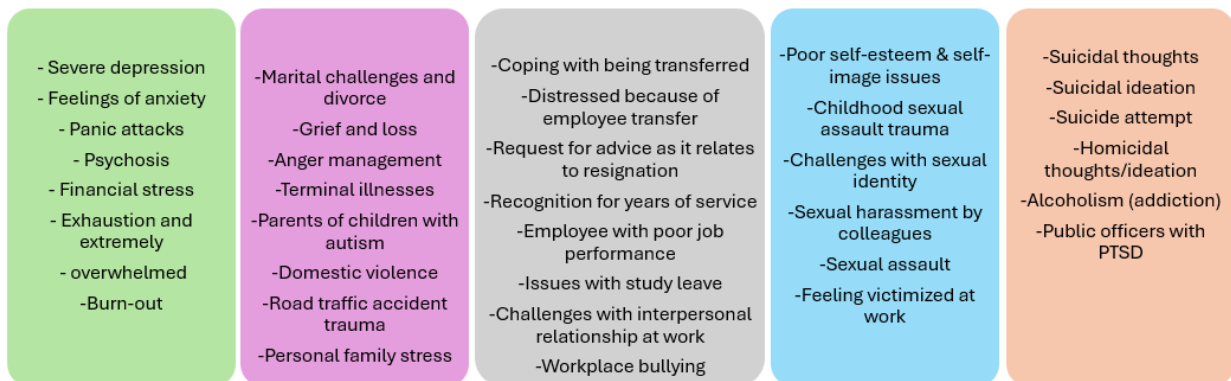
Total Officers	Contracts Issued	Contract B Issued
218 Public Officers	197	2

Presentations employed by Employee Assistance Programme 2023 to Present

As part of the remarketing process and training process in working toward sensitizing all government ministries about the Employee Assistance Programme, the number of presentations increase by more than threefold in 2023 compared to 2022.

Presentations 2022	11
Presentation 2023 to Present	36

Presenting Issues/ Challenges by Public Officers



Limitations & Challenges 2023/2024

The overall aim of the EAP is to be able to not only provide proactive interventions, but also preventative mechanisms to identify, early detection and resolution of both personal and work-related stressors, which may adversely pose threat to the job performance of Public Officers.

Several of the challenges experienced by the EAP Unit are the same as expressed in previous reports. If these are to change, then change can only be experienced systematically. The steps needed to be taken goes beyond the EAP Unit.

Table 6. EAP Challenges and Concerns

Challenges	Concerns/Comments
<p>Currently, several sensitization sessions, increased district wide assessments are being conducted. Since the inception of the EAP Unit into the public services, to cover as much ground or when travelling far, the unit would have to at times leave as early as 5:30am /6:00am. This would allow for presentation/assessment to start either at 8:30am or 9:00am at the latest. Because of this reason, the driver would often allow to take the truck home. Unfortunately, the driver has been prohibited to take the work vehicle home.</p>	<p>Considering the nature of work conducted by the EAP, not being able to leave early from the departure point negatively impacts the effectiveness of performing duties. Not being able to leave early now means that the Unit must schedule all sessions later in the morning or afternoon. This means that if we have seven public officers scheduled in a day, we now must schedule a maximum of 4 and reschedule the remainder for the following day or week. Especially considering that the work truck must be parked before 6pm. Acquiring authorization has also been a challenge.</p>
<p>Unable to respond effectively to emergency cases concerning public officers.</p>	<p>Again, due to the nature of the job, the unit responds to suicide attempts and violent sexual assault amongst public officers. Because these cases are after 5pm, it is impossible for EAP to effectively respond.</p>
<p>Vehicle Care Unit new rules significantly impact the duties of the EAP, lack of support in ensuring access derails the progress the unit can make.</p>	<p>The nature of the work of the EAP is different from the work of many of the units at MPSCPRRA. The work can be very demanding at times and requires consistent travelling. With this new rule in effect, being expected to departure at 8am and return to the park no later than 6pm is not helpful. Proper measures should be set in place for the unit to smoothly perform its expected duties.</p>
<p>Public officers are being refused by some supervisors and heads of unit, the time to attend scheduled sessions with EAP Practitioners.</p>	<p>Refusing to allow officers to attend session only results in missed sessions and loss of money to the government. In order to present this, public support by MPSCPRRA to the EAP Unit is important.</p>

The Employee Assistance Programme is interdisciplinary in nature, utilizing concepts, theories and strategies from social work, psychology, community and occupational health, human factors, organizational behaviour, and allied areas in practice. We seek to improve the health, safety, well-being, and quality of work life for each public officer and their families served. It is our goal to

continue to develop and execute innovative ideas to be able to continue providing public officers the support they deserve.

We are concerned about public officers and institutional/environmental exposures to a variety of stressors, that if not properly addressed, may result in significant distress for all. Our interventions are aimed at the work, personal and social contexts with a desired outcome of a coherent, healthy Public Service. The EAP efforts are also designed to advance employee capacity and efficacy.

No matter the institutional or personal challenge, EAP can provide meaningful support resulting in positivity for all. The success of the EAP depends significantly on the contribution and support of top management and supervisors. Maintaining strict confidentiality and having policies and procedures that are respected and supported by management all play a key role in the EAP functioning at its full potential.

G. GOOD GOVERNANCE UNIT



The second year of the Governance Unit has yielded an abundance of activities for its mandated Good Governance and Anti-Corruption initiatives with the development of recent programmes and projects to fulfil our commitment to a more transparent and accountable society. Though still a small Unit with just under 10 staff members, the GGU has made major accomplishments throughout the year in its drive to promote Good Governance and combat corruption.

Vision:

To contribute to a Belize where Governance, Integrity, Transparency, Respect for the Rule of Law, and Accountability permeate all areas of our society to create an empowering environment to achieve service excellence.

Mission:

To manage and promote reforms in laws, rules, social & cultural norms and comprehensive, measurable standards in Local, National, Transnational and International Governance.

United Nations Convention Against Corruption



In June 2023 Belize received the UNCAC Country Review Report done by Uruguay and the Marshall Islands; it requested clarifications from the appropriate government departments and units. Discussion questions were submitted in preparation for the on-site visit of the UNCAC team including the country experts from Uruguay and the Marshall Islands.

On the 20th of August 2023, the United Nations Office on Drugs and Crimes, the secretariat responsible for the UNCAC along with the country experts of Uruguay and the Marshall Islands arrived to conduct an on-site country visit to review the state of Belize's Implementation of Chapter 2 - Preventive Measures, and Chapter 5 - Asset Recovery of the UNCAC.

The Review experts spent three days listening to presentations, inquiring and dialoguing with twenty different government departments and non-government stakeholders (i.e.) Belize Chamber of Commerce and Industry (BCCI) and the National Trade Union Congress of Belize amongst others.

On October 9th - 11th, 2023 the UNODC hosted a Conference to Launch the Regional Platform to Fast-Track the Implementation of UNCAC in the Caribbean. Belize was represented by CEO, Mr. Rolando Zetina, Director of Good Governance, Mr. Cesar Ross, Contractor-General, Ms. Maria Arthurs, Financial Intelligence Unit (FIU) Legal Counsel, Ms. Janelle Shorter-Thomas and BCCI Policy Analyst, Mr. Joshua Pott. Belize joined the Caribbean Platform (Hub) and participated in discussions that resulted in the development of a proposed roadmap to develop, and strengthen, an institutional framework and national policy to fast-track anti-corruption strategies among stakeholders in procurement, whistleblower protection and civil asset recovery.



CEO Zetina and Director Ross attended the 10th Conference of the State Parties to the United Nations Convention Against Corruption in Atlanta from the 11th - 14th December 2023. One hundred and sixty United Nations member countries attended the Conference, the CEO and Director attended plenary sessions on national anti-corruption reports and also took time to attend meaningful meetings of programme strategies on challenges of environmental crimes, civil asset recovery, civil society partnerships and institutional framework development. Both CEO and Director oriented themselves on anti-corruption funding programmes that Belize could benefit from and, through the UNODC, held discussion with state experts from Brazil on exploring assistance with developing institutional law enforcement of environmental policing.

Mechanism for the Implementation of the Inter-American Convention Against Corruption

Belize was selected as one of the member states to review the Bahamas on its sixth round. Director Cesar Ross and Ms. Clara Chi, Research/Legal Assistant, participated in planning sessions and in the final on-site (virtual) visit with the Bahamas to evaluate their compliance with articles of the OAS’ Inter-American Convention Against Corruption which dealt with Bank Secrecy, Bribery, Illicit Enrichment and Extradition between April and August, 2023.

In September of 2023 both Mr. Ross and Ms. Chi attended the 40th meeting of the MESICIC Committee of experts in Washington DC to provide updates on Belize’s progress in its State’s Obligations regarding articles of the convention. At this meeting, the Country Review Report of the Bahamas was considered and adopted by the Committee. Belize made presentations on Best Practices along with the Prevention and management of Conflict of Interest.



Belize will be attending the 41st Meeting of the MESICIC Committee of Experts to be held on March 11th – 14th 2024 and provide an update on Belize’s progress, Belize will also present to the Special Session on “Beneficial Ownership: Transparency for Fighting and Preventing Corruption”.

Anti-Corruption Month



The UNODC’s theme “UNCAC at 20: Uniting the World Against Corruption” was reimagined to fit our activities and therefore a sub-theme was created “Uniting Belize Against Corruption.”.

On November 8th, the Unit officially jump started its campaign Month with the announcement of its competitions in the form of Essays at each educational level, Graphic Design Posters and Canvas Art. Each entry was then submitted, vetted and judged. Announcements for winners were made to each winner respectively via phone call and email where they were invited to the award ceremony.

Highlights



Integrity Walk

Competition Judges analysis

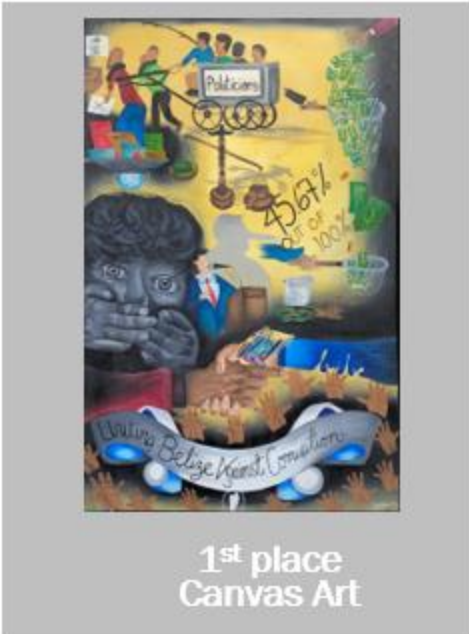
Whilst the Competitions were ongoing, and entries were being made Director Ross made rounds on the media between November 13th and 14th to garner as much attention to the purpose of the Month of Activities. The Director visited Channel 5's Open Your Eyes and Love TV's BCCI Business Hour giving updates on the Unit's progress as well our goals for the upcoming event.



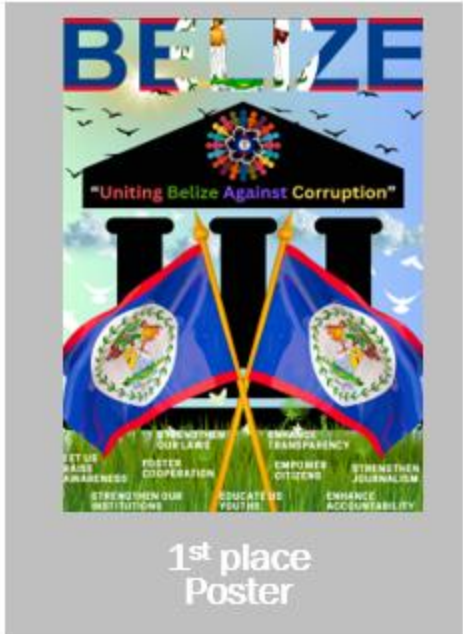
Anti-Corruption Conference



Signing of Anti-Corruption Declaration



1st place Canvas Art



1st place Poster

After bringing as much publicity with the resources at our disposal the Unit finally officially launched its Anti- Corruption Month on November 22nd at the Ministry of Foreign Affairs Auditorium.

All major and minor Stakeholders from different Ministries and NGOs were invited to demonstrate the willingness of the Government's goal to tackle the matter head on. It is the purview of the Unit that through collaborating with all these entities that we will ensure a more accountable society. The Good Governance Unit launched a month-long campaign to combat corruption, in honour of International Anti-Corruption Day, which was observed on December 9th 2023. The Unit aims to raise awareness by promoting a more ethical and transparent society by hosting the event annually.

The Unit felt it important to bring the campaign home to the different ministries that make up the Government of Belize. From November 24th to the 29th virtual workshops were held. By targeting Public Officers, it opens the door to discuss the Impacts and recommendations of how to mitigate acts of corruption in the Public Sector.

We felt it important to demonstrate in solidarity with other entities against corruption through a walk showing interest for the mitigation of corruption. On December 4th in different municipalities such as the City of Belmopan, Dangriga and Corozal had seen individuals participated in an Integrity Walk.

On December 7th, 2023 – we held the 1st National Anti-Corruption Conference in San Ignacio that included many government (Ministry of Public Service, GGU, PSC, FIU, FSC, Customs, Police, Women Commission) and non-government (YLAB, NSUB, Youths for Justice, BCCI, BBB, NTUCB, PSU) agencies in attendance. We listened to presenters both local (Women, Youth, Business, Union) and international (UNODC, Jamaica's Attorney General Chambers, Trinidad & Tobago Office of Procurement Regulation). Discussions resulted in the development of an Anti-Corruption

Declaration presented and endorsed on January 31st, 2024 at the Anti-Corruption Declaration and Awards Ceremony.

