



ATTORNEY GENERAL'S MINISTRY

ANNUAL TECHNICAL REPORT

2021

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Message from the Attorney General



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Our Team at the Attorney General's Ministry's duty is to legal advice the Government of Belize and to represent it in all legal matters. Our team is headed by the Attorney General who is assisted by the Solicitor General.

The Attorney General's Ministry has four units: (1) The Litigation Unit which handles all government litigation, (2) The Legislative Drafting Unit which drafts all legislative instruments enacted by the National Assembly or made by the Executive, (3) The Legal Advice Unit which provides legal advice to the Executive, and (4) The International Legal Affairs Unit which handles

all mutual legal assistance offered to foreign states. These Units are all run by Crown Counsel who are trained attorneys at law dedicated to the public service and the business of governance.

We also have other government units that we manage such as the Marriage Registry, the Vital Statistics Unit, and the Belize Intellectual Property Office, and we have provided helpful links to these units as well.

Our Team provides the bedrock support for the rule of law in government and the country and it takes great pride in the work performed in the public service and we aspire to offer the best professional service to the government and people of Belize. We aspire to embrace technology and innovation to make our work and the service rendered more efficient and transparent.

List of Abbreviations

| | |
|--------|--|
| AGM | Attorney General's Ministry |
| BELIPO | Belize Intellectual Property Office |
| DPP | Director of Public Prosecution |
| FO | Financial Orders |
| GOB | Government of Belize |
| ILAU | International Legal affairs Unit |
| JLSC | Judicial and Legal Services Commission |
| LASC | Legal Aid and Service Centre |
| LAU | Legal Advice Unit |
| LDU | Legal Drafting Unit |
| LU | Litigation Unit |
| MPS | Ministry of Public Service |
| PSR | Public Service Regulations |
| VSU | Vital Statistics Unit |

Executive Summary

The Attorney General's Ministry (AGM) is a critical ministry as it functions as the government's law firm which handles civil matters whilst the Director of Public Prosecutions handles criminal matters. Additionally, the office of the Attorney General is the nominal head of the judiciary under whose ministry this other branch of government falls under. In addition to being responsible to draft laws for the government and to represent the government in litigation and to provide legal advice, the AGM manages two other registries, the Vital Statistics Unit and the Belize Intellectual Property Office. Up to 2020, the AGM, VSU and BELIPO had not undergone much, if any innovation and reform and were found in a state of neglect and performing way below professional standards. It will take years of full-time dedication to improving the AGM, the judiciary, VSU and BELIPO due to the years of neglect. It is hoped that this report highlights some of the challenges and progress made to have a better understanding of the future direction of the AGM.

Introduction

The Attorney General's Ministry is the law firm that services the executive and the legislative branch of government. The Attorney General is the legal adviser of the government, and that office is assisted by Crown counsel, who are attorneys hired to assist the office of the Attorney General.

The Attorney General's Ministry has four units:

The Litigation Unit (LU) which handles all government litigation. Pursuant to section 42(5) of the Constitution of Belize, Chapter 4 of the Substantive Laws of Belize, Revised Edition 2011 all legal proceedings for or against the Government of Belize (the “Government” or “State”), in the case of civil proceedings, are properly to be brought in the name of the Attorney General of Belize, who is the principal legal advisor of the Government.

The Legislative Drafting Unit (LDU) drafts all legislative instruments enacted by the National Assembly or made by the Executive. The translation of policy into law is a vital part of promoting good governance and the rule of law in society. Properly managed and executed, the legislative drafting process builds public confidence in the legal system; makes institutions and institutional frameworks more efficient and transparent. It is a process which poses various challenges for those involved, from formulating policy and issuing the drafting instructions, to the actual drafting of the legislation. The LDU of the Attorney General's Ministry is the Law Office of the Government charged with the responsibility for the preparation of draft legislation. The Unit works closely with client Ministries to translate policy into clear, effective and readable law. Our role will often begin when legislation is first being considered and we will remain involved throughout the Parliamentary process.

The Legal Advice Unit (LAU) which provides legal advice to the Executive, was established in January 2021, in response to the Government of Belize's (GOB's) demands for legal advice on a wide range of legal matters. The Unit's mandate is to provide Independent legal advice to the Government of Belize. The Unit receives instructions for legal advice directly through the Attorney General, Solicitor General, Chief Executive Officers and other Heads of Department. Instructions are reviewed and cases assigned to a Crown Counsel within the Unit to respond to the request in a timely manner. The Unit also liaises with other ministries and Government departments to confirm instructions and to organize the sharing of information relevant to a particular matter.

The International Legal Affairs Unit (ILAU) handles all mutual legal assistance offered to foreign states. These units are all run by Crown Counsel who are trained attorneys at law dedicated to the public service and the business of governance. The ILAU is tasked to advise GOB and associated agencies on legal matters that have international law components, both private and public.

We also have other government units that we manage such the Vital Statistics Unit (VSU). The VSU is a department under the Attorney General's Ministry that maintains the records of births, deaths, marriages and other vital statistics within Belize. The main branch is located in Belize City with an additional seven (7) outpost branches located throughout the districts. The head of the VSU is the Registrar who is currently the Solicitor General by virtue of a legislative designation under the Registration of Births and Deaths Act Chapter 157 of the Substantive Laws of Belize, Revised Edition 2011.

