



# **GOVERNMENT OF BELIZE**

**Ministry of the Public Service,  
Constitutional and Political Reform and  
Religious Affairs**

# **ANNUAL TECHNICAL REPORT**

**1<sup>st</sup> April 2024 to 31<sup>st</sup> March 2025**

# TABLE OF CONTENTS

Table of Contents .....	1
List of Abbreviations .....	3
Foreword .....	4
Executive Summary .....	5
Introduction .....	6
<b>Main Achievement of the Ministry by Programme .....</b>	<b>10</b>
A. Human Resource Management Unit (HRMU) .....	10
B. Job Classification and Compensation Unit (JCCU) .....	12
C. Human Resource Management Information System (HRMIS) .....	17
D. Training and Development Unit (TDU) .....	20
E. Customer Service and Quality Assurance Unit (CSQAU) .....	27
F. Employee Assistance Programme (EAP).....	34
G. Good Governance Unit (GGU).....	43
H. Elections and Boundaries Department (EBD).....	49
I. Accounts Unit .....	76
<b>Lessons Learnt.....</b>	<b>78</b>
<b>Future Priorities and Plans.....</b>	<b>85</b>
A. Human Resource Management Unit (HRMU).....	85
B. Job Classification and Compensation Unit (JCCU).....	85
C. Human Resource Management Information System (HRMIS).....	86
D. Training and Development Unit (TDU).....	87
E. Customer Service and Quality Assurance Unit (CSQAU).....	89
F. Employee Assistance Programme (EAP).....	89
G. Good Governance Unit (GGU).....	92
H. Elections and Boundaries Department (EBD).....	92

<b>Staffing And Financial Considerations .....</b>	<b>94</b>
A. Job Classification and Compensation Unit (JCCU) .....	94
B. Human Resource Management Information System (HRMIS) .....	96
C. Training and Development Unit (TDU) .....	97
D. Customer Service and Quality Assurance Unit (CSQAU) .....	97
E. Employee Assistance Programme (EAP).....	98
F. Good Governance Unit (GGU).....	100
G. Elections and Boundaries Department (EBD).....	101
<b>Conclusion and Recommendations .....</b>	<b>103</b>
<b>Annexes .....</b>	<b>104</b>
Annex 1 Senior Manager’s Staff List.....	101
Annex 2 MyGOB Training Sessions by Ministries.....	102
Annex 3 EAP Case Statistics.....	103
Annex 4 Public Officer Access to EAP Services by Ministry and Department.....	104
Annex 5 Total Transactions by Electoral Division April 2024 to March 2025.....	107
Annex 6 Revenues and Allowances by Electoral Division.....	108
Annex 7 Students Employed At E&B In First Phase and Second Phase.....	109
Annex 8 Voter Education Outreach Dates and Venues.....	110
Annex 9 Electors by Division and Sex as at March 2025.....	112
Annex 10 Nomination Stations For 2025 General Elections by Municipalities.....	113
Annex 11 Training Dates and Venues For 2025 General Election.....	121
Annex 12 Official Results of the 2025 General Elections by Municipalities.....	122

## List of Abbreviations

AO	Administrative Officer
CSQAU	Customer Service and Quality Assurance Unit
EAP	Employee Assistance Programme
EBD	Elections and Boundaries Department
GGU	Good Governance Unit
HRMIS	Human Resource Management Information System
HRMU	Human Resource Management Unit
JCCU	Job Classification and Compensation Unit
MPSGDRM	Ministry of the Public Service, Governance and Disaster Risk Management
TDU	Training and Development Unit

## Foreword



The fiscal year 2024 to 2025 will be remembered as a remarkably successful year under my previous portfolio of the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs (now changed to Ministry of the Public Service, Governance and Disaster Risk Management) as it is marked by the achievement of several key objectives. In this Annual Technical Report, we highlight some of our achievements throughout the past year, which reflect perseverance and continued commitment by the staff.

During the past fiscal year, the Ministry engaged in comprehensive review to improve its human resource processes, modernize systems, strengthen institutional frameworks, support public officers' well-being, and advance the principles of good governance. All these initiatives align with Belize's national development priorities outlined in #planBelize.

Though challenges are an inherent part of public service, we have navigated them with professionalism, collaboration and a clear sense of purpose. I extend my sincere gratitude to the team within the Ministry and our partners across government, Union Representatives and civil society whose contributions were key in reaching our targets.

As we look forward to continuing the work under the Ministry of the Public Service, Governance and Disaster Risk Management, we reaffirm our pledge to deliver a public service that is efficient, transparent, and centered on the needs of the people.

**HON. HENRY CHARLES USHER**

Minister of the Public Service, Constitution and Political Reform and Religious Affairs (now Governance and Disaster Risk Management)

## Executive Summary

The Annual Technical Report 2024–2025 outlines the achievements, challenges, and strategic objectives of the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs (now Governance and Disaster Risk Management) for the reporting period April 1, 2024, to March 31, 2025. It is to be noted that this report is therefore for the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs. Guided by the principles of good governance, transparency, and public service modernization, the Ministry made significant accomplishments across its various units and department.

Key accomplishments include the digitization and restructuring of human resource management processes, advancement of job classification and compensation systems, implementation of the MyGOB HRMIS platform, and the continued delivery of targeted training and development initiatives to build public sector capacity. The Customer Service and Quality Assurance Unit (CSQAU) contributed to improving public perception of the public service through recognition events and feedback surveys, while the Employee Assistance Programme (EAP) provided critical psychosocial support and wellness initiatives to public officers. The Good Governance Unit (GGU) strengthened national and international accountability mechanisms and partnerships, while the Elections and Boundaries Department (EBD) effectively executed the recent elections and continues to improve voter registration processes.

Despite resource challenges, the Ministry remained committed to its core mandate of strengthening the effectiveness and responsiveness of the public service in alignment with the goals of #planBelize.

# Introduction

This Annual Technical Report presents a comprehensive review of the key achievements, lessons learned, future priorities, staffing and financial considerations of the Ministry of Public Service, Governance and Disaster Risk Management (MPSGDRM), previously called Ministry of the Public Service, Constitutional and Political Affairs and Religious Affairs, during the fiscal year April 1st, 2024, to March 31st, 2025.

For the purpose of this report, the Disaster Risk Management portfolio is not included as this component was transferred to the Ministry toward the end of the reporting period. Its activities will be reflected in the report of the Ministry previously responsible

## **1.1 OVERVIEW OF THE MINISTRY OF PUBLIC SERVICE, GOVERNANCE AND DISASTER RISK MANAGEMENT (previously called Ministry of the then Public Service, Constitutional and Political Affairs and Religious Affairs)**

The MPSGDRM serves as the primary public administration entity of the Government of Belize. Since 1996, the Ministry has undergone multiple changes in name, structure and scope due to shift, yet it has consistently maintained its core mandate of leading public service transformation.

In 2005, the Ministry was dissolved and replaced with the Office of Governance. It was reinstated in 2008, and over the following years, its portfolio expanded and contracted, taking on responsibilities for Elections and Boundaries (2012), Energy and Public Utilities (2015), and later, Constitutional and Political Reform (2020) and Religious Affairs (2022). Following the 2025 General Elections, the Ministry relinquished the Constitutional and Religious Affairs portfolios and took on Disaster Risk Management, including oversight of the National Fire Service, Meteorology Department, and NEMO.

Despite these changes, the Ministry has remained the administrative backbone of the Belize Public Service. In coordination with the Services Commissions, it manages appointments, promotions, transfers, disciplinary matters, and removals across the service.

### 1.1.1 MPSGDRM MANDATE, CORE FUNCTIONS AND ORGANIZATION

During the past fiscal year, this Ministry 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 included:

- 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 MPSGDRM Ministry headquarters comprises of sixty-nine (69) 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. The following image shows the current structure of the management team while Annex 1 provides a staff list of the members.

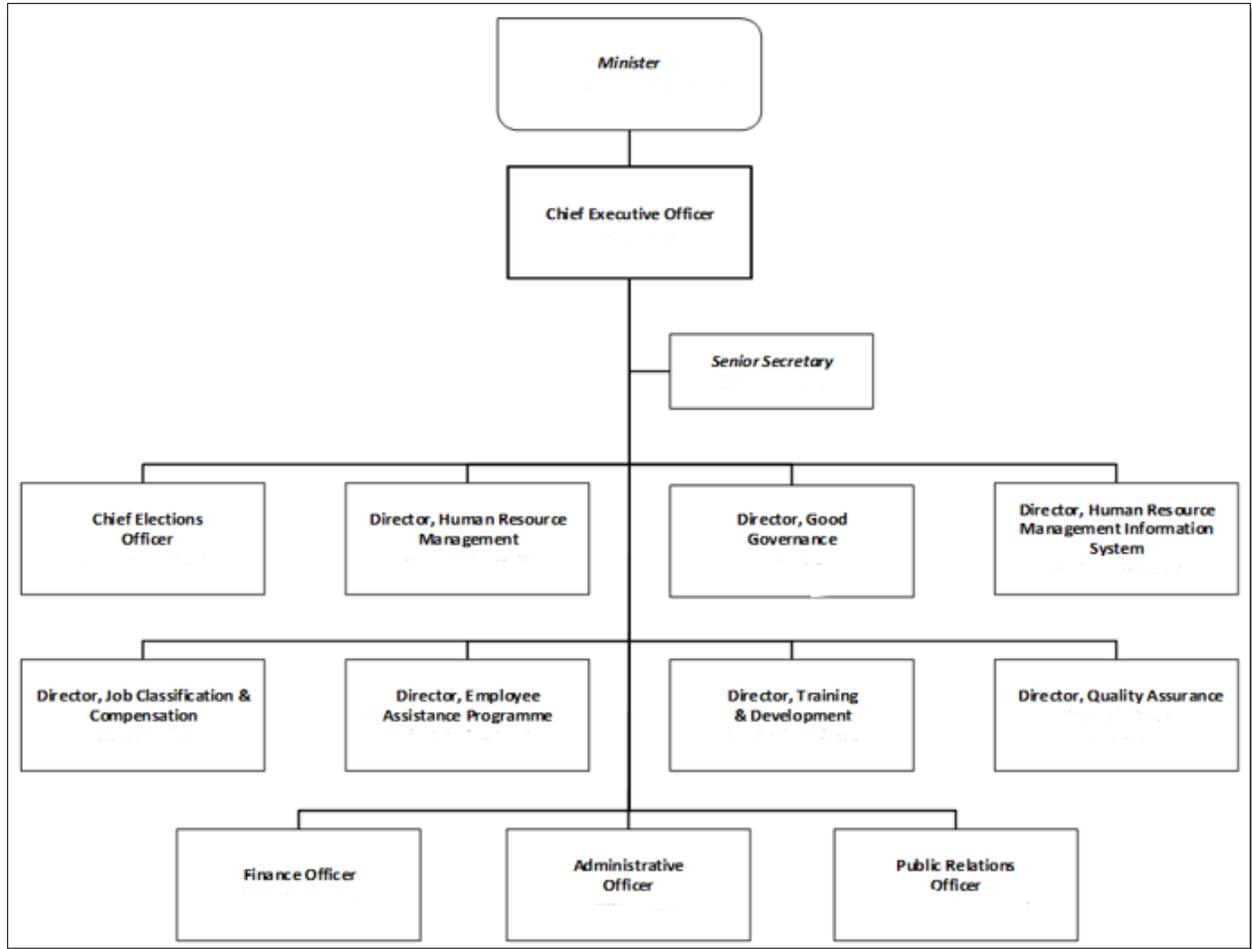


Fig. 1. Organizational Structure of the MPSGDRM in 2024.

## 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.

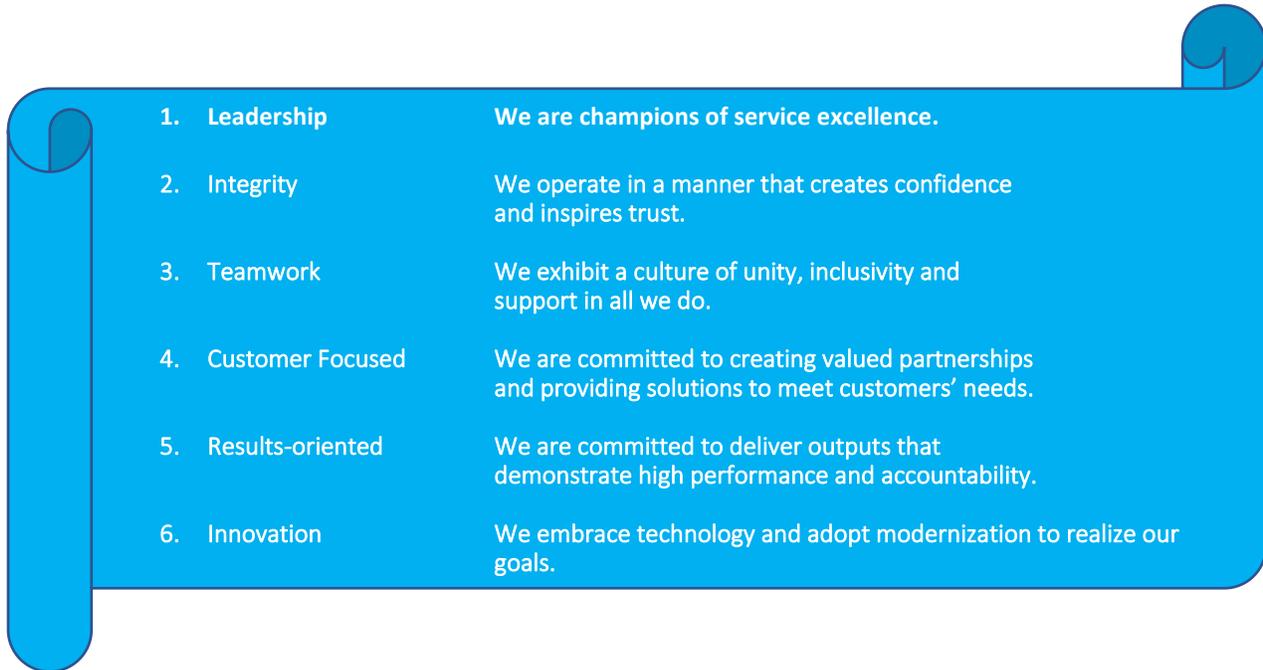
## EXPLANATION FOR THE MISSION STATEMENT

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.

## 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

This section provides an overview of the objectives, primary initiative and attained outcomes for each Unit and Department within this Ministry during the period April 2024 to March 2025

### ***A. HUMAN RESOURCE MANAGEMENT UNIT (HRMU)***

During the Financial year 2024/2025 most of the strategic objectives were still in process with only a few Human Resource (HR) activities completed under the Human Resource Management Unit (HRMU).

#### **PARTIAL ACHIEVEMENTS**

In the previous reports the following areas were projected priorities for this unit as it relates to our operational plan. During this reporting period, the below are works-in-process.

- i. To re-engineering the Ministry's Process Flow to address the efficiency of the Ministry to respond to its customers in a timely manner.
- 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.
- iii. Modernize our HRM Systems, Processes, Policies, and practices.
- iv. Updating of HR Manual in tandem with a renewed HRM system.
- v. Staff Audit to determine if there are pseudo employees.

Below are progress updates on the following area during the past financial year.

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

#### ***Update***

- In past reports it was indicated that this project was placed under the workplan of the E-Governance Unit. However, it was later determined that there was too much work undertaken by the E-Governance Unit and therefore it was decided by the Senior

Management Team to proceed with a consultancy. No decision was made on a consultant.

- During the year in review, there was an approval for the NEO-People to adapt a new HRMIS for the Belize Public Service through which the process flow at the Ministry of the Public Service, Governance and Disaster Risk Management (MPSGDRM) will be addressed. This is work in process.

**b) 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***

- The IT section of the Human Resource Management Information System (HRMIS) Unit had been working 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 would allow the Director, HRM and other senior officers to review activities and task going to staff for action, those concluded as well as those still pending at the various desks.
- However, the initiative to digitize records and procedures at the MPSGDRM has also been merged into the adaptation of the Information Management System from the NEO-People.

**c) Modernize our HRM Systems, Processes, Policies, and practices.**

***Update***

As reported in the previous reports, 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 the two areas listed below.

- i. The review and modernization of the current HRM System to ensure that all subsystems are interlinked and integrated to synergize all HR activities.
  - The Comprehensive review of the HRM System has been placed on hold by a decision at a Sr. Management Meeting.

- ii. 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.
  - While the revamping of the procedure for recruitment and promotion is work in process, the new approach to the selection process to include a multi-stage approach is a part of this progress which has already provided good result. This has been adopted mostly for the position-based model of recruitment and promotion. There is still the need to incorporate the model of career-based promotion and to establish clear, fair and equitable mechanism. This is one project that will now be undertaken through a group of experts in the public Service to produce a standard operating procedure for this HR activity.

**d) 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. There have been some moving targets, but the updating of manuals is still work in progress.

The projects under this unit will have great and positive impact on the Government Service especially in HRM field. While there may be immediate cost to adapt a new HRMIS (the NEO-PEOPLE) for digitization of our procedures, the benefit should balance it. The use of a “Local Team of Experts” in the Public Service to steer the review of the Recruitment and Promotions can yield some saving from the budget for a consultant. In the final analysis such a long-term strategy should worth the investment.

***B. JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)***

The Job Classification and Compensation Unit (JCCU) plays a key strategic role within the Ministry of Public Service, Governance & Disaster Risk Management. Its primary focus is to enhance the

Institutional and Human Resource Management capacities of the Belize Public Service (BPS), ensuring it is well-prepared for modernization.

The Unit is tasked with the development, maintenance, and oversight of the Job Classification and Compensation system for the BPS, which:

1. Supports the refinement and enhancement of organizational structures by developing current and proposed organizational charts for Ministries and Departments, clearly outlining reporting relationships and accounting for all positions within each Line Ministry.
2. Contributes to upholding the principle of “equal pay for equal work,” thereby fostering fairness, equity, and transparency within the system.
3. Enhances the recruitment, selection, and onboarding processes through the development of clear job specifications, requirements, and compensation structures.
4. Promotes improved employee-management relations by ensuring a clear understanding of job roles, responsibilities, and reporting lines.

In addition to the major function stated above, the JCCU further supports the Ministry’s objectives by:

- Providing recommendations on requests from Ministries and Departments regarding the creation, reclassification, redesignation, conversion and upgrading of positions within the Public Service.
- Supporting various Ministries and Departments - Ministry Of Home Affairs And New Growth Industries, National Forensic Science Services Department, Ministry Of Agriculture, Food Security and Enterprise (Bureau of Standards), Office of the Ombudsman, The Attorney’s General Ministry (Belize Intellectual Property Office), Ministry Of Public Utilities, Energy And Logistics, (E-Governance Department), Ministry of Natural Resources (Land Registry Department/National Estate Section) - with organizational restructuring, including the addition, removal, and modification of positions during the 2024/2025 fiscal year.

- Developing and revising numerous job descriptions, both new and existing, as requested by ministries and departments, beyond those created during the organizational development review.
- Responsibility for maintaining the central repository of organizational structures and all job descriptions across the Belize Public Service.
- Conducting workforce analysis and monitoring labour market trends to define job categories, determine role requirements, and recommend appropriate compensation.

**PROGRAM 1: Organizational Development Exercise**

During the fiscal year 2024/2025 the Job Classification and Compensation Unit participated in several strategic meetings/sessions with the following Ministry/Department:

1. Ministry of Finance & Economic Development
2. Ministry Of Blue Economy and Marine Conservation
3. Office Of the Prime Minister and Ministry of Finance, Investment, Economic Transformation, Civil Aviation
4. National Climate Change Office
5. Office of the Ombudsman
6. Attorney General’s Ministry
7. Ministry Of Human Development, Family Support and Gender Affairs
8. Ministry Of Public Utilities, Energy and Logistics
9. Ministry of Home Affairs & New Growth Industries
10. Ministry of National Defence & Border Security

These sessions encompassed discussion on the matters such as the reviewing and upgrading of key technical positions across various Ministries and Departments - including the Ministry of Health and Wellness (Environmental Health Unit) and the Ministry of Human Development, Family Support and Gender Affairs — these were undertaken in order to retain critical expertise. This initiative addressed the challenge of low salary scales compared to the private sector and regional and international labour markets, aiming to improve competitiveness and reduce talent attrition. During this fiscal period 2024/25 the JCCU was able to upgrade the positions within the Environmental Health Unit comprising of two (2) sub-units namely, Public Health and Vector

Control. Additionally, the JCCU was able to perform the restructuring of the organizational designs and plans i.e. Liaison and establishment of new units and positions to meet the respective Ministry/Department mandate, facilitate the development of career paths and job descriptions for positions requested and address and eliminate various existing anomalies across the Belize Public Service.

During the Fiscal Year 2024/2025, the JCCU undertook comprehensive organizational reviews of three (3) Ministries/Departments. These reviews included organizational development, job analysis, job evaluation, setting authorized manning levels, and the preparation of job descriptions. The Ministries reviewed were:

1. **Ministry of Youth, Sports & Transport** – with a revisit of the Transport Department, where the review was approximately 90% complete.
2. **Attorney General Ministry**
3. **Ministry of National Defence and Border Security** – where the review was approximately 60% complete.

These organizational reviews built upon previous Round-2 Reports, which detailed the Legal Authority, Purpose, Ministerial Portfolios, and functions of the respective Ministries/Departments. The Round-2 process also included the design of Current and Proposed Organizational Charts, and the determination of the authorized number of both Management and Non-Management positions necessary to fulfil each Ministry's mandate.

The JCCU also conducted additional revisions of approximately four (4) ministries and departments that were already completed prior to this new administration taking office in November 2020. It is noteworthy that after the 2020 elections, the ministerial portfolios and responsibilities were changed for several ministries. Structural changes and adjustments were made to the organizational charts previously prepared by the JCCU to accurately capture resulting new positions, additional units and the like.

In addition to conducting the Organizational Development Review, the JCCU processed numerous requests and offered strategic recommendations related to the creation, redesignation, reclassification, conversion, and upgrading of positions across the Public Service. It also supported several Ministries and Departments in restructuring their organizational frameworks, including the addition, removal, and modification of positions to better align with operational needs.

## **PROGRAM 2: JOB DESCRIPTION WRITING**

The Job Description is a tool that aids in the recruitment, selection, and on-boarding process of new and existing employees 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 existing 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 adequately describe the jobs. There also exists varying types of job descriptions with different requirements for the same position. While in other cases, no job descriptions exist for some position holders, and they have prepared their own list of duties for the job they perform.

In response to existing gaps in job descriptions within the Belize Public Service, the Job Classification and Compensation Unit (JCCU) has prioritized the development of standardized Proposed Management and Non-Management Job Descriptions for all existing positions in the entire Service. Additionally, the JCCU is responsible for creating job descriptions for newly established positions and for updating existing ones submitted for review, ensuring they accurately reflect duties, responsibilities, qualifications, and requirements.

To build capacity and expertise in JD Writing, in partnership with the Inter-American Development Bank, the JCCU spare headed a 2-day workshop in March 2025. In attendance were 24 participants including all the Administrative Officers from the AO Pool in the Ministry of Public Service, Governance and Disaster Risk Management along with other AOs from key Ministries, and the JCCU Team. Other efforts to build and enhance capacity within the JCCU included an in-house training on Records and File Management organized with the assistance of the Registry Department as well as a Job Analysis and Description Writing Refresher facilitated by the Senior Analysts from the JCCU Team.

Several constraints and challenges hinder the effectiveness of the Organizational Development exercise. These include the lack of current organizational charts and outdated staff listings, which create difficulties in accurately assessing the structure and capacity of Ministries and Departments. Additionally, there is often an absence or inadequacy of job descriptions, limiting clarity around roles and responsibilities. The process is further delayed by the extended time taken by Ministries and Departments to provide requested information, documents, or empirical data needed for the Unit's work. Similarly, significant delays occur in engaging in Round-2 report discussions and in providing feedback on proposed job descriptions. Lastly, there is noticeable hesitancy in implementing the recommendations outlined in the JCCU's Round-2 Reports, despite their focus on addressing structural weaknesses to enhance efficiency and service delivery.

### ***C. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)***

The Human Resource Management Information System (HRMIS) supports the management of HR data and the streamlining of HR processes. This report outlines the achievement and initiatives undertaken by the HRMIS during the fiscal year 2024 to 2025.

## I. Rollout of MyGOB – Vacation and Sick Leave Management Module:



The development of the MyGOB leave management system commences in 2022 and was piloted in September 2023. Circular No. 83 of 2023 informed all ministries, of the rollout of MyGOB on a phase-by-phase approach. In February 2024, the rollout commenced. Administrative Officers and Administrative Assistants across the public service were trained to manage the system for their staff. The trainings were conducted by HRMIS Personnel, in particular the Director and the Web Developer, at each respective location as seen in the Annex 2 and the following images.



