



Ministry of Rural Transformation

**Community Development, Labour
and Local Government**

ANNUAL TECHNICAL REPORT 2021

**MINISTRY OF RURAL TRANSFORMATION, COMMUNITY
DEVELOPMENT, LABOUR AND LOCAL GOVERNMENT**

MESSAGE FROM THE MINISTER



Hon. Oscar Requena

On November 21st, 2020, the Belize people gave our government a mandate to fix a badly broken economy and bring much needed attention to rural areas that had been neglected for more than a decade. The people clearly and forcefully expressed their desire for a new way of doing business and a better government through the ballot box. We have been reorganizing and refocusing our energies on improving our service delivery and responsiveness to the needs of rural communities, municipalities, workers, and employers since taking over this Ministry, which includes the Labour Department, Local Government Department, and Rural Development Department. We are pleased with the progress we have made in the last year. We responded to poorly managed water boards by restoring better services to rural residents. We have upgraded several and provided new water connections to families so that they can have full access to potable water. We have strengthened the Labour Department's services and refocused attention on worker and employer rights. We have expanded our education and outreach programs, as well as reasserted the Labour Department's role and mandate, to ensure that we build and maintain harmonious and productive industrial relations. We have also significantly improved our oversight of municipal governments to ensure compliance with best practices and the law. Nonetheless, there is still a great deal of work to be done. Given the Ministry's mandate, we essentially serve both urban and rural populations directly. This year, we will continue to improve the quality and efficiency of all our departments. This means that we will continue to invest in the capacity and well-being of our staff and personnel by providing them with new skills and information. We place a significant emphasis on our staff well-being as they are on the front lines of the services we provide as a Ministry. They always represent the Ministry's public face. We will also work to improve our internal structures so that they are able to address the changing needs of the public as we implement our broad strategic plans. In closing, I'd like to thank all our partners who supported and assisted us throughout the year. To recognize this support, we will continue to hold our annual stakeholder award ceremony. Through determination, dedication, and hard work, we will address the challenges that we face as a country and build the prosperity that we deserve.

<u>Table of Content</u>	<u>Page</u>
Message from Minister.....	2
1. Abbreviations.....	4
2. Executive Summary.....	5
3. Introduction.....	6
4. Mission Statement and Priorities of the Ministry.....	6
5. Main Achievements.....	8
6. Lessons Learnt.....	15
7. Future Priorities and Plans.....	16
8. Staffing and Financial Considerations for 2021-2022.....	17
9. Conclusions and Recommendations.....	18
10. Annexes.....	19

1. ABBREVIATIONS

CBA	Central Building Authority
CLGF	Caribbean Local Government Forum
ESS	Employment Service System
ICT	Information and communication technology
ILO	International Labour Organization
LG	Local Government
MIDH	Ministry of Infrastructure Development and Housing
PES	Public Employment Service Unit
PVC	Polyvinyl Chloride
TEP	Temporary Employment Permit
TCC	Town and City Councils
UNICEF	United Nation Children's Fund

2. EXECUTIVE SUMMARY

For more than a decade, rural residents needs were ignored, and much of their local infrastructure deteriorated or failed to keep up with the growing population. Poverty has been and continues to be a major social issue in rural areas, where it is frequently more than double the rate in urban areas. Upon taking over the Ministry, we set about revising its Mission and developing new strategic actions to chart a new course. A series of strategic meetings were held across the country. This process also identified the Ministry's key priorities. The Ministry's key priorities are as follows: a) Policy and Legislative Reform, b) a Digitization Program, c) Financial Sustainability of Village Councils of Water Boards, e) Strategic Rural Development, and f) Reorganization and Strengthening of Technical Capacity. During the last fiscal year, we have identified several weaknesses in the municipal legislation that limit the central authority of Minister/Ministry to effectively oversee towns and city councils. There are at least three municipal legislation iterations that must be amalgamated. The National Policy on Local Governance also requires revision and updating to reflect current issues and the government's new development agenda. Similarly, the existing labour law dates from the pre-independence era and does not adequately address today's labour market and industrial conditions. The Labour Act must be revised and updated to reflect current realities in terms of provisions for the new economy as well as the penalties for violating labour rights. Under rural development, the existing manner of managing and overseeing 194 rural communities and 108 water systems is cumbersome and inefficient. This is one of the reasons why so many issues have previously slipped through the cracks in terms of monitoring provided to village councils and water boards. Furthermore, the Ministry's main well drilling equipment is over 20 years old and needs to be replaced. This equipment requires constant and costly maintenance, so replacement is necessary at this stage.