Fostering Partnerships

The Good Governance Unit has met with different entities that would build on the pillars of good governance. These entities which share some of our core values will play a significant role in the fight against corruption, developing our Good Governance Agenda and institutionalizing new norms for the Public Service.

Office of the Ombudsman

Director Ross and Mr. Lino met with the staff of the Office Ombudsman to identify crucial matters brought by citizens that can use Good Governance Reform, they also explored a collaboration between the two offices and hope to develop a mandated MOU to solidify a partnership.

It is noted that the Office of the Ombudsman is not considered a Governmental body. With that comes some shortcomings as it relates to being short-staffed and underfunded. These are key areas in which the Good Governance Unit hopes to advocate on behalf of the Office of the Ombudsman and be the bridge of communication between them and GOB in order to rectify these deficiencies to execute the work of the people efficiently.

Financial Services Commission

Director Ross and Ms. Chi have met and engaged in preliminary discussion with FSC to explore potential partnership in an effort to mitigate corruption.

Belize Network of NGOs

The GGU met with the leaders of the Belize Network of NGOs to discuss partnering with the Constitution Reform and the Good Governance agenda. BNN would like to provide coordination with civil society in the public outreach promoting good governance, constitutional reform and

lobbying effort to advance policies and laws like the Protected Disclosures Bill and Campaign Finance Reform.

Integrity Commission

Director Ross and Ms. Chi have started discussions with the Integrity Commission to discuss ways in which the Good Governance Unit can collaborate. These discussions focused on proactive work that contribute to an anti-corruption culture where we are more transparent and responsive with our asset declarations.

People’s Constitution Commission Secretariat Activities



The People’s Constitution Commission (PCC) was officially launched on 14 November 2022 after the enactment of the People’s Constitution Commission Act by the National Assembly of Belize.

As the Secretariat to the PCC, our goal was to support the logistical and administrative frameworks needed to keep the ball going. However as of August 2023 the Secretariat had

to take a step back in order to fulfil its goals as The Good Governance Unit where there are plenty of tasks to undertake.

The Secretariat has made every effort to publicize the PCC. One way in which this was done was to be present at one of the Country’s biggest events, the Agriculture and Trade Show. The booth had seen many people from all over the country opening the door for to educate them about the PCC and Its process.



Though the Secretariat's role is minimal its presence is still there. These are some of the following Activities conducted through this fiscal year:

The Head of the Secretariat, Mr. Cesar Ross, the Chairman of the PCC, Mr. Anthony Chanona, Vice Chair, Mr. Glenfield Dennison and UNDP Consultant Jason Gluck met with the Deputy Prime Minister, Hon. Cordel Hyde in the absence of the Prime Minister and Hon Henry Charles Usher to introduce the Technical Experts of the PCC to the Deputy PM.

Assisting in the development of the educational materials in the form of booklets including, A Summary of the Belize Constitution (Vol. 1 & 2), Know your Rights, Introduction to the People's Constitution Commission. After a workshop was held these books were published at a launch that hosted at the Biltmore Plaza in Belize City.

The Secretariat has also assisted in the early days of the Educational Campaigns in Corozal and Belize City for the BNTU members and with the development of the survey and data collection at both BNTU events.

The Secretariat continues to support the Chairman and the Commission in ongoing data collection, analysis and reporting.

The Secretariat advised the Chairman on how to establish the constitutional thematic committees as well as assigning members to each committee.

H. ELECTIONS AND BOUNDARIES DEPARTMENT

The Elections and Boundaries Department (EBD) is one of the two electoral management bodies in Belize, which is headed by Mrs. Josephine Tamai, Chief Elections Officer (CEO-EBD), and who is responsible for the day – to – day management of the Department.

For the period under review, one of the major highlights was the successful outcome of the 6th March 2024 Municipal Elections, where 58,399 or 57.17% of voters expressed their will in free, fair, and credible elections.

1. INTRODUCTION

The Elections and Boundaries Department has fourteen Registration Offices located as follows: Belize City (3), Ladyville Village (1), San Pedro Town (1), and one office in each of the district towns with the exception for Orange Walk Town which has two and the Cayo District with four offices; San Ignacio Town (1), Santa Elena Town (1), Benque Viejo Town (1), and the capital City of Belmopan (1). There is also one Sub-Office located in Independence Village in the Stann Creek District that conducts the affairs of prospective electors for the Stann Creek West and Toledo East Electoral Divisions. The registration offices and sub-office are responsible for the processing of applications for registration, transfer of electors, annual revision, publication of deceased, voter education and other matters related to administration of the office. Each registration office is staffed with Registering and Assistant Registering Officers. The main headquarters of the Elections and Boundaries Department is located at the Old Land's Building, Market Square, City of Belmopan.

1.1 Relocation of Registration Offices

To provide better services to the electorates the Elections and Boundaries Department relocated three of its registration offices during the year 2023 as follows:

- The Caribbean Shores, Fort George, Pickstock and Freetown Electoral Divisions formerly located at 7134 Lumber Yard Crescent, Belize City was relocated to **12 Douglas Jones Street, Belize City**, on the 2nd May 2023.
- The Cayo Central Electoral Division formerly located at 123 George Price Highway, Santa Elena Town was relocated to **7 Salazar Street, Santa Elena Town** on the 2nd May 2023.
- The Corozal Bay, North, South East and South West Electoral Divisions formerly located at First Street North, Corozal Town was relocated to **49 Fourth Avenue, Corozal Town** on the 11th December 2023.

1.2 Transactions by Electoral Divisions

The mantra of the Department is that every bona fide person visiting the office seeking to be registered as an elector is not being disenfranchised. Furthermore, for the purposes of transparency, accountability, and participation in the process, the Department publishes and shares monthly supplementary list with key stakeholders and is available for viewing by the public. This allows for scrutiny of the process on a monthly basis to strengthen confidence in the electoral process. During the period April 2023 and March 2024, a total thirty-eight thousand one hundred and sixty-four (38,164) transactions were conducted in all thirty-one electoral divisions. These transactions include new registrants, change of names, change of addresses, rectifications, replacements, transfer of electors into and out of the division, double registration, and identification cards delivered (see *Annex 2*). Note that by law, the publishing of deceased electors which listed in the table occurs only in the months of February, May, June, July, August, and Annual Revision conducted in November of every year. Investigations and due diligence are conducted for all transactions to ensure the accuracy of all information.

1.3 Revenue Collected

Revenues collected are primarily for replacement of lost, or damaged identification cards by electors. Out of the fourteen registration offices and one sub office, seven offices do not collect the revenues as listed in the table below. Those electors are required to pay directly to the Sub-Treasury Department in the district towns. At the remaining seven offices and one sub office, the Assistant Registering Officer collects the revenue and subsequently pay-in to the Treasury Department. Also, a monthly revenue collector’s allowance is granted to the Assistant Registering Officers who are responsible for the collecting the revenue.

Table 7. EBD’s Revenue Collecting Offices

Offices that do not collect revenue
Corozal Registration Office (1)
Orange Walk Registration Offices (2)

San Ignacio Registration Office (1)
Santa Elena Registration Office (1)
Dangriga Registration Office (1)
Punta Gorda Registration Office (1)

A total of two thousand four hundred and sixty-five (\$2,465.00) was collected for the period April 2023 to March 2024 at the registration offices as shown below.

Table 8. EBD Revenue Collected per Division

No.	Divisions	Revenue for Replacements
1	Freetown	\$90.00
2	Caribbean Shores	\$40.00
3	Pickstock	\$80.00
4	Fort George	\$70.00
5	Albert	\$70.00
6	Queen's Square	\$135.00
7	Port Loyola	\$165.00
8	Mesopotamia	\$45.00
9	Lake Independence	\$135.00
10	Collet	\$65.00
11	Belize Rural North	\$65.00
12	Belize Rural Central	\$65.00
13	Belize Rural South	\$225.00
14	Cayo West	\$115.00
15	Belmopan	\$725.00
16	Cayo South	\$375.00
	TOTALS REVENUE COLLECTED	\$2,465.00

1.4 Total number of Registered electors by Electoral Division

There is a total of one hundred and ninety-five thousand, eight hundred and twenty-four (195,824) registered electors in all thirty-one (31) electoral divisions as of March 2024. The table below details the total number of electors by division and gender in each division which includes ninety-five thousand four hundred and ninety-five (95,495) males and one hundred thousand three

hundred and twenty-nine (100,329) females. This information is also displayed in the bar graph displayed thereafter.

Table 9. Electors by Division and Sex

DIVISIONAL CODE	DIVISION	TOTAL REGISTERED		TOTAL
		MALE	FEMALE	ELECTORS
17	Stann Creek West	5,211	5,232	10,443
45	Belmopan	4,736	5,374	10,110
80	Belize Rural South	5,422	4,652	10,074
14	Cayo North	4,236	4,354	8,590
26	Cayo Central	4,160	4,279	8,439
12	Orange Walk North	4,202	4,120	8,322
15	Cayo South	3,796	4,061	7,857
75	Belize Rural Central	3,606	3,975	7,581
18	Toledo West	3,766	3,820	7,586
19	Toledo East	3,811	3,695	7,506
27	Cayo West	3,711	3,708	7,419
25	Orange Walk East	3,641	3,768	7,409
13	Orange Walk South	3,696	3,567	7,263
90	Corozal North	3,368	3,719	7,087
11	Corozal South East	3,515	3,490	7,005
24	Orange Walk Central	3,034	3,350	6,384
21	Corozal Bay	2,987	3,270	6,257
16	Dangriga	2,912	3,257	6,169
23	Corozal South West	2,994	3,104	6,098
46	Cayo North East	3,063	2,973	6,036
29	Lake Independence	2,631	3,355	5,986
31	Port Loyola	2,424	2,490	4,914
70	Belize Rural North	2,358	2,572	4,930
20	Pickstock	2,263	2,123	4,386
22	Caribbean Shores	2,076	2,299	4,375
10	Freetown	1,767	2,251	4,018
50	Collet	1,406	2,111	3,517
40	Albert	1,268	1,484	2,752
28	Queen's Square	1,217	1,421	2,638
30	Fort George	1,157	1,249	2,406
60	Mesopotamia	1,061	1,206	2,267
	TOTAL	95,495	100,329	195,824

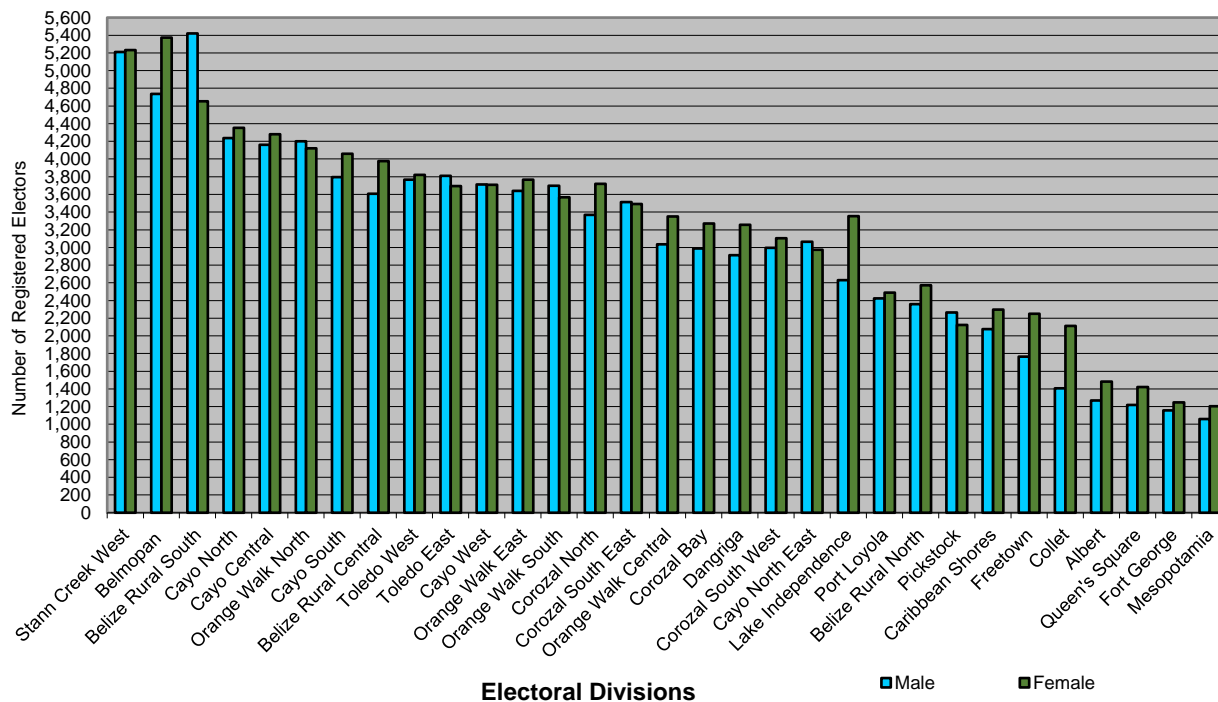


Fig. 2. Electors By Division and Sex in March 2024.

Monthly Statistics on total number of registered electors are published on the EBD website at www.elections.gov.bz. This report is updated monthly to ensure effective and efficient planning at the department. Registration of electors is a continuous process. It is anticipated that there will be an increase in the number of registered electors, due to the upcoming 2025 General Election.