Belize Intellectual Property Office established under Part II of the Patents Act (Chapter 253), Revised Edition 2000, is the National Intellectual Property Registry for Belize, Central

America. Its main functions are 1.) to administer the intellectual property legislation of Belize; 2.) to advise the Government of Belize on intellectual property matters, and 3.) to promote knowledge of intellectual property law in Belize.

Our Team takes great pride in the work performed in the public service and we aspire to offer the best professional service to the government and people of Belize. We aspire to embrace technology and innovation to make our work and the service rendered more efficient and transparent.

The DPP falls under our ministry, though it is an office that operates independently of the AGM, and it enjoys constitutional protection. The AGM provides support, but the office of the DPP has its own budget and the Crowns are under the direction and control of the DPP.

Mission and Vision Statement

Mission

Our mission is to provide a fair and accessible justice system to the Government of Belize and the people of Belize. We look forward to contributing to the sustainable development of the nation and to implemental legal and structural reforms to enhance our democratic governance.

Vision

To provide exemplary legal services to the Government and people of Belize.

Purpose

To provide legal services to the Government and people of Belize as the Government's principal legal advisor.

Attorney General's Ministry Achievements by Department

The Attorney General's Ministry

- Developed two virtual court rooms for Crowns to attend trial virtually.
- Established a law library at the AGM and through the generous assistance of Belize Electricity limited, we acquired important law books and treatise.
- Produced the 2020 Revised Laws of Belize, which was last updated in 2011 when the 2011 Revised Edition was published.
- Developed an informative website that provides information about the services of the ministry and provides free access to the 2020 Revised Laws of Belize, this website and laws are available for free to all who have access to the world web.
- Expanded the current units to create a Legal Advice Unit set up to provide full time access to government offices for legal advice.
- Expanded human resources in Legislative Drafting Unit and Litigation Unit
- Provided specialized training to the Crowns in the Legislative Drafting Unit.
- Refocused Legal Aid to assist in the representation of persons accused of indictable offenses that are unrepresented.
- Developed Civil Asset Recovery laws and will be working to establish a Civil Asset Recovery Unit, to assist with combating money laundering and corruption.
- Through the assistance of Impact Justice, will be embarking on a law revision of the Subsidiary Laws of Belize, which has not been revised for some 19 years, since 2003.
- Implemented regulations to govern judicial and law officers under s.110f of the Belize Constitution.

The Judiciary

- Started the process of restructuring the upper courts and will be tabling in due course the Senior Courts Bill.
- Appointed four itinerants Justices of Appeal to the Court of Appeal, with the ultimate gate aim to appoint full time Justice of Appeal.
- Through the assistance of the Commonwealth Secretariat, acquired four judges for the Supreme Court, to clear backlog and two more are to be appointed by the end of 2022.
- Appointed four new magistrates for the magistracy.
- Acquired use of the Charles Bartlett Hyde building to relocate the Family Court to be able to provide safer and roomier facilities for that court.
- Acquired software license from Apex to facilitate the online filing of court documents for Court of Appeal and for the Supreme Court.
- Acquired the full use of the National Bank Building on Albert Street to relocate the Court of Appeal and to relocate some of the offices of the Supreme Court.
- Through the Spotlight Initiative, acquired hardware to enable virtual court hearings for the criminal division and to facilitate witness testimony from the Kolbe Foundation.
- Started to work on introducing new rules for the Family and Probate Division of the Supreme Court to modernize the practice in these courts.
- Made efforts to encourage the Judicial and Legal Service Commission to assert its independence of roles and functions as constituted in the Belize Constitution under s. 110e.

Belize Intellectual Property Office

- Relocated to allow for additional space for expansion.
- Working on the upgraded of IPAS software and hardware at the BELIPO Registry to facilitate online filing of Intellectual Property applications.
- Acceded to the Madrid Protocol which should increase revenue of this registry and ease international business from other countries wishing to protect that intellectual property.

Vital Statistics Unit

- Procured the use of the Charles Bartlett Hyde building to relocate VSU from its congested facilities which will enable the expansion of human resources and improve service delivery.
- Started working on the allocation of funds to develop software and an online platform to digitize this registry to provide more efficient and less timely procedures.

Lessons Learnt

- The AGM needs some restructuring at the managerial level. There needs to be a chief executive officer who supervises administration, and there needs to be a Solicitor General who has the competence to supervise the units in service of the government. Currently, there is a Solicitor General and no CEO. The Solicitor General currently primarily engages in administrative management along with the FO and the AO but is unable to properly supervise and provide legal leadership for the other units. To strengthen the management and standards at the AGM, this restructuring must be implemented.
- The administrative staff in support of the AGM are part of the public service and are supervised by the Public Service Commission (PSC). There is a disconnect between the PSC and the AGM in that the PSR is applicable to the administrative staff who are transferrable under that regime. But the administrative staff servicing the AGM and Crowns develop unique skills sets in preparing legal documents and understanding the court system that are of no utility to the other ministries. For example, a secretary who develops the unique skill set to prepare legislation and who understand the laws, will be of no use to the Ministry of Agriculture for example, whose remit is not that of legal drafting. These administrative support staff may need to be brought under the Judicial and Legal Services Commission, which understands the unique legal requirements of the service of the legal profession.
- In seeking to implement reform and to strict adherence to the rule of law, old practices in the public service are exceedingly difficult to reform and it has been difficult to get senior

public officers to embrace change. They have slavishly followed old practices, and despite the express provision of the PSR and the law to the contrary, they stubbornly insist on old practices in contravention of the express provisions of the PSR. It has taken an inordinate amount of time and resources to get the senior public officers to adopt to change and adhere to express PSR provisions, and this is an ongoing process and challenge.