Several sensitization sessions were also conducted for some Ministries, Departments and other groups of persons, who made request, as seen below in Figure 2:

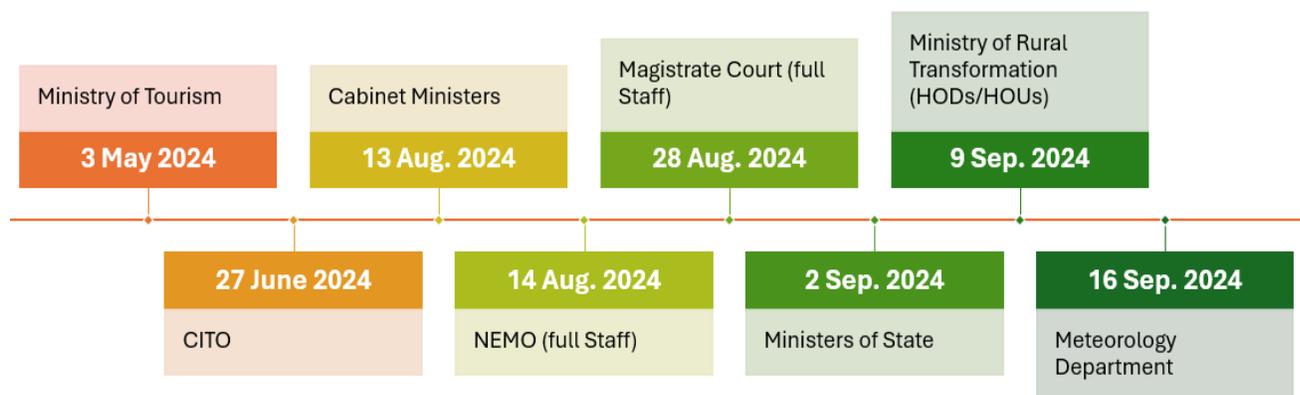


Fig. 2. Timeline of Sensitization sessions

By September 2024, all Ministries and Departments were trained and sensitized. Circular No. 60 of 2024 was disseminated to inform Ministries that all public officers were expected to utilize the MyGOB by the end of October 2024. Some Ministries commenced the onboarding of their staff immediately while others did so on a phase-by-phase approach, leading up to the end of the year.

## II. Development and Implementation of Duty Leave Module

The E-Governance and Digitalization Department developed the Duty Leave Module in MyGOB, after several consultation sessions. The Digital Duty Leave Component was launched on 25 September 2024, via a correspondence from the Cabinet Secretary and a joint press release.

### Leave Applications



Apply for Short Leave



Apply for Long Leave



Sick Leave Reporting



Apply For Duty Leave

## III. Other HR Systems

During the development of the MyGOB, the intention was to add other HR modules to facilitate the streamlining of other HR processes. However, due to limitation within the MyGOB, the Government has decided to outsource its HR systems to NeoPeople to modernize its HR and payroll operations. The implementation commences in the fiscal year 2025 to 2026.

#### **IV. Job Search and Employment Application Website:**

The job search and employment application website, continues to serve as a primary recruitment source for the public service. Traffic to the site has notably increased. As of March 2025, there has been 9,100 visitors and 217 vacancies have been posted on the site.

#### **VI. Operational Activities and Support:**

In addition to strategic initiatives, the HRMIS Unit continues operational activities, including HR/payroll data entry and maintenance into the SmartStream system. Reports are provided on a regular basis to government agencies, unions and statutory bodies, as requested.

#### **D. TRAINING AND DEVELOPMENT UNIT (TDU)**

The Training and Development Unit (TDU) plays a crucial role in enhancing the Belize Public Service's ability to fulfil its mandate, and fostering a culture of continuous learning, growth, and service excellence. The TDU is responsible for various Human Resource Training and Development functions within the public service, including:

- 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) Coordination, Facilitation, and Delivery of In-House Training,
- h) Assist with the management of projects and programmes gear toward strengthening capacity building, and
- i) Fostering relationships with relevant stakeholders within the training and development community.
- j) Human resource training and development functions also involve general administrative responsibilities in the processing of Public Officers requests. Refer to Table I below for ease of reference:

**Table I: General Administrative Responsibilities**

**I. Study Leave and Enrolment:**

Create and process study leave bonds: Ensuring proper documentation and agreements for officers taking study leave.

Process study leave requests: Handling applications and approvals for study leave.

Process notification of enrolment requests: Managing enrolment notifications for officers.

Create and maintain study leave database: Keeping accurate records of study leave details.

**II. Financial and Resettlement Requests:**

Process requests for resettlement grant and resettlement period: Managing financial support for officers relocating from studies abroad.

Process requests for financial assistance: Handling applications for financial aid.

Create and maintain financial assistance database: Keeping track of financial assistance provided.

**III. Salary and Increment Management:**

Create and send memos to Ministries for reinstatement of salaries: Communicating salary reinstatement details.

Process requests for increments withheld: Managing requests for withheld salary increments.

Process requests for increment for higher qualifications: Handling applications for salary increments based on academic achievements.

Create and maintain increments for higher academic qualifications database: Keeping records of salary increments related to academic qualifications.

**IV. Allowances and Other Benefits:**

Process requests for warm clothing allowance: Managing applications for clothing allowances.

**V. Training and Development:**

Process minutes for the development, coordination, facilitation, and evaluation of Training Programmes for the Belize Public Service (Local and Foreign Trainings): Ensuring effective training programme management.

Create and maintain database for list of officers for Clerical and Secretarial Programmes and other in-service training programmes: Keeping track of training programme participants.

Process minutes and coordinate Commonwealth Scholarship Award/Interview panels: Managing scholarship award processes and interview panels.

**VI. Communication and Coordination:**

Create and send memos to Ministries for additional information needed to prepare minutes for respective requests: Facilitating communication for request processing.

## MISSION STATEMENT

### **UNIT'S MISSION**

*“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.”*

## ACCOMPLISHMENTS

### **i. Induction Training Course (Modality -Self-Paced; Online)**

In 2022, the piloting of the Online Induction Training Course for the Belize Public Service was launched via UB’s Learning Platform. This training introduced new and current officers to key principles, regulations and government operations. Upon completion, participants gained a foundational understanding of their roles, responsibilities and conditions of service.

The programme has expanded significantly; to date one thousand six hundred eighteen (1,618) public officers have participated in the induction training.

### **COHORT PARTICIPATION BREAKDOWN**

■ 2022-1 ■ 2022-3 ■ 2023-1 ■ 2023-2 ■ 2024-1

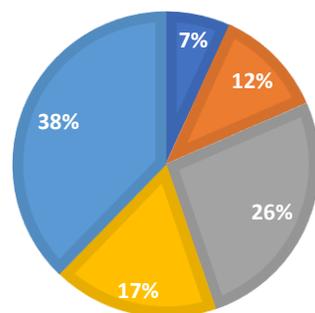


Fig. 3. Cohort participation Breakdown

The breakdown chart illustrates the proportion of participants in each training cohort, highlighting the significant growth and dominance of the 2024 cohort (see Figure 3).

Progress Report: This year, 2024/25, six hundred forty-five (645) Public Officers successfully completed this Course; this represents a 78 percent success rate. The programme will be offered on a bi-annual basis and will comprise of current/new entrants selected by the individual line ministries.

ii. **Clerical Promotional Programme 2024**

The Clerical Promotional Programme is a mandatory programme designed for Clerks at the entry level. The programme is one of the criteria required advancement in the administrative grade in accordance with Circular 9 of 2009. The programme is fully offered online via the University of Belize’s e-Learning Platform.

Progress Report: Eighty (80) 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) participated in the Clerical Promotional Programme 2024. Clerks had to attain a **minimum of seventy percent (70%)** in each module to be deemed **successful** in the Clerical Promotional Programme.

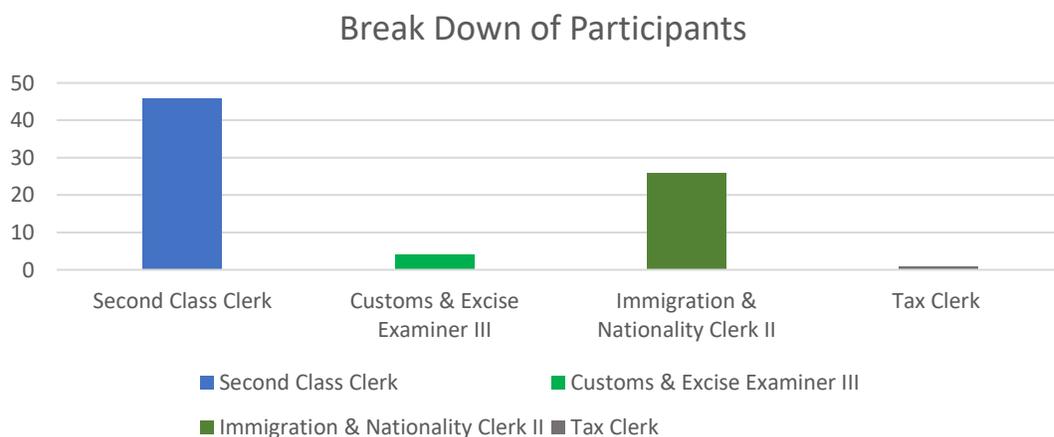


Fig. 4. Breakdown of Participants in Clerical Promotional Programme

The breakdown chart, at Figure 4, illustrates the proportion of participants based on profession.

A total of seventy-seven (77) of the eighty (80) clerks from Cohorts I and II successfully completed the programme. This reflects a ninety-six percent (96%) success rate.

iii. **Elections and Boundaries Professional Certification Programme - Galen University**

The Elections and Boundaries Certificate Programme aims to ensure that officers in the Elections and Boundaries department are equipped with the necessary skills and knowledge to uphold the democratic process and maintain public trust in the electoral system. These certificates will enhance the skills, knowledge, and professionalism of the officers, ensuring they are well-prepared to manage and oversee election processes, maintain the integrity of electoral boundaries, and effectively serve the public.

The Certificate Programme will address critical skills required for their roles while fostering good governance. Twenty-six (26) Assistant Registering Officers (AROs) and Registering Officers (ROs) are currently enrolled in the Programme. The Programme commenced in October 2024 and is expected to be completed at the end of April 2025.

iv. **Google AI Essentials**

The Google AI Essentials course is conducted by Coursera and was sponsored by Axiory Global Ltd. The course consists of five (5) modules that contained interactive exercises, assignments, and each section must be completed and passed before moving onto the next. Participants learnt the advantages and disadvantages of using AI as well as becoming familiar with “Gemini” as an AI tool to assist in creating and researching. At the end of the course, a certificate was awarded. Five (5) officers of the TDU completed the programme in November 2024.

v. **PETAL (Promoting Empowerment Through Awareness for Lesbian and Bisexual Women)**

The PETAL initiative seeks to promote transparent, equitable and corruption-free public service delivery that rebuilds respect, mainstreams gender and human rights, and contributes to achievement of relevant Sustainable Development Goals (SDGs). This initiative includes training in paraprofessional psychosocial support as well as legal literacy, among other capacity building

areas, that can help public officers more effectively advance and expand human services' delivery that is respectful of human rights, promote gender equity and contribute to the reduction of violence perpetrated on the vulnerable, including those in the project's target communities.

Forty-six (46) public officers were given the opportunity to participate in the one-week sessions during the months of November and December 2024. These sessions were held Belize City, City of Belmopan and Independence Village, Stann Creek. The Love Foundation is the local organization that manages the project in Belize.

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

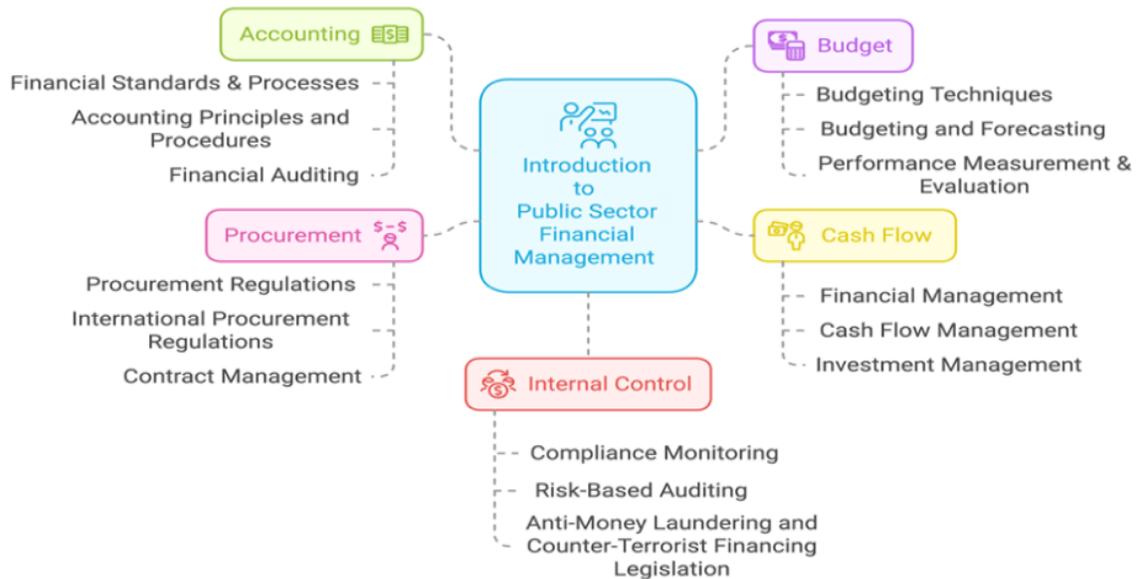
The Project – Strengthening Public Expenditure Management (SPEM), Subcomponent 4 - Strengthening Capacity Building, to improve institutional capacity for personnel to carry out processes and operate systems efficiently is undergoing.

Progress Report: To date, two of the four deliverables have been completed; this includes the establishment of an E-learning Unit and the implementation of MPS's personnel evaluation services to assess PFM Knowledge (Gap analysis).

The Gap Analysis - Recommended Courses for Key Focus Areas:

To determine the recommended competency areas for professional development for Public Officers, results from the Key Stakeholders Interview, the quantitative Skills Gap Analysis survey, and qualitative items from the Skills Gap Analysis survey were summarized and cross-referenced. The goal is to identify gaps in competencies and develop courses to address the identified gaps to support public officers' professional development. The following sixteen courses are recommended for the five core areas:

### Tentative Development Course Overview



The Public Financial Management Programme is aimed at enhancing the capacity of public officers involved in public financial management. The Programme is expected to commence in August 2025, in a hybrid format, University of Belize.

The next steps of the Project include:

1. Implementation of Personnel Training and Certification Programme.
2. Establish a change management plan for the PFM modernization.

vii. **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 2025/2026 school year are Shimon Armstrong, Processing Agent, Belize Social Security Board and Edwin Varela, Force Finance Officer, Belize Defence Force. Mr. Armstrong is pursuing a master’s degree in Corruption and Governance, while Mr. Varela is pursuing a master’s degree in Explosive Ordnance Engineering.

The recruitment and selection process for the 2025/2026 school year is completed and submitted to the Commonwealth Secretariat Commission. This Ministry is currently awaiting feedback.

viii. **Approval of Public Officers' Requests.**

Four hundred and ten (410) approvals were processed for public officers. Three hundred and Sixty-Four (364) 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.

Relevant, timely, and impactful Training and Development initiatives are fundamental to enhancing organizational performance, driving innovation, and ensuring the Belize Public Service remains adaptive and forward-thinking. To fully realize this potential, strategic investment in institutional strengthening through staffing, technology, partnerships, and infrastructure must be prioritized as a national imperative.

I extend my deepest appreciation to the Honourable Minister, the visionary Chief Executive Officer, and the dedicated staff of this Ministry for their unwavering support. A special commendation goes to the members of the Training and Development Unit, whose passion and perseverance often exceeding expectations have laid the foundation for a culture of excellence and continuous learning. Their commitment exemplifies the true spirit of public service.

## **E. CUSTOMER SERVICE AND QUALITY ASSURANCE UNIT (CSQAU)**

Government's Plan Belize Agenda 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 turn, this objective, forms a principal function of the Ministry of the Public Service (MPS), whose work is to equip public officers with the knowledge, skills and support networks needed to deliver results while stewarding the public's trust; and the Customer Service Quality Assurance Unit (CSQAU), remains energized by the opportunities to play a leading role in this charge and make an impact on the lives of the people we serve. To do so we collaborate with ministries and departments to develop and implement customer service and customer experience improvement

policies and programs, monitor, and evaluate performance, 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.

In this report, we highlight the results of our activities in 2024 and outline our plans for the coming year along four main strategic areas:

- A. Public Service Delivery
- B. Customer Service Skills and Talent
- C. The Public's Trust in Government
- D. The CSQAU Organizational Strength and Capacity

The development of our nation depends on the ability of all public officers and the public service to deliver for the public regardless of the ministry and department from which we serve. The CSQAU will continue to help the Ministry of the Public Service and government to meet its full potential by providing other ministries and departments and the more than twelve thousand public officers with tools, strategies and insights needed to succeed and better serve citizens and customers.

Our accomplishments and continued impact would not be possible without the generous support of our Minister, CEO and entire ministry as well as the Public Service Day National Committee and other partners, whom we thank for their generosity and commitment.

Together, we can enhance customer orientation and quality service delivery across the public service.

In 2024 the CSQAU helped to enhance customer orientation and improve customer experience and these were our results.

#### **A. Public Service Delivery**

We continued to collaborate with departments (namely Vital Statistics, Immigration and Lands in a pilot phase) about the establishment of a Government Contact Center to facilitate a more responsive public service and a one stop for information and customer service concerns.

The installation of customer service representatives / liaisons in the initial three public-facing departments is still a work in progress, however, a review of the proposed organizational chart for the contact center and creation of new positions has been completed and approved.

Concurrently, the unit continues to respond to concerns and capture information at random via the contact-us page on the Ministry's website, via email and on social media platforms, which currently is not integrated.

For the Future

- ❖ We will complete the installation of liaisons and commence with the development of a knowledge management system for a shared information platform

## B. Customer Service Skills and Talent

We support continuous training and development, while facilitating the development of a customer centric culture. In support of the Training and Development Unit, we have engaged more than 150 junior level public officers within the secretarial promotional program. Additionally, over 100 other public officers in the health system receive orientation in customer service and how to treat with customers. In collaboration with the Employee Assistance Program, we also engaged more than 100 public officers and shared about the importance of developing a culture of recognition and appreciation and having standards in place, which in turn will inspire a culture of care.

For the Future

- ❖ We will continue to expand the offering of customer service training and related subject areas to public officers across the service.

### C. The Public's Trust in Government

We improve the public perception of our government by promoting the work of the public service, the achievements of public officers and engaging others to rebuild trust in our government.

#### *Promoting the work of public officers*

On June 21, we hosted the 18th Annual Public Service Day and Awards Ceremony in San Pedro Town, which featured local talents including Ms. Chelsea Castro who went on to winning the 2024 KTV Competition, and welcomed nearly 225 guests, including some 100 long service recipients of 25 years, the Governor General, Minister of Public Service, other government officials, the media and other invited guests.





Later, on September 6, we hosted the 3<sup>rd</sup> Induction Ceremony which unveiled an additional 27 steel name plates on the increasingly renowned Public Service Walk of Recognition and Inspiration in the Capital City of Belmopan. This event again featured local talent and welcomed some 100 guests.



The CSQAU also facilitated the signing of an expansion of the Ministry of the Public Services' MOU with the Belmopan City Council, which allows for continuation in the showcasing and promoting of the public service as a beacon of pride and worth, while highlighting the commitment and outstanding achievements of public officers and the public service towards the development of our nation. Concurrently, the walk contributes to the beautification of the capital city, while also contributing to its developing tourism industry.

**“The Walk of Recognition and Inspiration, which is complimented by a website and e-library mitigate the negative image that many people have about public officers and awaken folks to the breadth and depth of the work of government employees.”**



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



*aims and Objectives are to:*

→ **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

→ **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.



**Sharing Knowledge and building trust in the work of the public service and government**



The contrywide public information fairs continues to engage and inform citizens and customers alike of how the government works, its impact on our daily lives and why it is so vital to our democracy. Collaboration across the government, showcased the work and services from NEMO with the managing of national disaster to that of the electoral process to securing our borders and providing health care and educational service.

**“A sample of the state of Public Trust in Government”**

To continuously monitor the pulse of citizens and customer’s experience and their satisfaction when interacting with the public service, and by extension their thrust in the government, a second Customer Experience Survey has been completed. This important assignment was done among the customers of three of the most public facing departments, namely the Lands and Immigration departments, the Statistical Unit. Additionally, random customers of the Ministry of Public Service

were also surveyed, which in turn provides insights into how public officers view their HR support which is vital for them to provide services to the public. This assignment saw more than 1400 customers surveyed and for which the comprehensive report will be produced soon.

#### For the Future

- ❖ Many ministries and departments are working hard to deliver a better experience for people who use government services—which research has shown can help rebuild people’s trust in government. We will continue to lay the groundwork to develop and eventually launch a customer service index that measures the customer experience at every government ministry and department, and work with partners to strengthen recognition with the creation and implementation of a data grading recognition and awards program to motivate ministries and departments to increase the availability and accessibility of performance data.
- ❖ We expand recognition and inspiration with the installation of

#### D. The CSQAU Organizational Strength & Capacity



We are growing our talent and organizational capacity to fulfil our mission to enhance customer orientation and quality service delivery.”.

#### 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 2024/2025. This SWOT analysis will assist the unit to analyse the unit’s strengths, weaknesses, threats, and opportunities etc. This SWOT Analysis was developed as it is one of the most effective tools that assist organizations in decision making. It helps to identify the internal and external factors affecting the EAP Unit and pave a way forward for success.

EMPLOYEE ASSISTANCE PROGRAMME STRENGTHS
<ol style="list-style-type: none"><li>1. <b>Confidential Support:</b> The EAP continues to provide confidential counselling, helping employees deal with personal and professional challenges without fear of judgment.</li><li>2. <b>Improved Employee Wellbeing:</b> Continue to provide assistance in addressing mental health issues, stress, anxiety, workplace challenges and personal problems, which leads to overall better employee health and work productivity.</li><li>3. <b>Cost-Effective:</b> continue to prevent more serious mental health issues from arising, which could lead to higher healthcare costs or absenteeism.</li></ol>

4. **Diverse Services:** Continue to provide access to counselling, legal advice, financial assistance, and work-life balance support, addressing multiple aspects of employees' lives.
5. **Flexible Traveling:** To avoid economic cost constraint on public officers, the EAP staff continue to travel countrywide to ensure easy access to the services provided.
6. **Increased Utilization of the EAP Services:** There has been continued increase of access for the services provided by more public officers. The target total was set at 350 officers, out of that total amount the EAP has provided services to 351.
7. **Growing number of Practitioners:** continued growth of license mental health practitioners offering effective services to public officers.
8. **Fair and equal treatment:** Equal and fair treatment are provided across the public service, whether employees are open vote, contract, or permanent established officers.
9. **Respond to emergencies promptly:** Addressing emergency session like suicide, homicide, sexual harassment is dealt very swiftly by the EAP.
10. Availability of 24-hour services. Public officers have access to both the Director and Senior Social Worker of the EAP after working hours and weekends.
11. **Follow-up:** follow-up is carried out by EAP Social Worker bi-weekly. Social Worker check-in to ensure that public officer is adhering to the treatment and services provided. Social Worker also follow-up with practitioners as it regards to employees.
12. **Post-assessments:** post assessment is conducted with employees to assess service accessed.
13. **Increased Collaboration Across Ministries:** EAP staff are working more closely with other departments (AO/HR management wellness) to create a more integrated approach to employee well-being.
14. **Utilization of outside services:** The EAP Unit collaborate effectively with other stakeholders to ensure that outside resources is readily available.
15. **Wellbeing training:** When requested, the EAP Provided additional training or workshop session across ministries.
16. **On-going EAP Sensitization Session** across ministries.

#### EMPLOYEE ASSISTANCE PROGRAMME WEAKNESSES

1. **Stigma and Reluctance to Use:** Some employees are still hesitant to use the program due to the stigma surrounding mental health or personal issues.
2. **Limited Scope:** EAPs often provide short-term solutions, and employees may need long-term therapy or specialized support that is beyond the program's scope.
3. **Practitioners Being Paid Late:** When practitioners are paid late, that creates a disadvantage for the EAP in terms of ensuring practitioners are paid on time for services already provided.
4. **Request by HODs/AOs for formal documentation:** consistent request for formal documentation highlighting access to EAP services deter officers from accessing.

#### EMPLOYEE ASSISTANCE PROGRAMME OPPORTUNITIES

##### **Opportunities:**

1. **Expanding Service Offerings:** Expanding EAP services to include more personalized or diverse services such as wellness programs, continued financial counselling, or family support could attract more users.
2. **Integration with Corporate Wellness Programs:** EAPs can be integrated into broader wellness initiatives, helping create a holistic approach to employee wellbeing.
3. **Proactive Employee Engagement:** Employers could increase awareness and promote EAP programs through training, communication, and incentives, helping reduce stigma and improving participation.
4. **Partnership with Mental Health Professionals:** Collaboration with external mental health experts could help address more severe cases and provide ongoing therapy or resources for employees.
5. **Digital Expansion:** Offering online and virtual counselling could increase access and convenience for remote or hybrid employees.

6. **Promote EAP Benefits Across the Organization:** With increased collaboration across departments, there is an opportunity to enhance awareness and promote the program to a broader audience, ensuring more employees take advantage of the support.

#### EMPLOYEE ASSISTANCE PROGRAMME THREATS

1. **Cultural Resistance:** Some employees or workplace cultures may not fully embrace the concept of EAPs, especially those with strong stigmas against seeking help.
2. **Lack of Employee Awareness:** Employees may not know about the existence of the EAP or may have misconceptions about its benefits. The EAP staff is limited in ensuring full coverage.
3. **Privacy Concerns:** Employees might fear that using EAP services could somehow be linked to their job performance or that it could affect their career progression.

**Table 1. EAP Key Programmes and Achievements**

Key Programmes Strategies/Activities for 2024/25 (aimed at improving performance)	2024/25 Programme Achievements
1.Continue conducting EAP sensitivity sessions from ministry to ministry.	1. On-going Sensitization countrywide. Completed a total of 42 sensitization session 2024.
2. District tour visits to all government ministries/offices: assessing employees' working environment to understand more about how the environment affects employees' wellbeing.	2. Utilize sensitization sessions to observe working conditions of employees, highlighted section 206 of the PSR that focuses on Occupational Health.
3. Launch regular mental Health check-in surveys (evaluate staff satisfaction and relationships between supervisors/managers and junior officers).	3. Launched EAP "Help Us Help You Survey" that focus on training the needs of public officer to foster and promote improved work performance, did not manage to complete survey that evaluated supervisors' relationship with staff.
4. Launch a Psychological safety campaign in the workplace.	4. Did not conduct the launch of psychologically safe workplace campaign.