While working to address these challenges and constraints, the Ministry will focus on revising and updating the policy on local governance in the coming fiscal year. Trade license reform, municipal boundary realignment, and municipal climate resilience will also be prioritized. The focus of the Labour Department will be on revising and updating the national Labour Act, as well as on implementing the Plan Belize commitment to increase the minimum wage to \$5. Moreover, the department will continue with its service digitization program in order to improve the efficiency and quality of services provided to the public. Meanwhile, the Rural Transformation Department will begin developing a national rural development strategy to coordinate targeted interventions and investments for the development of rural areas with an impact on poverty and community development. The department will also work to address the severe deficiencies in rural water system management that currently exist. Rural water systems are currently unsustainable financially, with many failing to break even to cover basic operating costs. Significant efforts have been expended this year, and with a clear new agenda in place, more can be expected in the coming year.

3. INTRODUCTION

Previously, the Ministry of Labour, Local Government, and Rural Transformation was known as the Ministry of Labour, Local Government, and Rural Development. While the Ministry still has a rural development department, the change in title communicates to the country the government's intention to make significant changes in the lives of rural communities, as outlined in #Plan Belize. For more than a decade, rural resident's needs were ignored, and much of their local infrastructure deteriorated or failed to keep up with the growing population. Poverty has been and continues to be a major social issue in rural areas, where it is frequently more than double the rate in urban areas. The Ministry has had various configurations, but for the most part, rural development, local government, and labour have all remained under the same parent Ministry. At the start of this administration, the Ministry was found to be listless and not receiving adequate attention from its leadership. There was no real strategy or agenda for promoting rural development, strengthening local government, or collaborating more closely with the labour market and improving labour relations between workers and employers. Staff morale was low, and many lacked the basic tools needed to do their jobs. This situation has been receiving much needed attention now. Since assuming office, we have engaged directly with the staff, visiting all district offices, and have articulated a clear agenda of transformation, growth, improvement, and progress. Through direct action in rural communities, we have demonstrated to both staff and rural residents that we fully intend to serve and meet their needs by collaborating closely with them. Similarly, we have begun to improve the work of the Labour Department and the Local Government Department. We have engaged new partners in the process, and we are actively seeking the support of other Ministries to address the needs of rural and urban communities. This report highlights some of the most important activities that we have undertaken, but it is not exhaustive. The report highlights the accomplishments of our major departments and programs, as well as some of the lessons learned along the way. We emphasize some of the key changes we want to make within the departments and the Ministry as we strive to enhance our service to the public to improve the quality of their lives. We are also clear on our future priorities and plans, which we will develop and implement in the coming fiscal year.

4. MISSION STATEMENT AND PRIORITIES OF THE MINISTRY

The Mission of the Ministry is as follows:

The Ministry of Rural Transformation, Community Development, Labour and Local Government is committed to building sustainable and resilient communities in Belize through improved local governance, labour administration, and community development.



This revised Mission and strategic actions were developed in a participatory process with Ministry staff at a series of strategic meetings held across the country. Through this process, the Ministry's key priorities were also identified.