- There needs to be greater collaboration and communication between MPS and other ministries. Instead of seeing the AGM and other ministries as simply seeking to arbitrarily expand their personnel, the MPS senior officers need to be less antagonistic towards the other ministries and to respect the justification given by the respective ministries in regard to their needs.
- The lack of technical expertise and work ethic in the public service are stark, even among senior public officers, who remain bureaucratic and who lack imagination and hope that governance can improve. Public officers are clock-watchers who work within the strict confines of the working hours and are not in the habit of working overtime. This could be because of the low wages of public officers.
- Promotions need to be merit-based and not based on personal loyalties or years of experience. This is especially critical in the legal profession, so that the ascension of Crowns should be merit-based instead of other considerations to motivate Crowns to aspire for excellence and to add credibility to the AGM.

- Crowns lack proper supervision and discipline. They are not appraised in a timely manner and when they breach the regulations, it is only in extreme cases that they are written up to be disciplined.
- The salary package for Crowns needs to be enhanced if we are to retain good Crowns in the service and to adequately meet the unique offices at the AGM and throughout the judiciary.
- The same is true for BELIPO and the VSU. Someone trained in intellectual property applications and procedures will be of no use to any other ministry save and except BELIPO, whose personnel need to have some grasp of intellectual property. The same can be said for the administrative staff at the VSU, who become experts in understanding the legal regime to register births, deaths, and marriages.

Future Priorities and Plan by Department

Attorney General's Ministry

- Restructure the administration of the AGM and to move the AGM and the judiciary's support staff to the JLSC.
- We are developing Civil Asset Recovery laws and will establish a Civil Asset Recovery Unit, to assist with combating money laundering and corruption.
- Through the assistance of Impact Justice, we will revise the Subsidiary Laws of Belize, which has not been revised for some 19 years.
- Digitize the AGM to facilitate easy access to files by Crowns.
- Fully digitize BELIPO and VSU to provide remote services with a view to improve services.
- Fully implement the MADRID Protocol.

The Judiciary

- Reform of the Magistracy to reform their procedure to expedite trial.
- Assist in drafting practice direction on sentencing to ensure uniformity across magistrate's courts.
- The introduction of new rules for the Family and Probate Division of the Supreme Court to modernize the practice in these courts.
- The restructuring of the administration of the upper courts and tabling of the Senior Courts Bill.

- Introducing hardware to facilitate video recording of all court matters, to enable those video recording to replace type written transcripts which delay the listing of appeal matters.
- Working on securing financial independence of the judiciary through reforms either in having funds earmarked for the Judiciary for them to have access to their own independent fund or through the establishment of a fund, the income of which would finance the operations of the judiciary.
- Establishing a pension scheme for the judiciary as well as medical insurance for those who are eligible.
- Working of Key Performance Indicators for the judiciary to ensure that there is accountability.
- Acquiring additional software for the Chief Justice and judicial heads to be able to better supervise judges and magistrates and to acquire analytical data for them to be able to do so.
- Pushing for full digitization of the courts, which have acquired software, but lack the personnel to fully digitize and organize files to make maximum use of software.

Belize Intellectual Property Office

- Upgrading IPAS software and hardware at the BELIPO Registry to facilitate online filing of Intellectual Property applications.
- Accessing to the Madrid Protocol which should increase revenue of this registry and ease international business from other countries wishing to protect that intellectual property.
- This office is an income earner and can be a greater income earner with the right infrastructure and software facilities.

- Within this year, BELIPO will be able to facilitate online filing including online international applications.
- It needs to be restructured to add additional offices to provide for upward mobility of staff and it needs a proper succession plan.

Vital Statistics Unit

- The Digitalization of VSU to minimize long lines and time-consuming bureaucratic processes. Long lines create opportunity for officers to offer expedite service informally for a fee.
- The relocation of VSU office from its congested facilities which will enable the expansion of human resources and improve service delivery.

Staffing Considerations

Weaknesses

- Lack of strong administrative management. Up to 2020 and continuing, for the most part, Crowns and public officers became nonchalant in their roles, as they were not being properly supervised and guided.
- The Attorney General's Ministry is the GOB's law firm and is not yet functioning to the professional standards to match that of the private sector in terms of standards of professional service. It lacks a proper management structure. Currently, the Solicitor General acts as CEO of the AGM. Technically, the Solicitor General is to also supervise the other units and assist the AG in her function as chief legal adviser to the government. This can no longer continue. There must be a CEO who is fully in charge of administration and a Solicitor General who is competent to supervise all units. As a result, young Crowns are left to supervise and head units, with little legal leadership to guide them in their functions.
- Lack of experienced legally trained administration to be able to run the AGM as a law firm instead of another administrative unit of the government. There is potential with the young Crowns at the AGM, but they need experienced legal leadership to guide and mentor them. There are several vacant posts that we have been unable to fill, for example, the offices of Deputy Solicitor General, which we have advertised but due to the unattractive salary and benefits, we have been unable to fill.
- Up until 2021, the AGM was using basic technology with little innovation, with no networking facilities nor online courts rooms and online registration facilities for its registries.