5. Launch a mental health sensitivity campaign in the workplace.	5. A mental health sensitivity campaign will be launched in the new fiscal year.
6. Suicide prevention activity in the workplace.	6. Collaborated with the Community Rehabilitation Department to host Suicide risk prevention training for public officers. Administrative officers, social workers and PNP nurses to facilitate in-house trainers, training countrywide in all ministries, these officers will be contacted to partake in training other officers in how to respond to suicide crisis within the workplace.
7. Launch employee financial Literacy training.	7. 4 Financial Advisors have been added to the cadre of practitioners to provide "Financial therapy" to public officers who are struggling financially and in turn work performance being impacted by poor financial planning.
8. Launch an anti-bullying campaign in the workplace.	8. Remains in the planning stages and will be launched in 2025/2026.
9. Develop EAP Training/Seminar Catalogue.	9. Completed Survey for EAP Training Catalogue. Catalogue will be developed in 2025. Employed a master's in social work student to complete details and research necessary.
10. Provide Self-management workshop for EAP Practitioners.	10. Did not successfully provide self-management workshop for EAP Practitioners.
11. Provide at least 2-4 staff team-building activities to MPS Staff.	11. Provided two workshops for MPS Staff. One session on Financial Literacy and one session on Self Awareness and Emotional Intelligence.
12. Connect with the Employee Assistance Programme in the Caribbean.	12. Started the conversation with St Vincent and the Grenadines EAP and Trinidad and Tobago EAPA Organization.
13. Conduct pop-up information booths across districts.	13. Conducted pop-up booths at the northern border, as well as south of the country.
14. Participate in health and wellness fairs hosted by other ministries.	14. Participated in health fairs to showcase the service provided by the EAP.

The below table summarizes the statistics from January 2024 to March 2025

**Table 2: EMPLOYEE ASSISTANCE PROGRAMME STATISTICS JANUARY 2024 TO MARCH 2025**

Total Access 2023/2024	Total Access 2024/2025	Total Contract Issued	Contract B Issued
218 Public Officers	351 Public Officers	266	11
Successfully Completed 2024/2025	Prematurely Terminated	Currently Active	Not referred To Therapist
180 Public Officers	80 Public Officers	69	22

The demographics of persons accessing the EAP can be see at Annex 3.

**\*Reasons For Premature Termination**

- Completed 2-4 session: issued solved at 4<sup>th</sup> session, officer decides to discontinue
- Officers attended one session decides to discontue, calls to officers goes unanswered
- Officer was not consistent with attending sessions, EAP Director discontinues contract.
- Officer miss 3 consecutive sessions, contracts is discontinued
- Officers discontinued sessions due to challenges with respective ministry to attend session.
- Practitioner inconsisetent with arranging session with officer, officer discontinues session.
- Officer shows up drunk to session, EAP Practitioner discontinues session with officers.

**\*Reasons For Not Being Referred to Therapist**

- Officers accessed for administrative challenges
- Officers accessed for public service awards queries
- Officers accessed for permanent diagnosed mental illness, referred out to MOH.
- Officers not committed to the process
- Officer challenge does not fall under the scope of the EAP, officer is referred out.
- Officer accessed for medical assistance, referred out to MOH
- Officer accessed for educational assistance, referred out to MOE
- Officer accessed for Human Service related issues, officer is referred out.

The Table below highlights the major programmes undertaken by the EAPO and its achievements from April 2024 to March 2025.

**Presentations employed by Employee Assistance Programme 2024/April 2025 to Present**

As part of the remarketing process and training process in working toward sensitizing all government ministries to from down about the Employee Assistance Programme

Presentations 2023/2024	36
Presentation 2024/2025	44

**Presenting Issues/ Challenges by Public Officers**

In Table 3, a list of presenting issues/challenges that public officers access the EAP are shared.

**Table 3. Issues discussed in Presentations**

Presenting Issues	Total #
<b>Challenges with Mental Health</b>	<b>118</b>
Feelings of Anxiety	
Feelings of Depression	
Public Officers with PTSD	
Suicidal thoughts	
Suicidal Ideation	
Suicide Attempt	
<b>Complete Homicide</b>	<b>1</b>
<b>Work Related Stress</b>	<b>74</b>
Bullying on the Job	
Sexual harassment by colleagues	
Sexual Assault on the job	
Exhaustion and extremely overwhelmed (workload)	
Employee Burn-out	
Issues with study leave	
Office conflicts	
Distressed because of employee transfer	
<b>Personal Challenges</b>	<b>158</b>
Grief and Loss	
Terminal illnesses	
Relationship or Marital Challenges/Divorce	
Alcoholism	
Domestic Violence	

Financial Issues	
Health Issues	
Parents with Autistic Children	

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.

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 respected and supported by management all play an important role in the EAP functioning at its full potential.

Annex 4 provides a count of public officers that have accessed the EAP by ministry and Department.

## G. GOOD GOVERNANCE UNIT (GGU)



For the third year, the Good Governance Unit (GGU) has continued its programs and initiatives of its Good Governance mandate. These activities have seen the continuation and/or development of new programs and projects for a more transparent and accountable governance. Though still a small Unit with four (4) technical and three (2) support staff members, the GGU has continued to push for policies, orientations and partnerships throughout the 2024-2025 period 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.

### **Main Achievements**

- **Good Governance Ambassadors.** On May 13<sup>th</sup>, 2024, Minister Usher, CEO Zetina and Director Ross held a half-day meeting with 18 good governance ambassadors representing the line ministries of the Government of Belize. The meeting was to discuss what initiatives to bring about ethical and transparent work the ambassadors had worked on so far. One example was a presentation by Executive Director Gian Cho on his development of a “Corruption and Me” training agenda that focuses on how the National Forensic Science Service (NFSS) department works at mitigating corruption through Public/Stakeholder Engagement, Legislative Reform, Modernizing their Data systems and Quality Management.



- In the past year the Good Governance Unit has partnered with the United Nations Programme for Development (UNDP) to develop a list of good governance initiatives that started in the 2024-2025 cycle and will continue in 2025-2026. These include activities such as the design of orientation/training of administrative and finance officers in the implementation of transparent, responsive and accountable good governance policies and procedures and an initiative to undertake a national survey on Governance, Access to Justice, Discrimination and Corruption in conjunction with Statistical Institute of Belize, United Nations Office on Drugs and Crime (UNODC) and the Ministry of Home Affairs and New Growth Industries.



➤ The GGU 2024 “Month of Activities” saw the launch of good governance contests in Canvas Art, Essay Writing and TikTok creation into all levels of the schools of Belize (primary, secondary & tertiary). The many outstanding and exciting submissions resulted in a very challenging judging process of these works but at the end, winners were chosen in each of the contests and categories from schools as far as Toledo and Corozal and as close as San Ignacio and Benque Viejo. We are grateful to the judges of each category for your continuous assistance and hard work.

PLACE	FIRST NAME	LAST NAME	CATEGORY	LEVEL
1ST PLACE	Vinnette	Manzanero	Canvas Art Entry	Secondary School
2ND PLACE	Kaydee	Gonzalez	Canvas Art Entry	Primary School
3RD PLACE	Jeanie	Ack	Canvas Art Entry	Tertiary School
1st PRIMARY	Kylee	Alvarez	Essay Entry	Primary School
1st TERTIARY	Precious	Martinez	Essay Entry	Tertiary School
1st SECONDARY	Asaela	Canto	Essay Entry	Secondary School
1ST PLACE TIKTOK	Sebastian	Collado	Video Entry	Secondary School



➤ The activities also included us partnering with the Belmopan City Council to hold an Integrity Walk around Belmopan that was joined by some of our ministry staff, City Councillors and staff, members of the Belmopan Police formation and others on foot and in vehicles.



➤ The main event of the “Month of Activities” was a National Conference organized by the Good Governance Unit of the Ministry of Public Service, Constitutional and Political Reform and Religious Affairs and co-sponsored by the United States Embassy International Narcotics and Law Enforcement Agency. This conference saw presentations from CEO Rolando Zetina, U.S. Ambassador Michelle Kwan and Director Cesar Ross followed by Good Governance

initiative/programs from government stakeholders like the Contractor-General of Belize on Procurement, the Director of the Financial Intelligence Unit on Civil asset Recovery and Anti-Money Laundering and the Ombudsman of Belize on the Human Rights Institute Initiative. In the afternoon of the conference, we saw presentations from UNDP and Galen University on civil society partnerships for Good Governance.



➤ **MESICIC**

On March, 2024, Belize was informed of our being scheduled for the 6<sup>th</sup> Round review on our compliance with the Article on Bank Secrecy, and follow-up on the recommendations previously made in the 3<sup>rd</sup> Round report on the topics of Extradition, Bribery and Preferential Tax Treatment and was requested by the Secretariat of the Mechanism for the

Follow-Up on the Implementation of the Inter-American Convention Against Corruption (MESICIC) permission to do an virtual country-visit review with Belize stakeholders. The Government approved MESICIC in-country review which was then scheduled by the GGU and conducted from the 7<sup>th</sup> to the 10<sup>th</sup>, October 2024 with the participation of the following State Authorities/Stakeholders: Financial Intelligence Unit (FIU), Financial Service Commission (FSC), Central Bank, Director of Public Prosecution (DPP), Belize Tax Service (BTS), Attorney General's Ministry and with the following civil society members; the Belize Chamber of Commerce & Industry (BCCI) and the Institute of Chartered Accountants of Belize. In March of 2025 the Review of Belize was presented at the 43<sup>rd</sup> meeting of the MESICIC in Washington at which the GGU and other stakeholders were able to virtually respond to questions that arose from the meeting attendees. The Report was approved and has since been loaded on the OAS-MESICIC portal

[https://www.oas.org/en/sla/dlc/mesicic/docs/Doc. 673\(Belize\) eng\\_rev4.pdf](https://www.oas.org/en/sla/dlc/mesicic/docs/Doc. 673(Belize) eng_rev4.pdf)

➤ **UNCAC**

Belize scheduled to review Suriname on the 14th-16th of April 2025.

- 1) Ms. Leni Ysaguirre-McGann, FIU Director and 2) Cesar Ross from GGU. Review will be held at the Ministry of Foreign Affairs in Paramaribo.

Belize scheduled to review Somalia on the 28th-30th April 2025.

- This review will be done in the neighbouring country of Kenya. The Belize Country Experts for Somalia are 1) Ms. Janelle Thomas-Shorter, Senior Legal Advisor of FIU and 2) Ms. Clara Chi from GGU. The review will be held at the United Nations Headquarters in Nairobi, Kenya.

## H. ELECTIONS AND BOUNDARIES DEPARTMENT (EBD)

### I. INTRODUCTION

#### **Brief history of Elections and Boundaries Department**

The Elections and Boundaries Department was established in 1989. Subsequent to the constitutional amendments to Section 88 of the Belize Constitution, amendments were made to the Administrative Provision of the Representation of The People Act (Statutory Instrument 26 of 1988). All staffing matters were then transferred from the Elections and Boundaries Commission to the Public Services Commission. An amendment to the Belize Constitution by Act No. 2 of 2001, dated February 23, 2001, transferred jurisdiction over the Chief Elections Officer to the Public Services Commission. The Chief Elections Officer and staff are responsible for the day-to-day administration and all phases of the electoral process. The Chief Elections Officer reports to the Ministry of the Public Service and Governance and Disaster Risk Management and the Elections and Boundaries Commission on a timely basis.

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.

## **Elections and Boundaries Department Overview**

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), and who is responsible for the day-to-day management of the Department.

The Elections and Boundaries Department (EBD) of Belize is committed to upholding the democratic principles of transparency, fairness, and integrity in the administration of electoral processes. This Annual Technical Report presents a comprehensive overview of the Department's activities, achievements, and operational challenges for the reporting period April 2024 – March 2025. It outlines key developments in voter registration, public education initiatives in our community outreach, staffing, and election readiness, while also highlighting the Department's ongoing efforts to enhance efficiency through various initiatives placed into strategic planning.

This report further aims to provide stakeholders, including government agencies, civil society, and the general public, with insight into the work of the EBD, ensuring accountability and fostering trust in Belize's electoral system. As we reflect on the year's accomplishments and lessons learned, we reaffirm our dedication to strengthening democratic governance and supporting the peaceful exercise of the right to vote.

### **II. Toledo East – By-election 2024**

On the 23 April 2024, the Office of the Prime Minister announced the passing of the Hon. Michael Joseph Espot, Minister of State in the Office of the Prime Minister and Area Representative of the Toledo East Electoral Division on Monday 22 April 2024.

The Belize Constitution, section 85 states-

*(3) where the seat of a member of the House of Representatives or a Senator falls vacant otherwise than by reason of a dissolution of the National Assembly-*

*(a) if the vacant seat is that of a member of House, a by-election shall be held; or*

*(b) if the vacant seat is that of a Senator, an appointment shall be made,*

*To fill the vacancy within three months of the occurrence of the vacancy unless the National Assembly is sooner dissolved.*

On the 16 June 2024, whilst speaking to the media, the Prime Minister, Hon. John Briceno announced that the date for holding the By-election for the Toledo East Electoral Division was Wednesday 17<sup>th</sup> July 2024.

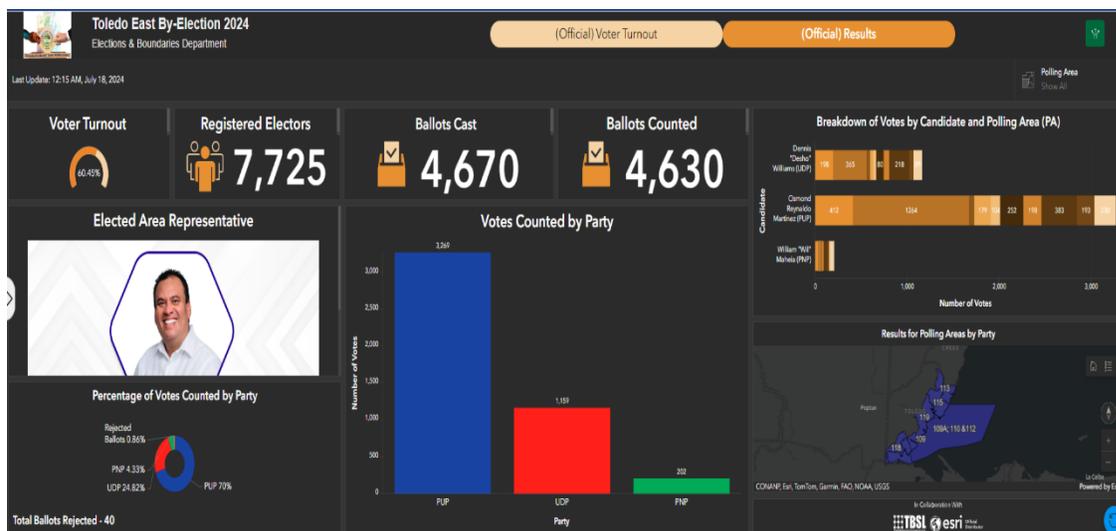
As soon as the official announcement was made on the passing of the Honourable Area Representative, gears were set in motion for the holding of a by-election as required by the Belize Constitution.

### Nomination Day

On 2 July 2024 between the hours of 10:00 a.m. and 4:00 p.m., Ms. Therese Martinez, Returning Officer and her team; Election Clerks: Mr. Marion Nolberto and Mr. Venancio Ack were at the Punta Gorda Magistrate 's Court Building, Punta Gorda Town Magistrate 's Court, Punta Gorda Town and received the nominations from the following duly qualified candidates for the Toledo East Electoral Division By-election.: Mr. William Maheia, for the People's National Party, Mr. Osmond Reynaldo Martinez, for the People's United Party and Mr. Dennis Williams, for the United Democratic Party.

### By-Election Results

Results indicated that the candidate for the PUP, Osmond Martinez captured the majority of votes with 3269 votes and the remaining candidates UDP, Dennis Williams with 1159 and PNP, William Maheia with 202. The duly elected candidate is Osmond Martinez for the PUP.



## OFFICIAL RESULT

The following is the result of the By-Election for Toledo East Electoral Division which was held on Wednesday, 17th July 2024.

Electoral Division	Surname	Other Names	Political Party	Party Colour	# of Reg. Voters	Total Ballots Cast	% of Voter Turnout	# of Votes cast	% of Votes by Party	Remarks
Toledo East	MARTINEZ	Osmond Reynaldo	PUP		7725	4670	60.45	3269	70.00	Elected
	WILLIAMS	Dennis "Desho"	UDP					1159	24.82	
	MAHEIA	William "Will"	PNP					202	4.33	
			rejected					40	0.86	

Summary:	No.	%
<b>Total Registered Electors</b>	<b>7725</b>	
Total ballots cast	4670	60.45
Total votes cast for PUP	3269	70.00
Total votes cast for UDP	1159	24.82
Total votes cast for PNP	202	4.33
Total ballots rejected	40	0.86

### III. Relocation of Benque Viejo Registration Office

In an ongoing effort to provide better services to the wider public it was necessary to relocate the Benque Viejo Registration Office from Corner of Liberty & Kennedy Streets to 131 George Street, Benque Viejo del Carmen Town on the 2 January 2025.



This relocation was made in an effort to improve accessibility, efficiency, and delivery service to the general public, especially the residents of Benque Viejo Town and surrounding communities.

This relocation initiative aligns with the Department's mandate to provide quality electoral services and ensure that all citizens have convenient access to essential registration and electoral processes.

### IV. Transactions by Electoral Divisions

During the period April 2024 and March 2025, a total of thirty-five thousand, seven hundred and five (35,705) transactions were carried out 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 5). The publishing of deceased electors included in the table occurs only in the months of February, May, June, July, August, and Annual Revision conducted in November of every year. This report is updated on a monthly basis and streamlined by electoral division and gives the department and insight for effective and efficient management decisions. Transactions vary by months or seasons and is likely to increase if an election date is approaching. The workload may increase in different areas depending on the type of election (village council, municipal or general elections). As a department, we try our best to equip each office with the necessary tools and resources to get the job done whether it be a hectic or slow period.

**V. Revenue Collection at the Elections and Boundaries Department**

EBD is primarily responsible for the administration and supervision of electoral processes, including voter registration and the conduct of elections and referenda. While its core mandate is not centered around revenue generation. The department engages in extremely limited revenue collection, particularly in relation to the replacement of voter identification cards as it is required by law that a fee is payable for every replacement of identification card: \$5 for the first issue and \$10 for any further issue.

✓ **Offices responsible for collecting revenue**

Whilst the entire department has a total of fourteen offices and one sub-office, seven offices do not collect revenues, however electors pay directly to the Sub-Treasury Department in the city or district towns. The remaining seven collect revenues at the respective offices and subsequently deposit at the Treasury on a weekly/monthly basis. Annex 6 below shows \$1500.00 was collected with replacements issued. The fees clearly indicate the anomaly between what is collected from replacement of identification card against what government pays officers for the collection of these fees.



## **VI. Vacation/Sick and Duty Leave**

The department continues to ensure that every member of staff has access to MYGOB portal. This portal allows officers to enter vacation, sick and duty leave. As much as this system is helpful it still has some flaws and has room major for improvement.

- ✓ The system is not user-friendly as it allows officers to input the wrong number of days in the wrong field.
- ✓ Utilizing the code for access through email is inconvenient.
- ✓ No access to rescind/amend/cancel vacation leave.
- ✓ System is constantly unavailable.

## **VII. Creation of New Posts at EBD**

Approval was granted for creating a Secretary III post for Registry section of Election and Boundaries Department. Ms. Keila Coye presently is being held against the post of Secretary III. Submissions were made to the Ministry of Public Service for the creation of twelve (12) Assistant Registering Officers post. One (1) for each office. The department is awaiting support from the Ministry of Public Service and approval from the Ministry of Finance. EBD requested for the creation of three (3) posts of Driver/Office Assistant. One each to be placed in Central, Northern and Southern part of the country. Approval is also being awaited.

## **VIII. Transfers**

There have been a few transfers within the clerical grade at EBD:

1. Ms. Odessa Young, First Class Clerk, was transferred and replaced with Ms. Jasmin Arce.
2. Ms. Janelli Cunil, First Class Clerk, was transferred and replaced with Mr. Denzel Bernard.

Within the technical grade:

1. Ms. Gerelene Longsworth, ARO 11, was transferred to Independence Sub-Office effective 1 July 2024
2. Ms. Cheyenne Murrillo, ARO 11, transferred to Dangriga Office effective 1 July 2024.

#### **IX. Promotion**

Mr. Duane Mahler has been promoted to Assistant Registering Officer I effective 1 September 2015.

#### **X. Elevation**

Ms. Georgia Bell has been elevated to the post of Registering Officer II, (the elevation changes the effective date of her post of Registering Officer II to be effective 1 November 2013).

#### **XI. Resignations**

During this critical time the department had a total of 5 resignations of officers, which are listed below:

1. Ms. Sefania Mulligan (Secretary I) resigned effective 1 September 2024.
2. Ms. Cindy Barrientos (Relief Assistant Registering officer) resigned effective 21 October 2024.
3. Mr. Leonardo Tzul (Relief Assistant Registering officer) resigned effective 14 January 2025.
4. Ms. Tracy Gonzalez (Relief Assistant Registering officer) resigned effective 27 January 2025.
5. Mr Tevaun Lennan (Assistant Registering Officer) has resigned effective 24 February 2025.

#### **XII. Appointment/Confirmation**

1. Ms. Taysha Myvette has been appointed effective 1 March 2025 to the post of Second-Class Clerk through the AMNESTY programme.
2. Ms. Vilia Ash was confirmed to the post of Assistant Registering Officer II effective 21 June 2015.

#### **XIII. Promotional Classes – Galen University**

Classes are ongoing for Election and Boundaries officers, which are geared toward promotion. The classes are in collaboration with Galen University and the Ministry of the Public Service for those who are not qualified to have an opportunity at upward mobility. These classes are being imparted to seventeen (17) Registering Officers and nine (9) Assistant Registering Officers.

**XIV. Students on the job training at Registration Offices**

Students are placed at EBD yearly to complete a on the job training (OJT) during different intervals. This venture came about through the Youth Entrepreneurship & On the Job Skills Training Services, which is a restructured program comprised 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 program was created to enhance youth’s skills in work ethics, job

preparedness and personal development.

This venture engages young adults from learning institutions in various administrative and support roles that give them practical experience in the public service and electoral processes. Institutions at district level incorporate prospective candidates in various registration offices for the sole purpose of having them on a hands-on experience prior to entering the real-world job environment.

This OJT raises students’ awareness on the electoral system and prepares them to participate in the electoral process.

Work Experience		
Period	Institution	Name
03/10/2024-28/11/2024	Department of Youth Service	Veandre Amaya
15/10/2024 06/12/2024	Department of Youth Services	Kaylen Allen
15/10/2024 - 29/10/2024	Department of Youth Services	Rene Torres
18/02/2025-13/03/2025	Department of Youth Service	Orlando Luna

**XV. Summer Employment – High School and Tertiary Level**

Every year students from high school and tertiary level institutions are employed at different Elections and Boundaries Offices countrywide. The assignment of these student interns comes

directly through a joint venture from the Ministry of the Public Service, Governance and Disaster Risk Management and the department. Students assigned to work are paid a stipend by the Ministry for them to defray school fees and this endeavor is completed in two phases during the period of June to July. As per **Annex 7**, 27 students were employed in the first phase and 24 in the second phase.

#### **XVI. Voter Education conducted by offices countrywide**

One of the primary mandates of the department is to increase voter registration as it is crucial for strengthening democracy, ensuring fair representation, and promoting civic engagement.

The importance of Voter Education:

- ✓ Fosters stronger democratic participation.
- ✓ When more eligible citizens register to vote, Belize's democracy becomes more representative of the population. Higher voter registration ensures that decisions reflect the will of a broader group of people.

Promotes voter/civic education and awareness

- ✓ Campaigns to increase registration often come with educational efforts that inform citizens of their rights, responsibilities and how the electoral process works, leading to more informed voters.

Reduces the risk of voter disenfranchisement

- ✓ By actively engaging and facilitating registration, especially in remote areas, EBD ensures that no prospective voter is disenfranchised due to either lack of access or awareness of the electoral process.

Supports Free and Fair Elections

- ✓ An accurate and inclusive voter roll reduces the potential for fraud or manipulation. A well-maintained voter database ensures that only eligible individuals cast their vote, thus maintaining the integrity of elections.

#### Empowers Youth and First-Time Voters

- ✓ Reaching out to young and new voters through registration drives helps integrate them and the need to have civic pride by having a voice in the affairs of the country.

The Voter Education Outreach dates and venues can be viewed at Annex 8.

### **XVII. Community Outreach for Voter Registration**

One of the main objectives for community outreach is to take the services offered at the Elections and Boundaries Department directly into the community, making it more convenient and accessible for eligible prospective electors in areas that are remote. Over the years Registering Officers and Assistant Registering Officers find innovative ways to increase the numbers in electorate exponentially over projected periods.

### **XVIII. Publication of Monthly and Supplementary Lists and Annual Divisional Registers**



The ROPA makes provision for Registering Officers to publish monthly supplementary lists on or before the 15th of every month for applications they received, and every person registered may object to the registration in the register of any person whose name appears in the list. Similarly, on or before the 1st of October of each year Registering

Officers publish a notice requiring registered electors to state their objections to the retention of the names of any other person prior to the 30th September of each year.