The Key Priorities of the Ministry include the following:

1. **Policy and Legislative Reform** – The Ministry is working to address major aspects in local governance, labour, and rural development policy and legislation. In all three departments, the Ministry is working to amend, revise, and update legislation in order to provide clearer provisions and requirements, empower citizens, strengthen sanctions, and strengthen oversight capacity. This includes, as stated in #Plan Belize, increasing the minimum wage to \$5.00 and revising the Trade License Act.
2. **Digitization Program** – In the Labour and Rural Development Departments, the Ministry has a strong program to digitize processes and procedures to improve the efficiency and quality of services provided to the public.
3. **Financial Sustainability of Village Councils of Water Boards** – The Ministry deems the financial sustainability of water boards and village councils to be critical, and several interventions are underway to address this issue directly.

4. **Strategic Rural Development** – The Ministry will begin work on developing a roadmap that clearly articulates the development needs of rural areas based on solid research, as well as developing specific interventions that will be carried out under a clear collaborative mechanism to ensure maximum impact, resulting in sustainable growth and poverty reduction.
5. **Reorganization and Strengthening of Technical Capacity** – The structures in place at all departments within the Ministry have not kept up with the demands placed on the Ministry, but also due to a lack of strategic planning by previous administration to improve the services provided by the Ministry. There is a need to realign administrative structures, recruit new staff and improve the overall organizational structure.

5. MAIN ACHIEVEMENTS

The Ministry has leveraged numerous partnerships to achieve the following outcomes. Among the partners are international organizations, local civil society partners, and sister Ministries within the Belizean government.

5.1 Local Government

Legal & Policy Reform

The Department of Local Government has been working closely with towns and city councils across all municipalities in order to advance meaningful reforms to local governance. Some of the main initiatives undertaken include the following:

- **Municipal Boundaries** - We have completed drafting proposed new boundaries for seven municipalities in collaboration with the Ministry of Natural Resources and the Belize Mayors' Association. This entails expanding and readjusting the boundaries of Belize's towns and cities for municipalities to better serve all expanding urban areas. The completion of this initiative will require legal amendments to bring the new boundaries into effect.
- **Parking Meters** – We approved and promoted the installation of parking meters in all municipalities in collaboration with the Ministry of Transport. The Belize City Council has moved forward with this initiative, and city residents are slowly adapting to the new measure. The meters will help alleviate traffic congestion on city streets while also providing additional revenue to the council.



- **Trade License Reform** – A new bill to reform the country's trade license regime has been developed and submitted to the National Assembly for its first reading. The new bill modernizes the current regime and increases predictability in the determination of trade license fees. It also includes the implementation of a trade license for rural areas, which has previously been lacking. This contributes to greater regulation of commerce throughout the country as well as improved efficiency in the ease of doing business. The Department is currently reviewing the feedback and submissions made to the House Committee on the bill, and it will be presented to the House again once the revision process is completed.

Capacity Building & Institutional Strengthening of Municipalities – Local Government (LG) staff participated in and benefited from the Municipal Finances Project, which was facilitated and implemented by the Caribbean Local Government Forum (CLGF) with assistance from the Caribbean Development Bank (CDB) and the World Bank Institute. LG also received introductory and advanced QuickBooks application training to assist the Department build its capacity to provide oversight, monitoring, and technical support to Town and City Councils (TCCs). The Department also facilitated the upgrade of four town and city council's management and administrative information and community technology (ICT) platforms, and it has now implemented a checklist to ensure council's compliance with their respective council legislation.



Climate Adaptation for the Urban Sector - We launched a Municipal Climate Resilience Initiative for all nine municipalities with the support of the Caribbean Community Climate Change Center (5Cs) to address climate vulnerabilities and development challenges. A concept note has been developed as part of this initiative and will be submitted for Green Climate Fund (GCF) funding.



Sustainable & Child-Friendly Municipalities Initiative – The Department facilitated in the establishment of the National Children's Parliament in commemoration of International Children's Day in November 2021. We also facilitated training and certified over sixty (60) children in four (4) municipalities as Air Quality Champions.