- There was no criteria and standards to promote Crowns, which caused disillusionment among them with some leaving the AGM after garnering some experience.
- Lack of competitive salaries has hindered the AGM's ability to retain the best Crowns, who stay for a period to garner experience and move on to greener pastures. Unless we can provide a better salary structure, the AGM will lose the best Crowns leaving the government seriously exposed to not having access to the best legal advice from the best Crowns.
- We attempted to restructure the salary scale of Crowns but have been asked to delay providing for further consultation with the Ministry of the Public Service, due to pressures for the greater public service and the public service unions.
- Legal secretaries, paralegals and legal assistants are not offices established under the public service.
- Legal secretaries, paralegals and legal assistants are not offices established under the public service and despite our request for their creation, the MPS has refused to allow the creation of post of legal services. In the long run, it may be best to have these offices fall under the supervision of the Judicial and Legal Services Commission, which may be more in tune with the needs and requirement of the legal profession.
- There has to be more recruitment, especially in the LDU and the LU, and training for those in legal drafting.
- BELIPO lacks a proper succession plan, and it needs to be restructured to provide for upward mobility of administrative staff. It needs a good manager who is dynamic and innovative to push that registry to its full potential.

Strengths

- Strong leadership at ministerial level, but administrative leadership needs to be strengthened.
- Highly qualified staff who are young and trainable need to be promoted strictly on merit.
- Bright young recruits (Crowns) who have great potential as professionals and need to be motivated to remain with the AGM through enhanced salary package and creating a healthy competitive spirit via merit-based promotions.

Financial Considerations by Department for Financial Years 2021-2022 and 2022-2023

General Administration



Government of Belize

FUNDS CONTROL REPORT - Recurrent Expenditure for Fiscal Year 2022

| Cost Centre | Item | Description | Approved | Supplement | Transfers | Adjusted Budget | Release | Encumbrance | Expense | Available | Reserved | Unspent |
|--------------|------|---------------------------------|-------------|------------|------------|-----------------|-------------|-------------|-------------|-----------|----------|----------|
| 31017 | | General Administration | | | | | | | | | | |
| | | | | | | | | | | | | |
| | 230 | PERSONAL EMOLUMENTS | \$781,495 | \$0 | \$0 | \$781,495 | \$781,495 | \$0 | \$759,237 | \$22,258 | \$0 | \$22,258 |
| | 231 | TRAVEL AND SUBSISTENCE | \$38,459 | \$0 | (\$15,000) | \$23,459 | \$23,459 | \$0 | \$19,426 | \$4,033 | \$0 | \$4,033 |
| | 340 | MATERIAL AND SUPPLIES | \$71,584 | \$0 | \$0 | \$71,584 | \$71,584 | \$0 | \$71,561 | \$23 | \$0 | \$23 |
| | 341 | OPERATING COSTS | \$90,337 | \$0 | (\$1,000) | \$89,337 | \$89,337 | \$0 | \$88,820 | \$517 | \$0 | \$517 |
| | 342 | MAINTENANCE COSTS | \$30,448 | \$0 | \$0 | \$30,448 | \$30,448 | \$0 | \$30,447 | \$1 | \$0 | \$1 |
| | 343 | TRAINING | \$17,824 | \$0 | \$25,000 | \$42,824 | \$42,824 | \$0 | \$26,054 | \$16,770 | \$0 | \$16,770 |
| | 346 | PUBLIC UTILITIES | \$73,623 | \$0 | (\$1,000) | \$72,623 | \$72,623 | \$0 | \$68,589 | \$4,034 | \$0 | \$4,034 |
| | 347 | CONTRIBUTIONS AND SUBSCRIPTIONS | \$120,000 | \$0 | (\$33,000) | \$87,000 | \$87,000 | \$0 | \$69,615 | \$17,385 | \$0 | \$17,385 |
| | 348 | CONTRACTS AND CONSULTANCY | \$206,442 | \$0 | \$0 | \$206,442 | \$206,442 | \$0 | \$206,427 | \$15 | \$0 | \$15 |
| | | Total | \$1,430,212 | \$0 | (\$25,000) | \$1,405,212 | \$1,405,212 | \$0 | \$1,340,176 | \$65,036 | \$0 | \$65,036 |