2. On the Job Skills Training

Students from high school and tertiary level institutions from different schools in the country seek placement of students on their last year of schooling. As an innovation, students are assigned to different business or government department to get an on-job skills training. This venture gives students a firsthand experience at the workplace for a duration of three to four weeks. It is the duty of the employer to give the student a walk-through of what happens on the job and also to give the student on work ethics, dress code and confidentiality at it pertains to the department. Student Job Skills Training Services, which is a restructured programme, comprise of two components which are Youth Entrepreneurship and the On-the-Job Skills Training Services. Both

services are geared towards empowering young persons between the ages of 16 to 29 years with either employability skills or business development strategies. The programme was created to enhance youth’s skills in work ethics, job preparedness and personal development.

Table 10: Students’ Participation in EBD Job Skill Training

NO.	NAME OF STUDENT	DATE	OFFICE
1	Daren Urbina	3 rd April to 19 th April 2023	Corozal Office
2	Christine Victorin	3 rd April to 19 th April 2024	Corozal Office
3	Brianna Smith	19 th June to 4 th August 2023	Douglas Jones Office
4	Nolia Galeas	20 th June to 18 th July 2023	Belmopan Office
5	Edlin Lorenzo	20 th June to 18 th July 2023	Belmopan Office
6	Malachi Bacab	24 th July to 18 th July 2023	Belmopan Office
7	Mia Lewis	24 th July to 18 th July 2023	Belmopan Office
8	Sadie Hernandez	12 th June to 23 rd June 2023	San Ignacio Office
9	Carlyn Tun	12 th June to 23 rd June 2023	San Ignacio Office
10	Chensy Reyes	19 th June to 15 th July 2023	San Ignacio Office
11	Leanni Goff	19 th June to 15 th July 2023	San Ignacio Office
12	Jenise Taylor	27 th March - 20 th April 2023	Santa Elena Office
13	Kiarah Reneau	12 th June to 23 rd June 2023	Santa Elena Office
14	Jaylen Blanco	12 th June to 23 rd June 2023	Santa Elena Office
15	Amber Bahado	20 th July to 18 th August 2023	Santa Elena Office
16	Shadean Dougall	20 th July to 18 th August 2023	Santa Elena Office

2.1 Relief Temporary Assistant Registering Officers

During an impending election year, the department seek assistance from the MPSCPRRA as offices become overload with registration matters. As a new venture the ministry approved the temporary employment of relief Assistant Registering Officers 11 and placed at registration office countrywide. The first phase was conducted during the period 26th January to 15th March 2024 and additional staff for the period 5th February to 15th March 2023. Furthermore, approval for employment of Geison Alpuche as relief driver for the Corozal Registration Office effective 27th February 2024 with continued employment for one year with effect from the 16th March 2024.

Table 11. Number of Relief Assistant Registering Officers

No.	Name	Registration Office	Period
1	Victoria Trejo	Orange Walk	26th January to 15th March 2024
2	Cadence Contreras	Orange Walk	27th January to 15th March 2024
3	Alexia Contreras	Orange Walk	28th January to 15th March 2024
4	Tracy Gonzalez	San Ignacio	29th January to 15th March 2024
5	Gianne Vasquez	San Ignacio	30th January to 15th March 2024
6	Myron Bennet	Santa Elena	31st January to 15th March 2024
7	Merryll Hernandez	Douglas Jones	32nd January to 15th March 2024
8	Kimberly Lizama	Cemetery Road	33rd January to 15th March 2024
9	Jennine Mcnab	Belize City	34th January to 15th March 2024
10	Aalmiyah Crawford	Belize City	35th January to 15th March 2024
11	Shanique Santos	Belize City	36th January to 15th March 2024
12	Shanice Myles	Ladyville	37th January to 15th March 2024
13	Eshanta Arnold	Ladyville	38th January to 15th March 2024
14	Cindy Barrientos	Belmopan	39th January to 15th March 2024
15	Ivy Itza	Benque Viejo	5th February to 15th March 2024
16	Christa Navarette	Belmopan	6th February to 15th March 2024
17	Shenell Smith	Belmopan	7th February to 15th March 2024
18	Keila Flores	Belmopan	8th February to 15th March 2024
19	Bianey Borges	San Pedro	9th February to 15th March 2024
20	Aldair Tun	San Pedro	10th February to 15th March 2024
21	Adrian Anderson	Corozal	11th February to 15th March 2024
22	Leidy Espinoza	Corozal	12th February to 15th March 2024
23	Kaley Wade	Orange Walk	13th February to 15th March 2024

3. Community Outreach



As part of Community Outreach, the Corozal Registration Office, under the leadership of Ms. Rosalba Vasquez and Orange Walk Offices participated at the Centro Escuela Mexico Junior College (CEMJC) Open Day on March 30th, 2023. In celebrating this year's team **“Community Immersion through**

Business, Academia and Technology to Promote Nation Building.”

Working as a team both offices had a display a booth during the one-day expo at the school grounds depicting the electoral process and transfer of electors. As part of the innovation a gift basket was raffled on the day.

3.1 Voter education

EBD continues to fulfil its mandate by visiting schools and radio stations. Voter Education is an ongoing task for the officers at EBD. As vanguards of democracy, we need to keep the public informed as every day there are young prospective voters turning eighteen years, thus we need to capture them at election time. In assuming such responsibility officers keep ensuring that all qualified persons who wish to be registered as electors can register and vote unhindered. Prospective electors can visit our district to get information or simply call to verify what is needed. The table below illustrates the visits made:

Table 12. School and Media Visits for Voter’s Education

Registration Offices	Schools/Radio station	Date
<i>Orange Walk Office 1</i>	Kairos Radio	26th April 2023
<i>Orange Walk Office 1</i>	Kairos Radio	30th June 2023
<i>Orange Walk Office 1 & 2</i>	Chapel School	27th February 2024
<i>Ladyville & Douglas Jones Office</i>	Sun-Up @ 7 Talk Show	06th June 2023
<i>Ladyville & Douglas Jones Office</i>	Open your Eyes	07th June 2023
<i>Ladyville & Douglas Jones Office</i>	Love FM	08th June 2023
<i>Ladyville & Douglas Jones Office</i>	Krem WUB	09th June 2023
<i>San Ignacio Office</i>	Arms of Love Primary	26th January 2023
<i>San Ignacio Office</i>	St. Andrews Primary School	8th May 2023
<i>San Ignacio/Santa Elena</i>	Maximum radio station	7th June 2023
<i>San Ignacio/Santa Elena</i>	Hitz 100 - Oye Fm	8th June 2023
<i>San Ignacio/Santa Elena</i>	Radio vision	9th June 2023
<i>Benque Office</i>	Hills of Promise Seventh Day Adventist School	13th March 2023
<i>Benque Office</i>	Sacred Heart Primary School	21st March 2023
<i>Benque Office</i>	Cayo Center for Employment	22nd March 2023
<i>Dangriga Office</i>	Ecumenical Junior College	16th March 2023
<i>Dangriga Office</i>	Delille Academy High School	23rd March 2023
<i>Dangriga Office</i>	Dyfa Garifuna Radio Station	22nd March 2023
<i>Punta Gorda Office</i>	St. Peter Claver RC School	18th April 2023
<i>Punta Gorda Office</i>	St. Peter Claver RC School	19th April 2023

3.2 Public Service Information Day Display

The San Pedro Registration Office displayed a booth during Public Service Information Day held on the 22nd of June 2023 in San Pedro. Belmopan and San Ignacio registration offices also participated in Information Day activities in their respective areas.



3.3 Team of Officers' visit to Caye Caulker Village - Annual Transfer of Electors

As part of the community outreach mandate at EBD a two-day visit to the island of Caye Caulker is conducted yearly during the transfer of electors' exercise held in the months of July and August. A team of Elections and Boundaries Officers, headed by Ms. Kelcy Alamilla visited Caye Caulker Village on 24th and 25th August 2023, in order to facilitate electors who are eligible to be transferred to the Belize Rural South Division. Officers also accepted applications for new registrations and distributed voters identification cards. All investigations of addresses were completed prior to their departure from the island.

As a norm the Caye Caulker Village Community Center is utilized during the annual visit. This year the venue was already booked by Social Security for the dates therefore, we had to utilize the Our Lady of Assumption RC School as they were conducting registration at the island, thus there was a clash. Transactions for EBD were extremely poor; thus, for the future if a sub office cannot be opened in Caye Caulker, EBD will need to book the dates well in advance of the transfer of period to avoid clashes.

4. Annual Revision

Every year the Registering Officers undertake an exercise of "cleaning up" the divisional registers, which climaxes with the annual revision. In accordance with Rule 49(1) Part III of the Representation of the People Registration Rules (RPRR) states that ***"on or before the 20th of***

November in each year an open court shall be held in each district town the revising officer for the division falling within that district.”

Annual Revision was held on Wednesday, 15th November 2023 at 9:00 a.m., simultaneously countrywide. However, it did not come without its difficulties as Juliet Johnson Clarke, Revising Officer for Belmopan and Cayo South Electoral Divisions refused to sign notices and supplementary lists. There was an ongoing impasse between the Elections and Boundaries Department and the Revising Officer who continuously refused to deal with electoral matters despite being obligated by law. An appeal was made to the Chief Magistrate to intervene as these notices have specific dates that require publishing within the ambit of the law. This required that the Registering Officer for Belmopan had to travel to San Ignacio on a monthly basis and subsequently to Belize City upon the Chief Magistrate’s intervention, which caused the department to incur unnecessary expenses and inconveniences.

There was one objection for the Mesopotamia Electoral Division against the Leader of the Opposition Party, Mr. Moses Michael Levi Barrow. At the conclusion of the Revision court, the Revising Officer ruled that the name be retained on the register.

5. Elections and Boundaries Department Staff recognition

The department held its first Gala for the staff of department on the 27th and 28th of October 2023 at Umayia Resort and Adventures. The two-day activities commenced with a short training for staff on Financial Literacy/Emotional Health presented by Mr. Greg Burg. The highlight of the day was a Gala held to honour all Elections and Boundaries staff for their hard work and dedication.

Minister Henry Charles Usher and Chief Executive Officer Mr. Rolando Zetina of the Minister of Public Service, Constitutional and Political Reform and Religious Affairs presented certificates and pins to officers who served for ten (10), fifteen (15), and twenty (20) years to the Government and people of Belize. Additionally, staff voted for colleagues in various categories and below are the names of officers who received the most votes in their respective categories:

- Best Team Player – Brendalyn Staine
- Staff Mentor – Brendalyn Staine
- Best Leadership Skills – Alma Middleton
- Best Communicator – Brendalyn Staine
- Rookie Award – Tevaun Lennan
- Game Changer – Roman Williams
- Goes beyond in the workplace – Brendalyn Staine



To end the staff recognition activities, a few hours were dedicated to sports where staff were placed in various teams to compete against each other.

6. Governor General submits Petitions to the Chief Elections Officer

6.1 OCEANA Petition - Petroleum Operations

On the 26th June 2023, the Governor General submitted petitions to the Chief Elections Officer, which were launched by OCEANA for verification of signatures. The petition seeks by way of legislative ban way of an amendment to the Belize Constitution, Chapter 4 of the Laws of Belize, which will prohibit offshore petroleum and natural gas exploration (including but not limited to seismic testing, seismic surveys, multibeam surveys) development, drilling, extraction, production, storage and disposal within the internal waters, territorial sea, and the exclusive economic zone of Belize (“Petroleum Operations”).

Upon receipt of the petitions, a request was made to the Ministry of Public Service, Constitutional & Political Reform and Religious Affairs for the posting of fifteen senior and five support officers to the Elections and Boundaries Department to assist with the verification exercise.

In accordance with the Referendum Act, Chapter 10 of the Laws of Belize Revised Edition 2020, the Chief Elections Officer is required to return the petition to the Governor-General not later than two months from the date of receipt of the petition, with a certificate as to whether or not the petition had been duly signed by at least ten percent of the registered electors in the entire country. Due to a legal matter, the verification exercise was halted as the matter was handed over to the Office of the Attorney General. Subsequently, the Chief Elections Officer was advised to return the petition to the Governor-General. As a result, the petition was returned on the 23rd November 2023.

6.2 Recall of Elected Representative for Port Loyola Electoral Division

In accordance with the Recall of Elected Representative Act, Chapter 9:01 of the Laws of Belize Section 3(1)(2)(3) & (4) the Governor General forwarded to the Chief Elections Officer (CEO-EBD) petitions for the Port Loyola Electoral Division which seeks to recall of its Divisional Representative, Hon. Gilroy Dinsdale Usher. These petitions were submitted to the CEO-EBD to verify the signatures of the petitioners and for certification that at least thirty percent of the registered electors in that division have in fact appended their signatures to the petition. As a result, the verification of signatures process is ongoing as the CEO-EBD had one month from the date of receipt to complete the verification exercise.

Pursuant to section 5 of the Recall of Elected Representatives Act, the verification process was completed, the certificate was issued, and the petition was returned to the Governor General on the 21st March 2024. The Chief Elections Officer certified to the Governor General that on completion of the said exercise, the accepted number of signatures did not meet the requisite thirty percent (30%) of the registered electors in the Port Loyola Electoral Division, whose names appear on the approved voters' list existing at the time of presentation of the petition (December 2023).

7. Statutory Instruments (SI No. 26 & 27 of 2024)

Statutory Instruments No. 26 and 27 of 2024 of the Town Councils (Registration of Electors and Elections) (Amendment) Regulations, 2024 and Belize City Council (Registration of Electors and Elections) (Amendment) Regulations, 2024 were enacted into law on the 3rd February 2024. This amendment made provisions for the members of the Coast Guard to be included in the categories of persons who can now vote by proxy. Additionally, the amendment allowed for the Commandant, Coast Guard to sign proxies for members of the Coast Guard.