5.2 Labour

ILO Article 22 Reports - Article 22 of the International Labour Organization Constitution requires each Member State to submit an annual report to the International Labour Office on the measures it has taken to implement the provisions of Conventions to which it is a party. During the year 2021, the Labour Department prepared thirteen (13) Article 22 Reports, which were approved by Cabinet and submitted to the International Labour Organization, many of which had been pending since 2019.

Labour Inspections - Labour inspection is an important component of the labour administration system as it ensures workplace compliance with the labour laws. Approximately five hundred and seventy-three (573) inspections were conducted at various workplaces in 2021.



Labour Advice and Industrial Relations - During the year 2021, the Labour Department provided approximately ten thousand one hundred and eighty-nine (10,189) labour advice to workers, employers, stakeholders, and others. Labour advice given included notice period, average vacation, annual vacation, overtime, public and bank holiday, public and bank holiday overtime payment, wages, minimum wage, sick leave, maternity leave, severance, and wage deductions. The Labour Department receives and investigates labour complaints with the goal of resolving them. In 2021, the Labour Department received four hundred and fifty-nine (459) labour complaints and resolved three hundred and seventy-seven (377) labour complaints. Workers received a total of \$407,516.01 in benefits from their employers as a result of labour complaints resolved by the Department, including Notice Pay, Average Vacation Pay, Annual Vacation Pay, Overtime Pay, Balance of Wages, Minimum Wage, Sick Leave Pay, Maternity Leave Pay, Severance Pay, and reimbursement for illegal deductions made from workers' wages, among other things. Conciliation/Mediation is a form of dispute resolution in which a third party assists the parties in reaching an agreement or finding a mutually acceptable solution. In 2021, the Labour Department used the conciliation/mediation method to resolve approximately 177 labour complaints.

Labour Education - The Labour Department provides Labour Education to increase awareness of employers' and workers' rights and responsibilities. This initiative promotes healthy working relationships between employers and employees by providing a better understanding of their rights and responsibilities, as well as reducing the number of employment disputes. In 2021, the Labour Department conducted a total of four hundred eighty-seven (487) Labour Education Sessions. Staff, managers, owners, workers, students, and teachers all attended these sessions. In addition, the Labour Department reviewed and vetted twenty-three (23) employment contracts as well as six (6) employment policies. Prior to vetting, the Labour Department ensured that each contract complied with the provisions of the Labour Act, Chapter 297, Revised Edition 2020.



Collective Bargaining Agreement (CBA) - The Labour Department was instrumental in the signing of three (3) CBAs in 2021, as well as ensuring compliance with the Trade Unions and Employers' Organizations (Registration, Recognition, and Status), Chapter 304, Revised Edition 2011, and promoting industrial peace and harmony.



Temporary Employment Permit (TEP) - The Labour Department launched its online Temporary Employment Permit (TEP) on January 5, 2021. The online system allows applicants to complete an online application, upload all supporting documents, schedule interviews online, and receive email notifications about the status of their application. The Labour Department processed a total of two thousand five hundred and forty (2,540) TEP applications from January 1st to December 31st, 2021. Two thousand five hundred and twenty-nine (2,529) applications were approved out of this total. The portal now includes an online payment feature, making the entire process completely online from start to finish.

Employment Service Unit - The Labour Department's Public Employment Service Unit (PES) provides employment services countrywide. The Labour Department launched its online Employment Services System on March 15, 2021, where employers and job seekers can register online. In 2021, three hundred and seventy-three (373) demonstrations of the system (ESS) were performed, four hundred and fifty-one (451) jobs were matched in the system, six hundred and

seventy-four (674) employers were contacted, and five hundred and fourteen jobseekers were contracted.

Child Labour - Despite the challenges associated with COVID 19, the Labour Department conducted Labour Inspections throughout 2021. In 2021, there were a total of ninety-seven (97) inspections of children working in the labour force. Child Labour Education sessions were also held throughout 2021 to educate the public, staff, and management of organizations about the dangers of child labour. In 2021, a total of sixty-six (66) Child Labour Education Sessions were held. In 2021, the Ministry, with the guidance and assistance of the International Labour Organization and UNICEF, began laying the groundwork for Belize's National Child Labour Policy. The Policy is now complete and was launched on July 18, 2022.