## Objections Received – Cayo North Electoral Division

Of the 31 electoral divisions countrywide, the Cayo North Electoral Division was the predominant one that received objections to the monthly supplementary list for the months of August and September 2024. Additionally, objections were also received for the Annual Divisional Revision Register in November 2024. Below is the breakdown of the number of objections received.

Table 4. Number of Objections

Month	Number Received
August	68
September	100
November (Annual Revision)	153
<b>Total</b>	<b>321</b>

Objections for the August Supplementary list were dismissed by the Revising Officer, whilst no determination was made for the September objections, however the matter remains pending before the High Court. At revision court for Annual Revision the Revising Officer determined that 23 names of persons were disqualified, and the remaining 130 were retained. This matter was also appealed and is currently before the High Court. Section 57 (2) of the Representation of the People Registration Rules states that *“no right of voting at any election shall be affected by any appeal against the exercise of that right pending at the time of the issuing of the order directing an election to be held, but every person who could otherwise vote may exercise the right of voting at the election as effectually, and every vote tendered thereat shall be as good, as if no appeal were pending, and the subsequent decision of that appeal shall not in any way alter or affect the poll, the election nor the return made thereat by the returning officer.”*

### XIX. Total number of Registered electors by division and sex

There is a total of two hundred and six thousand, nine hundred and thirty-three (206,933) registered electors in all thirty-one (31) electoral divisions as of March 2025. Annex 9 and Figure portray the total number of electors, by division and sex. A total of one hundred thousand, nine hundred and fifty-four (100,954) males and one hundred and five thousand nine hundred and seventy-nine (105,979) females.

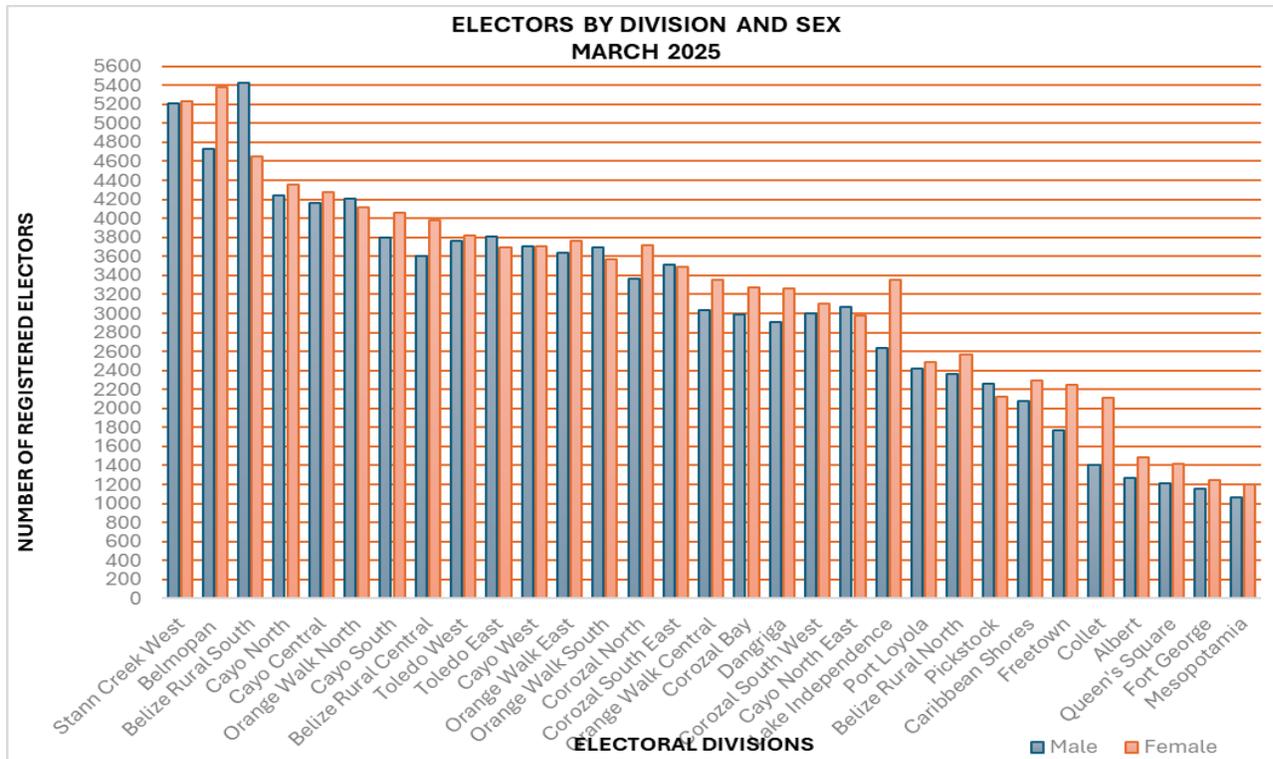


Fig. 5. Electors by Division

## XX. General Election 2025

### Pre-Election Preparations

Prior to any election year, the Elections and Boundaries Department staff are expected to invest long hours to prepare for “E-day.” Logistics and timelines become priority as deadlines must be met. The work starts well in advance as the need arises for the purchase of materials, supplies, and printing of signs, forms, development and airing of advertisements for radio, television and newspapers etc.

### Nomination Centres, Polling and Counting Stations

Suitable nomination centres, polling and counting stations were identified in advance. Based on submissions the list was compiled and submitted to the Elections and Boundaries Commission for approval (see Annex 10).

### Staff listing from Ministries/Departments

Similarly, a listing of recommended election officers (*Returning Officers, Election Clerks, Presiding Officers, Poll Clerks, Counting Clerks, and Information Clerks*) was submitted to the Elections and

Boundaries Commission for approval. A total of 1637 Election Officers were appointed to perform duties. A total of 4500 letters were sent out to Election Officers and these figures also factors those that were rescinded and the new ones issued.

Reminders were sent out to all departments requesting their quarterly updated staff listing in the specific format. However, not all Ministries and Department were cooperative in submitting. When ask for them to redo and re-submit the request have been met with no response. Not all departments and Ministries are cooperative in submitting their staff listing (see Table 5).

**Table 5. Submission if Staff List by Ministries and Departments**

SUBMITTED	NOT SUBMITTED
1. Belize Postal Service	1. Education Department
2. Audit Department	2. Treasury Department
3. Belize Tax Services Department	3. Central Information Technology Office
4. Ministry of Sustainable Development	4. Office of the Supervisor of Insurance
5. Ministry of Agriculture and Food Security	5. Budget Unit
6. Office of the Prime Minister	6. Asset and Utilities Management Unit
7. Attorney General’s Ministry	7. Foreign Trade
8. Belize Family Court	8. Immigration Department
9. Belize Legal Aid Services	9. Ministry of Foreign Affairs, Foreign Trade & Immigration
10. Belize Intellectual Property Office	10. Women’s Department
11. Ministry of Human Development	11. Ministry of Infrastructure Development & Housing
12. Ministry of Economic Development	12. Belize Defence Force
13. Western Regional Hospital	13. Belize Coast Guard
14. Central Health Region	14. Ministry of Natural Resources, Petroleum & Mining
15. Ministry Of Health and Wellness	15. Geology and Petroleum
16. Department of Energy	16. Lands and Survey Department
17. Department of E-Governance	17. Ministry of Tourism & Diaspora Relations
18. Ministry of Public Utilities	18. Department of Youth Services
19. Transport Department	19. Fisheries Department
20. Magistrates Court	20. Archives Department
21. Vital Statistics	21. Belize Police Department
22. Forensic Department	22. Department of Environment
23. General Registry Department	23. Department of Housing
24. Corozal Community Hospital	24. Refugees Department
25. Southern Regional Hospital	
26. Customs & Excise Department	
27. Ministry of Youth, Sports and Transport	

- |   |                                      |
|---|--------------------------------------|
| 28. San Ignacio Community Hospital  | 25. Office of Commissioner of Stamps |
| 29. Office of the Director of Public Prosecutions   | 26. Punta Gorda Community Hospital   |
| 30. Cooperative Department  | 27. Ministry of Finance              |
| 31. Department of Civil Aviation  |                                      |
| 32. Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs |                                      |

## **XXI. Financial Matters**

The Finance Officer was tasked with the below in tandem with all financial transactions to be completed.

- ✓ Preparation and submission of the General Elections Budget to Ministry of Public Service was submitted for fiscal year 2025/26
- ✓ Submission of Supplementary Allocation and De-reservation request
- ✓ Submission of Chart of Accounts (COA) request
- ✓ Source quotes for election supplies

Since the General Election budget was projected within the financial year 2025/2026 there was no allocation within 2024/2025 budget, thus a supplementary request was made on 12 February 2025 which was the following day after the announcement of date of election. The relevant budget justification was submitted for the release of the supplementary allocation of funds which was subsequently received.

## **XXII. Activities leading to General Elections 2025**

### **Announcement of the Date of Election**

On 11 February 2025, Prime Minister John Briceno made the much-anticipated announced that General Election would be held on Wednesday, 12 March 2025. The Prime Minister also advised the Governor-General to dissolve the National Assembly effective 11 March 2025. This was done by virtue of Statutory Instrument Number 24 of 2025.

### **Writs of Election**

On 11 February 2025, Her Excellency, the Governor-General issued Writs of Election addressed to the returning officers of the thirty-one electoral divisions for the purpose of holding election of members of the House of Representatives. The Writs informed that the day appointed for the nomination of candidates would be Monday, 24 February and polls taken on Wednesday, 12 March 2025.

### **Cut-Off-Date for Persons Eligible to Vote for 12 March 2025 General Election**

The Elections and Boundaries Department issued an Immediate Release notifying the public that the cut-off-date for persons eligible to vote for the 12 March 2025 General Election was **10 January 2025**. The cut-off-date allowed the officers to conduct their due diligence on all applications received, which included the publication of supplementary lists and holding of revision court as required by law.

### **Appointment of Returning Officers and Election Clerks**

In accordance with section 13 (1) and (2), Part III of the Representation of the People Act, Chapter 9 of the Laws of Belize, Revised Edition 2020, the Elections and Boundaries Commission appointed the Returning Officers. The Chief Elections Officer, with the approval of the Elections and Boundaries Commission appointed the Election Clerks for the General Election.

### **XXIII. Training of Registering Officers for General Election 2025**

On the 17 February 2025, training for registering officers (countrywide) in the preparations for the 12 March 2025 General Election. Some key areas discussed included laws governing elections, voting and counting processes, filing and packaging of forms after the close of polls.

### **XXIV. Training of Returning Officers and Election Clerks**

EBD undertook a preliminary training for Returning Officers and Elections Clerks on the 20 February 2025 at the University of Belize, RLC Conference Room. The primary goal was to ensure that all officers were adequately equipped with the knowledge, skills and tools required to carry out their duties with integrity, efficiency and impartiality throughout the entire process.

The 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.

### **Objectives of the Training of Returning Officers and Election Clerks**

The training was designed to:

- ✓ Familiarize Returning Officers and Election Clerks as this was the first time many of them have been appointed in this capacity. Therefore, there was need for them to be well versed on the electoral laws guiding the election processes inclusive of the Act, Regulations and Procedures.
- ✓ Emphasize the importance of neutrality and transparency in the electoral process.
- ✓ Provide hands-on experience with electoral materials, voter lists, and polling station layout.
- ✓ Training of officers in the use of digital tools and technology to streamline electoral processes.
- ✓ How to address conflicts/issues which may arise.

It was emphasized that the presiding officers were to declare the opening of polls at 7:00 a.m. sharp and the closing of polls at 6:00 p.m. sharp.

### **XXV. Meeting with Political Parties/Movements and Candidates**

On 19 February 2025, the Chief Elections Officer held a meeting with the Political Parties', Movements and Independent Candidates at the EBD Central Office Conference Room, Belmopan City. The purpose of the meeting was to discuss nomination day requirements and to give an update on the department's preparations for the General Election. In attendance were representatives from the People's United Party, United Democratic Party, Belizean Justice Movement, General Opportunity Development Party and Independent Candidates.

**XXVI. Nomination Day – General Elections 2025**

**XXVII.** Nomination Day for Belize's 2025 General Elections occurred on Monday, 24 February 2025, this date sets the pace leading to election day on March 12. There was a total of ninety (90) nominations received for all 31 constituencies as shown in the table below:

**Table 6. Nominations Received for General Election 2025**

<b>PARTY/MOVEMENT/INDEPENDENT</b>	<b>TOTAL CANDIDATE</b>
People's United Party	31
United Democratic Party	41
Belizean Justice Movement	7
General Opportunity Development Party	1
Peoples' National Party	2
People's Democratic Movement	4
Independent	4
<b>TOTAL</b>	<b>90</b>

The Returning Officers for the Fort George and Pickstock Electoral Divisions declared Mr. Henry Charles Usher and Mr. Anthony Mahler to have been duly elected, since on nomination day, only those candidates were nominated for their respective electoral divisions.

The Elections and Boundaries Commission issued a press release regarding the nominations received for the United Democratic Party: which reads in part: Based on the nomination forms received, a total of forty-one (41) candidates applied to contest under the United Democratic Party (UDP).

In exercising its powers under rule 15 (4) of the Elections Rules, as it related to the allocation of the traditional red colour to the UDP, the Elections and Boundaries Commission, after deliberations, allocated the traditional UDP red to all candidates who applied for nominations under the UDP banner.

The decision also reflected the fact that the leaders of each of the two factions maintained that they are the legitimate leaders of the UDP and that their candidates were legitimate UDP

members. The EBC concluded with its commitment to ensuring a fair and impartial electoral process.

#### XXVIII. Training timeline for election officers by divisions

Registering Officers, Returning Officer and Elections Clerks held a series of trainings for Presiding Officers, Poll Clerks, Counting Clerks and Information Officers.



This training was in-depth as it was necessary to impart knowledge for all aspects including proper sealing of ballot boxes and packaging of supplies. Annex 11 depicts training dates and venues.

#### XXIX. Training with Belize Police Department (BPD)



A training was held with senior ranks of the Belize Police Department on 5 March 2025. Officers were reminded that the main role of police officers was to maintain law and order and that they must take instructions from the Returning Officers, Elections Clerks and Presiding

Officers.

The following regulations were highlighted at the training and the Police Department was tasked in the enforcement of such:

- a. **Restriction on Sale of Intoxicating Liquor:** All establishments licensed solely for the sale of liquor were required to close on election day until midnight. Violations could result in fines up to BZ\$2,000 or imprisonment for up to six months.
- b. **Employer Obligations:** Employers were mandated to allow employees reasonable time off to vote without penalty. Non-compliance may lead to fines up to \$2,000 or imprisonment for up to one year.
- c. **Prohibition of Political Propaganda:** The use of loudspeakers, banners, flags (other than the national flag), and other political paraphernalia within 100 yards of polling stations was

prohibited. Those who organize meetings or processions may face fines up to \$1,000 or imprisonment for up to one year.

- d. **Maintenance of Order:** Congregating within 100 yards of polling stations was restricted, except for voters in line to cast their ballots. Violations could result in fines up to \$500 or imprisonment for up to six months.
- e. **Use of Electronic Devices:** The use of mobile phones, cameras, or any recording devices within polling stations without express permission was forbidden. Breaches constituted an offence under the law.
- f. **Firearms Prohibition:** Carrying, discharging, or using firearms or ammunition within 100 yards of polling or counting stations was prohibited from the opening of polls until the completion of the counting. This restriction did not apply to security forces who were on official duty.

Training of such magnitude underscores the Belize Police Department's proactive measures to uphold electoral integrity and public safety during the 2025 General Elections.

### XXX. EBD -VSU Application

To facilitate the constant request for verification of source documents from the Vital Statistics Unit (VSU), EBD can now access information via VSU MySQL dump. An application was created to manage the VSU MySQL dump which allows the department to now search for births, deaths, marriages and deed poll. This has now improved response time ensuring that no applicant is disenfranchised.

#### EBD -VSU Births Application

The screenshot shows a web application interface for searching births. At the top, there is a dark red navigation bar with 'Home' and 'Menu' on the left, and 'Logoff' on the right. Below the navigation bar, the title 'Search Births' is centered. The form contains several input fields: 'Birth Date - Start' and 'End' (both with date pickers), 'Document Number', 'Last Name', 'First Name', 'Other Names', 'Father Last Name', 'Father First Name', 'Father Other Names', 'Mother Last Name', 'Mother First Name', and 'Mother Other Names'. At the bottom of the form, there is a radio button selection for 'Name' (selected) and 'Date', and a red 'SUBMIT' button.

### XXXI. Voter Lookup

Voter Lookup is an application that allows registered voters to locate their division, polling area and polling station during an election period. This mobile friendly application was updated with the January 2025 that was used for the General Elections 2025. The Voter Lookup was accessible through the department’s website and EBD Voter Turnout-Result dashboard.

The screenshot shows the 'Voter Lookup' application interface. At the top, the title 'Voter Lookup' is displayed in a large, bold, black font. Below the title, a brief description states: 'This service allows registered voters to lookup their polling area and name of polling station. To use simply enter First Name, Last Name and Date of Birth then click the Search for Voter Info button.' A red text note specifies the date format: 'Format for Date Of Birth - day-month-year: 26/04/1994'. The form contains three input fields: 'Voter First Name' with a placeholder 'Please enter your First Name', 'Voter Last Name' with a placeholder 'Please enter your Last Name', and a date field showing '01/01/2000' with a calendar icon and a placeholder 'Please select Date of Birth (day-month-year: 26/04/1994) or select calendar to enter Date of Birth'. A 'Search' button is located at the bottom left of the form area.

### XXXII. Proxy

Registering Officers were re-trained to utilize the proxy application the system. A total of thousand seven hundred and thirteen (1713) proxy applications were approved. This application greatly assisted the processing of application, however, due to the lack of a deadline to submit proxies, it was very time consuming to balance all proxies received, hours before the opening of polls.

The screenshot shows the 'Proxy List' application interface. At the top, the title 'Proxy List' is centered. Below it, the 'ELECTIONS AND BOUNDARIES DEPARTMENT' logo is displayed. Navigation buttons for 'Home', 'Add Proxy', and 'Refresh Page' are located below the logo. The interface features three rows of filter buttons: 'Division' with buttons for numbers 10 through 90 and 'All'; 'Voter' with buttons for letters A through Z and 'All'; and 'Proxy' with buttons for letters A through Z and 'All'. Below these are three dropdown menus: 'Predefined List' with the text 'Select an area list:', 'From' and 'To' with a 'Polling Station' dropdown set to 'All', and three 'Polling Area' dropdowns (1, 2, and 3) all set to 'All'. A 'Submit' button is centered at the bottom of the form area.

### XXXIII. EAB APP

EBD enhanced the General Election 2025 App. Since 2020 CITO has designed the EAB Voting Application which is used to collect data for hourly count and results on election day. This application was prepared prior to General Election to collect data for the 484 polling Stations. As usual all Returning Officers, Election Clerk and Hourly Count Recording officers were trained on how to use the application. Furthermore, the app assisted the Returning Officers to produce their Statement of the Poll more accurately and swiftly than usual. Official announcement of results commenced as early as 8:50 p.m. and by 11:30 p.m. results for all 29 electoral divisions were announced.



The General Election 2025 App offered several key features such as:

- a. **Real-Time Voter Turnout Data:** The media houses and general public could monitor hourly voter turnout, filtered by electoral divisions, polling areas and polling stations.
- b. **Demographic Insights:** The app provided data on registered electors, including gender distribution within each division, ballot cast, voter turnout, polling stations and candidates' image.
- c. **Votes by Candidate:** Post-election, the general public were able to access detailed vote counts for each candidate by division, polling areas and polling stations.

A total of 48 hourly count recording officers were assigned to 484 polling stations to input voter turnout on an hourly basis. These officers contacted the presiding officers via PBX phone system and cellular phones. Within the first hour of polling, technical issues were encountered with the PBX phone systems and technicians were summoned to immediately resolve the issues.

### Hourly Count

- 🏠 Polling Areas ▼
- ✦ Polling Stations ▼
- 📄 Reports ▼
- ⚙️ Settings ▼

GENERAL ELECTIONS 2025

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2025  
**YEAR**

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Corozal Bay
**Electoral Division**

HOURLY RATE OF VOTING

**Polling Area No** ..... 39 .....

**Polling Station Name** St. Francis Xavier Roman Catholic  
..... Primary School .....

**Alphabetical Breakdown** ..... A-B .....

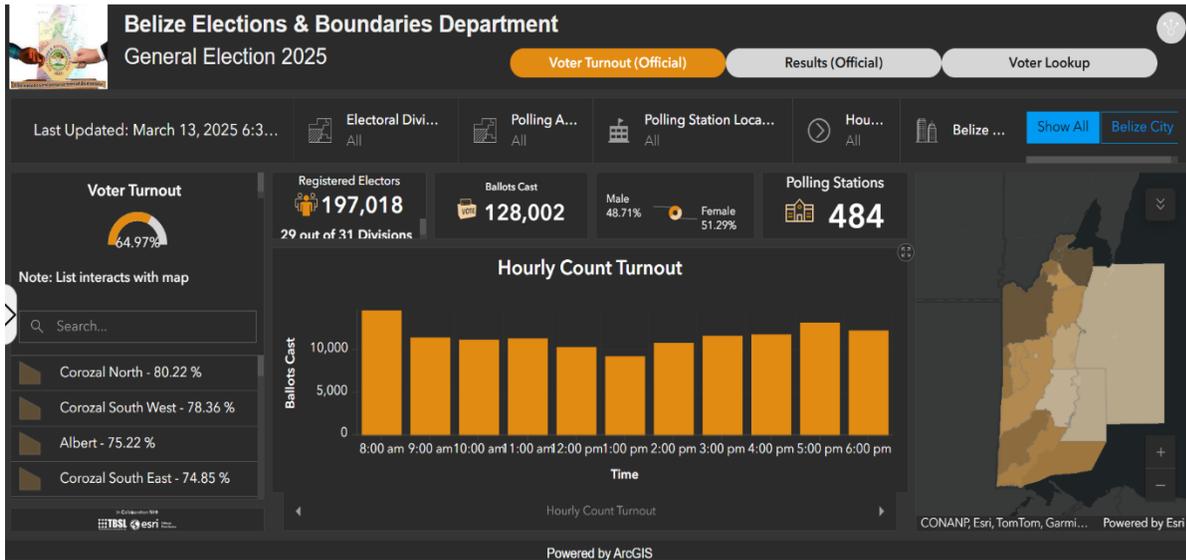
Add Hour

TIME	BALLOTS ISSUED PER HOUR	RUNNING TOTAL ISSUED	SPOILT	RUNNING TOTAL SPOILT	TOTAL BALLOTS IN BOX	ACTION
7-8	39	39	0	0	39	<span style="border: 1px solid #ccc; padding: 2px 5px; font-size: 0.7em;">✎ Edit</span>
8-9	18	57	0	0	57	<span style="border: 1px solid #ccc; padding: 2px 5px; font-size: 0.7em;">✎ Edit</span>

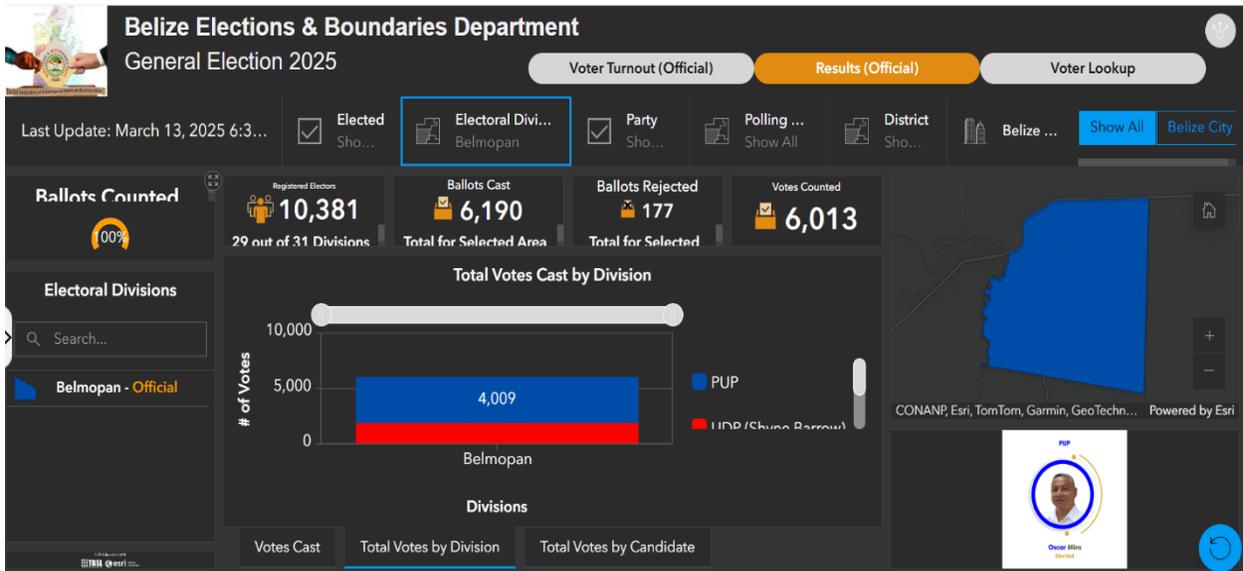
The Elections and Boundaries collaborated with TBSL who designed the hourly count and results dashboard. This dashboard was updated on an hourly basis providing the public and media with accurate percentage of Voter Turnout. Immediately after counting of ballots, results captured from the EAB Application was relayed to the results dashboard showing elected candidates by party and division etc. TBSL and GIS technicians from the Lands and Survey Department were present at EBD Central Office managing the dashboard.