8. Cut-off date for Municipal Elections 2024

In accordance with the Cities and Town Councils Acts, Municipal Elections were set for the first Wednesday in the month of March after which the term of office of the council expires. As the date for the 6th March 2024 Municipal Elections approached, the general public was informed via advertisements on radio and the department's website, that 10th of January 2024 was the cut-off date for registration in order to be eligible to vote in the Municipal Elections.

The law also speaks on the time limit for which the nomination day is to be held. In preparations for the nominations, the register of electors needs to be prepared and compiled for distribution to the returning officers prior to nomination day. For those eligible to vote, the law again is clear: ***“the persons who are entitled to vote at the election of a member of a council shall be those whose names appear on the register of electors for that council, as existing on the Nomination Day.”*** To this end, adherence to the law is not an option.

8.1 Preparations for Municipal Elections 2024

The Elections and Boundaries Department conducted a training for Registering Officers and Assistant Registering Officers at University of Belize, RLC Conference Room on the 20th of January 2024 in preparations for the 6th March 2024 Municipal Elections.



A follow-up training was held on the 29th January 2024. In an effort to have a different approach towards the training of Registering Officers /Assistant Registering Officer, the training team conducted a mock municipal election and all the steps involved therein at the central office conference room.

8.2 Preparations of Returning Officers and Elections Clerks



A training for Returning Officers and Elections Clerks was held on the 9th February 2024 at the University of Belize, RLC Conference Room in preparations for the 6th March 2024 Municipal Elections. Returning Officers are appointed by the Elections and Boundaries Commission and the

Chief Elections Officer under the approval of Elections and Boundaries Commission appoints one or more Elections Clerks for a given municipality. Prior to an election, a series of training is imparted at various levels as each election may differ regarding elections rules. However, what was different from previous elections were that new Returning Officers were selected as some retired, thus new ones acted in the capacity of Returning Officers for given municipalities.

Main facilitators for the training were Mrs. Josephine Tamai, Chief Elections Officer, Mr. Francisco Zuniga, Special Assistant and Mrs. Alma Middleton Acting Assistant Chief Elections Officer. The one-day training was intense as a new form of packaging and storing documents was introduced.

Table 13. Training of Election Officers at District Level

DIVISION		DATE OF TRAINING	VENUE	TIME
1	Corozal	12/02/2024	Education Department, William Scofield Street, Corozal Town.	9:00am - 4:00pm
2	Orange Walk	16/02/2024	Crystal Palace Auditorium, Progress Street, Orange Walk Town	9:00am - 4:00pm
3	San Pedro	15 & 16/02/2024	Conference Room, San Pedro High School	9:00am - 4:00pm
4	Lumber Yard	14/02/2024 (Freetown, Pickstock & Collet)	Gateway Youth Center Belize City	9:00am - 4:00pm
5	Cemetery	15/02/2024 (Caribbean Shores, Port Loyola, & Albert),	Gateway Youth Center Belize City	9:00am - 4:00pm
6	Euphrates	16/02/2024 Lake I, Fort George, & Queens Square	Gateway Youth Center Belize City	9:00am - 4:00pm
7	Belmopan	14/02/2024 (Belmopan Central & Belmopan North)	Western Regional Vaccine Conference Room	9:00am - 4:00pm
		15/02/2024 (Belmopan East & Belmopan West)		
8	Santa Elena	13/02/2024 & 16/02/2024	Thrift Inn Limited (Formerly Aguadas), Santa Elena Town	9:00am - 4:00pm
9	San Ignacio			
10	Benque			
11	Dangriga	16/02/2024	Dangriga Town Hall	9:00am - 4:00pm
12	Punta Gorda	14/02/2024	Punta Gorda Town Council Conference Room	9:00am - 4:00pm

A series of training countrywide were held for elections workers who were appointed as presiding officers, poll clerks, information clerks, counting clerks, and information technology officers. Registering Officers facilitated these trainings, in collaboration with Returning Officers and Election Clerks. See table with training dates, above.

Additional trainings were also conducted countrywide on a need's basis.

8.4 Meeting/Training with Political Party, Movement and Independent Candidates

Representatives



A meeting was held on the 12th of February 2024. Representatives from PUP, UDP, PDP, and Independent candidates attended. The purpose of the meeting was to provide a short training and review the protocols which all are expected to follow for nomination and election day. Additionally, queries and concerns of those present were discussed. These included

roles of candidates and election officers, nomination protocols, nominations, polling, and counting stations, the counting process, introduction of the amended tally sheets, appointment of agents and forms to be used, election rules, who can vote, role of the media, offenses, 100 yards line restrictions, proxy vote and others.

8.5 Meeting with Belize Police Department

A meeting was held with Senior Officers of the Belize Police Department on the 13th of February 2024. Among the topics of discussions was the establishment of the 100 yards line and enforcement of such. It was also agreed that they cannot remove people from their private properties even if it falls within the 100 yards line. It was also discussed that the leading role of police officers was to maintain law and order and that they must take instructions from the election officers. Police Officers were also duly informed to obtain figures on number of persons who have voted from the Returning Officers and Election Clerks and were not to interrupt the Presiding Officers to obtain such information.



It was also agreed that the presiding officers are to get up from their desk at 6:00 pm sharp and officially declare polls closed and request from the Police Officers to join the line IMMEDIATELY behind the last voter in line. The police officers are not to take it upon themselves to determine when polls are closed and take instructions from the Presiding Officers, Election Clerk, and Presiding Officers. Lastly, it was agreed that Police officers would accompany the Returning Officer to deliver ballot papers to the Central Office in Belmopan after the completion of the counting.

9. Nomination Day 2024

Nomination Day leading to Municipal Elections 2024 was held on the 21st February 2024 between the hours of 10:00 a.m. and 4:00 p.m. At the end of Nomination Day, a total of one hundred and sixty-three (163) nominations were received for the two major political parties, movement, independent and others as per table below. At a meeting held on the 20th February 2024 it was

agreed that on Nomination Day, Wednesday, 21st February, 2024 nominations will be accepted during the following times:

Candidates of the PUP would submit names at the nomination centres between 10:00 am to 12:00 midday. Between 12:00 midday and 2:00 pm, candidates from the BPP, PDM and Independent candidates and lastly between 2:00 pm and 4:00 pm, candidates of the UDP.

Table 14. Nomination of Candidates by Electoral Division

Municipality	PUP	UDP	PDM	BPP	Independent Candidates	Total
Corozal	7	7			1	15
Orange Walk	7	7				14
Belize	11	11	11		1	34
San Pedro	7	7			1	15
Belmopan	7	7				14
San Ignacio/ Santa Elena	7	7			2	16
Benque	7	7				14
Dangriga	7	7				14
Punta Gorda	7	7		7	6	27
TOTAL	67	67	11	7	11	163



Fig. 3. The Belize Municipal Elections 2024 App Launching.

EBD launched the Belize Municipal Elections 2024 App which is an innovative and interactive platform that provides reliable and timely information on voter turnout as well as the results of the upcoming elections, held on Wednesday, 6 March 2024. This app was developed in

partnership with Total Business Solutions Limited, the Belize distributor of Esri's innovative geospatial technology. The Belize Municipal Elections 2024 App breaks down the data for each of the nine municipalities and incorporates EBD's Voter Lookup feature which allows voters to confirm their polling station.

This app also provides current information and data from past elections, so users can see the outcome of the elections in a wider historical context. The app has an easy-to-use menu that allows users to focus on municipalities and polling areas of interest. As an added important feature for Belize City, which has the largest electorate of the municipalities; users were able to view voter turnout data and results at the constituency level, providing even greater insights of the Municipal Elections 2024.

11. Election Day – 6th March 2024

On Wednesday, March 6th, 2024, eligible voters across Belize headed to the polls to exercise their constitutional rights and elect the candidates of their choice for seven towns and two cities for the next three years. These upcoming elections had a total of one and sixty-three (163) candidates that contested for Mayoral and Councillor seats in Corozal, Orange Walk, San Ignacio/Santa Elena, Benque Viejo del Carmen, Dangriga, San Pedro, and Punta Gorda, as well as Belmopan and Belize City. These included sixty-seven (67) PUP candidates, sixty-seven (67) UDP candidates, seven (7) candidates from the Belize Progressive Party, eleven (11) candidates from the People's Democratic Movement, and eleven (11) independent candidates. There were two hundred and twenty-four (224) polling stations for all nine municipalities.

11.1 Election Results

The results indicates that the People's United Party (PUP) captured eight of the municipalities with an overall win of sixty-one (61) seats. The United Democratic Party (UDP) retained the mayorship and five councillor seats in Santa Elena/San Ignacio Towns making it a total of six (6) seats. Results for all municipalities and candidates can be seen on (Annex 3).

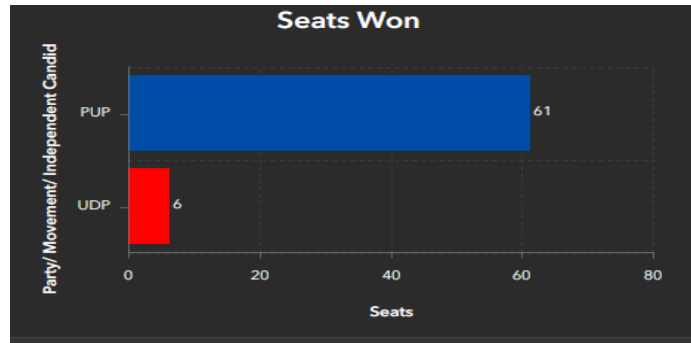


Fig. 4. Results of 2024 Municipal Election.

12. Challenges

12.1 Selection of Public Officers

The timely submission of the list of names of public officers from various ministries and departments continues to be a major hurdle in the compilation of list of Election Officers. Submission to the Elections and Boundaries Commission for approval will continue to be delayed, unless the Chief Executive Officers and Head of Departments realize that 'we are all in this together' when it comes to elections as this is not only an Elections and Boundaries matter. The department is therefore requesting the support of all ministries and departments in furnishing all the pertinent information that is being requested.

12.2 Training of Elections Officers

The consequent delay in submission of the names of public officers from their respective ministries and departments roll over to the appointment of election officers, in which notification is sent out in the appointment letters on the date of training. The importance of training must be emphasized as no elections are identical. Training is therefore mandatory for the successful outcome of an election. It has become unbearable that during an election year the department receives an unreasonable number of medical papers exempting public officers from performing election duties. Such practices are considered unfair to those officers who are willing and even volunteer to perform duties for every election. To compound this issue, updated staff list is to be submitted to the EBD on a quarterly basis to keep an updated database, however this have proven futile. It is paramount that cooperation is received from all entities of the public service in order that the

Elections and Boundaries Department/Commission fulfil its obligations in conducting free, fair, and credible elections.

12.3 Assigning of Elections Officers near respective work/home districts

Assigning election officers that lives/works in the vicinity of the polling/counting stations continues to be a severe challenge during every election. The existence of an accurate bank of updated names of public officers would have a reduction in cost for hotel accommodations and transportation as they would be placed to conduct elections duties at the place where they live rather than at the district where they work.

14. Recognition to partners of EBD

The EBD hereby recognizes the assistance of Total Business Solutions Limited for their assistance in creating and enhancing the existing EAB App for the hourly voter turnout and elections results held on the 6th March 2024 Municipal Elections. Special recognition must be given to the Central Information and Technology Office, Ministry of Public Utilities, Energy, Logistics and E-Governance, and the MPSCPRRA for their continued support in information technology.

Finally, to all public officers who willingly gave their service during the past election in different capacities. To the staff of EBD who arduously dedicated many hours while being away from home. Without the joint effort of the entire team, a successful outcome would not be possible.

I. ACCOUNTS AND FINANCE UNIT

The Accounts and Finance Unit provides guidance and support to our colleagues, partners and other government agencies by always abiding with the rules, laws and regulations that govern our processes. Our unit provides an effective, efficient and responsive level of service to our Ministry colleagues, other government agencies and the general public.

Yearly and Continuous Tasks -

- Continuous financial advice and assistance to all units within the Ministry.
- Continuous financial advice to other colleague Finance Officers provided by Senior Finance Officer, Finance and Accounts Unit.
- Daily/Weekly/ routine work when it comes to purchasing, payments, payroll and the overall fiscal management of the Ministry recurrent and capital expenditure.
- Update of inventory in August 2023 – including Good Governance Unit.
- August to November 2023 – the Accounts and Finance Unit hosted a student intern from the University of Belize who was completing her Bachelor’s in Public Sector Management
- Assistance to the wider public service relating to payment of 230 transfer grants, 19 warm clothing allowance, 45 financial assistance, and especially with rental of office space and dwelling quarters.
- Assistance to the public inquiring about payments and other information relating to finance matters.
- In 2023 we had our Summer Intern Programme a total of 170 Students – separated in two phases.
- Total payments processed over 4,664 – over 300 approvals per month and 390 Purchase Orders for fiscal year 2023/24; monthly payroll maintenance for our staff and public officers that are on study leave.
- New Supplies Control Inventory System – training of Heads of Units and One Staff member who will have access to the system; currently we are populating the software with actual information on supplies and quantities.
- Approvals of new and renewal of Rentals of Office space and dwelling quarters for 2023
- Rentals Expenditure is 71% of our general administration budget under Cost Center 14017 – compared to last year it was at 66%.
- The procurement of Nine new desktop computers and Eight Laptops to replace out dated ones at the last quarter of the fiscal year.

The submission of Budget for new fiscal year 2024/2025 summary can be seen at Annex 4.