Comprehensive Review of the Labour Act – The Labour Department is currently conducting a thorough review of the Labour Act. On November 24, 2021, the Cabinet approved this review process, which included a review of new COVID-19 pandemic regulations.

Mental Health Forum - On September 2, 2021, the Labour Department hosted its first Mental Health Forum for public officers and members of the public. This forum came at an ideal time, particularly during the COVID-19 Pandemic, when everyone was under stress. The forum was live streamed using the ICT infrastructure of the Government of Belize Press Office. Mental health professionals spoke on a variety of topics, including basic mental health understanding, healthy coping methods, and a segment on available resources.

109th International Labour Conference - The Labour Department participated in the ILO's 109th International Labour Conference in June and November 2021. This annual Conference brings together governments, workers, and employers from ILO member countries. Each member state is represented by two government delegates, an employer delegate, a worker delegate, and their respective advisers. Many of the government representatives are cabinet ministers responsible of labour issues in their respective countries. On June 16, 2021, the Hon. Oscar Requena delivered his speech to the Conference Plenary.

5.3 Rural Transformation

Rural Women Economic Empowerment – The Rural Transformation Department, in collaboration with the Ministry of Human Development, has initiated a small grants program to support rural women's economic empowerment by assisting microenterprises in increasing women's income and employment opportunities. Three different women's groups from Corozal, Cayo, and Toledo received grants in the first round. The funding was provided by the Ministry of Human Development, while technical oversight and implementation monitoring was provided by the Ministry of Rural Transformation.



Management and Oversight of Village Councils

The Rural Transformation Department continues to oversee all village councils across the country. This includes monitoring, financial reporting review, and the facilitation of the transfer of Liquor License Fees. The liquor license fee is currently the only source of revenue available to village councils for the development and maintenance of their communities. In 2021, a total of three hundred sixty-five thousand, seven hundred thirty-two dollars and fifty-seven cents (Bz\$365,732.57) was distributed to sixty-eight (68) village councils. The Stann Creek and Cayo districts received the most funds from liquor license fees. These two districts received 34% and 31% of the disbursement, for a total of 65% or Bz\$26,877.57. There are fifty-one (51) villages that can benefit, but many have not met the necessary requirements. Rural officers will be working with those villages in this new fiscal year.

Management and Oversight of Water Boards

There are 108 rudimentary water systems serving 126 villages, 42 villages served by Belize Water Services Limited, and 22 villages served by hand pumps and other water sources. Similarly, the Ministry continues to monitor and support water boards across the country. Total water board expenses amounted \$2,993,385.81, with energy (electricity/fuel), supplies & equipment, office supplies, transportation, salaries, repairs/maintenance, social security, and others accounting for most of the money. The total income for 2021 is \$3,107,488.23, indicating that they are barely breaking even, while others are not. The Ministry is working to address this gap in water board operations and management. The Ministry trained 90 members of the water board who will be appointed in 2021.



Rural Water Supply Unit

The Rural Water Supply Unit is responsible for drilling and maintaining production wells for water systems and handpumps across the country. This year, the Unit accomplished the following:

- Drilled 23 production wells countrywide
- Drilled 45 farmers' wells countrywide
- Airlifted and super chlorinated 41 production wells countrywide
- Extracted 23 submersible pumps and conducted repairs, replacement of pipes and pumps.
- Delivered 88,600 gallons of water delivered/distributed in villages across Belize using the water bowser.
- Supported numerous communities and water boards throughout the country by providing water vats, submersible pumps, PVC pipes for water expansion to connect new households. These include but not limited to:
 - Blue Creek Water Board- 2 water vats
 - Medina Bank Water Board- 1 submersible pump
 - San Narciso/Louisville Water Board- submersible pump and motor
 - Jordan Village Water Board- steel and cement for a second water tank
 - 8,560 feet of PVC pipes of various size to several water boards for water services expansion.