Hourly count and the results dashboard were developed to improve the way the information was shared to the public and media houses. Graphs, images, maps, shapefiles etc continuously evolves in the way data is being shared. This has been one of the department’s greatest technological advancements while keeping the public informed in real-time.

## Voter Turnout Dashboard



## Results Dashboard



## General Election Observers

Observers from the Organization of American States (OAS), Conferencia Permanente de Partidos Politicos de America Latina y el Caribe (COPPPAL) and the United States (US) Embassy monitored the elections. OAS observers commended the peaceful and efficient conduct of the electoral process.

#### **XXXIV. General Election Results**

Of twenty-nine electoral divisions that were contested the PUP garnered twenty-four (24) seats while the UDP secured five seats. Additionally, due to the two uncontested electoral divisions namely Fort George and Pickstock which the PUP members were declared elected, the final results were twenty-six (26) for the PUP and five (5) for the UDP (see Annex 12).

#### **XXXV. Achievements**

1. The enhancement of the EAB App allowed voters, diaspora, stakeholders and the general public to monitor the election progress in real-time.
2. Newly designed and user-friendly training manual for election officers.
3. Introduction and improvement of packing of supplies and elections forms.
4. Collaborating with other governmental departments in the compilation of data.
5. Accessibility to the mobile friendly EBD Voter Turnout and Results Dashboard to media and diaspora.
6. The improved EAB Voting App allowed Returning Officers to tabulate and results accurately and expeditiously. This allowed the department to produce its official results earlier than past elections.
7. Direct access to VSU database for the verification of birth, marriage, death and deed poll information.
8. Acquisition of 4 brand new JAC Pick-Up trucks.
9. Increase in Voter Education and Community Outreach initiatives.
10. There are currently 8 Registering Officer and 9 Assistant Registering Officers participating in the Election and Boundaries promotional classes in collaboration with Galen University.
11. Two staff members successfully completed the clerical and promotional classes.
12. The account section which is comprised of a small unit were able to facilitate expeditiously the required accounting documents for the support of the Toledo East By-Election 2024.

#### **XXXVI. Challenges**

1. Insufficient Administrative, Information Technology and Secretarial staff.

2. Public Officers claim sickness to evade election duties.
3. Staff listing from some Ministries/Departments were not updated hence, the Human Resource Management Information System (HRMIS) system was not updated.
4. Not all Ministries/Departments were cooperative in sending staff list.
5. Some departments refused to have staff perform election duties regardless of not being an essential service and that there was a holiday.
6. Some departments and ministries refused to receive and sign for appointment letters for election duties.
7. Due to lack of information on transfers of public officers to other Ministries/Departments their new location could not be ascertained.
8. Since it was near the end of the fiscal year 2024/25 the CITO system was upgraded regularly and the system moved slowly.
9. There were three different days where power outage was experienced, and the work had to be interrupted during those crucial moments.
10. Since CITO was upgrading their system, several printing issues were encountered which caused a delay in the issuing of purchase order and creation of invoices. Due to this delay some vendors cancelled reservation made for vehicle and rooms, while others were hesitant to confirm reservations.
11. Finalizing of proxy list were overwhelming due to last minute proxies.
12. During the hourly count process the PBX telephone system had multiple issues, some extensions could not receive or send calls.
13. The date for General Election 2025 allowed limited time to complete all payments to public officers and businesses connected to the elections. Furthermore, it was also at the close of the fiscal year giving limited time to complete all transactions. Officers were required to work extremely long hours to complete all payments within the specified time.
14. Timely de-reservation of funds is critical to ensure procurements are obtained in a timely manner. The one-month notice is short, and the workload become tedious, forcing officers to be away from home for extremely long hours.

15. The advent of the mass registration of electors leading to election caused the increase in the workload.
16. During the elections time due to shortage of staff at the account's unit timeliness in the achievements of task was not adequately met.
17. Elections as stipulated by law need to be carried out and the availability of adequate funds need to be provided to EBD.

#### **XXXVII. Recommendations**

1. There is a need to increase the number of Assistant Registering Officer for all registration offices.
2. Split the Corozal and Toledo Registration Offices by 2, to reduce the number of electors that one office currently must accommodate. Presently, that office has the heaviest workload compared to other EBD registration offices.
3. To have an updated database of election officers inclusive of current addresses and telephone number is crucial. It has become cumbersome at the time of every election that it is so difficult to locate officers.
4. Enforcement of PSR 217 "A public officer who fails to perform assigned elections duties commits a major misconduct" must be adhered to.
5. Revise PSR to include malingering For Public officers (especially when avoiding Election Duties.)
6. Include electoral machinery as a course in Clerical, Clerical Promotional, Secretarial and in the Induction training.
7. Assign additional staff to Election and Boundaries Department at least three months prior election day.
8. Election and Boundaries Department needs to be informed of transfer of public officers to keep updated database.
9. Amend the ROPA to include a deadline for the submission of proxies at least 7 days prior to election day. In extreme circumstances where public officers are appointed to work

election duties less than 7 days prior to election date, an exception with strict guidelines, would need to be made to allow these public officers to vote by proxy if the need arise.

## I. ACCOUNTS SECTION

- 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 financial management of the Ministry recurrent and capital expenditure.
- As of March 2025, the Accounts and Finance took over the responsibility of Meteorology Department finances which included an additional Cost Center 26031 for Recurrent and Capital Expenditure; Also, National Emergency Management Organization and National Fire Services – both for providing advice and overseeing their respective Finance Officers and Finance Unit.
- Assistance to the wider public service for fiscal year 2024/2025 as it relates to the payment of 215 transfer grants, 8 warm clothing allowance, 25 financial assistance, 3 resettlement grants, and especially with rental of office space and dwelling quarters.
- Assistance to the public inquiring about payments and other information relating to financial matters.
- In 2024 we had our Summer Intern Program a total of 195 Students – separated in two phases.
- Total payments processed over 5,167 – over 400 approvals per month and 324 Purchase Orders for fiscal year 2024/25; payroll maintenance for our staff for both mid and ending of the month.
- Supplies Control Inventory System has been implemented and is being used by all Units to submit their requisitions for office supplies and household sundries on a monthly basis or when items are urgently needed.
- Approvals of new and renewal of Rentals of Office space and dwelling quarters for 2024 is ongoing.
- Rentals Expenditure is 77% of our general administration budget under Cost Center 14017 – compared to previous fiscal years it was at 71% and 66%.
- Submission of Budget for new fiscal year 2025/2026

- Summary of the Budget for the Ministry:

	<b>NEW FY 2025/2026 MOF CEILING</b>	<b>NEW FY 2025/2026 OUR SUBMISSION</b>	<b>FY – 2024/2025 MOF CEILING</b>	<b>FY – 2024/2025 OUR SUBMISSION</b>
14 – Ministry of the Public Service – RECURRENT	\$27,063,593	\$27,063,593	\$20,369,005	\$20,368,814
14 – Capital Expenditure	\$6,431,574	\$6,431,500	\$6,307,537	\$6,306,706

## Lessons Learnt

This section provides an overview of lessons learned, in the course of achieving the objectives by the various Units in the Ministry.

### **Job Classification and Compensation Unit:**

- 1) It is difficult to depend on a sole Unit/Entity in the Government Service to revamp procedures and systems. A lesson learnt during this period in review is that priorities do change through time considering what occurred with the digitization of our procedures. It is also important to note that problems must be well defined so that the right solution is found. There is great hope that solution to this HR problem can be achieved through the new Information Management System being introduced by the Government of Belize.
- 2) Ideally, requests for the upgrading of positions that exist across the Public Service should not be addressed on a case-by-case basis, as this approach can lead to inconsistencies within the classification and compensation systems, potentially disadvantaging comparable roles. However, due to various challenges that may hinder the timely progression of the broader workflow, there are instances where it becomes necessary to consider such requests individually.
- 3) Before initiating any classification and compensation projects, the Ministry should ensure that existing conditions and requirements are conducive to success. This ensures that the Government is able to utilize scarce resources using a calculated risk approach and thus be in compliance with Financial Orders as it pertains to use of Public Funds. The JCCU would recommend refraining from reinitiating the classification and compensation exercise first attempted ten (10) years ago until all organizational structures and job descriptions have been thoroughly updated. Proceeding without

these essential foundational elements could jeopardize chances of success - an outcome clearly evidenced by the shortcomings of previous attempts under the Job Classification and Compensation Project through the Commonwealth Secretariat.

- 4) Over the years, the JCCU has developed a highly experienced and capable team, well-equipped to lead and manage all aspects of the Job Classification and Compensation process. In the past, line ministries have engaged external consultants to perform this work, often resulting in duplicated efforts and suboptimal use of limited resources. These consultants frequently rely on the JCCU for reference materials and seek guidance from its subject matter experts. Given the highly technical and data-driven nature of the work—and its critical role in ensuring equitable and impartial service across the Public Service—it is strongly recommended that continuous investment be made in enhancing the skills and technical competencies of the JCCU team.
- 5) The process of Job Classification and Compensation requires the involvement and collaboration of other ministries and relevant stakeholders, making collaboration challenging at times because of competing priorities. This results in the need for executive intervention and high-level lobbying at times. This makes the process lengthy and more challenging.

#### **Human Resource Management Information Systems:**

- 1) It is challenging to take on the role of System Administrator, by providing support to users, when your scope of control is very limited in terms of adjusting the system. During the implementation of the MyGOB, the HRMIS Unit was in constant communication with the Developers at E-Governance and Digitalization Department to express the concerns and experience of User. Several requests were made to modify the system, of which some could not be executed immediately due to their work demands and schedules.

- 2) Adequate staff is needed for implementation of system so that support can be provided to numerous persons simultaneously. The HRMIS Unit became overwhelmed with request to offer support to the entire public service that were onboarding their staff at the same time. Nonetheless, the small team made themselves available through various means to provide the necessary support.

**Training and Development Unit:**

- 1) The Training and Development Unit receives significant amount of general administrative requests (study leave, financial assistance, increment processing), limiting its capacity for strategic training initiatives. It is proposed that the Ministry creates two (2) posts of Training Assistants to assist with general administrative requests, handle logistics, records, and feedback. This will allow Senior Training Officers to focus on programme design, stakeholder engagement, and gap analysis.
- 3) Currently, monitoring & evaluation (M&E) focuses on post-training feedback but lacks long-term impact analysis. This approach fails to assess whether training translates into improved job performance, skills application, or organizational benefits. Without long-term impact analysis, TDU cannot determine the true return on investment of training initiatives, leading to potential inefficiencies in resource allocation and missed opportunities for programme improvement. It is proposed that the Ministry creates an M&E Officer position under Customer Service/Quality Assurance to track training effectiveness.
- 4) Some line Ministries have created and sustained relationships with key training and development stakeholders and entities, both locally and regionally. However, Ministries operate in silos, leading to inconsistent training records and missed opportunities. It is proposed that Training & Development Focal Points be appointed in each ministry to ensure centralized coordination. These focal points could be senior Administrative Officers (Grade I/II). Also, that comprehensive training needs submissions be mandated to avoid

disenfranchisement in study leave approvals in accordance with Regulation 179, of the Belize Constitution (Public Service) Regulations 2014.

- 5) The Training and Development Unit continues to expand its networks by identifying and engaging public and private partners both locally and internationally in the training and development sector. Our current partnerships CARICAD, University of Belize, Galen University, Love Foundation, University of the West Indies, Belize Institute of Management, and United Nations International Children's Emergency are valuable but need more structured collaboration. It is recommended that a MoUs with key institutions (local/regional/international) be formalized. Also, there needs to be the development of a Public-Private Training Consortium for cost-sharing and resource optimization. Training and Development has endless possibilities and opportunities; it is important to establish key relationships and partnership to maximize and optimize resources.
- 6) TDU has experienced a consistent rise in public officers enrolling in online universities across all academic levels. However, the absence of a fully operational Accreditation Board poses a significant challenge, as it hinders the TDU and the Ministry from effectively evaluating and recognizing online degrees. Currently, the lack of standardized accreditation guidelines results in inconsistent recognition of online and international qualifications. This ambiguity creates financial risks for officers who invest in programmes that may not be officially endorsed, as well as administrative inefficiencies for the TDU. Additionally, it contributes to officer dissatisfaction, as many face uncertainty regarding career progression and qualification validity.

Without urgent intervention, the current inconsistencies could lead to long-term reputational and operational challenges for the TDU. Implementing a structured accreditation framework would not only resolve these issues but also align with global best practices in digital education. It is proposed that the activation of the Accreditation Board (Ministry of Education) be Fast-track and that Part 16 of Belize Public Service Regulations (2014) for transparency and consistency be revised.

### **Customer Service and Quality Assurance:**

- 1) In terms of the Customer Service and Quality Assurance Unit, 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 persons to be in place to do so.
- 2) A key take-away and lesson learnt is that real results take time, much like that of culture change, as 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-focus, 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 handled. As is popularly unaccepted, a slow to response and lack of engagement should be a resounding NO in public service

### **Employee Assistance Program:**

- 1) Regarding the Employee Assistance Programme, lessons learnt includes: Maintaining strict confidentiality is essential to gain and keep public officers' trust. Even small breaches (real or perceived) can discourage usage of the programme by public officers; Public officers' needs vary widely cultural, financial, emotional, and situational factors must be considered in support plans; Customization and flexibility are key to relevance and impact; Many public officers experience financial stress but are hesitant to seek help until it becomes a crisis; Proactive outreach and non-judgmental communication make a big difference; Delayed support can worsen issues—rapid response and follow-up are crucial, hence, immediate access to services during crises (e.g., layoffs, bereavement, disasters, suicide, homicide) is especially valued; and Timely payment to practitioners to is important. Not

paying practitioners on time impact the working relationship with the EAP. Ensuring that EAP Contracts are secured is also crucial. While it is understood that these occurrences will happen especially at the end and commencement of the financial year; it is something that should be eliminated.

**Elections and Boundaries Department:**

- 1) The presence of international observers such as the OAS and COPPPAL allows the outside world to have the inside view of how transparent our electoral process continues to be. The OAS report highlighted the peaceful conduct of the elections.
  
- 2) It is important for Ministries/Department to submit the required quarterly updated and accurate staff listing, in the prescribed format, cannot be over emphasized as the preparation of public officers listing must be done on a timely basis. This listing allows for EBD to make accurate recommendations for appointment of election officers.
  
- 3) Lack of awareness by some public officers on the importance of participating in the election process.
  
- 4) Every election is unique and never the same hence it is important for election officers to attend training. Despite the short notice in the announcement of the date of election, the coordination and strategizing implemented resulted in a successful election and without major glitches

**Good Governance Unit:**

In terms of the Good Governance Unit, it has been determined that there is a need for a Monitoring and Evaluation Officer to track the implementation and quality of the Good

Governance Agenda once created. The GGU needs to be restructured when it comes to the positions and job descriptions within the unit. There is a need for continued capacity-building within the technical staff to analyse, implement and different programs and initiatives of both our local and international obligations. As well, the Unit should be equip with the necessary quality devices needed for collaboration and sensitization/outreach with both public and private partners/stakeholders. The Ministry continues to work within the available resources to achieve the short comings.

## Future Priorities and Plans

In light of the lessons learned, the MPSGDRM 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 establish renewed standard through modernized system to regain the trust and recognition of the Belize Public Service.

The Staff Audit to determine if there are pseudo employees in the Public Service is now one of the priority projects to be undertaken by this Unit. Some work has also been done in this area in which a Term of Reference, Work Plan and Costing has already been produced through an ad hoc group of Administrative Officers in the Public Service. It is expected that this exercise will commence shortly.

### ***B. JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)***

To achieve its objective of strengthening the institutional and human resource management capacities within BPS, the JCCU, under the leadership of a new director, plans to complete the ongoing organizational development exercise, job analysis, job description writing, job evaluation and setting of authorized manning levels for all ministries/departments - a process which started back in 2005 and has to date not been completed.

In late 2024 the Inter-American Development Bank was approached by the Government of Belize with a request for technical assistance to enhance the efficiency and effectiveness of the public sector to deliver more and better services to Belizeans. The goal is the modernization of civil service (especially pay and grading reform) to achieve policy objectives of the Government the preparation of a diagnostic and road map was undertaken from August to November of 2024. The Ministry of Public Service, Governance and Disaster Risk Management along with the Ministry of

Finance are Government of Belize Focal Points for this project which is currently at the technical cooperation stage and expected to mature into an investment loan.

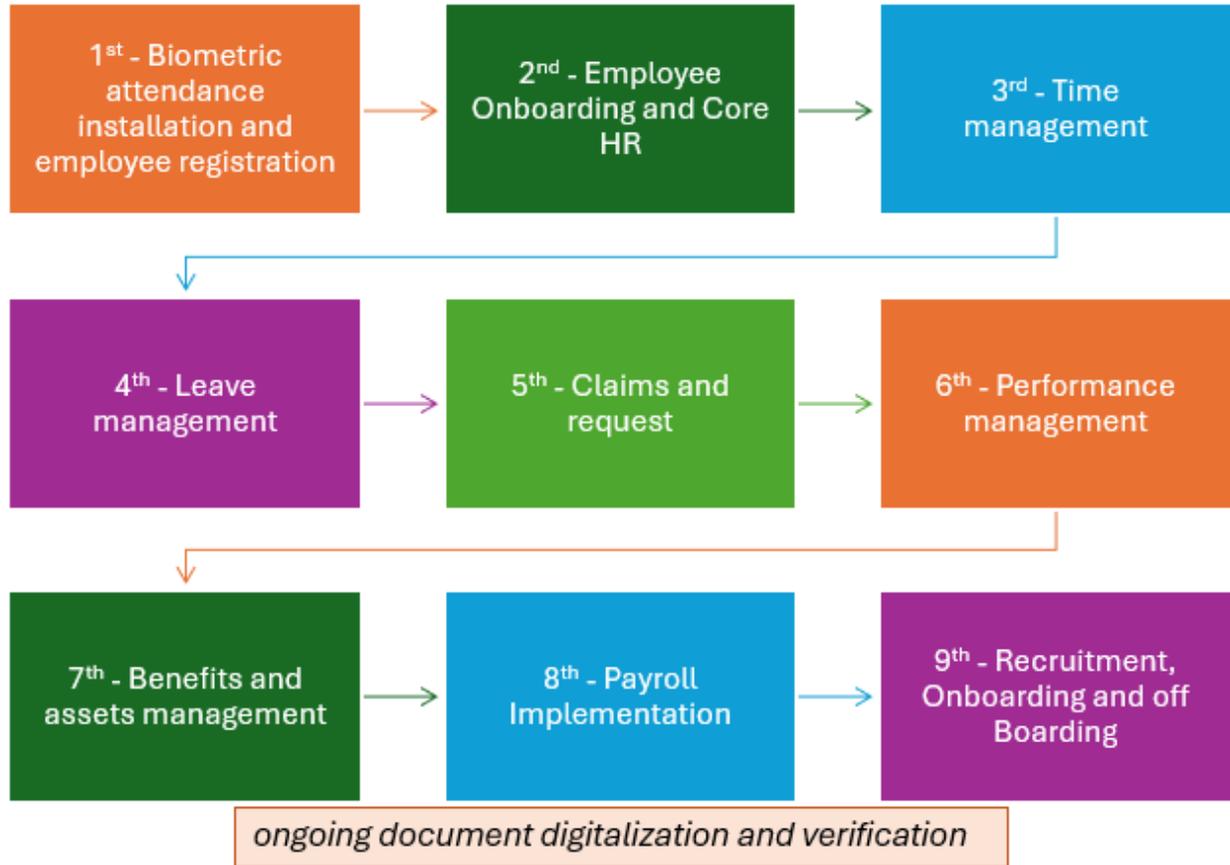
Plans of the JCCU also include identifying existing anomalies within the current classification and compensation system and completing adjustments to standardize the pay system for the Belize Public Service. The JCCU endeavours to assist in the development of strategies to ensure that the Service can attract, engage, and retain top talent and remain competitive within the labour market.

Additional planned initiatives of the JCCU will catalyse a review of the existing Performance Management System—an essential component of human resource management—with the goal of enhancing its overall effectiveness. As part of efforts to support succession planning and develop more engaging career pathways, the JCCU also intends to compile a detailed listing of academic qualifications required for all job positions across various career tracks. This resource could inform the review of current promotion policies for all graded positions.

### ***C. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)***

Considering the outsourcing of an HR system for the Belize Public Service, the HRMIS is currently focused on working with the representatives of NeoPeople and supporting the implementation of the new HR/Payroll System. NeoPeople general implementation plan includes the following phases:

## NeoPeople Implementation Phases



Additionally, there is a need to further restructure the Unit with adequate staff to assume new roles, such as super user or system administrator, with the implementation of NeoPeople.

### ***D. TRAINING AND DEVELOPMENT UNIT (TDU)***

The future priorities and action plan of the Training and Development unit includes the following, as outlined in Table 7:

**Table 7. TDU Action Plan**

Priority	Action Steps	Expected Outcome
1. Induction Training	<ul style="list-style-type: none"> <li>- Double annual intake to ~1,300 officers.</li> <li>- Upgrade UB e-Learning Platform.</li> </ul>	<ul style="list-style-type: none"> <li>- 90%+ completion rate</li> <li>- Standardized onboarding process across ministries.</li> </ul>

2. Clerical Promotional Programme 2025	- Launch Cohort I & II (Target: 70 clerical/technical clerks). - Add new module (e.g., Disaster Risk Management).	- 100% compliance with promotion criteria. - 20% efficiency gain in clerical workflows (reduced processing time). - Improved service delivery.
3. SPEM Project (Subcomponent 4)	Partner with UB & CEU for Personnel Training & Certification.	Strengthened institutional capacity.
4. Public-Private Training Partnerships	Explore IDB (EdX), corporate, and NGO collaborations.	Expanded access to high-quality training.
5. Ministry-Level Focal Points	Establish Training Coordinators in all ministries.	Better coordination & data collection.
6. Unit Restructuring Proposal	Submit request for creation of two (2) posts of Training Assistants.	Reduced admin burden on senior staff.
7. Training & Research Center	Secure land & draft proposals for a dedicated facility.	Long-term sustainability & innovation.

To transform the Training & Development Unit into a high-impact, efficient body, the following recommendations are tabled:

1. Strengthen Unit Structure & Resources
  - ✓ Short-Term: Creation of two (2) posts of Training Assistants to handle processing.  
Equip the Unit with high quality training devices and software
  - ✓ Long-Term: Develop a Training & Research Center with modern learning tools.
2. Implement Quality Assurance Mechanisms
  - ✓ Designate a QA Unit (outside Training & Development) to objectively assess programme impact.
3. Accelerate Accreditation Reforms
  - ✓ Urgently activate the Accreditation Board, Ministry of Education, Culture, Science and Technology to validate foreign/online programmes.
  - ✓ Update Public Service Regulations to close loopholes in training approvals.
4. Decentralize Training Management

- ✓ HRMIS Integration: Develop a decentralized training database for real-time skills tracking.
5. Expanding the Pool of Certified Trainers
- ✓ Develop a "Train-the-Trainer" program to build internal capacity and reduce reliance on external providers.
  - ✓ Competitive Compensation for Facilitators – Review and adjust honoraria for outsourced trainers to attract top-tier talent and ensure quality delivery.

### ***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 ongoing rebranding objectives which include giving confidence to citizen on a response and a solution to their concerns.

### ***F. EMPLOYEE ASSISTANCE PROGRAMME (EAP)***

1. **Continued Mental Health and Counselling Support:** Provide employees with access to confidential counselling services for mental health issues like: anxiety, stress and depression, burn-out and other services provided by the EAP as stipulated in section 206 of the Public Service Regulation.

**Proposed Impact of Strategy on Performance:** Addressing mental health issues early can prevent problems from escalating, enabling employees to stay focused, resilient and productive.

2. **Employ Stress Management Programs:** Offer stress management workshops, resilience training, relaxation techniques such as mindfulness and meditation.

**Proposed Impact of Strategy on Performance:** Reducing stress levels allows employees to perform at a higher level, with improved focus and decision-making skills.

- 3. Create Work-Life Integration Initiatives:** Promote flexible work schedules and time management seminars. Allow employees to part-take in EAP planned sessions.

**Proposed Impact on Performance:** Employees who achieve a better balance between work and personal life experience greater job satisfaction, reducing absenteeism and turnover.

- 4. Promote Leadership Training and Development Based on EAP Training Needs Catalogue:** Train managers and supervisors to recognize signs of burn-out or disengagement and to effectively support team members.

**Proposed Impact on Performance:** Leaders equipped with the skills to foster a supportive work environment can enhance employee motivation, productivity and retention.

- 5. Develop Referral System to Community Organization or other Ministries:** Offer resources or referrals for employees dealing with issues beyond the scope of the EAP.

- 6. Career Development and Growth for public officers:** Provide employees with access to career counselling, mentorship programs, or training opportunities to advance their skills and career path.

**Proposed Impact of Strategy on Performance:** When employees feel supported in their career growth, their engagement and performance level rises, contributing to long-term productivity.

- 7. Continued providing Financial Wellness Programs:** Offer financial counselling services or workshops to help employees manage debts, saving and retirement planning.

**Proposed Impact of Strategy on Performance:** Financial stress can hinder focus and productivity, so addressing financial concerns can lead to better employee performance and well-being.

8. **Provide Access to Health and Wellness section 206 Public Service Regulations:** Encourage Physical health through initiatives like gym memberships, health challenges, healthy eating seminars.

- less likely to take sick leave, improving their performance.

9. **Continued Confidentiality and Trust Building:** Ensure that the EAP services maintain high levels of confidentiality to build trust with employees.

**Proposed Impact of Strategy on Performance:** When employees feel safe seeking help, they are more likely to engage in the programme, leading to better mental and emotional well-being and subsequently, improved performance.