Lessons Learnt

Although the Ministry has achieved numerous accomplishments, as outlined earlier, it is imperative to review how the effectiveness and impact of various programmes could have been enhanced. This section aims to do just that by offering an overview of lessons learned.

1. It is difficult to depend on a sole Unit/Entity in the Government Service to revamp procedures and systems. Secondly, it is also evident that in reviewing system as those in the public service, the country can benefit from outside expertise to give new and independent perspective, by incorporating international best practices.
2. Requests for upgrades to positions that exists across the service should not be done on a case-by-case basis, as it builds inequities within the classification and compensation systems and disenfranchises other similar positions across the BPS.
3. The MPSCPRRA should make sure that the pre-existing conditions and requirements are favourable before undertaking any classification and compensation project. Additionally, a policy should be developed outlining the frequency for the conduct of such an exercise, e.g., every ten years.
4. It is challenging to accomplish projects that require actions to be taken by another Ministry, as each Ministry has their own priorities. However, having adequate resources and knowledge of project management is important in completing projects on time.
5. Instructional videos are helpful in the implementation of systems, especially for the less tech savvy personnel. More investment will need to be made in producing quality instructional videos for system implementation
6. A lesson that continues to be reinforced is that of establishing good working relationships and teamwork given the critical roles and importance for the achievement of all improvement projects. Continuous follow-up is equally important and for the necessary people to be in place to do so.
7. Another key take-away and lesson learned is that actual results take time, much like that of culture change. While numerous training and information session has been conducted,

culture is embedded and needs continuous and consistent reinforcement for change to be realized. To be customer-focused, the principles must be articulated and reflected from the top down and in every effort that is made, starting first with how internal customers are managed. Though popularly unaccepted, a not more than slow to response and lack of engagement should be the expected result from the front face of the public service to external customers, when internally among management, staff, and peer to peer, the actions are the same.

8. The continuous need for election training cannot be underestimated, as election workers including police officers are required to understand in detail their roles and responsibilities as vanguards of the democratic process.
9. It is important to properly label, and package election forms and materials used on election day.
10. It is important to receive accurate lists of election workers from Administrative Officers in the format required by Elections and Boundaries Department, including work and home address for each person along with the unit/sections where they currently work. This list should also include any medical condition or disability of the officer that would restrict them from performing election duties.
11. The date for Municipal Elections gives a short window to make payments in connection with the elections, as the date is normally within two weeks of the close of government's fiscal year. Therefore, officers are required to work extremely long hours to expedite payments in a timely manner.
12. Updating of training manuals is critical to be used ONLY as a guide for quick reference during the conduct of elections and it should state clearly that it does not replace the laws.

Future Priorities and Plans

In light of the lessons learned, the MPSCPRRA is committed to enhancing its existing processes to generate more success stories. This section provides a glimpse into the Ministry's future plans, organized by programme, in alignment with its strategic focus.

A. HUMAN RESOURCE MANAGEMENT UNIT (HRMU)

The listed projects above remain future priorities for this unit. It remains urgent to bring a renewed version of the Public Service particularly relating to HRM to regain trust and recognition of the Belize Public Service.

B. JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)

To achieve its objective of strengthening the institutional and human resource management capacities within BPS, the JCCU must include the following in its workplan.

- Completion of the ongoing organizational development exercise, job analysis, job description writing, job evaluation and setting of authorized manning levels for all ministries/departments 2023.
- Identify existing anomalies within the current classification and compensation system and complete 30% of adjustments to standardize the pay system for Belize Public Service.
- Undertake the aborted classification and compensation project since all the updated structures and job descriptions would be in place for it to be successfully conducted.
- Undertake a Labour Market Survey to establish external competitiveness.
- Review and Redesign existing Performance Management System for greater effectiveness.
- Compile a listing of the academic requirements for all job positions within the various career paths which could be used to aid the review of current policy regarding promotion for all graded positions. A promotion should stem from a vacancy, and where an employee is elevated to a higher position/grade there should be a significant increase in duties and/or

responsibilities. In most cases, the current practice is to promote incumbents after three to five years performing the duties and having them perform the same duties and having the same responsibilities.

- Assist in the strategic development of strategies to make sure that the BPS can attract, engage, and retain top talent and remain competitive within the labour sector.

C. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)

The HRMIS is currently focused on the completion of the roll out of my GOB across all ministries and departments. This initiative aims to establish a comprehensive platform that facilitates diverse services for public officers, enhancing operational efficiency and accessibility.

Rollout of MyGOB:

The primary objective is to ensure MyGOB's full implementation across all ministries and departments. Once fully integrated, the platform will serve as a centralized hub for accessing a wide range of HR services streamlining administrative processes and improving user experience for public officers.

Expansion of Services:

In addition to managing vacation and sick leave, the HRMIS is considering the inclusion of duty leave management within the GOB system. Discussions are underway to identify and prioritize additional services that can be seamlessly integrated into the platform. Subsequent to duty leave management, further services will be evaluated and added to enhance the functionality of MyGOB.

D. TRAINING AND DEVELOPMENT UNIT

1. Succession Planning for the Unit
2. SPEM Project: Subcomponent 4 - Strengthening Capacity Building. Working in partnership with the University of Belize and the Central Execution Unit, Ministry of Economic

Development to ensure the Personnel Training and Certification Programme become a reality.

3. Explore professional training opportunities through public/private partnerships. One such partnership is through IDB (Edx).
4. A more strategic approach to Training and Development. Create a structured network through the identification of focal points for Training and Development in each Ministry.
5. Completion of transition of Clerical Promotional Programme to be fully offered on the University of Belize's e-Learning Platform.
6. Implementation of the Elections and Boundaries Professional Certification Programme through Galen University.
7. Submit a proposed structure for the Unit to include an Administrative Officer
8. Submit proposal to secure land for the Development of the proposed Training and Research Center for the Service.

E. CUSTOMER SERVICE AND QUALITY ASSURANCE UNIT (CSQAU)

The establishment of the contact center remains an immediate plan for the unit. Concurrently with this plan is the restructuring of the unit to bring about the rebranding objectives which include giving confidence to citizen on a response and a solution to their concerns.

F. EMPLOYEE ASSISTANCE PROGRAMME (EAP)

Future Priorities and Plans: Programme Strategies 2024/2025 includes:

1. Continue conducting EAP sensitivity sessions from ministries to ministries.
2. District tour visits to all government ministries/offices: assessing employees working environment to understand more about how the environment affects employee's wellbeing.
3. Launch regular mental Health Check-ins Surveys (evaluate staff satisfaction, relationships between supervisors/managers and junior officers).

4. Launch Psychological safety campaign in the workplace.
5. Launch mental health sensitivity campaign in the workplace.
6. Supervisors/managers Suicide response training in the workplace.
7. Promote employee financial Literacy trainings.
8. Launch anti-bullying campaign in the workplace.
9. Develop EAP Training/Seminar Catalogue.
10. Provide Self-management workshop for EAP Practitioners
11. Provide at least 2-4 staff team-building activities to MPSCPRRA Staff.
12. Conduct pop-up information booths across districts. 14 Participate in health and wellness fairs hosted by other ministries.

G. GOOD GOVERNANCE UNIT



1. Orient and survey the Public Service and other public and private governance agencies on good governance/corruption gaps/assessment so as to develop a National Good Governance Agenda 2024 – 2034
2. Lobby for the Passing of the Protected Disclosures bill (Whistleblowers Bill)
3. Lobby for the drafting/introduction of Campaign Finance Reform.
4. Partner with the Integrity Commission, the Ombudsman Office and the FIU to help meet our Good Governance and Anti-Corruption mandate.

5. Develop the institutional framework with mandated and negotiated relationships with our other institutional partners to coordinate our anti-corruption agenda to fulfil our obligations/commitments, local and international to combat corruption in all its manifestations.
6. Devise strategies to operationalize the anti-corruption declaration with strategic partnerships of public, private and civil society across Belize.
7. Review the UNODC Executive Summary Country Report on UNCAC Assessment and devise strategies and action plans to mitigate shortfalls in the report.

Acknowledgement

We are grateful to the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs, the Embassy of the United States, UNDP and the Embassy of Taiwan for contributing to the success of this first of its kind conference.

H. ELECTIONS AND BOUNDARIES DEPARTMENT

1. Increase the number of registered electors by doing more community outreach and voter education. It is felt that potential voters should have the necessary information not only to exercise their right to vote, but also to understand and have confidence in the entire electoral process.
2. Increase the number of visits to deliver identifications cards on hand. This will apply to offices that have an excess number of uncollected cards.
3. Continue to lobby in order that EBD is given access to Vital Statistics Unit network for purpose of timely verification of prospective electors who apply with no document.
4. Lobby with Nationality and Passports department to gain access to their network for purpose of timely verification of prospective electors who apply with no/or expired document.
5. Compile and submit the proposed amendments to the ROPA, Cities and Town Councils Act in order to modernize them with current times as several terms and terminologies are archaic.
6. Follow up on request for approval for the granting Geographical Information Systems Software license to be used in the electoral process. This would allow for EBD to have accurate information such as addresses in respective electoral divisions for all individual applicants.

- 7 Introduction of Biometric technology in the electoral process with the aim of preventing multiple voter registration and multiple voting, improve identification of the voter at the polling station and mitigate incidence of voter fraud.
- 8 Continuous training of staff in electoral laws, court etiquette and investigation procedures with the aim of empowering them to be better prepared for court preparations and hearings.
- 9 Additionally, continuous training is needed for customer service to ensure excellent, efficient, and timely service delivery.
- 10 Upgrade server machines with increase memory and larger internal hard drives to expand the capacity of storage as EBD's database stores each elector's demographic data, including photograph and signatures.
- 11 Purchase tablets/laptops to be used by election officers in each polling station on election day. This will facilitate with the communication of accurate timely information.
- 12 Continue to lobby for MPSCPRRA to reintroduce Elections as a key module for clerical and secretarial classes. In this way, public officers are aware of their election duties. This training would cover the distinct types of elections and basic responsibilities of election workers during any election.
- 13 Disciplinary action taken against public officers who continuously decline election duties.

Staffing and Financial Considerations

Human and financial resources are pivotal components in realizing strategic goals. This section offers an overview of the present state of resources within the Ministry, along with the necessary improvements required to attain its strategic goals.

A. HUMAN RESOURCE MANAGEMENT UNIT (HRMU)

The projects under this unit will have great and positive impact on the Government Service especially on the realization of this Ministry's portfolio by advancing "Good Governance." Therefore, if it must employ an independent consultant, it will require financial support as the entire project may last for about a year. Apart from finances required of a consultant, there is also additional cost required to mobilize a "Local Team of Experts" in the Public Service to steer the projects in the right direction. The final analysis is that it should worth the investment.

B. JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)



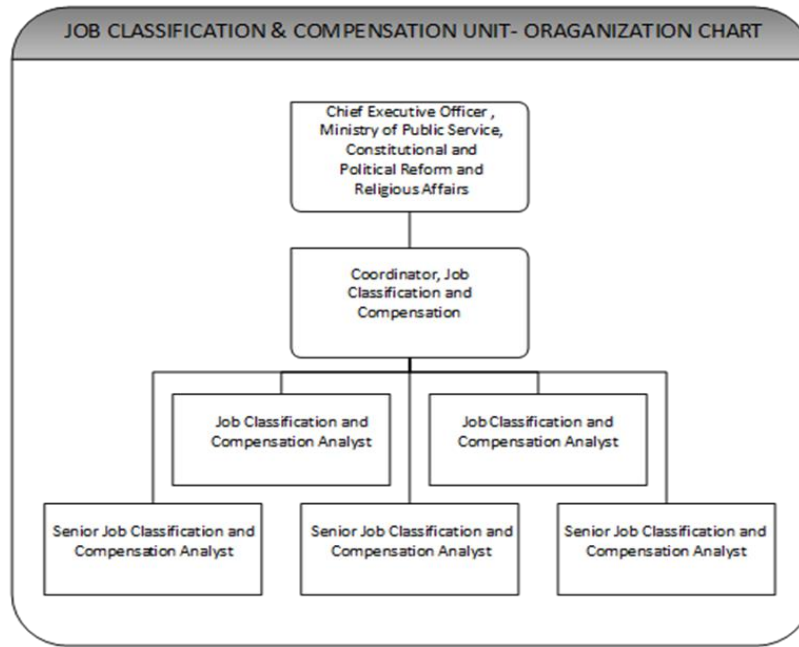


Fig. 5: JCCU’s Organizational Structure.

C. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)

Currently, the HRMIS Unit comprises of eight (8) individuals with expertise in HR/payroll maintenance, database management, web development and information technology. These skilled officers are integral to the efficient functioning of the unit and play vital roles in supporting HR functions.

Table 15. HRMIS Staff Composition

Position	# of Officers	Names
Director HRMIS	1	- Radisha Simpson
Database Administrator II	1	- Byron Tesecum
Web Developer	1	- Cameron Tillett
HR Data Supervisor FCC (performing duties)	1	- Arlee Garcia
IT Technician	1	- Albert Bradley
First Class Clerk	0	- Vacant with the transfer of Charlene Ramos
Second Class Clerk	2	- Kimberly Spence - Abisai Pena (Study Leave) - Jyiel Wright (temporary replacement for Mr. Pena)

Staff Changes:

Recent staff changes have impacted the unit's operation. One of the second class clerks proceeded on a two-year study leave (without pay) from August 2022 to July 2024. Although a temporary replacement was obtained, the departure of another staff member (a first Class Clerk) for a twelve-weeks study leave to complete a Bachelor's degree further strain the unit. Upon her return, she was offered a career advancement opportunity, in another ministry, resulting in a vacant clerk position within the HRMIS Unit.