Government of Belize

FUNDS CONTROL REPORT - Recurrent Expenditure for Fiscal Year 2023

| Cost Centre | Item | Description | Approved | Supplement | Transfers | Adjusted Budget | Release | Encumbrance | Expense | Available | Reserved | Unspent |
|--------------|------|---------------------------------|-------------|------------|-----------|-----------------|-----------|-------------|-----------|-----------|-------------|-------------|
| 31017 | | General Administration | | | | | | | | | | |
| | | | | | | | | | | | | |
| | 230 | PERSONAL EMOLUMENTS | \$955,425 | \$0 | \$0 | \$955,425 | \$159,238 | \$0 | \$95,816 | \$63,422 | \$796,187 | \$859,609 |
| | 231 | TRAVEL AND SUBSISTENCE | \$36,350 | \$0 | \$0 | \$36,350 | \$6,060 | \$0 | \$5,153 | \$907 | \$30,290 | \$31,197 |
| | 340 | MATERIAL AND SUPPLIES | \$74,879 | \$0 | \$0 | \$74,879 | \$12,478 | \$2,584 | \$9,503 | \$391 | \$62,401 | \$65,376 |
| | 341 | OPERATING COSTS | \$97,690 | \$0 | \$0 | \$97,690 | \$16,282 | \$5,865 | \$10,073 | \$344 | \$81,408 | \$87,617 |
| | 342 | MAINTENANCE COSTS | \$31,155 | \$0 | \$0 | \$31,155 | \$5,194 | \$0 | \$5,177 | \$17 | \$25,961 | \$25,978 |
| | 343 | TRAINING | \$17,900 | \$0 | \$0 | \$17,900 | \$2,984 | \$1,350 | \$690 | \$944 | \$14,916 | \$17,210 |
| | 346 | PUBLIC UTILITIES | \$82,240 | \$0 | \$0 | \$82,240 | \$13,706 | \$0 | \$11,329 | \$2,377 | \$68,534 | \$70,911 |
| | 347 | CONTRIBUTIONS AND SUBSCRIPTIONS | \$110,000 | \$0 | \$0 | \$110,000 | \$18,334 | \$0 | | \$18,334 | \$91,666 | \$110,000 |
| | 348 | CONTRACTS AND CONSULTANCY | \$259,860 | \$0 | \$0 | \$259,860 | \$43,310 | \$0 | \$15,542 | \$27,768 | \$216,550 | \$244,318 |
| | | Total | \$1,665,499 | \$0 | \$0 | \$1,665,499 | \$277,586 | \$9,799 | \$153,283 | \$114,504 | \$1,387,913 | \$1,512,216 |

BELIPO



Government of Belize

FUNDS CONTROL REPORT - Recurrent Expenditure for Fiscal Year
2022

| Cost Centre | Item | Description | Approved | Supplement | Transfers | Adjusted Budget | Release | Encumbrance | Expense | Available | Reserved | Unspent |
|--------------|------|------------------------|-----------|------------|-----------|-----------------|-----------|-------------|-----------|-----------|----------|----------|
| 12128 | | BELIPO | | | | | | | | | | |
| | 230 | PERSONAL EMOLUMENTS | \$305,645 | \$0 | \$0 | \$305,645 | \$305,645 | \$0 | \$242,701 | \$62,944 | \$0 | \$62,944 |
| | 231 | TRAVEL AND SUBSISTENCE | \$7,743 | \$0 | \$0 | \$7,743 | \$7,743 | \$0 | \$6,939 | \$804 | \$0 | \$804 |
| | 340 | MATERIAL AND SUPPLIES | \$55,727 | \$0 | (\$3,000) | \$52,727 | \$52,727 | \$0 | \$50,832 | \$1,895 | \$0 | \$1,895 |
| | 341 | OPERATING COSTS | \$15,517 | \$0 | (\$1,000) | \$14,517 | \$14,517 | \$0 | \$14,506 | \$11 | \$0 | \$11 |
| | 342 | MAINTENANCE COSTS | \$7,486 | \$0 | \$0 | \$7,486 | \$7,486 | \$0 | \$7,454 | \$32 | \$0 | \$32 |
| | 343 | TRAINING | \$2,295 | \$0 | \$0 | \$2,295 | \$2,295 | \$0 | \$1,680 | \$615 | \$0 | \$615 |
| | 346 | PUBLIC UTILITIES | \$18,360 | \$0 | \$0 | \$18,360 | \$18,360 | \$0 | \$13,553 | \$4,807 | \$0 | \$4,807 |
| | | Total | \$412,773 | \$0 | (\$4,000) | \$408,773 | \$408,773 | \$0 | \$337,665 | \$71,108 | \$0 | \$71,108 |



Government of Belize

FUNDS CONTROL REPORT - Recurrent Expenditure for Fiscal Year
2023

| Cost Centre | Item | Description | Approved | Supplement | Transfers | Adjusted Budget | Release | Encumbrance | Expense | Available | Reserved | Unspent |
|--------------|------|------------------------|-----------|------------|-----------|-----------------|----------|-------------|----------|-----------|-----------|-----------|
| 12128 | | BELIPO | | | | | | | | | | |
| | 230 | PERSONAL EMOLUMENTS | \$312,684 | \$0 | \$0 | \$312,684 | \$52,112 | \$0 | \$28,158 | \$23,954 | \$260,572 | \$284,526 |
| | 231 | TRAVEL AND SUBSISTENCE | \$7,362 | \$0 | \$0 | \$7,362 | \$1,226 | \$0 | | \$1,226 | \$6,136 | \$7,362 |
| | 340 | MATERIAL AND SUPPLIES | \$54,402 | \$0 | \$0 | \$54,402 | \$9,072 | \$1,698 | \$4,088 | \$3,286 | \$45,330 | \$50,314 |
| | 341 | OPERATING COSTS | \$16,123 | \$0 | \$0 | \$16,123 | \$2,690 | \$1,350 | \$601 | \$739 | \$13,433 | \$15,522 |
| | 342 | MAINTENANCE COSTS | \$8,190 | \$0 | \$0 | \$8,190 | \$1,368 | \$0 | \$292 | \$1,076 | \$6,822 | \$7,898 |
| | 343 | TRAINING | \$2,500 | \$0 | \$0 | \$2,500 | \$416 | \$0 | | \$416 | \$2,084 | \$2,500 |
| | 346 | PUBLIC UTILITIES | \$20,000 | \$0 | \$0 | \$20,000 | \$3,334 | \$0 | \$3,039 | \$295 | \$16,666 | \$16,961 |
| | | Total | \$421,261 | \$0 | \$0 | \$421,261 | \$70,218 | \$3,048 | \$36,178 | \$30,992 | \$351,043 | \$385,083 |