6. LESSONS LEARNT

Local Government

Municipal legislations have significant weaknesses that limit the central authority of Minister/Ministry to effectively oversee towns and city councils. There are at least three municipal legislation iterations that must be merged. The process of local governance reform is complex, difficult, and exhausting, and it will take time to materialize. The National Policy on Local Governance requires revision and updating to reflect current issues and the government's new development agenda.

Labour

The current labour law dates from before independence and does not adequately address today's labour market and industrial conditions. The Labour Act must be revised and updated to reflect current realities in terms of provisions for the new economy as well as the penalties for violating labour rights.

Rural Transformation

The current regime's management and oversight of 194 rural communities and 108 water systems is cumbersome and inefficient. This is one of the reasons why so many issues have previously slipped through the cracks in terms of monitoring provided to village councils and water boards. Furthermore, the Ministry's main well drilling equipment is over 20 years old and needs to be replaced. This equipment requires constant and costly maintenance, so replacement is required at this stage.

7. FUTURE PRIORITIES AND PLAN

Local Government

The Department of Local Government will concentrate on revising and updating local governance policy. The existing policy was developed several years ago but has yet to be fully implemented. The Department will also focus on trade license reform, municipal boundary realignment, and municipal climate resilience.

Labour

The Labour Department will revise and update the national Labour Act. This Act predates the establishment of independent Belize, with only minor changes made since then. The department will work on implementing Belize's commitment to increasing the minimum wage to \$5. In addition, the department will continue its digitization program of its services to improve the efficiency and quality of services provided to the public.

Rural Transformation

The Rural Transformation Department will begin developing a national rural development strategy to coordinate targeted interventions and investments for rural development with an impact on poverty and community development. The department will also work to address the severe deficiencies in rural water system management that currently exist. Rural water systems are currently unsustainable financially, with many failing to break even to cover basic operating costs. We will target this for improvement and change.

6 7. STAFFING AND FINANCIAL CONSIDERATIONS FOR 2021-22

Department	Human Resources	Financial Resources	Other Considerations	2021-2022
Local Government	Department as four experienced and qualified officers but very few relative to the role the department plays in the oversight provided to municipal governments.	Adequate for level of service provided however any new programs will require new financial resources to cover operations and personnel.	The Department is moving to focus on the economic development and climate resilience aspect of municipalities and will need an economist to support this new approach. Similarly, the staff structure is flat and does not currently allow for a deputy director to support the director and the department overall.	\$4,699,646
Labour	There is an adequate level of skilled and experienced personnel however roles are becoming more specialized over time.	With the support of regional and international partners and internal resources, the Department has been able to meet its costs of programs and operations.	There is a need to revamp the employment services unit to make it more effective in addressing workforce preparedness. There is also a need to address the demand for specialization within the department such as inspection, industrial relations, child labour, etc.	\$1,978,933
Rural Development	Most rural officers have experience and newer officers are receiving appropriate level of support and training. There is need to enhance their understanding of rural development and expand the use of technology	Financial resources are needed to expand financial sustainability program for water boards. This includes the purchasing and installing of water meters and expansion of water systems. There is also need to hire new personnel to	Better oversight of water boards and village councils with new systems and personnel needs to be instituted. Also, there is a need to expand work on village streets and farmers roads, infrastructure that is critical for rural communities and	\$1,752,356

Department	Human Resources	Financial Resources	Other Considerations	2021-2022
	in services provided.	manage rural water systems as a single entity.	which MIDH struggles to meet and respond to due to sheer scale of responsibility.	