New recruitment.

Despite staffing challenges, the HRMIS Unit successfully recruited a work developer. This new addition is expected to play a vital role in expanding the capabilities of the MyGOB platform to incorporate additional HR functions. This strategic initiative aligns with the government's plan to transform the Public Service and enhance operational efficiency.

D. TRAINING AND DEVELOPMENT UNIT

Finance allocation for Staffing:

Administrative Officer (1)

Monitoring and Evaluation Officer (1)

To improve the efficiency and effectiveness of the Training and Development Unit in conducting its mandate, the following are tabled:

1. Adequately invest in the structure of the Unit.
 - a. The ideal is to create an administrative section within the Unit that is responsible for the processing of files. A short-term option is to create a position/or assign an Administrative Officer to the Unit. The First-Class Clerk can support the Administrative Officer and perform clerical duties for the Unit. This will relieve the Officers, with Training responsibilities, from administrative duties. This will allow these officers to function more effectively in performing actual training duties.

- b. Creation of Coordinator, Training and Development positions in all ministries. This structure will support a more strategic and coordinated approach to Training and Development within the service. It will provide this Unit with “muscles” to optimize coordination, and capture and respond to training gaps and opportunities across the service in a timely manner. In collaboration with the HRMIS Unit, a decentralized system can be developed to strengthen the training database in capturing accurate skills records.
 - c. Equip the Unit with high quality training devices and software.
 - d. One of the long-term recommendations is to identify and secure land to construct a Building for the Unit which can eventually feature its own learning platform and Research Center. To start writing proposals for a building, the land needs to be identified and secured.
2. Identify a gate keeper for Quality Assurance.
- This Ministry needs to determine which Unit is responsible for Quality Assurance and employ Monitoring and Evaluation personnels to monitor quality and assess the impact of the training programmes. This Unit cannot police itself.
3. The timely activation of the approved Accreditation Board by the Ministry of Education, Culture, Science and Technology.

E. CUSTOMER SERVICE AND QUALITY ASSURANCE UNIT (CSQAU)

Based on the recent strategic visioning and SWOT analysis of CSQAU, much has been done and much more is necessary to achieve the tall-order objective of the public service becoming more customer-oriented. Though a resolute team of 3 persons, achieving the below goals of the unit is unrealistic.

GOALS:

i. Pilot a Government Contact Center thereby:

have an effective customer-friendly and responsive, solution-oriented programme established that will also monitor the projected increase of the three (3) baseline indexes of customer-experience that have been determined.

ii. (ii) Rebrand the Customer Service Quality Assurance Unit, thereby:

see the effects of staff engagement, coaching and recognition trickling over to improvements in the experience of customers and confidence in the citizenry about the public service.

In that regard, a strengthening via a reclassification and repurposing of the existing positions and the concurrent creation and filling of new positions has commenced and remains key for the unit to truly achieve its purpose of improved customer service support, coaching for culture change, policy & standards development and compliance monitoring is necessary. The below diagram depicts the current situation and that which is has been proposed.

Similarly, to the importance and need for additional human resources, so is it for financial resources. An Additional budget allocation or access to resources is key to the realization of the proposed efforts. To facilitate the process, efforts are ongoing to engage regional partners, namely CARICAD for some much-needed technical assistance and which would focus on the foundational pillar of institutional strengthening and preparation of the unit to perform and produce more effectively. Request for such assistance is ongoing. Drafting and submitting of funding (grant proposal remains an option that is continuously being explored. A Customer Relations Management System (CRM), as a minimum is important for the maintenance of consistent standards in responding to customers.

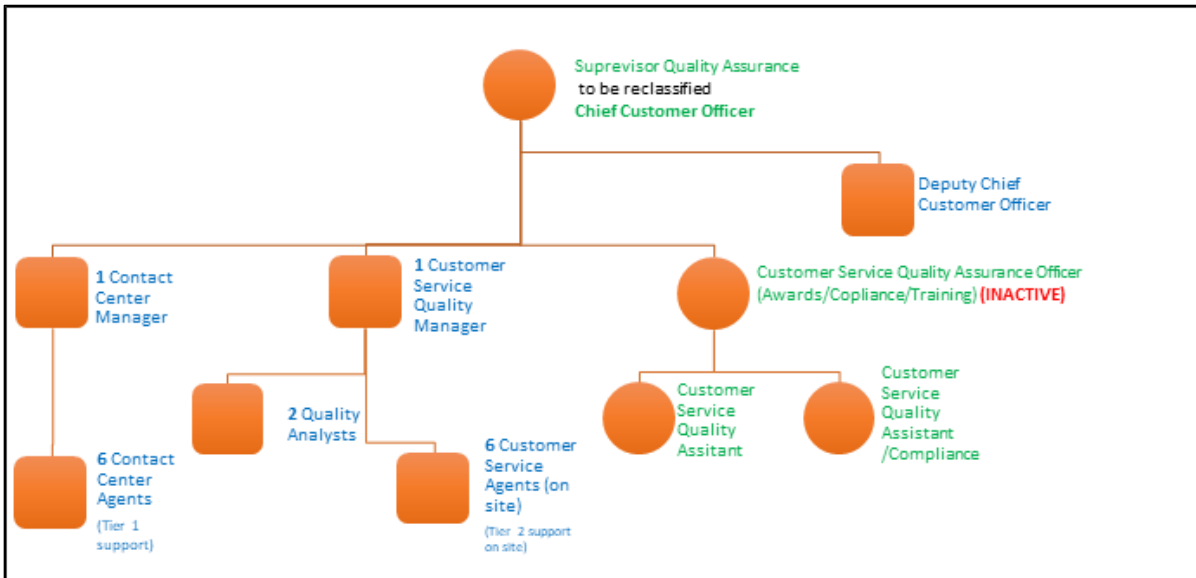


Fig. 6. CSQAU's Proposed Organizational Structure.

F. GOOD GOVERNANCE UNIT

Through the Good Governance Unit, all financial transactions have been kept and monitored with timely reporting to the Ministry of Finance

Challenges:

Resources

There have been some constraints as it relates to conducting different activities. While the Government and other organizations such as the US Embassy, Taiwan Embassy and UNDP have been forthcoming with liquidity of advancing Anti-Corruption initiatives there is still more that could be done with wider assistance.

Participation from Ministries

While we have made it our business to bring awareness to corruption in the different ministries, we still face lack of interest from major Ministries who have been deemed to be a “hotbed of corruption.” It may be as a result of staff shortage or information not being disseminated to engage those public officers.

Political interference

The recurrent hinderance of good governance reform has been a plague to fast track our good governance initiatives.

Accomplishments:

All GGU staff, newcomers to the Public Service, have successfully completed their Induction Training into the Public Service.

- Successfully engaged important stakeholders in the Anti- Corruption Declaration to enhance our societal outlook on Corruption.
- Drafted a cross-sectoral anti-corruption declaration with signatories
- Conducted Anti-Corruption training across line ministries
- Hosted a national anti-corruption campaign
- Hosted the first anti-corruption conference
- Presented to incoming public officers on good governance and the work of the Good Governance Unit

G. ELECTIONS AND BOUNDARIES DEPARTMENT

- ✓ Increase in the number of permanent staff for all registration offices to at least one additional Assistant Registering Officer. Due to the small size of the staff and the fact that the department provides continuous public services, whenever an officer is out doing investigations, voter education, is on sick or vacation leave, the offices are closed as the one officer remaining is entitled to his/her lunch hour. The additional staff would also assist with the workload thereby reducing the time applicants need to wait to get attention.
- ✓ Opening of a Sub-office in Caye Caulker Village to accommodate those residents who currently must travel to San Pedro Town to get registered. As at March 2024 statistics Caye Caulker has a total of one thousand three hundred and thirty-four (1334) registered electors.

- ✓ Split the Corozal Office in two to reduce the number of electors that one office currently must deal with. Presently, that office has the heaviest workload compared to other EBD registration offices.

- ✓ Commence the training which MPSCPRRA should be conducting for Registering and Assistant Registering Officers in order for staff to get the opportunity to broaden his/her knowledge. Presently, in the absence of these classes, there are 7 out of the 14 Registering Officers who are performing duties of Registering Officer, and these officers are not qualified for promotion under the current criteria. Without the introduction of these classes, it poses concern for management as some officers who are performing duties are doing so for many years and therefore officers are building an expectation to get the position. While interviews have been held twice for these positions' replacements have not materialized as the decision has been taken to give serving officers an opportunity to advance. Despite that, many staff just wait and do not attempt to qualify on their own based on the current criteria for advancement.

- ✓ To provide additional drivers and vehicles for the EBD to allow each office/region to properly conduct investigations for applications received. Some districts have very remote areas and officers are required to lobby for assistance from various ministries especially at the district level. On many occasions officers are put on waiting lists just to be told of the unavailability of drivers or vehicle. By law, the Registering Officer shall conduct investigations to satisfy him or herself that an applicant meets the required qualifications.

Conclusion and Recommendations

Despite facing limitations and financial constraints, the MPSCPPRA has made commendable progress on various initiatives over the past year. However, there is still much ground to cover. With a proposed concept paper and strategic framework in place, it is crucial to secure the necessary resources to ensure focused activities aimed at enhancing customer experience with the Belize public service. Investing in relevant and timely training and development opportunities is vital for organizational growth and goal achievement.

Moreover, there is a pressing need for government support in acquiring facilities for election purposes, akin to those provided for NEMO operations. Often, utilizing buildings for polling stations incurs cost for repairs and installations, which burden the department.

Annexes

- ANNEX 1** SENIOR MANAGER’S STAFF LIST - MINISTRY OF THE PUBLIC SERVICE,
CONSTITUTIONAL AND POLITICAL REFORM AND RELIGIOUS AFFAIRS

- ANNEX 2** TOTAL TRANSACTIONS BY ELECTORAL DIVISION APRIL 2023 TO MARCH 2024

- ANNEX 3** OFFICIAL RESULTS OF THE 2024 MUNICIPAL ELECTIONS BY MUNICIPALITIES

- ANNEX 4** BUDGET SUMMARY FOR THE MPSCPRRA

**SENIOR MANAGER'S STAFF LIST: MINISTRY OF THE PUBLIC SERVICE, CONSTITUTIONAL
AND POLITICAL REFORM AND RELIGIOUS AFFAIRS**

<u>No.</u>	<u>Name</u>	<u>Post</u>	<u>Hire Date</u>	<u>Employment Status</u>
1	Usher, Henry Charles	Minister	16/11/2020	Legislative Appointment
2	Zetina, Rolando Noel	Chief Executive Officer	10/05/2021	Contract
3	Choco, Marcelino	Director Human Resource Management	01/07/1990	Established
4	Simpson, Radisha Denise	Director Human Resource MIS	07/10/2002	Established
5	Gill, Michelle Dawn	Director Job Classification and Compensation	01/03/2010	Established
6	Diaz-Cadle, Sandra Elaine	Director Training and Development	20/05/1991	Established
7	Parham-August, Freya Andrea	Director Customer Service and Quality Assurance	26/05/1993	Established
8	Cayetano, Janine Vianney	Director Employee Assistance Programme	13/02/2014	Established
9	Ross, Cesar Emir	Director, Good Governance	19/04/2022	Contract
10	Lopez, Natalie Dianne	Administrative Assistant II	22/10/2007	Established
11	Ojeda-Pat, Sonia Beatriz	Finance Officer I	25/03/1998	Established
12	Rodriguez, Michelle Yvonne	Public Relations Officer	11/01/2021	Unestablished
13	Riverol, Lombardo Alejandro	Liaison Officer	05/06/2023	Temporary Unestablished GWR
14	Hyde, Christine	Senior Secretary	07/08/2000	Established
15	Whittaker-Jones, Karen Suzanne	Senior Secretary	18/06/1990	Established