Law Revision



Government of Belize

FUNDS CONTROL REPORT - Recurrent Expenditure for Fiscal Year
2022

| Cost Centre | Item | Description | Approved | Supplement | Transfers | Adjusted Budget | Release | Encumbrance | Expense | Available | Reserved | Unspent |
|--------------|------|------------------------|-----------|------------|-----------|-----------------|-----------|-------------|-----------|-----------|----------|----------|
| 31031 | | Law Revision | | | | | | | | | | |
| | 230 | PERSONAL EMOLUMENTS | \$713,064 | \$0 | \$0 | \$713,064 | \$713,064 | \$0 | \$661,183 | \$51,881 | \$0 | \$51,881 |
| | 231 | TRAVEL AND SUBSISTENCE | \$31,333 | \$0 | \$0 | \$31,333 | \$31,333 | \$0 | \$30,240 | \$1,093 | \$0 | \$1,093 |
| | 340 | MATERIAL AND SUPPLIES | \$22,457 | \$0 | \$0 | \$22,457 | \$22,457 | \$0 | \$22,432 | \$25 | \$0 | \$25 |
| | 341 | OPERATING COSTS | \$4,673 | \$0 | \$0 | \$4,673 | \$4,673 | \$0 | \$4,057 | \$616 | \$0 | \$616 |
| | 342 | MAINTENANCE COSTS | \$4,918 | \$0 | \$0 | \$4,918 | \$4,918 | \$0 | \$4,918 | \$0 | \$0 | \$0 |
| | 346 | PUBLIC UTILITIES | \$4,590 | \$0 | \$0 | \$4,590 | \$4,590 | \$0 | \$783 | \$3,807 | \$0 | \$3,807 |
| | | Total | \$781,035 | \$0 | \$0 | \$781,035 | \$781,035 | \$0 | \$723,613 | \$57,422 | \$0 | \$57,422 |



Government of Belize

FUNDS CONTROL REPORT - Recurrent Expenditure for Fiscal Year
2023

| Cost Centre | Item | Description | Approved | Supplement | Transfers | Adjusted Budget | Release | Encumbrance | Expense | Available | Reserved | Unspent |
|--------------|------|------------------------|-----------|------------|-----------|-----------------|-----------|-------------|----------|-----------|-----------|-----------|
| 31031 | | Law Revision | | | | | | | | | | |
| | 230 | PERSONAL EMOLUMENTS | \$749,392 | \$0 | \$0 | \$749,392 | \$124,900 | \$0 | \$75,487 | \$49,413 | \$624,492 | \$673,905 |
| | 231 | TRAVEL AND SUBSISTENCE | \$31,503 | \$0 | \$0 | \$31,503 | \$5,252 | \$0 | \$2,002 | \$3,250 | \$26,251 | \$29,501 |
| | 340 | MATERIAL AND SUPPLIES | \$24,538 | \$0 | \$0 | \$24,538 | \$4,092 | \$0 | | \$4,092 | \$20,446 | \$24,538 |
| | 341 | OPERATING COSTS | \$4,610 | \$0 | \$0 | \$4,610 | \$768 | \$0 | | \$768 | \$3,842 | \$4,610 |
| | 342 | MAINTENANCE COSTS | \$5,430 | \$0 | \$0 | \$5,430 | \$906 | \$0 | | \$906 | \$4,524 | \$5,430 |
| | 346 | PUBLIC UTILITIES | \$5,000 | \$0 | \$0 | \$5,000 | \$834 | \$0 | | \$834 | \$4,166 | \$5,000 |
| | | Total | \$820,473 | \$0 | \$0 | \$820,473 | \$136,752 | \$0 | \$77,488 | \$59,264 | \$683,721 | \$742,985 |