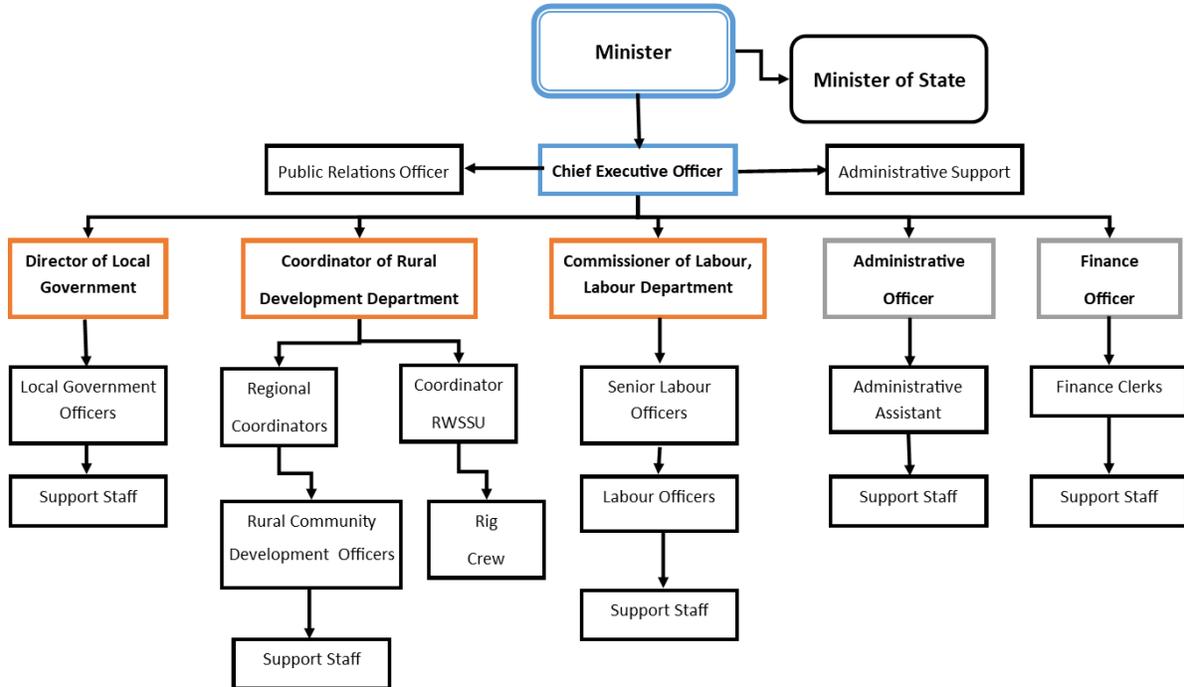
8. CONCLUSIONS AND RECOMMENDATIONS

Over the past year, the Ministry has worked to improve its public service delivery. The Ministry's direct attention to rural communities has improved significantly, as has coordination with other Ministries, particularly the Ministry of Infrastructure Development and Housing. The Rural Transformation Department has taken a proactive approach in collaborating with water boards on servicing and maintenance of water systems to reduce the cost of crisis-related interventions. The Rural Transformation Department has continued to support rural water systems in situations where they are unable to address situations on their own or require additional assistance. Similarly, rural farmers were given more attention in terms of providing water services for their fields and farms in order to boost local production and economic activity through agriculture. Much of this work was done in collaboration with the Ministry of Agriculture, Food Security, and Enterprise. In the upcoming fiscal year, the Ministry will work to establish more formal collaborative interventions through the development of a National Rural Development Strategy.

Under Local Government, we have continued to provide more structured support and oversight to municipal governments. We have established more formal procedures to monitor the operational, administrative, and financial operations of all nine municipal governments in the country. We can now track how well each council is doing and how well they are complying with their respective governance legislation. There is a need to combine the various pieces of legislation that govern councils into a single piece of local government legislation. There is also a need to retain new personnel for the department, such as an economist and chief valuer, in order to improve the service and support it provides to municipalities. Significant reforms to key legislation (i.e., Town and City Council Acts, Property Evaluation Act, Liquor License Act) are required to strengthen the Ministry's oversight authority. The Labour Department has been responsible for most of the Ministry's digitization, which will continue. The application process for Temporary Employment Permits has already been digitized, and no paper applications are accepted at the Ministry. What is now required is the inclusion of online payments to ensure that TEP applications are fully digital from start to finish. This will be pursued during the next fiscal year. The Labour Department has also digitized its employment services system, which matches employers and job seekers after they submit their information to a digital database housed within the Department. The Labour Complaints System will be the next process to be digitized in the upcoming fiscal year. All of this is being done to improve the quality of service provided to workers and employers who interact with the department on a regular basis. Policy and legislative reforms will also be pursued by the Labour Department, especially with the revision of the Labour Act. The Department will also work on addressing the increase of the minimum wage to \$5 per hour, as envisioned by #Plan Belize.