10. **Liaised with Training Unit for Onboarding and Continuous Communication:** Integrate EAP services into the onboarding process so that new employees are aware of the available support from the outset. Additionally, keep employees informed about the services regularly.

**Proposed Impact of Strategy on Performance:** Clear communication about availability and the benefit of the EAP helps ensure employees are more likely to utilize the resources when needed, leading to better overall performance.

11. Provide EAP Staff with advanced training in various areas to increase competency.

12. Continued participation in pop-up-information booths, wellness presentation etc.

13. Participate in on-going collaboration with other Government Ministries.

14. Liaise with Quality Assurance Unit in Providing country wide trainings.

15. Develop EAP Database for information gathering and important statistics.

16. Create a system that flags and engages employees who are consistently late and absent from work that hinders work performance.

## **G. GOOD GOVERNANCE UNIT (GGU)**

- National Good Governance Agenda.
  - The GGU is focused on partnering with UNODC to develop a 5-year Agenda with action steps, timelines, mileposts, M&E and resources needed.
- Sustainable Development Goals (SDG) Module Survey
  - Launch SDG 16 Survey in partnership with Ministry of Home Affairs and New Growth Industries, UNODC, UNDP
- Good Governance Month of Activities
  - Continue outreach activities which include contests, Media & Public Sensitization, Integrity Walk, National Conference.
- Institutional framework Proposal
  - Develop a document that outlines an institutional framework for the coordination of Good Governance work among primary and secondary stakeholders of the Good Governance mandate.
- Protected Disclosures Bill Re-Introduction
  - Facilitating the discussion with the Attorney General's Ministry and other stakeholders to forward the "Protected Disclosures Bill" back to the House of Representatives for re-consideration.
- Public Speaking Contest
  - Launching of a Public Speaking contest for High Schools (Zones and National) on "Youth" theme.

## **H. ELECTIONS AND BOUNDARIES DEPARTMENT (EBD)**

1. Increase the number of voter registration

2. Increase the number of Voter Education and Community Outreach
3. Boundary Redistricting

## Staffing and Financial Considerations

This section highlights the resources required to attain its strategic goals to achieve the future priorities.

### ***A. JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)***

The unit is currently staffed with five (5) permanently established positions, each playing a critical role in the overall management of the Job Classification and Compensation System within the Belize Public Service. The unit is also integral to ensuring an effective and efficient recruitment and hiring process. Given the anticipated expansion in roles and responsibilities, it is proposed that one (1) additional position—Job Classification and Compensation Analyst—be established. This addition will strengthen the unit’s capacity to achieve its objectives and deliver timely results.

As the JCCU is expected to play a key role—alongside the Ministry of Finance—in the IDB-supported *Support to Civil Service Modernization* project, the unit will require upgraded computer systems and IT equipment to support its expanding mandate. Furthermore, to facilitate field visits and engagement with the wider public service, the JCCU will need enhanced mobility and reliable access to transportation. While the unit has traditionally relied on telephone consultations and interviews, a more accurate understanding of organizational structures, dynamics, and realities is best achieved through a reasonable number of site visits and in-person meetings—particularly at the inception and conclusion of organizational reviews and during the preparation of related reports. To enable this, appropriate budgetary provisions should be made to cover transportation and subsistence costs for staff engaged in fieldwork. The following images illustrate the current and proposed structure of the JCCU.

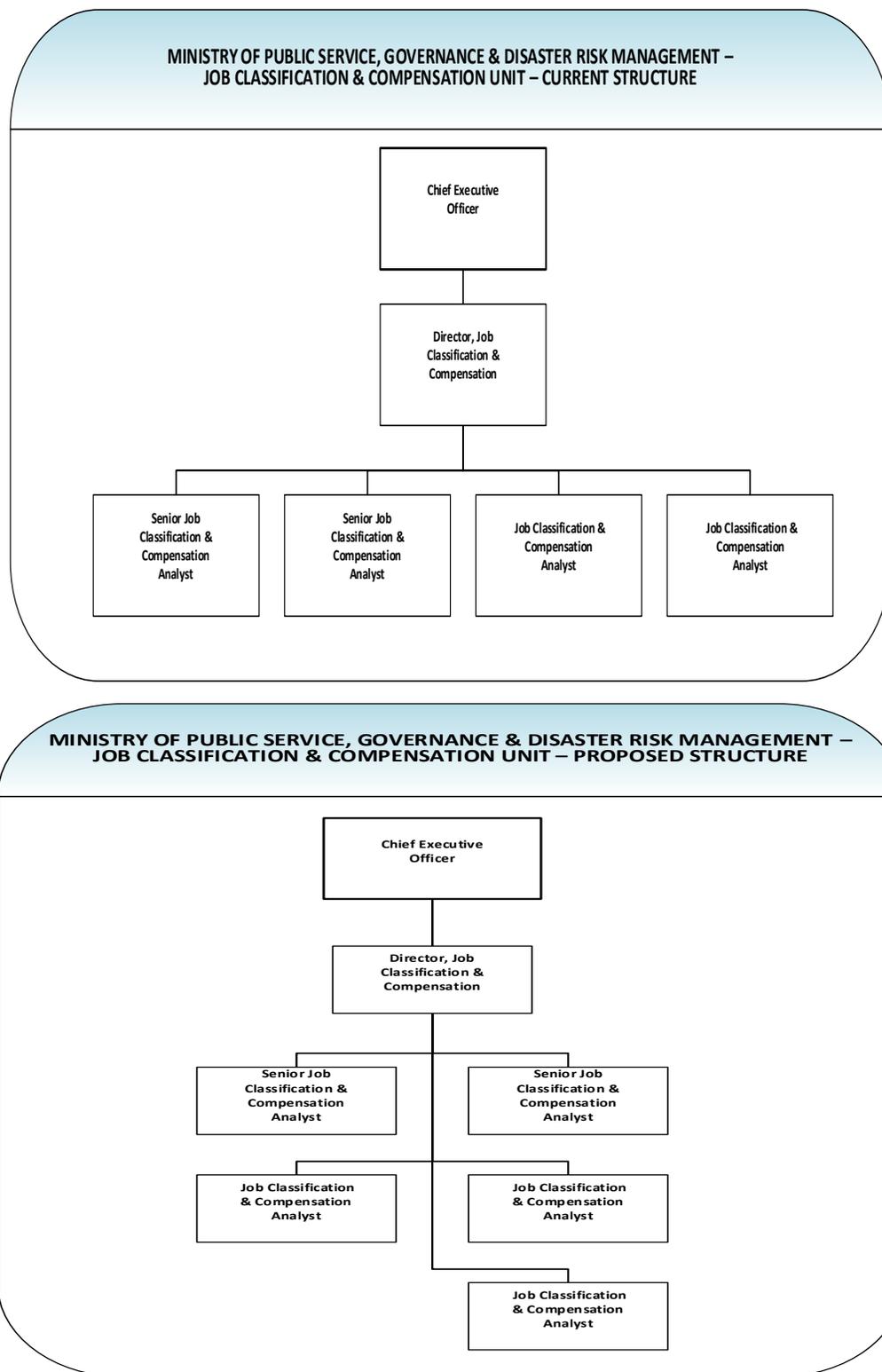
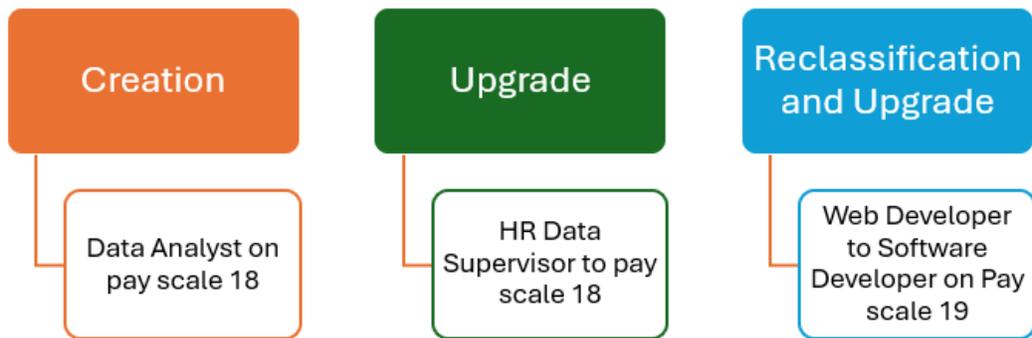


Fig. 5: JCCU’s Organizational Structure.

**B. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)**

Presently, the HRMIS Unit comprises of seven (7) individuals with expertise in HR/payroll maintenance, database management and information technology. These skilled officers are integral to the efficient functioning of the unit and assume vital roles in supporting HR functions. Mr. Cameron Tillette, who held the post of Web Developer, resigned in August 2024. That post was advertised more than once, and no suitable candidates were available to fill. The post remains vacant since.

In the latter part of 2024, a job evaluation was conducted by the Job Classification and Compensation Unit and a new structure was proposed for the HRMIS Unit. As such, the Unit was successful in the creation and/or upgraded of some positions, effective 1<sup>st</sup> April 2025, as follows:



The Current staff composition is as listed in Table 8

**Table 8. HRMIS Positions and Incumbents**

Position	# of Officers	Names
Director HRMIS	1	- Radisha Simpson
Database Administrator II	1	- Byron Tesecum
Software Developer ( <i>previously Web Developer</i> )	1	- Vacant
HR Data Supervisor	1	- Arlee Garcia
HRMIS Data Analyst ( <i>Currently being advertised</i> )	1	- Vacant
IT Technician	1	- Albert Bradley

Second Class Clerk	3	<ul style="list-style-type: none"> <li>- Kimberly Spence</li> <li>- Abisai Pena</li> <li>- Jyiel Wright</li> </ul>
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**C. TRAINING AND DEVELOPMENT UNIT (TDU)**

There is a need for financial allocation for Staffing, as identified below.

**Immediate Need:** Two (2) posts of Training Assistants to manage admin/logistics.

**Long-Term Need:** M&E Officer, Training Coordinators in ministries, and dedicated QA personnel.

**D. 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.

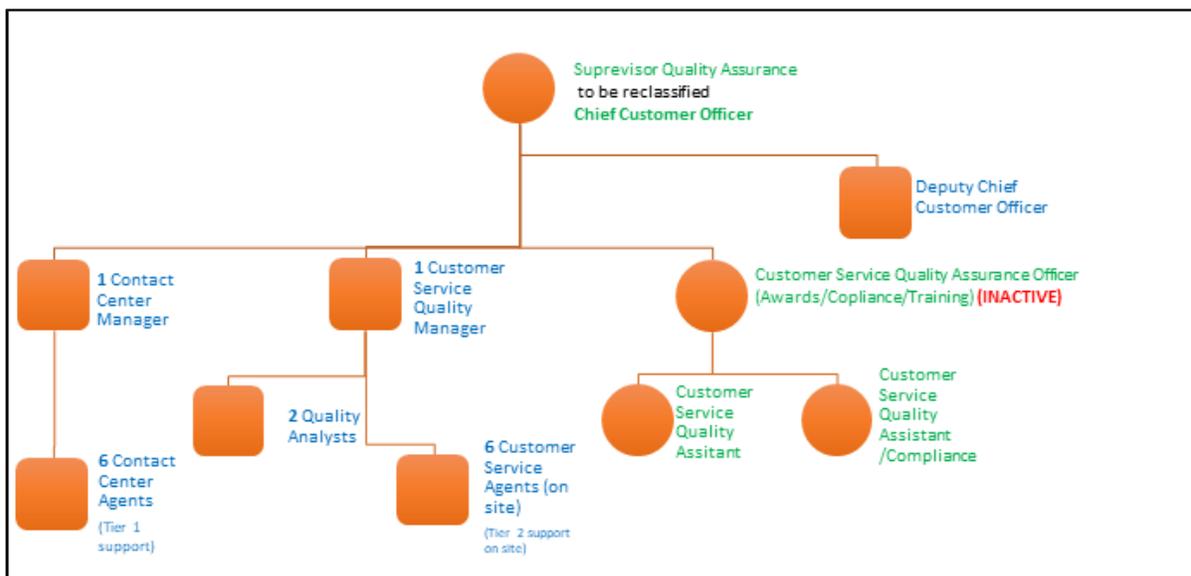


Fig. 6. CSQAU's Proposed Organizational Structure.

### E. EMPLOYEE ASSISTANCE PROGRAMME (EAP)

As the EAP Unit continues to provide services to public officers, it is our goal to ensure that effective and quality service is received by public officers. The EAP, however, can go way beyond

just providing reactive support (like counselling). A truly impactful EAP can drive proactive, strategic projects that support employees' **mental, emotional, financial, and social well-being**.

Please find below some projects and plans the EAP Unit hopes to implement, should financial consideration be given:

### **Mental & Emotional Well-being Projects**

#### 1. Mental Health First Aid Training

- Train public officers and their managers/supervisors to spot early signs of distress.
- Builds a supportive culture and reduces stigma.

#### 2. Mindfulness & Stress Reduction Programs

- Weekly guided meditation sessions, mindfulness apps, or virtual workshops.
- Can include access to Calm/Headspace subscriptions.

#### 3. "Mental Health Month" Campaign

- Awareness campaigns with themed weeks (e.g., anxiety, burnout, self-care).

### **Physical Well-being Projects**

#### 4. Movement Challenges or Wellness Competitions

- Step count challenges, yoga-at-desk sessions, or company-wide walking goals.
- Encourage employee participation and healthy competition.
- Collaborate with a gym or gyms for discounted cost for public officers.

#### 5. Nutrition & Sleep Education

- Partner with a dietitian to offer lunch-and-learns, healthy recipe guides, or 1-on-1 consultations.
- Host sleep hygiene webinars or provide sleep tracking tools for public officers.

### **Financial Well-being Projects**

#### 6. Emergency Financial and Crisis Support

- Create optional savings plans or access-to-pay-on-demand services to reduce financial stress.

- Temporary hardship assistance or crisis grants

## Work-Life Balance & Flexibility Support

### 7. Burnout Prevention Program

- Anonymous pulse surveys + early warning alerts.

### 8. Flexible Work Support Toolkit

- Provide resources on time management, setting boundaries, and home office ergonomics.

## Create Data-Driven Projects

### 9. Well-being Surveys

- Anonymous feedback tools that detect issues early.
- Tie results to strategic changes in policies or benefits.

## ***F. GOOD GOVERNANCE UNIT (GGU)***

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 good governance 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.

***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 (EBD)***

Over the period under review, the Registering Officers were assertive in reaching out to potential electors within their respective communities, hence there was an increase in number of registered electors. The continued effort in upgrading the registration record system is ongoing.

The untimely passing of Hon. Michael Espat, Member of the House of Representative for the Toledo East Electoral Division triggered a by-election which was adequately and satisfactorily managed by the department. Whilst the department was in high gears awaiting an election for 2025 the Prime Minister suddenly announced the General Elections for March 2025. Thus, mobilization to meet that date was set in motion. The outcome was satisfactorily achieved despite the challenges.

Although a new Administrative Officer came onboard the issues with appraisal, vacation and sick leave were addressed and documents had to be promptly updated. Further to this some in-house training was conducted for supervisors on how to properly manage the human resources data. Registering Officers and Assistant Registering Officers are currently attending classes that are specifically tailored for the Elections and Boundaries Department. The implementation of this programme was in collaboration with Ministry of Public Service, Constitutional and Political

Reform and Religious Affairs, along with Galen University to assist officers to meet their promotional criteria. These classes are being sponsored by the Ministry of Public Service without any expense to the officer. At the conclusion of these classes the officers will be able to fill available vacancies at EBD.

Mr. Carlson Sampson and Ms. Carlicia Petillo, both Second Class Clerks from the accounts section have successfully completed the promotional examinations. Both officers will be eligible for promotion which will be an asset to the department.

The need for increased staffing is evident especially during election time to meet the required workload for elections and the existing workload at the department. To this end, EBD pledges to continue to provide transparent and credible elections.

## Conclusion and Recommendations

The Ministry of the Public Service, Governance and Disaster Risk Management closed the 2024–2025 reporting year having made great progress in transforming the Belize Public Service into a more modern, responsive, and people-focused institution. There has been standardization of human resource practice, strengthened collaboration with stakeholders, increased investment in capacity-building, digital transformation, employee wellness and governance reform all in an effort to advance its mission of service excellence and accountability.

While challenges exist, particularly due to limited resources, infrastructure, and managing change, the Ministry remains focused on continuous improvement. The achievement garner provides a strong platform for further innovation, collaboration, and capacity-building. Recommendations highlighted in the report includes the modernizing of HR systems through full implementation of NeoPeople, standardizing recruitment and promotion processes, finalizing job descriptions before proceeding with classification reforms and enhancing internal training and technical capacity. In addition, it is suggested that a centralized training center be established, improve EAP service delivery and mental health support, and strengthen public trust through better communication. Additional staffing and legal reforms are also advised for the Elections and Boundaries Department, alongside enhanced governance monitoring and outreach tools.

Moving forward, the Ministry will intensify efforts to modernize systems, streamline operations, and strengthen institutions to better meet the needs of both public officers and the Belizean public. With the leadership of the Minister Hon. Henry Charles Usher and the CEO Rolando Zetina, the Ministry looks forward to promoting a culture of continuous improvement across the public service.

# Annexes

- ANNEX 1** SENIOR MANAGER'S STAFF LIST
  
- ANNEX 2** MYGOB TRAINING SESSIONS BY MINISTRIES
  
- ANNEX 3** EAP CASE STATISTICS
  
- ANNEX 4** PUBLIC OFFICER ACCESS TO EAP SERVICES BY MINISTRY AND DEPARTMENT
  
- ANNEX 5** TOTAL TRANSACTIONS BY ELECTORAL DIVISION APRIL 2024 TO MARCH 2025
  
- ANNEX 6** REVENUES AND ALLOWANCES BY ELECTORAL DIVISION
  
- ANNEX 7** STUDENTS EMPLOYED AT E&B IN FIRST PHASE AND SECOND PHASE
  
- ANNEX 8** VOTER EDUCATION OUTREACH DATES AND VENUES
  
- ANNEX 9** ELECTORS BY DIVISION AND SEX AS AT MARCH 2025
  
- ANNEX 10** NOMINATION STATIONS FOR 2025 GENERAL ELECTIONS BY MUNICIPALITIES
  
- ANNEX 11** TRAINING DATES AND VENUES FOR 2025 GENERAL ELECTION
  
- ANNEX 12** OFFICIAL RESULTS OF THE 2025 GENERAL ELECTIONS BY MUNICIPALITIES

**SENIOR MANAGER'S STAFF LIST****Ministry of the Public Service, Governance and Disaster Risk Management**

(previously, 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	Pinelo Lee, Marilyn Suzette	Director Job Classification and Compensation	17/01/2025	Established
6	Belezaire, Cordelia Natasha	Director Training and Development	01/10/2008	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	Lewis, Shenelle Aaisha	Administrative Officer I	21/05/2008	Established
11	Ojeda-Pat, Sonia Beatriz	Finance Officer I	25/03/1998	Established
12	Riverol, Lombardo Alejandro	Liaison Officer	05/06/2023	Temporary Unestablished GWR
13	Jones, Karen	Senior Secretary		Established
14	Hyde, Christine	Senior Secretary	07/08/2000	Established

## MYGOB TRAINING SESSIONS BY MINISTRIES

Phase	Ministry	Training Date
Pilot	- Ministry of Public Service, Constitutional and Political Reform and Religious Affairs - Ministry of Public Utilities, Energy, Logistics and E-Governance	Sep 2023
1	- Office of the Prime Minister	13/06/2024 (originally scheduled for 09/02/24)
1	- Attorney General and Ministry of Legal Affairs	18/06/2024 (originally scheduled for 09/02/24)
1	- Ministry of Blue Economy and Civil Aviation	17/06/2024 (originally scheduled for 09/02/24)
1	- Ministry of Rural Transformation, Community Development, Labour, and Local Government	11/06/2024 (originally scheduled for 09/02/24)
1	- Ministry of Sustainable Development, Climate Change and Disaster Management	12/06/2024 (originally scheduled for 09/02/24)
1	- Ministry of Foreign Affairs and Foreign Trade	11/07/2024 (originally scheduled for 09/02/24)
1	Office of the Auditor General	10/06/2024 (originally scheduled for 09/02/24)
2	Ministry of Tourism and Diaspora Relations	17/04/2024
2	Ministry of Youth, Sports and Transport	26/04/2024
2	Ministry of Human Development, Families and Indigenous People Affairs	30/04/2024
2	Ministry of Agriculture, Food Security and Enterprise	02/05/2024
3	Ministry of Natural Resources, Petroleum & Mining	09/05/2024
3	Ministry of Infrastructure Development and Housing	10/05/2024
3	Ministry of Finance, Economic Development, Investment, Civil Aviation and Immigration	17/05/2024
3	Ministry of Health and Wellness	23/05/2024
3	Office of the Governor General	28/05/2024
3	Ministry of National Defence and Border Security	29/05/2024
3	Ministry of Home Affairs and New Growth Industries	30/05/2024
3	Ministry of Education, Culture, Science and Technology	07/06/2024

**EAP CASE STATISTICS**

## Demographic of Accessed Participants

Total Female	251	Total Male	100
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## Location of Public Officers By District

Corozal	Orange Walk	Belize	Cayo	Stann-Creek	Toledo
12	17	138	152	18	14

## Types of Referrals:

Emergency	3
Formal Referral	2
Informal Referral (voluntary)	275
Informal Referral (by family)	9

Individuals	Couples	Family (2-4 individuals)
291	16	39

### Public Officer Access to EAP Services By Ministry and Department

Ministry Level	Departments	Access By Departments
<b>Attorney General and Ministry of Legal Affairs</b>	Ministry Headquarters	
	Family Court Department	2
	General Registry	4
	Judiciary Headquarters	
	Director of Public Prosecutions	3
<b>Total</b>		<b>9</b>
<b>Legislature</b>	National Assembly	
<b>Ministry of Agriculture, Food Security and Enterprise</b>	Ministry Headquarters	
	Department of Agriculture	7
	Bureau of Standards	
<b>Total</b>		<b>7</b>
<b>Ministry of Blue Economy and Disaster Risk Management</b>	Ministry Headquarters	
	Fisheries Department	6
	Office of Emergency Management	7
	Meteorology Department	
	National Fire Service	
<b>Total</b>		<b>13</b>
<b>Ministry of Education, Culture, Science and Technology</b>	Ministry Headquarters	
	Education Department	6
	Belize Archives & Records Service	
<b>Total</b>		<b>6</b>
<b>Office of the Prime Minister and Ministry of Finance, Economic Development, Investment, Civil Aviation and Immigration</b>	Office of The Prime Minister	
		2
	Department of Civil Aviation	7
	Immigration & Nationality Department	17
	Ministry Headquarters (Ministry of Finance)	9

	International Merchant Marine Registry of Belize/International Business Companies (MOF)	2
	Belize Tax Service	16
	Customs & Excise Department	6
	Treasury Department	11
	Ministry Headquarters (Economic Development)	2
<b>Total</b>		<b>70</b>
<b>Ministry Of Foreign Affairs and Foreign Trade</b>	Ministry Headquarters	
	Foreign Trade	
<b>Ministry of Health and Wellness</b>	Ministry Headquarters	
	Department of Health Services	
<b>Total</b>		<b>96</b>
<b>Ministry of Home Affairs and New Growth Industries</b>	Ministry Headquarters	4
	National Forensic Science Services	4
	Police Department	31
<b>Total</b>		<b>39</b>
<b>Ministry of Human Development, Families and Indigenous People Affairs</b>	Ministry Headquarters	
	Community Rehabilitation Department	8
	Department of Human Services	11
	Department of Women's Affairs	24
<b>Total</b>		<b>43</b>
<b>Ministry of Infrastructure Development and Housing</b>	Ministry Headquarters	
	Housing & Planning Department	
	Public Works Department	
<b>Total</b>		<b>8</b>
<b>Ministry of National Defence and Border Security</b>	Ministry Headquarters	
	Belize Defence Force	15
	National Coast Guard	4
<b>Total</b>		<b>19</b>

<b>Ministry of Natural Resources, Petroleum &amp; Mining</b>	Ministry Headquarters	
	Department of Geology and Petroleum	
	Lands and Surveys Department	
<b>Total</b>		<b>4</b>
<b>Ministry of Public Service, Constitutional and Political Reform and Religious Affairs</b>	Ministry Headquarters	11
	Elections & Boundaries Department	
<b>Total</b>		<b>11</b>
<b>Ministry of Public Utilities, Energy, Logistics and E-Governance</b>	Ministry Headquarters	
	Department of Postal Service	6
<b>Total</b>		<b>6</b>
<b>Ministry of Rural Transformation, Community Development, Labour and Local Government</b>	Ministry Headquarters	
	Local Government	
	Labour Department	1
	Rural Community Development	1
<b>Total</b>		<b>2</b>
<b>Ministry of Sustainable Development, and Climate Change</b>	Ministry Headquarters	3
	Department of the Environment	1
	Forestry Department	
<b>Total</b>		<b>4</b>
<b>Ministry of Tourism and Diaspora Relations</b>	Ministry Headquarters	
<b>Ministry of Youth, Sports and Transport</b>	Ministry Headquarters	
	Department of Youth Service	10
	Department of Transport	1
<b>Total</b>		<b>11</b>
<b>Office of The Auditor General</b>	Office of The Auditor General	3
<b>Total</b>		<b>3</b>
<b>Office of The Governor General</b>	Office of The Governor General	
<b>Total Access Across Ministries</b>		<b>351</b>