Legal Services



Government of Belize

FUNDS CONTROL REPORT - Recurrent Expenditure for Fiscal Year
2022

| Cost Centre | Item | Description | Approved | Supplement | Transfers | Adjusted Budget | Release | Encumbrance | Expense | Available | Reserved | Unspent |
|--------------|------|------------------------|-------------|------------|-----------|-----------------|-------------|-------------|-------------|-----------|----------|-----------|
| 31058 | | Legal Services | | | | | | | | | | |
| | 230 | PERSONAL EMOLUMENTS | \$1,458,699 | \$0 | \$0 | \$1,458,699 | \$1,458,699 | \$0 | \$1,275,097 | \$183,602 | \$0 | \$183,602 |
| | 231 | TRAVEL AND SUBSISTENCE | \$104,186 | \$0 | \$0 | \$104,186 | \$104,186 | \$0 | \$69,581 | \$34,605 | \$0 | \$34,605 |
| | 340 | MATERIAL AND SUPPLIES | \$34,699 | \$0 | \$0 | \$34,699 | \$34,699 | \$0 | \$34,492 | \$207 | \$0 | \$207 |
| | 341 | OPERATING COSTS | \$24,846 | \$0 | (\$1,000) | \$23,846 | \$23,846 | \$0 | \$23,051 | \$795 | \$0 | \$795 |
| | 342 | MAINTENANCE COSTS | \$7,695 | \$0 | \$0 | \$7,695 | \$7,695 | \$0 | \$6,520 | \$1,175 | \$0 | \$1,175 |
| | | Total | \$1,630,125 | \$0 | (\$1,000) | \$1,629,125 | \$1,629,125 | \$0 | \$1,408,741 | \$220,384 | \$0 | \$220,384 |



Government of Belize

FUNDS CONTROL REPORT - Recurrent Expenditure for Fiscal Year
2023

| Cost Centre | Item | Description | Approved | Supplement | Transfers | Adjusted Budget | Release | Encumbrance | Expense | Available | Reserved | Unspent |
|--------------|------|------------------------|-------------|------------|-----------|-----------------|-----------|-------------|-----------|-----------|-------------|-------------|
| 31058 | | Legal Services | | | | | | | | | | |
| | 230 | PERSONAL EMOLUMENTS | \$1,985,329 | \$0 | \$0 | \$1,985,329 | \$330,888 | \$0 | \$131,577 | \$199,311 | \$1,654,441 | \$1,853,752 |
| | 231 | TRAVEL AND SUBSISTENCE | \$134,714 | \$0 | \$0 | \$134,714 | \$22,452 | \$0 | \$10,895 | \$11,557 | \$112,262 | \$123,819 |
| | 340 | MATERIAL AND SUPPLIES | \$32,592 | \$0 | \$0 | \$32,592 | \$5,432 | \$0 | \$1,498 | \$3,934 | \$27,160 | \$31,094 |
| | 341 | OPERATING COSTS | \$25,980 | \$0 | \$0 | \$25,980 | \$4,330 | \$0 | \$2,672 | \$1,658 | \$21,650 | \$23,308 |
| | 342 | MAINTENANCE COSTS | \$7,760 | \$0 | \$0 | \$7,760 | \$1,294 | \$0 | \$449 | \$845 | \$6,466 | \$7,311 |
| | | Total | \$2,186,375 | \$0 | \$0 | \$2,186,375 | \$364,396 | \$0 | \$147,091 | \$217,305 | \$1,821,979 | \$2,039,284 |

Vital Statistics Unit



Government of Belize

FUNDS CONTROL REPORT - Recurrent Expenditure for Fiscal Year
2022

| Cost Centre | Item | Description | Approved | Supplement | Transfers | Adjusted Budget | Release | Encumbrance | Expense | Available | Reserved | Unspent |
|--------------|------|-------------------------------|--------------------|------------|-------------------|--------------------|--------------------|-------------|--------------------|------------------|--------------|------------------|
| 32021 | | Vital Statistical Unit | | | | | | | | | | |
| | 230 | PERSONAL EMOLUMENTS | \$549,943 | \$0 | \$0 | \$549,943 | \$549,943 | \$0 | \$499,484 | \$50,459 | \$0 | \$50,459 |
| | 231 | TRAVEL AND SUBSISTENCE | \$17,938 | \$0 | \$0 | \$17,938 | \$17,938 | \$0 | \$17,922 | \$16 | \$0 | \$16 |
| | 340 | MATERIAL AND SUPPLIES | \$124,530 | \$0 | (\$12,000) | \$112,530 | \$112,530 | \$0 | \$112,427 | \$103 | \$0 | \$103 |
| | 341 | OPERATING COSTS | \$14,184 | \$0 | \$0 | \$14,184 | \$14,184 | \$0 | \$14,079 | \$105 | \$0 | \$105 |
| | 342 | MAINTENANCE COSTS | \$13,677 | \$0 | \$0 | \$13,677 | \$12,911 | \$0 | \$11,976 | \$935 | \$766 | \$1,701 |
| | 343 | TRAINING | \$5,354 | \$0 | \$0 | \$5,354 | \$5,354 | \$0 | \$2,220 | \$3,134 | \$0 | \$3,134 |
| | 346 | PUBLIC UTILITIES | \$27,540 | \$0 | (\$1,000) | \$26,540 | \$26,540 | \$0 | \$18,961 | \$7,579 | \$0 | \$7,579 |
| | | Total | \$753,166 | \$0 | (\$13,000) | \$740,166 | \$739,400 | \$0 | \$677,069 | \$62,331 | \$766 | \$63,097 |
| Total | | | \$5,007,311 | \$0 | (\$43,000) | \$4,964,311 | \$4,963,545 | \$0 | \$4,487,264 | \$476,281 | \$766 | \$477,047 |