9. ANNEXES

9.1 Annex 1. Organizational structure of the Ministry



9.2 Annex 2. List of professional and technical staff of the Ministry

Rural Transformation Department	
Staff Name	Position
Ms. Elsa Cardinez	Coordinator Rural Development
Mr. Ismer Ortega	Regional Rural Coordinator (Northern Region)
Mr. Leonardo Cal	Regional Rural Coordinator (Southern Region)
Mr. Neville Wade	Rural Community Development Officer
Mr. Kurt Gideon	Rural Community Development Officer
Mr. Nemencio Acosta	Rural Community Development Officer
Ms. Sitnah Blease	Rural Community Development Officer
Mr. Christian Loza	Rural Community Development Officer
Ms. Dominga Shack	Rural Community Development Officer
Mr. Adrian Cus	Rural Community Development Officer
Mr. Elmer Osorio	Rural Community Development Officer
Mr. Germin Avila	Rural Community Development Officer
Mr. Jaime Jimenez	Rural Community Development Officer
Mr. Pedro Choc	Rural Community Development Officer
Mr. Manuel de Jesus Hernandez	Rural Community Development Officer
Rural Water and Sanitation Unit	
Staff Name	Position
Mr. Charles Galvez	Coordinator RWSU
Mr. Ernesto Rash	Master Driller
Mr. Ronaldo Coc	Well Rig Operator
Mr. Matthew Rash	Assistant Well Rig Operator
Mr. Edward Day	Assistant Maintenance Foreman
Mr. Benito Coc	Third Hand Helper
Mr. Jaheed Sandoval	Third Hand Helper
Mr. Jamar Loague	Third Hand Helper
Mr. Gilberto Ucan	Third Hand Helper

Local Government Department	
Staff Name	Position
Mr. Clifford King	Director Local Government
Ms. Ashantelee Sutherland	Local Government Officer
Ms. Lauren Cayetano	Local Government Officer
Ms. Aurelia Cal	Local Government Officer

Labour Department	
Staff Name	Position
Ms. Claire Lamb	Senior Labour Officer (Ag. Deputy Labour Commissioner)
Mrs. Aida Reyes	Senior Labour Officer
Mrs. Rissela Dominguez Patt	Senior Labour Officer
Mr. Jesus Yam	Senior Labour Officer
Ms. Gicely Cal	Labour Officer I
Mrs. Daria Bo-Mes	Labour Officer I
Mr. Franklin Martinez	Labour Officer I
Mr. Alfaro Muy	Labour Officer I
Mr. Aniki Palacio	Labour Officer I
Mr. Herman Pastor	Labour Officer I
Mr. Rudy Ake	Labour Officer I
Mrs. Sujelli Ku	Labour Officer II
Mr. Orvin Sanchez	Labour Officer II
Mr. Domingo Pau	Labour Officer II
Mr. Eluterio Novelo	Labour Officer II
Ms. Marcelle Theus	Labour Officer II
Ms. Denise Spain	Employment Officer
Ms. Perla Coba	Employment Officer
Mr. Vernon Avila	Employment Officer
Ms. Brenda Serrano	Employment Officer
Mr. Gabriel Ramos	Employment Officer
Ms. Tarina Moody	Employment Officer
Ms. Esperanza Mendez	Employment Officer
Ms. Christy Edwards	Employment Officer
Ms. Shemicha Cattouse	Employment Officer