TOTAL TRANSACTIONS BY ELECTORAL DIVISION APRIL 2024 - MARCH 2025																			
No.	Division	New Registrants Published	New Applications Disallowed	New Registrants Rejected	Change of Name	Change of Address	C/Address Disallowed	Rectification	Registration of Id	Transfer into Published	Transfer Disallowed	Transfer Rejected	Transfer out	Double Reg.	ID Denied	Deceased	TOTAL TRANSACTIONS BY DIVISION APR 2024 - MARCH 2024	TOTAL TRANSACTIONS BY DIVISION APR 2024 - MARCH 2025	
1	Freeborn	145	11	88	2	0	0	7	10	78	5	81	149	0	117	9	702		
2	Caribbean Sevens	143	13	113	6	0	0	6	9	117	18	135	187	0	95	7	849	4554	
3	Pietermaritzburg	196	24	220	2	3	0	4	7	471	102	573	330	0	80	14	2,035		
4	Fort George	133	14	147	3	1	0	8	4	165	20	205	142	2	90	14	968		
5	Abeni	242	17	258	1	0	0	8	1	303	60	423	192	4	54	18	1,641		
6	Queen's Square	169	13	182	0	0	0	7	5	225	38	263	168	0	60	32	1,162	4278	
7	Port Loyd	185	17	198	1	1	0	12	12	226	31	257	303	2	92	57	1,472		
8	Masopodana	188	11	192	1	0	0	2	1	96	25	120	187	1	58	19	900		
9	Luba Independence	556	14	556	7	0	0	7	13	529	14	546	124	6	381	63	2,816	5595	
10	Caled	444	59	885	5	0	0	23	35	51	5	52	199	2	69	50	1,879		
11	Beluzi Rural North	338	8	546	5	10	0	10	1	134	67	0	201	68	3	229	67	149	
12	Beluzi Rural Central	555	8	563	4	5	0	51	0	168	4	0	172	373	2	328	62		
13	Beluzi Rural South	268	2	270	4	5	0	1	2	154	1	1	155	230	1	276	26	26	
14	Corozal Bay	804	21	825	17	6	0	8	10	395	12	0	407	326	1	457	68		
15	Corozal North	501	14	515	0	44	0	6	1	409	81	0	490	322	1	350	41		
16	Corozal South East	558	5	563	26	7	0	6	1	132	5	0	104	207	0	405	99	281	
17	Corozal South West	483	2	485	13	4	0	8	3	182	3	1	185	177	0	403	43		
18	Orange Walk	290	15	294	12	2	0	4	21	144	7	78	154	124	223	72	1,440	3398	
19	Orange Walk North	410	17	427	9	13	0	13	30	148	8	151	189	136	368	48	1,958		
20	Orange Walk East	347	2	349	9	11	0	1	29	181	1	182	149	0	308	62	1,691	3432	
21	Orange Walk South	531	2	533	15	10	0	0	35	95	3	98	63	0	311	45	1,741		
22	Cayo Central	571	2	573	31	19	0	16	57	199	2	203	288	1	513	68	2,523	2823	
23	Cayo West	319	41	339	23	5	0	24	4	246	27	273	196	1	293	15	1,896	1896	
24	Balmopan	486	6	472	5	2	0	30	30	148	2	148	161	1	378	8	2,003		
25	Cayo South	627	16	643	10	9	0	19	31	84	0	64	111	0	527	12	2,173	4176	
26	Cayo North	472	10	482	16	1	0	6	3	375	0	5	380	188	2	301	59		
27	Cayo North East	410	0	410	15	5	0	3	0	300	0	0	300	322	2	301	38	117	
28	Dangaya	232	10	242	1	2	0	3	4	61	5	0	66	137	0	253	63	132	
29	Stann Creek West	319	6	385	6	18	0	5	2	63	9	0	72	168	0	192	69		
30	Toledo East	1139	32	1171	12	33	1	17	24	233	15	248	92	3	499	43	3,582	6271	
31	Toledo West	494	18	512	8	7	0	9	17	36	3	59	153	0	326	47	1,700		
<b>TOTALS</b>		<b>12935</b>	<b>430</b>	<b>13226</b>	<b>278</b>	<b>223</b>	<b>1</b>	<b>324</b>	<b>407</b>	<b>6245</b>	<b>573</b>	<b>4186</b>	<b>6130</b>	<b>2801</b>	<b>4917</b>	<b>4197</b>	<b>58,531</b>	<b>38795</b>	

**REVENUES AND ALLOWANCES BY ELECTORAL DIVISION**

Revenue Collected/Allowances Paid		
April 2024 – March 2025		
Electoral Divisions that collect revenue	Amount	Revenue Collecting Allowance Paid
Collet, Mesopotamia & Lake Independence	\$275	\$600
Caribbean Shores, Fort George, Pickstock, Freetown	\$150	\$600
Albert, Queens Square & Port Loyola	\$80	\$600
Belize Rural North & Belize Rural Central	\$25	\$600
Belize Rural South	\$225	\$600
Belmopan & Cayo South	\$465	\$600
Cayo West	\$210	\$600
Toledo East & Stann Creek West (Independence Sub-Office)	\$70	\$600
<b>Total</b>	<b>\$1500</b>	<b>\$4800</b>
Electoral Divisions that do not collect revenue		
Corozal Bay, North, South East & South West	Electors pay directly to Sub-Treasury Dept.	
Orange Walk North & South	Electors pay directly to Sub-Treasury Dept.	
Orange Walk East & Central	Electors pay directly to Sub-Treasury Dept.	
Cayo North & North East	Electors pay directly to Sub-Treasury Dept.	
Cayo Central	Electors pay directly to Sub-Treasury Dept.	
Dangriga & Stann Creek West	Electors pay directly to Sub-Treasury Dept.	
Toledo East & Toledo West	Electors pay directly to Sub-Treasury Dept.	

## STUDENTS EMPLOYED AT E&amp;B IN FIRST PHASE AND SECOND PHASE

## PHASE 1

## PHASE 2

No.	Intern Name	Working Period	No.	Intern Name	Working Period
1.	<b>Anwar Nah</b>	17.06.24 – 16.07.24	1.	<b>Jamie Alas</b>	17.07.2024 – 16.08.2024
2.	<b>Kaitlyn Gabourel</b>	17.06.24 – 16.07.24	2.	<b>Sharnelly Orellano</b>	17.07.2024 – 16.08.2024
3.	<b>Addrienne Henry</b>	17.06.24 – 16.07.24	3.	<b>Darion Brown</b>	17.07.2024 – 16.08.2024
4.	<b>Charel Martinez</b>	17.06.24 – 16.07.24	4.	<b>Ivor Zuniga</b>	17.08.2024 – 16.08.2024
5.	<b>Jamir Valentine</b>	17.06.24 – 16.07.24	5.	<b>Johana Arias</b>	17.07.2024 – 16.08.2024
6.	<b>Tevaan Dakers</b>	17.06.24 – 16.07.24	6.	<b>Leah Rhamdas</b>	17.07.2024 – 16.08.2024
7.	<b>Sterling Luna</b>	17.06.24 – 16.07.24	7.	<b>Kiyan Ysaguirre</b>	17.07.2024 – 16.08.2024
8.	<b>Jayden Salazar</b>	17.06.24 – 16.07.24	8.	<b>Lyani Usher</b>	17.07.2024 – 16.08.2024
9.	<b>Nevaeh Gonzalez</b>	17.06.24 – 16.07.24	9.	<b>Diedra Hemsley</b>	17.07.2024 – 16.08.2024
10.	<b>Charnelle Vacarro</b>	17.06.24 – 16.07.24	10.	<b>Leelah Enriquez</b>	23.07.2024 – 06.08.2024
11.	<b>Arriana Mckay</b>	17.06.24 – 16.07.24	11.	<b>Jeremy Martin</b>	17.07.2024 – 16.08.2024
12.	<b>Lissany Castillo</b>	17.06.24 – 16.07.24	12.	<b>Russell Rojas</b>	17.07.2024 – 16.08.2024
13.	<b>Jaylen Louriano</b>	17.06.24 – 16.07.24	13.	<b>Abel Uh</b>	17.07.2024 – 16.08.2024
14.	<b>Mia Bradley</b>	17.06.24 – 16.07.24	14.	<b>Janiqua Poll</b>	17.07.2024 – 16.08.2024
15.	<b>Rohjay Flowers</b>	17.06.24 – 16.07.24	15.	<b>Antonio Carballo</b>	17.07.2024 – 16.08.2024
16.	<b>Brillany Pech</b>	17.06.24 – 16.07.24	16.	<b>Ella Zetina</b>	17.07.2024 – 16.08.2024
17.	<b>Rosenda Dominguez</b>	17.06.24 – 16.07.24	17.	<b>Sarina Coleman</b>	17.07.2024 – 16.08.2024
18.	<b>Kendrick Portal</b>	17.06.24 – 16.07.24	18.	<b>Jacie Rodriguez</b>	17.07.2024 – 16.08.2024
19.	<b>Jamair Urbina</b>	17.06.24 – 16.07.24	19.	<b>Shadir Spence</b>	17.07.2024 – 16.08.2024
20.	<b>Aiden Tillet</b>	17.06.24 – 16.07.24	20.	<b>Dianny Panti</b>	17.07.2024 – 16.08.2024
21.	<b>Estellita Puerto</b>	17.06.24 – 16.07.24	21.	<b>Joshlyn Bautista</b>	17.07.2024 – 16.08.2024
22.	<b>Samuel Moguel</b>	17.06.24 – 16.07.24	22.	<b>Kwesi Pascual</b>	17.07.2024 – 16.08.2024
23.	<b>Destiney Carretela</b>	17.06.24 – 16.07.24	23.	<b>Markaylah Moreira</b>	17.07.2024 – 16.08.2024
24.	<b>Jassimar Salazar</b>	17.06.24 – 16.07.24	24.	<b>Anaya Alvarado</b>	17.07.2024 – 16.08.2024
25.	<b>Ethan Castillo</b>	17.06.24 – 16.07.24			
26.	<b>Kwesi Pascual</b>	17.06.24 – 16.07.24			
27..	<b>Myrick Caliz Jr.</b>	17.06.24 – 16.07.24			

### VOTER EDUCATION OUTREACH DATES AND VENUES

DATE	SCHOOL/RADIO STATION	TOPIC
<b>BENQUE OFFICE – CAYO WEST</b>		
16/05/2024	Hills of Promise Primary School	Voters Registration
<b>CEMETERY OFFICE – COLLET, MESOPOTAMIA, LAKE INDEPENDENCE</b>		
25/10/2024	Grace Primary School	Voting Process
<b>DANGRIGA OFFICE - STANN CREEK AND DANGRIGA</b>		
14/10/2024	Stann Creek Ecumenical Junior College	Roles of Presiding Officers/Election process
<b>EUPHRATES OFFICE- ALBERT, QUEENS SQUARE, PORT LOYOLA</b>		
18/02/2025	Wesley Junior College	Student Government Elections
07/06/2024	Wesley College 4th Form Students	Voter Registration And Voter education
<b>LADYVILLE OFFICE – BELIZE RURAL NORTH &amp; CENTRAL</b>		
16/05/2024	Tubal Institution-Voter Ed	Electoral Management Bodies, Electoral divisions, Legal guidelines, Registration Process
20/05/2024	Kings College-Voter Ed	Electoral Management Bodies, Electoral divisions, Legal guidelines, Registration Process
22/05/2024	Belize Rural High School-Voter Ed	Electoral Management Bodies, Electoral divisions, Legal guidelines, Registration Process
25/05/2024	Ladyville Technical High School-Voter Ed	Electoral Management Bodies, Electoral divisions, Legal guidelines, Registration Process
04/06/2024	Sun Up 7 TV Show	Transfer of Electors, Transfer and requirements Process, Offences for Transfer, Cycle Activities, Requirements for Registration
05/06/2024	Open Your Eyes Talk show	Transfer of Electors, Transfer and requirements Process, Offences for Transfer, Cycle Activities, Requirements for Registration
<b>OW 1 OFFICE – ORANGE WALK EAST &amp; SOUTH</b>		
24/05/2024	Public Service Information Day	Qualification for Registration
		Registration Requirements

		Transfers of Electors
		Functions of EBD
<b>PUNTA GORDA OFFICE – TOLEDO EAST &amp; WEST</b>		
<b>19/06/2024</b>	Public Service Information Day	Registration and Election Process
<b>21/10/2024</b>	Julian Cho Technical High School	Democratic and Election Process
<b>01/04/2025</b>	Toledo Community College	Democratic and Election Process
<b>SAN IGNACIO OFFICE – CAYO NORTH &amp; CAYO NORTH EAST</b>		
<b>28/03/2025</b>	Galen University	registration process, village council, general election
<b>31/05/2024</b>	Centre for Employment Training (CET)	registration and transfer process
<b>30/05/2024</b>	Sacred Heart Junior College	Registration and transfer process
<b>06/06/2024</b>	Hitz 100 radio station	Registration and transfer process
<b>11/06/2024</b>	Radio Vision	Registration and transfer process
<b>19/06/2024</b>	San Ignacio Welcome Center	Open day for Public Service
<b>SANTA ELENA OFFICE – CAYO CENTRAL</b>		
<b>14/06/2024</b>	Maximum Radio	Transfer/New Registration/Encourage Electors to Retrieve ID

**ELECTORS BY DIVISION AND SEX**  
**AS AT MARCH 2025**

DIVISION		TOTAL REGISTERED		TOTAL
		MALE	FEMALE	ELECTORS
17	Stann Creek West	5307	5341	10648
45	Belmopan	4928	5626	10554
80	Belize Rural South	5516	4699	10215
14	Cayo North	4451	4594	9045
26	Cayo Central	4377	4497	8874
12	Orange Walk North	4336	4250	8586
19	Toledo East	4384	4356	8740
15	Cayo South	4082	4373	8455
75	Belize Rural Central	3783	4066	7849
27	Cayo West	3891	3886	7777
18	Toledo West	3921	4015	7936
25	Orange Walk East	3791	3943	7734
13	Orange Walk South	3963	3808	7771
90	Corozal North	3661	3916	7577
11	Corozal South East	3676	3678	7354
29	Lake Independence	3014	3885	6899
21	Corozal Bay	3236	3559	6795
46	Cayo North East	3334	3310	6644
24	Orange Walk Central	3144	3450	6594
23	Corozal South West	3212	3274	6486
16	Dangriga	2942	3311	6253
70	Belize Rural North	2622	2775	5397
31	Port Loyola	2396	2424	4820
20	Pickstock	2444	2383	4827
22	Caribbean Shores	2102	2324	4426
10	Freetown	1796	2300	4096
50	Collet	1543	2147	3690
40	Albert	1452	1689	3141
28	Queen's Square	1301	1538	2839
30	Fort George	1235	1333	2568
60	Mesopotamia	1114	1229	2343
	<b>TOTAL</b>	<b>100954</b>	<b>105979</b>	<b>206933</b>

Source: Elections & Boundaries Department



**OFFICIAL  
ELECTIONS AND BOUNDARIES DEPARTMENT  
GENERAL ELECTION 12TH MARCH 2025  
Nomination Stations, Polling Stations and Counting Stations**



ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
FREETOWN	1	A - G (433), H - Q (330), R - Z (321)	1084		All Saints Anglican Primary School Corner First and Dunn Streets, King's Park Belize City	3	All Saints Anglican Primary School Corner First and Dunn Street, King Park Belize City
	2	A - CA (420), CE - GE (400), GI - L (473), M - PI (459), PO - S (404), T - Z (376)	2532		Young Women's Christian Association Corner Freetown and Thomas Streets Belize City	6	
	3B & 30A	A - Z (439)	439	4055	Young Women's Christian Association Corner Freetown and Thomas Streets Belize City	1	
CARIBBEAN SHORES	3	A - D (411), E - K (405), L - Q (375), R - Z (433)	1624		Edward P. Yorke High School Princess Margaret Drive Belize City	4	Edward P. Yorke High School Princess Margaret Drive Belize City
	3A	A - L (426), M - Z (384)	810		Buttonwood Bay Nazarene Primary School #4649 Coney Drive Belize City	2	
	4	A - F (409), G - M (415), N - Z (411)	1235		Trinity Methodist Primary School #5 G Street Belize City	3	
	5	A - L (362), M - Z (352)	714	4383	Belize Ex-Services League Building #158 Newtown Barracks Belize City	2	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
ALBERT	10	A - K (495), L - Z (484)	979		Wesley Lower School #38 Albert Street Belize City	2	Anglican Cathedral College #71 Albert Street Belize City
	11	A - F (436), G - P (454), Q - Z (393)	1283		Anglican Cathedral College #71 Albert Street Belize City	3	
	16	A - K (423), L - Z (426)	849	3111	Calvary Temple School #60 Regent Street West Belize City	2	
QUEENS SQUARE	12	A - F (485), G - O (460), P - Z (496)	1441		St. John's Anglican Primary School #116 Euphrates Avenue Belize City	3	St. John's Anglican Primary School #116 Euphrates Avenue Belize City
	21	A - F (438), G - O (484), P - Z (461)	1383	2824	St. John Vianney Roman Catholic Primary School #289 Fabers Road Belize City	3	
PORT LOYOLA	20	A - E (391), F - L (389), M - R (373), S - Z (330)	1483		Young Men's Christian Association #7539 Fabers Road Extension Belize City	4	Customs and Excise Department Cesar Ridge Road Belize City
	22	A - F (428), G - O (456), P - Z (506)	1390		Muslim Community Primary School Central American Boulevard and Fabers Road Belize City	3	
	22A	A - D (479), E - L (513), M - R (515), S - Z (424)	1931	4804	Customs and Excise Department Cesar Ridge Road Belize City	4	
MESOPOTAMIA	13	A - L (316), M - Z (277)	593		Queen Square Anglican School #1 Armadillo Street Belize City	2	Grace Primary School #14 Amara Avenue Belize City
	14	A - J (503), K - Z (481)	984		Grace Primary School #14 Amara Avenue Belize City	2	
	15	A - L (345), M - Z (331)	676	2253	Salvation Army Primary School #12 Cemetery Road Belize City	2	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
LAKE INDEPENDENCE	17	A - B (421), C - E (359), F - H (423), I - MA (428), MC - PE (423), PH - ST, (456), SU - Z (387)	2897		St. Martin de Porres Roman Catholic Primary School Partridge Street Belize City	7	St. Martin de Porres Roman Catholic Primary School Partridge Street Belize City
	17B	A - BE (412), BI - CO (408), CR - FU (364), GA - HA (375), HE - LI (384), LO - MI (377), MO - PA (373), PE - SA (449), SC - U (384), V - Z (384)	3910	6807	St. Martin de Porres Roman Catholic Primary School Partridge Street Belize City	10	
COLLET	18	A - L (375), M - Z (316)	691		Youth Entrepreneurship and on the Job Skills Training Service Headquarters #1 Magazine Road Belize City	2	Gwen Lizarraga High School #18 Antelope Street Belize City
	19	A - B (351), C - F (438), G - K (412), L - O (450), P - S (496), T - Z (365)	2512		Gwen Lizarraga High School #18 Antelope Street Belize City	6	
	20A	A - Z (422)	422	3625	Grace Primary School Corner Fabers Road and Singh Street Belize City	1	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
BELIZE RURAL NORTH	23	A - D (514), E - I (412), M - Q (338), R - Z (506)	1770		Pancotto Primary School Sandhill Village Belize District	4	Pancotto Primary School Sandhill Village Belize District
	24	A - L (333), M - Z (341)	674		Our Lady of Lourdes R.C. School Maskall Village Belize District	2	
	25	A - Z (324)	324		Lucky Strike Government School Lucky Strike Village Belize District	1	
	26, 27 & 28	A - MA (527), MC - Z (531)	1058		Belize Rural High School Double Head Cabbage Village Belize District	2	
	29	A - K (289), L - Z (281)	570		Crooked Tree Government School Crooked Tree Village Belize District	2	
	31	A - L (474), M - Z (376)	850	5246	St. Therese Roman Catholic School Burrell Boom Village Belize District	2	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
BELIZE RURAL CENTRAL	30	A - BL (478), BO - C (495), D - GI (511), GL - LA (509), LE - M (508), N - RH (499), RI - TH (476), TI - Z (492)	3968		Our Lady of the Way Roman Catholic School Ladyville Belize District	8	Our Lady of the Way Roman Catholic School Ladyville Belize District
	30	A - GL (530), GO - PA (548), PE - Z (524)	1602		Lord's Bank Community Center Lord's Bank Belize District	3	
	32	A - K (277), L - Z (287)	564		Saint Agnes Anglican School La Democracia Village Belize District	2	
	33	A - Z (467)	467		Western Paradise Community Center West Lake Belize District	1	
	33	A - J (540), K - Z (505)	1045		Hattieville Government School Sylvester Boulevard Hattieville Belize District	3	
	36	A - Z (31)	31				
	35	A - Z (155)	155	7832	Gales Point Health Center Gales Point Village Belize District	1	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
BELIZE RURAL SOUTH	34 & 38	A - E (469), F - M (413), N - Z (474)	1356		Caye Caulker Roman Catholic School Avenida Pueblo Nuevo Caye Caulker Village Belize District	3	San Pedro High School Corner Laguna Drive and Seagull Street San Pedro Town
	37	AB - AQ (434), AR - BE (508), BI - CAM (476), CAN - CHA (484), CHE - CR (514), CU - FI (455), FL - GOM (448), GON - GU (458)	3777		San Pedro High School/San Pedro Junior College Corner Laguna Drive and Seagull Street San Pedro Town	8	
		H - J (501), K - L (491), MA - MEL (469), MEM - NO (490), NU - PA (453), PE - RA (469), RE - RU (509), S (518), T - U (456), V - WE (401), WH - Z (259)	5016	10149	San Pedro Roman Catholic Primary School Barrier Reef Drive San Pedro Town	11	
COROZAL BAY	39	A - B (443), CA - CE (286), CH - CU (297), D - GL (422), GO - K (473), L - MI (459), MO - PI (490), PO - R (366), S - T (397), U - Z (409)	4042		St. Francis Xavier Roman Catholic School Corner Fourth Avenue and First Street North Corozal Town	10	St. Francis Xavier Roman Catholic School Corner Fourth Avenue and First Street North Corozal Town
	40	A - CE (466), CH - GL (456), GO - L (412) M - O (399), P - SE (424), SH - Z (492)	2649	6691	St. Paul's Anglican School Corner Fourth Avenue and Fifth Street South Corozal Town	6	

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COROZAL NORTH	41	A - D (443), E - L (324), M - R (461), S - Z (357)	1585		Our Lady of Guadalupe Roman Catholic School Antonio Sosa Sr. Drive, Altamira Area Corozal Town	4	Corozal Community College San Andres Village Corozal District
	42	A - F (365), G - P (350), R - Z (322)	1037		Paraiso Government School Paraiso Village Corozal District	3	
	43	A - B (322), C (478), D - H (466), I - M (429), N - R (465), S - Z (510)	2670		Corozal Community College San Andres Village Corozal District	6	
	44	A - CA (318), CH - CU (489), D - M (475), N - R (458), S - Z (434)	2174	7466	Patchakan Roman Catholic School Patchakan Village Corozal District	5	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
COROZAL SOUTH EAST	45	A - CL (370), CO - K (414), L - P (380), Q - Z (426)	1590		San Joaquin Roman Catholic School San Joaquin Village Corozal District	4	San Joaquin Roman Catholic School San Joaquin Village Corozal District
	45	A - D (397), E - O (410), P - Z (424)	1231		Ranchito Government School Ranchito Village Corozal District	3	
	46	A - L (420), M - Z (443)	863		Caledonia Roman Catholic School Caledonia Village Corozal District	2	
	47	A - K (417), L - Z (463)	880		Progreso Roman Catholic School Progreso Village Corozal District	2	
	47	A - Z (395)	395		Copper Bank Roman Catholic School Copper Bank Village Corozal District	1	
	48	A - L (362), M - P (349), Q - Z (396)	1107		Chunox Roman Catholic School Chunox Village Corozal District	3	
	49	A - E (436), F - Q (422), R - Z (413)	1271	7337	Sarteneja La Inmaculada Roman Catholic School Sarteneja Village Corozal District	3	

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COROZAL SOUTH WEST	50	A - K (488), L - Z (496)	984		Libertad Methodist School Libertad Village Corozal District	2	Escuela Secundaria Tecnica Mexico San Roman Village Corozal District
	51	A - B (265), CA (419), CE - CO (495), CR - L (482), M - O (450), P - R (436), S - Z (389)	2936		Santa Clara/San Roman Catholic School Santa Clara Village Corozal District	7	
	52	A - B (195), CA (446), CE - D (322), E - J (423), K - O (431), P - R (398), S - Z (289)	2504	6424	San Narciso Roman Catholic School San Narciso Village Corozal District	7	
ORANGE WALK CENTRAL	53	A - B (448), CA - CE (304), CH - CU (274), D - GR (458), GU - MA (482), MC - O (378), P - R (446), S - U (433), V - Z (238)	3461		San Francisco Roman Catholic Primary School #8 George Price Avenue Orange Walk Town	9	La Inmaculada Auditorium #3 Church Street Orange Walk Town
	54	A - CI (469), CO - K (413), L - P (471), Q - Z (448)	1801		La Inmaculada Roman Catholic Primary School #3 Church Street Orange Walk Town	4	
	61	A - C (454), D - O (456), P - Z (352)	1262	6524	San Estevan Roman Catholic School San Estevan Village Orange Walk District	3	