TOTAL TRANSACTIONS BY ELECTORAL DIVISION APRIL 2023 TO MARCH 2024

TOTAL TRANSACTIONS BY ELECTORAL DIVISION APRIL 2023 - MARCH 2024																		
No.	Divisions	New Registrants Published	New Applications Disallowed	New Registrations Received	Change of Name	Change of Address	C/Address Disallowed	Rectifications	Replacements of Id cards	Transfers into Published	Transfers Disallowed	Transfers Received	Transfers out	Double Reg.	ID Delivered	Deceased	TOTAL TRANSACTIONS BY DIVISION April 2023 - March 2024	TOTAL TRANSACTIONS BY OFFICE April 2023 - March 2024
1	Freetown	109	9	118	5	5	0	3	16	62	7	69	110	2	96	4	615	3942
2	Caribbean Shores	100	14	113	3	0	0	1	8	45	10	55	135	1	54	8	547	
3	Pickstock	206	32	223	1	2	0	27	16	388	119	507	211	1	76	13	1822	
4	Fort George	170	4	174	10	10	0	26	14	168	2	170	97	0	103	10	958	
5	Albert	117	1	117	0	0	0	32	13	65	5	70	147	0	107	8	682	3282
6	Queen's Square	123	2	125	0	0	0	12	12	79	1	80	203	1	109	20	767	
7	Port Loyola	243	12	255	1	0	0	40	18	406	40	446	238	0	118	16	1833	
8	Mesopotamia	137	6	146	4	0	0	6	9	27	1	28	93	3	58	3	521	3316
9	Lake Independence	517	30	553	4	0	0	11	26	386	33	419	111	6	174	3	2273	
10	Collet	112	1	113	1	0	0	5	13	12	2	14	204	3	38	4	522	
11	Belize Rural North	250	2	230	2	17	0	52	9	90	4	94	62	0	143	51	1006	2653
12	Belize Rural Central	381	6	365	1	6	0	111	11	127	6	133	212	3	225	60	1647	
13	Belize Rural South	729	5	729	12	14	0	34	52	323	2	323	157	6	223	19	2628	2628
14	Corozal Bay	530	34	564	18	135	15	30	58	382	48	430	139	1	220	51	2945	7034
15	Corozal North	349	19	368	19	122	14	13	46	96	6	102	304	1	168	52	1,909	
16	Corozal South East	159	3	162	10	8	0	14	25	56	0	56	168	1	103	34	924	
17	Corozal South West	290	9	299	8	5	0	30	16	88	2	90	115	0	191	33	1256	
18	Orange Walk Central	141	2	143	5	3	0	1	9	67	0	67	47	0	87	0	572	1491
19	Orange Walk North	260	0	195	6	10	0	2	4	92	0	92	109	1	124	24	919	
20	Orange Walk East	149	3	152	15	12	0	65	39	62	0	62	135	0	185	24	903	
21	Orange Walk South	232	1	233	21	10	0	59	18	107	0	108	45	1	165	27	1027	1930
22	Cayo Central	234	3	236	20	29	0	119	24	84	2	86	126	0	293	36	1,292	1,292
23	Cayo West	362	41	273	8	29	0	0	32	0	23	147	67	1	236	6	1225	1225
24	Belmopan	625	1	626	82	105	0	108	141	169	0	169	73	2	218	5	2324	4161
25	Cayo South	465	4	468	60	82	0	163	75	111	0	111	67	4	227	0	1837	
26	Cayo North	380	0	0	22	46	0	10	51	116	1	117	203	1	229	0	1176	
27	Cayo North East	271	0	49	16	19	0	7	41	48	4	52	80	2	181	33	803	1979
28	Dangriga	524	7	523	0	19	2	1	17	10	8	82	61	0	223	44	1521	2023
29	Stann Creek West	135	2	132	1	2	0	1	17	18	3	20	91	0	80		502	
30	Toledo East	206	7	193	1	18	0	1	3	40	0	40	46	0	108	56	734	1208
31	Toledo West	90	0	91	9	4	0	11	11	8	0	8	29	0	117	41	474	
TOTALS		8596	260	7968	365	712	31	995	844	3732	329	4247	3885	41	4679	685	38164	38164

OFFICIAL RESULTS OF THE 2024 MUNICIPAL ELECTIONS BY MUNICIPALITIES

(i) BELIZE CITY COUNCIL ELECTION OFFICIAL RESULT

Elections and Boundaries Commission
Old Land's Building
Market Square
City of Belmopan, 6th March 2024

BELIZE CITY COUNCIL ELECTION
OFFICIAL RESULT

The following is the result of the Belize City Council Election which was held on Wednesday, 6th March 2024.

	SURNAME	Other Names	Political Party/ Movement	Office Sought	# of Reg. Voters	Total Ballots Cast	% of Voter Turnout	# of Votes Polled	Remarks
					37224	20197	54.26%		
1	WAGNER	Bernard	PUP	Mayor				12153	ELECTED
2	CASTELLANOS	Javier	PUP	Councillor				11928	ELECTED
3	CATTOUSE	Kaya	PUP	Councillor				12520	ELECTED
4	GARCIA	Sherwin "Shillin"	PUP	Councillor				12144	ELECTED
5	HAMILTON	Stephanne Michelle	PUP	Councillor				12177	ELECTED
6	KWAN	Edmund	PUP	Councillor				11965	ELECTED
7	MILLER	Eluide	PUP	Councillor				12236	ELECTED
8	NUNEZ	Malcolm Marley	PUP	Councillor				12007	ELECTED
9	POLLARD JR.	Allan	PUP	Councillor				12574	ELECTED
10	THOMPSON	Evan "Boo Boo"	PUP	Councillor				11820	ELECTED
11	USHER	Dorian	PUP	Councillor				11625	ELECTED
	TOTAL NO. OF VOTES							133149	
1	JONES (MORTIS)	Nelma	UDP	Mayor				5806	
2	ALFORD	Horace "Dr. Phil"	UDP	Councillor				5750	
3	AUDINETT	Brian "Yellowman"	UDP	Councillor				5592	
4	CRAIG	Alisha "Leeshi"	UDP	Councillor				6337	
5	GUILD	Leon "Sensei"	UDP	Councillor				5934	
6	JACOBS	Samson "Sheldon"	UDP	Councillor				5839	
7	LOURIANO	Tyrone "TY"	UDP	Councillor				5958	
8	MIGUEL	Victor	UDP	Councillor				5560	
9	PEREZ	Angelie Vanessa	UDP	Councillor				5774	
10	STAINED	Jaason "Big West"	UDP	Councillor				5469	
11	YOUNG	Tattiyanna	UDP	Councillor				5372	
	TOTAL NO. OF VOTES							63391	
1	PERERA SR.	Estevan Alejandro	PDM	Mayor				391	
2	BURGESS	Mark	PDM	Councillor				671	
3	EAGAN	Alisha Marie "Mar"	PDM	Councillor				532	
4	GALVEZ	Cornelio Day	PDM	Councillor				425	

5	GONGORA	Freeman	PDM	Councillor				541	
6	JOSEPH	Wayne	PDM	Councillor				459	
7	MATUS	Gary	PDM	Councillor				427	
8	MEIGHAN	Marcella Esther	PDM	Councillor				551	
9	TABLADA	Wilmore "Tab"	PDM	Councillor				460	
10	WRIGHT	Karon Kieshayne	PDM	Councillor				382	
10	YOUNG	Zenobia "Zen"	PDM	Councillor				443	
TOTAL NO. OF VOTES								5282	
	TORRES	Ernesto	IND	Councillor				424	
TOTAL NO. OF VOTES								424	
OVERALL VOTES POLLED								202246	

No. of Registered Electors:	37,224
No. of Used Ballots:	20,312
No. of Ballots Spoilt:	115
No. of Ballots Cast:	20,197
% of Ballots Cast:	54.26
% of Ballots Spoilt:	0.57
No. of Ballots Rejected:	484
% of Ballots Rejected:	2.40

(ii) BELMOPAN CITY COUNCIL ELECTION OFFICIAL RESULT

**Elections and Boundaries Commission
Old Land's Building
Market Square
City of Belmopan, 6th March 2024**

**BELMOPAN CITY COUNCIL ELECTION
OFFICIAL RESULT**

The following is the result of the Belmopan City Council Election which was held on Wednesday, 6th March 2024.

	SURNAME	Other Names	Political Party	Office Sought	# of Reg. Voters	Total Ballots Cast	% of Voter Turnout	# of Votes Polled	Remarks
					10065	5585	55.49%		
1	CAWICH	Pablo	PUP	Mayor				3127	ELECTED
2	ALEMAN BOTES	Florita	PUP	Councillor				2808	ELECTED
3	BANNER	Coretta	PUP	Councillor				3060	ELECTED
4	CAL	Sanie	PUP	Councillor				3083	ELECTED
5	ENRIQUEZ	Chris	PUP	Councillor				3218	ELECTED
6	SANTOS	Radin "Rado"	PUP	Councillor				3029	ELECTED
7	TUSH	Lawrence	PUP	Councillor				2766	ELECTED
	TOTAL NO. OF VOTES							21091	
1	BURNS	Jacklyn "Jackee" Jay	UDP	Mayor				2240	
2	CASEY	Paul "Supa P"	UDP	Councillor				2334	
3	CHACON	Cristina "Chrissy"	UDP	Councillor				2238	
4	LINARES	Jose Matias	UDP	Councillor				2037	
5	ORELLANA	Victor "Chiqui" Manuel	UDP	Councillor				2113	
6	REQUENA	Beverley "Hope"	UDP	Councillor				2352	
7	ZELAYA	Leslie "Big Les"	UDP	Councillor				2520	
	TOTAL NO. OF VOTES							15834	
	Overall Votes Polled							36925	

No. of Registered Electors:	10,065
No. of Used Ballots:	5,614
No. of Ballots Spoilt:	29
No. of Ballots Cast:	5,585
% of Ballots Cast:	55.49
% of Ballots Spoilt:	0.52
No. of Ballots Rejected:	72
% of Ballots Rejected:	1.29

(iii) SAN PEDRO TOWN COUNCIL ELECTION OFFICIAL RESULT

Elections and Boundaries Commission
Old Land's Building
Market Square
City of Belmopan, 6th March 2024

SAN PEDRO TOWN COUNCIL ELECTION OFFICIAL RESULT

The following is the result of the San Pedro Town Council Election which was held on Wednesday, 6th March 2024.

	SURNAME	Other Names	Political Party/ IND	Office Sought	# of Reg. Voters	Total Ballots Cast	% of Voter Turnou	# of Votes Polled	Remarks
					8704	5397	62.01%		
1	NUNEZ	Wally	PUP	Mayor				3651	ELECTED
2	ARANDA	Dianeli "Danni"	PUP	Councillor				3730	ELECTED
3	AYUSO	Adaly	PUP	Councillor				3668	ELECTED
4	BARDALEZ	Ernesto	PUP	Councillor				3527	ELECTED
5	CASTELLANOS	Jose "Cas"	PUP	Councillor				3535	ELECTED
6	DUARTE	Johnnia	PUP	Councillor				3573	ELECTED
7	GRANIEL KAY	Marina	PUP	Councillor				3611	ELECTED
	TOTAL NO. OF VOTES								25295
1	ALAMILLA	Wilfredo "Teacher Will"	UDP	Mayor				1319	
2	DIAZ	Abner "Dj Smallz"	UDP	Councillor				1511	
3	DUARTE	Byron	UDP	Councillor				1401	
4	HERNANDEZ	Yakarelis "Yaka"	UDP	Councillor				1555	
5	RIVERO	Gian	UDP	Councillor				1542	
6	RODRIGUEZ	Ana Lilia	UDP	Councillor				1443	
7	ZETINA	Gabriel	UDP	Councillor				1412	
	TOTAL NO. OF VOTES								10183
1	BACAB	Abner "Chamber"	IND	Mayor				63	
	TOTAL NO. OF VOTES								63
	OVERALL VOTES POLLED								35541

No. of Registered Electors	8,704
No. of Used Ballots:	5,418
No. of Ballots Spoilt:	21
No. of Ballots Cast:	5,397
% of Ballots Cast:	62.01
% of Ballots Spoilt:	0.39
No. of Ballots Rejected:	63
% of Ballots Rejected:	1.17

(iv) COROZAL TOWN COUNCIL ELECTION OFFICIAL RESULT

**Elections and Boundaries Commission
Old Land's Building
Market Square
City of Belmopan, 6th March 2024**

**COROZAL TOWN COUNCIL ELECTION
OFFICIAL RESULT**

The following is the result of the Corozal Town Council Election which was held on Wednesday, 6th March 2024.

	SURNAME	Other Names	Political Party/ IND	Office Sought	# of Reg. Voters	Total Ballots Cast	% of Voter Turnout	# of Votes Polled	Remarks
					7826	4709	60.17%		
1	VELLOS	Rigo	PUP	Mayor				2791	ELECTED
2	MONTALVO	Miguel "Mike"	PUP	Councillor				2884	ELECTED
3	NARVAEZ	Rodolfo "Rudy"	PUP	Councillor				2877	ELECTED
4	PECH	Baldemar "Jr"	PUP	Councillor				2882	ELECTED
5	RIVEROLL	Otoniel "Otto"	PUP	Councillor				2944	ELECTED
6	RODRIGUEZ	Leslie "Les"	PUP	Councillor				2866	ELECTED
7	TAPIA	Marleni	PUP	Councillor				2922	ELECTED
	TOTAL NO. OF VOTES							20166	
1	AKE	Ricardo "Ricky"	UDP	Mayor				1322	
2	ACOSTA	Benjamin "Maestro"	UDP	Councillor				1546	
3	MENA	Melanie	UDP	Councillor				1480	
4	PATE	Austin	UDP	Councillor				1481	
5	SAJIA	Shajira	UDP	Councillor				1511	
6	VASQUEZ	Armando	UDP	Councillor				1451	
7	VELLOS	Vilma	UDP	Councillor				1457	
	TOTAL NO. OF VOTES							10248	
1	RIVEROL	Hernan Andre	IND	Mayor				218	
	TOTAL NO. OF VOTES							218	
	Overall Votes Polled							30632	

No. of Registered Electors:	7,826
No. of Used Ballots:	4,720
No. of Ballots Spoilt:	11
No. of Ballots Cast:	4,709
% of Ballots Cast:	60.17
% of Ballots Spoilt:	0.23
No. of Ballots Rejected:	84
% of Ballots Rejected:	1.78

(v) ORANGE WALK TOWN ELECTION OFFICIAL RESULT

Elections and Boundaries Commission
 Old Land's Building
 Market Square
 City of Belmopan, 6th March 2024

**ORANGE WALK TOWN COUNCIL ELECTION
 OFFICIAL RESULT**

The following is the result of the Orange Walk Town Council Election which was held on Wednesday, 6th March 2024.