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ORANGE WALK NORTH	55	A - L (417), M - Z (348)	765		Chapel School Tate Street Orange Walk Town	2	San Jose Government School San Jose Village Orange Walk District
	56	A - B (316), CA - CH (360), CI - CU (225), D - G (430), H - MAY (462), MC - PA (397), PE - S (451), T - Z (365)	3006		Trial Farm Government School Trial Farm Village Orange Walk District	8	
	57	A - ME (398), MI - Z (287)	685		Our Lady of Fatima Roman Catholic School Douglas Village Orange Walk District	2	
	58	A - CHA (426), CHE - CU (406), D - G (433), H - MAI (452), MAL - MY (368), N - Q (432), R - T (401), U - Z (277)	3195		San Jose Government School San Jose Village Orange Walk District	8	
	59	A - Z (348)	348		San Roman Roman Catholic School San Roman Village Orange Walk District	1	
	66	A - Z (535)	535	8534	San Antonio Roman Catholic School San Antonio Rio Hondo Village Orange Walk District	1	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
ORANGE WALK EAST	60	A (300), B (258), CA (492), CE - CU (449), D - GA (362), GE - H (406), I - MC (467), ME - N (478), O - RE (463), RH - S (393), T - U (346), V - Z (353)	4767		Louisiana Government School Corner Zericote and Flamboyant Street Orange Walk Town	12	Louisiana Government School Corner Zericote and Flamboyant Street Orange Walk Town
	62	A - H (513), I - Z (519)	1032		San Jose Nuevo Palmar Roman Catholic School San Jose Palmar Village Orange Walk District	2	
	62	A - F (401), G - Q (390), R - Z (387)	1178		Carmelita Government School Carmelita Village Orange Walk District	3	
	62	A - Z (356)	356		Santa Martha Government School Santa Martha Village Orange Walk District	1	
	68	A - Z (300)	300	7633	Chan Pine Ridge Government School Chan Pine Ridge Village Orange Walk District	1	

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ORANGE WALK SOUTH	63	A - C (332), D - M (445), N - Z (273)	1050		St. Michael Roman Catholic School San Felipe Village Orange Walk District	3	Belize High School of Agriculture San Lazaro/Trinidad Villages Orange Walk District
	63A	A - Z (319)	319		Indian Church Government School Indian Church Village Orange Walk District	1	
	64	A - Z (312)	312		Linda Vista Private School Blue Creek Village Orange Walk District	1	
	65	A - C (373), D - Z (408)	781		San Lazaro Roman Catholic School San Lazaro Village Orange Walk District	2	
	67	A - CE (360), CH - M (382) N - Z (343)	1085		Yo Creek Sacred Heart Roman Catholic School Yo Creek Village Orange Walk District	3	
	69	A - G (382), H - Q (333) R - Z (408)	1123		August Pine Ridge Roman Catholic School August Pine Ridge Village Orange Walk District	3	
	70	A - Z (487)	487		Trinidad Government School Trinidad Village Orange Walk District	1	
	71	A - CE (414), CH - GI (481), GO - M (487), N - Q (499), R - Z (496)	2377	7534	Guinea Grass Roman Catholic School Guinea Grass Village Orange Walk District	5	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
CAYO NORTH	73	A (425), B (379), CA - CHI (459), CHO - DI (442), DO - GAM (477), GAR - GR (426), GU - I (471), J - LO (482), LU - MC (433), ME - MY (431), N - PH (440), PI - RE (470), RH - SC (436), SE - TU (475), TZ - V (348) W - Z (325)	6919		Cayo Centre for Employment Training Buena Vista Street San Ignacio Town	16	Cayo Centre for Employment Training Buena Vista Street San Ignacio Town
	75	A - F (447), G - L (461) M (420), N - S (398), T - Z (335)	2061	8980	Immaculate Conception Roman Catholic School Bullet Tree Falls Cayo District	5	
CAYO NORTH EAST	72	A - B (276), C (296), D - G (365), H - L (368) M - P (454), Q - S (364), T - Z (324)	2447		Sacred Heart College Joseph Andrew Drive San Ignacio Town	7	Sacred Heart College Joseph Andrew Drive San Ignacio Town
	74 & 74A	A - CA (463), CE - K (404), L - P (450), Q - Z (414)	1731		Santa Familia Roman Catholic School Santa Familia Village Cayo District	4	
	77	A - F (323), G - O (363), P - Z (375)	1061		St. Francis Xavier Roman Catholic School Esperanza Village Cayo District	3	
	78A	A - G (465), H - PA (409) PE - Z (465)	1339	6578	St. Joseph Roman Catholic School Duck Run Two Cayo District	3	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
CAYO CENTRAL	76	A - BA (442), BE - CA (409), CH - E (483), F - GI (377), GO - GU (325), H - LI (417), LO - ME (450), MI - O (414), P - RE (475), RH - SI (461), SK - U (395), V - Z (401)	5049		Santa Elena Roman Catholic Primary School Perez Street Santa Elena Town	12	Santa Elena Roman Catholic Primary School Perez Street Santa Elena Town
	78	A - I (461), J - Z (462)	923		Georgeville Community Center Georgeville Village Cayo District	2	
	78	A - K (423), L - Z (412)	835		Buena Vista Government School Buena Vista Village Cayo District	2	
	79	A - G (439), H - O (464), P - Z (437)	1340		San Antonio United Pentecostal School San Antonio Village Cayo District	3	
	80	A - M (355), N - Z (259)	614	8761	Cristo Rey Community Center Cristo Rey Village Cayo District	2	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
CAYO WEST	82	A - CH (450), CO - J (485), K - P (499), Q - Z (427)	1861		San Jose Succotz Roman Catholic School San Jose Succotz Village Cayo District	4	Mount Carmel Roman Catholic Primary School #10 Diaz Street Benque Viejo Del Carmen Town
	83	A - B (382), CA - CL (391), CO - D (433), E - G (449), H - LE (460), LI - ME (444), MI - O (403), P - RI (393), RO - TI (436), TO - Z (399)	4190		Mount Carmel Primary School #10 Diaz Street Benque Viejo Del Carmen Town	10	
	84	A - L (422), M - Z (441)	863		Mount Carmel Primary School #10 Diaz Street Benque Viejo Del Carmen Town	2	
	85	A - Z (258)	258		Holy Cross Roman Catholic School Calla Creek Village Cayo District	1	
	126	A - Z (502)	502	7674	La Inmaculada Roman Catholic School Arenal Village Cayo District	1	
CAYO SOUTH	87	A - K (401), L - Z (399)	800		St. Vincent Pallotti Roman Catholic School Unitedville Village Cayo District	2	St. Edmund Campion Roman Catholic School Teakettle Village Cayo District
	88	A - GI (374), GO - O (369), P - Z (398)	1141		St. Edmund Campion Roman Catholic School Teakettle Village Cayo District	3	
	89	A - G (260), H - Z (276)	536		St. Margaret Mary Roman Catholic School St. Margaret Village Cayo District	2	
	89	A - L (449), M - Z (485)	934		Armenia Government School Armenia Village Cayo District	2	
	90	A - C (492), D - K (489), L - O (420), P - S (393), T - Z (383)	2177		Our Lady of Fatima Roman Catholic School Roaring Creek Village Cayo District	5	
	90A	A - E (382), F - N (404), O - Z (323)	1109		St. Oscar Romero Roman Catholic School Valley of Peace Village Cayo District	3	
	91	A - C (420), D - K (370), L - P (382), Q - Z (375)	1547	8244	St. Joseph Roman Catholic School Cotton Tree Village Cayo District	4	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
BELMOPAN	86	A - C (445), D - K (446), L - Q (474), R - Z (497)	1862		Belmopan Comprehensive School (NORTH) South Ring Road Belmopan City	4	Belmopan Comprehensive School South Ring Road Belmopan City
		A - B (402), C - F (489), G - K (427), L - N (453), O - R (393), S - U (395), V - Z (226)	2785		Belmopan Comprehensive School (CENT) South Ring Road Belmopan City	7	
		A - E (469), F - M (485), N - Z (429)	1383		St. Michael Roman Catholic Primary School (WEST) Monja Blanca Street Belmopan City	3	
		A - B (451), CA (437), CE - CL (414), CO - D (409), E - G (468), H - L (345), M - N (445), O - Q (439), R - S (483), T - Z (460)	4351	10381	St. Martin Government Primary School (EAST) #34 Cemetery Road Belmopan City	10	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
DANGRIGA	92 & 93	A - L (313), M - Z (328)	641		Sacred Heart Roman Catholic School #77 Sisters of Holy Family Avenue Dangriga Town	2	Holy Ghost Roman Catholic School Jetty Road Dangriga Town
	94	A - K (346), L - Z (389)	735		Zion Seventh Day Adventist School #90 Saint Vincent Street Dangriga Town	2	
	95	A - GA (359), GE - N (364), O - Z (384)	1107		Delille Academy High School Second New Site Dangriga Town	3	
		A - D (418), E - L (446), M - Q (364), R - Z (383)	1611		Holy Ghost Roman Catholic School Jetty Road Dangriga Town	4	
	96	A - F (430), G - N (419), O - Z (376)	1225		Alexia M. Nolberto Government Pre-school Comer 1068 Ninth and Alvarez Street, Wagierale Area Dangriga Town	3	
	97	A - Z (248)	248		Sarawee Community Center Sarawee Village Dangriga Town	1	
	98	A - K (315), L - Z (331)	646	6213	Hope Creek Methodist School Hope Creek Village Dangriga Town	2	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
STANN CREEK WEST	99	A - I (490), J - Z (459)	949		St. Mathews Anglican School Pomona Village Stann Creek District	2	Stann Creek Ecumenical High School Ecumenical Drive Dangriga Town
	100	A - Z (401)	401		Atla Vista Community Center Alta Vista Village Stann Creek District	1	
	101	A - K (263), L - Z (289)	552		St. Augustine Roman Catholic School Middlesex Village Stann Creek District	2	
	102	A - Z (48)	48		Mullins River Methodist Church (Compound) Mullins River Village Stann Creek District	1	
	103	A - L (412), M - Z (432)	844		Holy Family Roman Catholic School Hopkins Village Stann Creek District	2	
	104	A - G (310), H - Z (345)	655		Silk Grass Methodist School Silk Grass Village Stann Creek District	2	
	105	A - Z (483)	483		Sittee River Methodist School Sittee River Village Stann Creek District	1	
	106	A - L (397), M - Z (339)	736		Santa Cruz Government School Sautu Cruz Village Stann Creek District	2	
	107	A - G (378), H - Z (399)	777		Red Bank Government School Red Bank Village Stann Creek District	2	
	107	A - CA (227), CH (300), CO - M (338), N - S (325), T - Z (292)	1482		Georgetown Technical High School 29 Miles Southern Highway Georgetown Village Stann Creek District	5	
108	A - Z (419)	419		St. Alphonsus Roman Catholic School Seine Bight Village Stann Creek District	1		

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
STANN CREEK WEST	127	A - CA (482), CE - F (408), G - K (445), L - MJ (459), MO - Q (341), R - T (375), U - Z (236)	2746		Independence Primary School Independence Village Stann Creek District	7	Stann Creek Ecumenical High School Ecumenical Drive Dangriga Town
	128	A - Z (505)	505	10597	St. John's Memorial School Placencia Village Stann Creek District	1	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
TOLEDO EAST	109	A - F (455), G - P (473), Q - Z (366)	1294		St. Peter Claver Roman Catholic School #60 George Price Street Punta Gorda Town	3	Toledo Community College New City Area Punta Gorda Town
	109 (Indianville)	A - CH (451), CO - M (384) N - Z (385)	1220		St. Benedict Roman Catholic School Indianville Punta Gorda Town	3	
	109A, 110 & 112	A - Z (497)	497		Cattle Landing Community Center Cattle Landing Village Toledo District	1	
	111 & 112A	A - K (378), L - Z (393)	771		Punta Gorda Methodist School Front Street Punta Gorda Town	2	
	113	A - B (315), CA - CHI (314), CHO - CU (362), D - G (318), H - MAQ (327), MAR - PA (326), PE - RA (341), RE - S (301), T - Z (350)	2954		Our Lady of Bella Vista Roman Catholic School Bella Vista Village Toledo District	9	
	115	A - Z (155)	153		Monkey River Community Center Monkey River Village Toledo District	1	
	116	A - Z (431)	431		St. Joseph Roman Catholic School Baranco Village Toledo District	1	
	117	A - Z (210)	210		Sacred Heart Roman Catholic School Crique Sarco Village Toledo District	1	
	118	A - Z (499)	499		Corazon Creek Technical High School Corazon Creek Village Toledo District	1	
	119	A - Z (525)	525	8554	Little Flower Roman Catholic School Forest Home Village Toledo District	1	

ELECTORAL DIVISIONS	POLLING AREA NOS.	ALPHABETICAL BREAKDOWN	NO. OF REG. ELECTORS	TOTAL NO. OF REG. ELECTORS	NAMES AND ADDRESSES OF POLLING STATIONS	NO. OF POLLING STATIONS	NAMES AND ADDRESSES OF COUNTING STATIONS
TOLEDO WEST	120	A - CE (374), CH (416), CO - L (387), M - R (414), S - Z (387)	1978		Big Falls Roman Catholic School Big Falls Village Toledo District	5	Julian Cho Technical High School 14.5 Miles PG/San Antonio Road Toledo District
	120A	A - H (495), I - Z (510)	1005		Toledo Christian Academy Yemeri Grove Village Toledo District	2	
	121	A - CA (449), CH - CU (466), D - R (321), S - Z (331)	1567		San Luis Rey Roman Catholic School San Antonio Village Toledo District	4	
	122	A - CH (464), CO - K (466) L - Z (384)	1314		San Pedro Columbia Roman Catholic School San Pedro Columbia Village Toledo District	3	
	123	A - CHI (302), CHO - L (405), M - Z (367)	1074		San Francisco de Jeronimo Roman Catholic School Pueblo Viejo Village Toledo District	3	
	124	A - H (420), I - Z (446)	866	7804	Blue Creek Roman Catholic School Blue Creek Village Toledo District	2	
				197018	197018		

**TRAINING DATES AND VENUES FOR GENERAL ELECTION 2025**

<b>Electoral Divisions</b>	<b>Training Venue</b>	<b>Date of Training</b>
<b>Belmopan &amp; Cayo South</b>	Ministry of Health, Vaccine Conference Room	27/02/2025
<b>Lake Independence, Collet, Mesopotamia</b>	The HUB	26 - 27/02/2025
<b>Corozal Bay</b>	Education Department	25/02/2025
<b>Corozal North</b>	Education Department	26/02/2025
<b>Corozal South East</b>	Education Department	26/02/2025
<b>Corozal South West</b>	Education Department	26/02/2025
<b>Dangriga &amp; Stann Creek West</b>	Russell Chiste Garcia Auditorium	26/02/2025
<b>Freetown and Caribbean Shores</b>	The HUB	25/02/2025
<b>Freetown and Caribbean Shores</b>	The HUB	26/02/2025
<b>Albert, Queen Square, Port Loyola</b>	Gateway Youth Center	26-28/02/2025
<b>Belize Rural Central</b>	ITVET	26/02/2025
<b>Belize Rural North</b>	ITVET	27/02/2025
<b>Orange Walk South &amp; East</b>	Orange Walk ITVET	27- 28/02/2025
<b>Orange Walk North</b>	ITVET- OW	27/02/2025
<b>Orange Walk Central</b>	ITVET- OW	28/02/2025
<b>Orange Walk Central</b>	Agriculture Conference Room	05/03/2025
<b>Orange Walk North</b>	NICH	07/03/2025
<b>Cayo Central, North, North East, West</b>	Cayo CET	26/02/2025
<b>Cayo Central, North, North East, West</b>	Cayo CET	27/02/2025
<b>Cayo Central, North, North East, West</b>	Cayo CET	28/02/2025
<b>Belize Rural South</b>	San Pedro House of Culture	27/02/2025
<b>Belize Rural South</b>	I.T. Vet Belize City	03/03/2025
<b>Toledo East and Toledo West</b>	Parish Hall	26 -27/02/2025



**Elections and Boundaries Commission**  
**Old Land's Building,**  
**Market Square,**  
**City of Belmopan**  
**12th March 2025**



## **GENERAL ELECTION** **OFFICIAL RESULTS**

Electoral Division	Candidates	Political Party	# of Reg. Voters	Total Ballots Cast	% of Voter Turnout	# of Votes cast	% of Votes by Party
Freetown	Abraham Erlington Flowers	UDP (S)	4055	2421	59.70	216	8.92%
	Francis William Fonseca	PUP				2164	89.38%
		rejected				41	1.69%
Caribbean Shores			4383	2505	57.15		
	Andrew Leo Bradley	UDP (T)				320	12.77%
	Tyrone "Ty" Louriano	UDP (S)				109	4.35%
	Kareem David Musa	PUP				2025	80.84%
		rejected				51	2.04%
Pickstock	Anthony Robert Mahler	PUP					Uncontested
Fort George	Henry Charles Usher Sr.	PUP					Uncontested
Albert			3111	2340	75.22		
	Kaya Cattouse	PUP				1014	43.33%
	Jose Luis "Jun" Espat	UDP (S)				20	0.85%
	Cornelio Day Rogelio Galvez	PDM				3	0.13%
	Tracy Panton	UDP (T)				1243	53.12%
		rejected				60	2.56%
Queens Square			2824	2026	71.74		
	Godwin Dominic Haylock	UDP (T)				1192	58.84%
	Garry Matus	PDM				9	0.44%
	Dr. Lorna Marie McKay	PUP				687	33.91%
	Shane Devon Williams	UDP (S)				66	3.26%
		rejected				72	3.55%
Mesopotamia			2253	1514	67.20		
	Moses "Shyne" Barrow	UDP (S)				318	21.00%
	Lee Mark Chang	UDP (T)				601	39.70%
	Lawrence Russel Ellis	PUP				503	33.22%
		rejected				92	6.08%
Lake Independence			6807	5006	73.54		
	Samuel Cutkelvin	UDP (S)				19	0.38%
	Cordel Hyde	PUP				4806	96.00%
	Cecil Jenkins	UDP (T)				92	1.84%
		rejected				89	1.78%
Collet			3625	2432	67.09		
	Devin Daly	PUP				1271	52.26%
	Patrick Jason Faber	UDP (T)				1108	45.56%
		rejected				53	2.18%
Port Loyola			4804	2547	53.02		
	Nelma "Mortis" Jones	UDP (S)				151	5.93%
	Anthony "Boots" Martinez	UDP (Boots)				352	13.82%
	Wilmore "Tab" Tablada	PDM				54	2.12%
	Gilroy Dinsdale Usher	PUP				1577	61.92%
	Philip "Tracy Panton" Willoughby	UDP (T)				261	10.25%
		rejected				152	5.97%

Belize Rural North			5246	3315	63.19		
	<b>Marconi Devane Leal</b>	<b>PUP</b>				<b>2898</b>	<b>87.42%</b>
	Andrew "Lion Truth"	PNP				56	1.69%
	Eustace Alden "Big C"	UDP (S)				298	8.99%
		<b>rejected</b>				63	1.90%
Belize Rural Central			7832	4660	59.50		
	David Almendarez	UDP (S)				142	3.05%
	<b>Dolores Balderamos</b>	<b>PUP</b>				<b>2895</b>	<b>62.12%</b>
	Estevan Alejandro Perera	PDM				49	1.05%
	Beverly "Ms. Bev" Williams	UDP (T)				1367	29.33%
	Aaron "Bunny T" Wilson	BJM				34	0.73%
		<b>rejected</b>				173	3.71%
Belize Rural South			10149	5767	56.82		
	Abner "Chamber" Bacab	BJM				159	2.76%
	Manuel Jr. "Don Jun"	UDP (T)				1898	32.91%
	Lagha "Dani" Mahmoud	UDP (S)				110	1.91%
	<b>Andre Perez</b>	<b>PUP</b>				<b>3418</b>	<b>59.27%</b>
		<b>rejected</b>				182	3.16%
Corozal Bay			6691	4753	71.04		
	<b>Thea Garcia Ramirez</b>	<b>PUP</b>				<b>3122</b>	<b>65.68%</b>
	Heman Andre Riverol	UDP (T)				394	8.29%
	Elvia "Elvie" Vega Samos	IND				1160	24.41%
		<b>rejected</b>				77	1.62%
Corozal North			7466	5989	80.22		
	David "Dave" Castillo	PUP				2385	39.82%
	Condace "Lowe" Espedido	BJM				44	0.73%
	<b>Hugo Patt</b>	<b>UDP (S)</b>				<b>3497</b>	<b>58.39%</b>
		<b>rejected</b>				63	1.05%
Corozal South East			7337	5492	74.85		
	Antonio "Tony" Herrera	UDP (S)				1755	31.96%
	<b>Florencio Julian Marin</b>	<b>PUP</b>				<b>3683</b>	<b>67.06%</b>
		<b>rejected</b>				54	0.98%
Corozal South West			6424	5034	78.36		
	<b>Ramiro Ramirez</b>	<b>PUP</b>				<b>2830</b>	<b>56.22%</b>
	Martin Rivera	UDP (S)				2149	42.69%
		<b>rejected</b>				55	1.09%
Orange Walk Central			6524	4475	68.59		
	<b>John "Johnny" Antonio</b>	<b>PUP</b>				<b>3416</b>	<b>76.34%</b>
	Denni Grijalva Cruz	UDP (T)				837	18.70%
	Yara Mariza Cal Villeda	UDP (S)				83	1.85%
		<b>rejected</b>				139	3.11%
Orange Walk North			8534	5904	69.18		
	<b>Ramon "Monchi"</b>	<b>PUP</b>				<b>3829</b>	<b>64.85%</b>
	Carlos Grabiell Zetina	UDP (S)				1970	33.37%
		<b>rejected</b>				105	1.78%
Orange Walk East			7633	4754	62.28		
	<b>Kevin Bernard</b>	<b>PUP</b>				<b>3993</b>	<b>83.99%</b>
	Lance Bentley Pelayo	UDP (S)				161	3.39%
	Marlo Alexis Perera	UDP (T)				466	9.80%
		<b>rejected</b>				134	2.82%
Orange Walk South			7534	5439	72.19		
	<b>Jose Abelardo Mai</b>	<b>PUP</b>				<b>3462</b>	<b>63.65%</b>
	German Evan Tillett	UDP (S)				1931	35.50%
		<b>rejected</b>				46	0.85%
Cayo North			8980	6256	69.67		
	<b>Michel "Micho" Chebat</b>	<b>PUP</b>				<b>3518</b>	<b>56.23%</b>
	Omar Antonio Figueroa	UDP (S)				2587	41.35%
	Leroy "Lee" Lisbey	BJM				67	1.07%
		<b>rejected</b>				84	1.34%

Electoral Division	Candidates	Political Party	# of Reg. Voters	Total Ballots Cast	% of Voter Turnout	# of Votes cast	% of Votes by Party
	Omar Antonio Figueroa	UDP (S)				2587	41.35%
	Leroy "Lee" Lisbey	BJM				67	1.07%
		rejected				84	1.34%
Cayo Central			8761	5514	62.94		
	<b>Alex Balona</b>	<b>PUP</b>				<b>3031</b>	<b>54.97%</b>
	Francisco Concepcion "Junie" Escobar	GODP				26	0.47%
	Mark Roland "OB" O'Brien	UDP (S)				2310	41.89%
	Roody Lewinsky Wade	BJM				29	0.53%
		rejected				118	2.14%
Cayo West			7674	5115	66.65		
	Jorge "Milin" Espat	PUP				2286	44.69%
	<b>Miguel "Mike" Guerra</b>	<b>UDP (S)</b>				<b>2612</b>	<b>51.07%</b>
	Esduiit Ariel "Yey" Moralez	BJM				66	1.29%
		rejected				151	2.95%
Cayo South			8244	5177	62.80		
	<b>Julius Espat</b>	<b>PUP</b>				<b>4476</b>	<b>86.46%</b>
	Jose Antonio Samayoa	UDP (S)				67	1.29%
	June Young	UDP (T)				510	9.85%
		rejected				124	2.40%
Cayo North East			6578	4137	62.89		
	Albert Joseph Fernandez	UDP (S)				1259	30.43%
	<b>Orlando "Landy" Habet</b>	<b>PUP</b>				<b>2813</b>	<b>68.00%</b>
		rejected				65	1.57%
Belmopan			10381	6190	59.63		
	Ralston Edward "Fraze" Frazer	UDP(S)				215	3.47%
	<b>Oscar Mira</b>	<b>PUP</b>				<b>4009</b>	<b>64.77%</b>
	John Birchman Saldivar	UDP (T)				1789	28.90%
		rejected				177	2.86%
Dangriga			6213	2925	47.08		
	Cyril Uruwei Garcia	IND				628	21.47%
	<b>Louis "Dr. Zab" Zabaneh</b>	<b>PUP</b>				<b>2237</b>	<b>76.48%</b>
		rejected				60	2.05%
Stann Creek West			10597	5393	50.89		
	Macario Augustine Jr.	UPD (S)				171	3.17%
	<b>Rodwell Stephen "Rado" Ferguson Sr.</b>	<b>PUP</b>				<b>3907</b>	<b>72.45%</b>
	Mateo Tomas Polanco	IND				24	0.45%
	Domingo Francis Valerio	BJM				46	0.85%
	Ivan "Junie" Williams	UDP (T)				1159	21.49%
		rejected				86	1.59%
Toledo East			8554	5537	64.73		
	William Anthony "Wil" Maheia	PNP				384	6.94%
	<b>Osmond Reynaldo Martinez</b>	<b>PUP</b>				<b>5032</b>	<b>90.88%</b>
	Orlando Albert "Landy" Muschamp	IND				37	0.67%
		rejected				84	1.52%
Toledo West			7804	5385	69.00		
	<b>Oscar Ruben Requena</b>	<b>PUP</b>				<b>3809</b>	<b>70.73%</b>
	Alfonso Sanchez Jr	UDP (S)				1523	28.28%
		rejected				53	0.98%

Source: Elections and Boundaries Department

SUMMARY	
Total Registered Electors	197018
Total Votes Cast	128002
Total Votes for PUP	85096