	SURNAME	Other Names	Political Party	Office Sought	# of Reg. Voters	Total Ballots Cast	% of Voter Turnout	# of Votes Polled	Remarks
					10511	6783	64.53%		
1	SHEPPARD	Ladrick "Mad Bull"	PUP	Mayor				4752	ELECTED
2	CANTUN	Joesie	PUP	Councillor				4791	ELECTED
3	DE LA FUENTE	Alondra	PUP	Councillor				4673	ELECTED
4	ESCALANTE	Cadir	PUP	Councillor				4747	ELECTED
5	PASCACIO	Doreth	PUP	Councillor				4726	ELECTED
6	SANCHEZ	Fernando "Big Sanch"	PUP	Councillor				4740	ELECTED
7	YU	Allen	PUP	Councillor				4689	ELECTED
	TOTAL NO. OF VOTES							33118	
1	CARBALLO	Enrique "Wico"	UDP	Mayor				1630	
2	DIAZ	Carlos "Chicharito"	UDP	Councillor				1769	
3	ESQUIVEL	Kendle	UDP	Councillor				1770	
4	GONGORA	Marina "Ms Mar"	UDP	Councillor				1857	
5	TUYU	Adelaida "Addy"	UDP	Councillor				1819	
6	URBINA	Vanessa	UDP	Councillor				1784	
7	VILLEDA	Yara Cal	UDP	Councillor				1784	
	TOTAL NO. OF VOTES							12413	
	OVERALL VOTES POLLED							45531	

No. of Registered Electors:	10,511
No. of Used Ballots:	6,804
No. of Ballots Spoilt:	21
No. of Ballots Cast:	6,783
% of Ballots Cast:	64.53
% of Ballots Spoilt:	0.31
No. of Ballots Rejected:	83
% of Ballots Rejected:	1.22

(vi) BENQUE VIEJO CARMEN TOWN COUNCIL ELECTION OFFICIAL RESULT

**Elections and Boundaries Commission
Old Land's Building
Market Square
City of Belmopan , 6th March 2024**

**BENQUE VIEJO DEL CARMEN TOWN COUNCIL ELECTION
OFFICIAL RESULT**

The following is the result of the Benque Viejo Del Carmen Town Council Election which was held on Wednesday, 6th March 2024.

	SURNAME	Other Names	Political Party	Office Sought	# of Reg. Voters	Total Ballots Cast	% of Voter Turnout	# of Votes Polled	Remarks
					4816	2856	59.30%		
1	ROSALES	Jorge Antonio	PLP	Mayor				1636	ELECTED
2	COCOM	Edgar "Eggie"	PLP	Councillor				1543	ELECTED
3	CRUZ	Rosita Elvira	PLP	Councillor				1457	ELECTED
4	IGLESIAS	Carlos "Calo"	PLP	Councillor				1481	ELECTED
5	MARTINEZ	Jenny Beatriz	PLP	Councillor				1595	ELECTED
6	PULIDO	Shamir "Shamo"	PLP	Councillor				1514	ELECTED
7	VACHA	Pio Quinto	PLP	Councillor				1526	ELECTED
	TOTAL NO. OF VOTES							10752	
1	IESUCUM	Marco Antonio "Marky"	UDP	Mayor				1015	
2	IGLESIAS	George Geovany	UDP	Councillor				1203	
3	KUYLEN	Oscar Rene "Toti"	UDP	Councillor				1022	
4	MARTINEZ	Maria	UDP	Councillor				1138	
5	MORALEZ	Jorge Rene "Crab"	UDP	Councillor				1035	
6	RODRIGUEZ	Angel Benedicto "Colitas"	UDP	Councillor				950	
7	TORRES	Sandra Lizette "Sandy"	UDP	Councillor				1016	
	TOTAL NO. OF VOTES							7379	
	OVERALL VOTES POLLED							18131	

No. of Registered Electors:	4,816
No. of Used Ballots:	2,864
No. of Ballots Spoilt:	8
No. of Ballots Cast:	2,856
% of Ballots Cast:	59.30
% of Ballots Spoilt:	0.28
No. of Ballots Rejected:	49
% of Ballots Rejected:	1.72

(vii) SAN IGNACIO/SANTA ELENA TOWN COUNCIL ELECTION OFFICIAL RESULT

Elections and Boundaries Commission
Old Land's Building
Market Square
City of Belmopan, 6th March 2024

SAN IGNACIO/SANTA ELENA TOWN COUNCIL ELECTION OFFICIAL RESULT

The following is the result of the San Ignacio/Santa Elena Town Council Election which was held on Wednesday 6th March 2024.

	SURNAME	Other Names	Political Party/ IND	Office Sought	# of Reg. Voters	Total Ballots Cast	% of Voter Turnout	# of Votes Polled	Remarks
					13729	8059	58.70%		
1	PRESTON SILVA	Matthew	PUP	Mayor				3351	
2	AWE	Joe	PUP	Councillor				3725	
3	FIGUEROA	Zahir Emille	PUP	Councillor				3757	
4	LENNAN DEFOUR	Rita	PUP	Councillor				3499	
5	MAI	Aaron	PUP	Councillor				3904	ELECTED
6	NEAL	Shirlene	PUP	Councillor				3593	
7	RODRIGUEZ	Omar Lucio	PUP	Councillor				3459	
	TOTAL NO. OF VOTES								25288
1	TRAPP	Earl	UDP	Mayor				4259	ELECTED
2	COWO	Abdel Omar	UDP	Councillor				3867	ELECTED
3	FERNANDEZ	Bernadette	UDP	Councillor				4228	ELECTED
4	FERNANDEZ	Marlon	UDP	Councillor				3754	
5	LANZA	Sandra "Tosh"	UDP	Councillor				3918	ELECTED
6	MORENO	Iliana	UDP	Councillor				3870	ELECTED
7	VALENTINE	Lin	UDP	Councillor				3895	ELECTED
	TOTAL NO. OF VOTES								27791
1	WADE SR.	Roody	IND	Mayor				39	
2	ESCOBAR	Juan " John"	IND	Councillor				92	
	TOTAL NO. OF VOTES								131
	OVERALL VOTES POLLED								53210

No. of Registered Electors:	13,729
No. of Used Ballots:	8,092
No. of Ballots Spoilt:	33
No. of Ballots Cast:	8,059
% of Ballots Cast:	58.70
% of Ballots Spoilt:	0.41
No. of Ballots Rejected:	131
% of Ballots Rejected:	1.63

Appendix VIII

(viii) DANGRIGA TOWN COUNCIL ELECTION OFFICIAL RESULT

Elections and Boundaries Commission
 Old Land's Building
 Market Square
 City of Belmopan, 6th March 2024

**DANGRIGA TOWN COUNCIL ELECTION
 OFFICIAL RESULT**

The following is the result of the Dangriga Town Council Election which was held on Wednesday, 6th March 2024.

	SURNAME	Other Names	Political Party	Office Sought	# of Reg. Voters	Total Ballots Cast	% of Voter Turnout	# of Votes Polled	Remarks
					5282	2719	51.48%		
1	MARIANO	Robert Amadeo "Mr Mar"	PUP	Mayor				1697	ELECTED
2	BERNARDEZ	Hilberto "Hil"	PUP	Councillor				1471	ELECTED
3	FLORES	Gilroy Howard "The Barber"	PUP	Councillor				1505	ELECTED
4	MELENDREZ	Howard Lionel	PUP	Councillor				1511	ELECTED
5	ROBINSON	Martha	PUP	Councillor				1462	ELECTED
6	TEUL	Liberato	PUP	Councillor				1422	ELECTED
7	VALENTINE	Jerris "Nigi"	PUP	Councillor				1588	ELECTED
TOTAL NO. OF VOTES								10656	
1	LUCAS	Hubert "Alex"	UDP	Mayor				893	
2	CALIZ	Frank Joe	UDP	Councillor				950	
3	ESTERO	Adlene	UDP	Councillor				957	
4	FAJARDO	Cindy "Jessica"	UDP	Councillor				900	
5	GARBUTT	Anthony "Fish"	UDP	Councillor				984	
6	LAURIE	Stephen "Coach"	UDP	Councillor				1042	
7	SAMPSON	Dwayne "Dince"	UDP	Councillor				1145	
TOTAL NO. OF VOTES								6871	
OVERALL VOTES POLLED								17527	

No. of Registered Electors:	5,282
No. of Used Ballots:	2,719
No. of Ballots Spoilt:	8
No. of Ballots Cast:	2,711
% of Ballots Cast:	51.33
% of Ballots Spoilt:	0.29
No. of Ballots Rejected:	44
% of Ballots Rejected:	1.62

(ix) PUNTA GORDA TOWN COUNCIL ELECTION OFFICIAL RESULT

Elections and Boundaries Commission
Old Land's Building
Market Square
City of Belmopan, 6th March 2024

PUNTA GORDA TOWN COUNCIL ELECTION
OFFICIAL RESULT

The following is the result of the Punta Gorda Town Council Election which was held on Wednesday 6th March 2024.

	SURNAME	Other Names	Political Party/ IND	Office Sought	No. of Reg. Voters	Total Ballots Cast	% of Voter Turnout	No. of Votes Polled	Remarks
					3033	1861	61.36%		
1	GALVEZ	Carlos "Obeah"	PUP	Mayor				820	ELECTED
2	AVILA	Jahrine	PUP	Councillor				908	ELECTED
3	COLEMAN	Indira	PUP	Councillor				944	ELECTED
4	GALVEZ	Malcolm	PUP	Councillor				901	ELECTED
5	HINES	Luana Desiree	PUP	Councillor				947	ELECTED
6	PALACIO	Mary	PUP	Councillor				924	ELECTED
7	VIREZ	Roberto	PUP	Councillor				909	ELECTED
	TOTAL NO. OF VOTES							6353	
1	POLONIO	Franklin "Kranka"	UDP	Mayor				795	
2	BURNS	Katherine "Kathy"	UDP	Councillor				644	
3	CABRAL	Karl "H6"	UDP	Councillor				783	
4	CHOC	Kevin	UDP	Councillor				650	
5	CUS	Seleni	UDP	Councillor				570	
6	JACOB	Victor "Vic"	UDP	Councillor				666	
7	LAMBHEY	Rookie	UDP	Councillor				671	
	TOTAL NO. OF VOTES							4779	
1	NICHOLAS	Anita Stephanie "Teacher Anita"	BPP	Mayor				152	
2	ANDREWYN	Indira "Inz"	BPP	Councillor				179	
3	COC	Eleazar Nathan "Lizad"	BPP	Councillor				135	
4	COLEMAN	Tyran Romley "Tyron"	BPP	Councillor				127	
5	LOGAN	Alexander Glen Coote "Sweet Thing"	BPP	Councillor				175	
6	MAHELA	Ronald "Cuckoo"	BPP	Councillor				154	
7	TULCEY	Jessica "Jess"	BPP	Councillor				111	
	TOTAL NO. OF VOTES							1033	
1	MUSCHAMP	Orlando Alberto	IND	Mayor				9	
2	GABRIEL	Anthony "Hammer"	IND	Councillor				29	
3	RAMIREZ	Yesenia	IND	Councillor				18	
4	SAM	Daniel	IND	Councillor				29	

5	VERNON	Franz Kevin	IND	Councillor				29	
	TOTAL NO. OF VOTES							114	
1	CHUN	Winston Felix	IND	Mayor				8	
	TOTAL NO. OF VOTES							8	
	OVERALL VOTES POLLED							12287	

No. of Registered Electors	3,033
No. of Used Ballots:	1,873
No. of Ballots Spoilt:	12
No. of Ballots Cast:	1,861
% of Ballots Cast:	61.36
% of Ballots Spoilt:	0.64
No. of Ballots Rejected:	24
% of Ballots Rejected:	1.29

BUDGET SUMMARY FOR THE MPSCPRRA

	NEW FY 2024/2025 MOF CEILING	NEW FY 2024/2025 OUR SUBMISSION	FY – 2023/2024 MOF CEILING	FY – 2023/2024 OUR SUBMISSION
14 – Ministry of the Public Service – RECURRENT	\$20,369,005	\$20,368,814	\$20,891,027	\$20,890,902
14 – Capital Expenditure	\$6,307,537	\$6,306,706	\$5,000,000	\$5,000,000

MPSCPRRA BUDGET SUBMISSION BY COST CENTER

		BUDGET SUBMISSION 2024/2025	APPROVED CURRENT FISCAL YEAR 2023/2024
14017	ADMIN	13,779,420	11,198,231
14028	TRAINING	933,134	905,594
14038	COMMISSION	557,008	526,576
14078	GGU	430,698	379,747
14148	HRMIS	421,391	396,633
		16,121,651	
14081	E&B BZE	697,370	1,372,285
14092	COROZAL	309,743	277,442
14103	OW	344,752	316,840
14114	CAYO	630,964	647,867
14125	ST CREEK	313,141	300,601
14136	TOLEDO	230,688	220,190
14118	HEAD OFFICE BMP	1,720,505	910,004
		4,247,163	
TOTAL SUBMISSION		20,368,814	17,452,009

BUDGET CEILING		20,369,005	
CAP 2	14118 - ELECTIONS AND BOUNDARIES		
9000	FURN AND EQUIPMENT	80,000	
9003	COMPUTERS	520,938	
9021	CAPITAL IMP BLDGS	416,500	
9153	MUNICIPAL ELECTIONS	50,000	
2054	REDISTRICTING	100,000	
9152	VILLAGE COUNCIL ELECTIONS	203,859	
9150	REFERENDUM	3,037,809	
CAP 2	14017 - GENERAL ADMIN		
9000	FURN AND EQUIP	181,100	
9002	OTHER OFFICE EQUIPMENT	145,000	
9003	COMPUTER	136,500	
9004	PURCHASE OF PHOTOCOPIER	40,000	
9006	PURCHASE OF AC	36,000	
9021	CAPITAL IMPROVEMENT TO BUILDINGS	179,000	
9010	PURCHASE OF VEHICLES	180,000	
14028/1956	PUBLIC SERVICE LEARNING	1,000,000	
TOTAL SUBMISSION FOR CAP 2		6,306,706	(BUDGET CEILING FOR CAP 2)