Government of Belize

FUNDS CONTROL REPORT - Recurrent Expenditure for Fiscal Year
2023

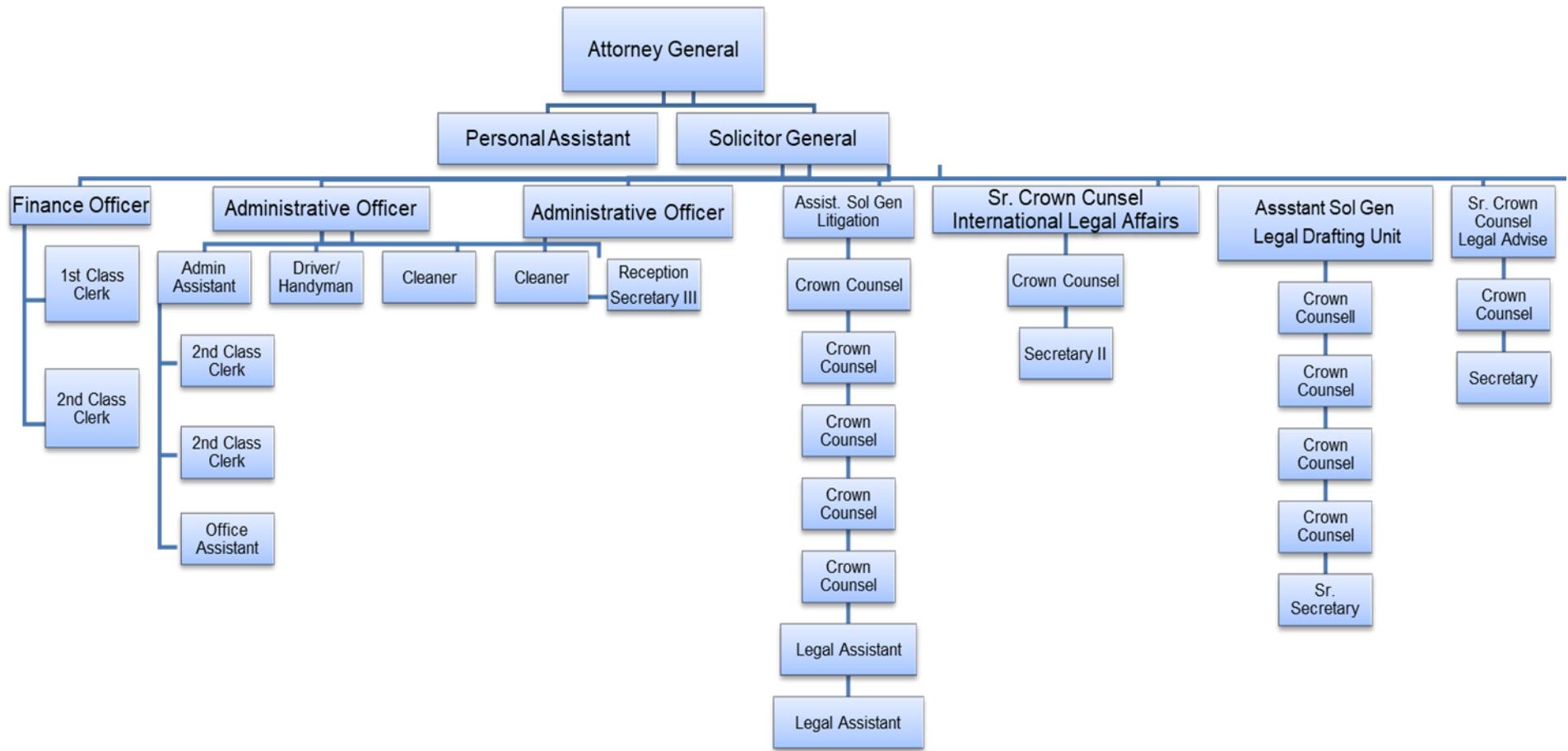
| Cost Centre | Item | Description | Approved | Supplement | Transfers | Adjusted Budget | Release | Encumbrance | Expense | Available | Reserved | Unspent |
|--------------|------|-------------------------------|--------------------|------------|------------|--------------------|------------------|-----------------|------------------|------------------|--------------------|--------------------|
| 32021 | | Vital Statistical Unit | | | | | | | | | | |
| | 230 | PERSONAL EMOLUMENTS | \$494,649 | \$0 | \$0 | \$494,649 | \$82,442 | \$0 | \$51,083 | \$31,359 | \$412,207 | \$443,566 |
| | 231 | TRAVEL AND SUBSISTENCE | \$18,285 | \$0 | \$0 | \$18,285 | \$3,046 | \$0 | \$2,856 | \$190 | \$15,239 | \$15,429 |
| | 340 | MATERIAL AND SUPPLIES | \$126,280 | \$0 | \$0 | \$126,280 | \$21,046 | \$3,365 | \$11,336 | \$6,345 | \$105,234 | \$114,944 |
| | 341 | OPERATING COSTS | \$14,150 | \$0 | \$0 | \$14,150 | \$2,360 | \$0 | \$996 | \$1,364 | \$11,790 | \$13,154 |
| | 342 | MAINTENANCE COSTS | \$14,350 | \$0 | \$0 | \$14,350 | \$2,396 | \$910 | \$1,145 | \$341 | \$11,954 | \$13,205 |
| | 343 | TRAINING | \$6,000 | \$0 | \$0 | \$6,000 | \$1,000 | \$0 | | \$1,000 | \$5,000 | \$6,000 |
| | 346 | PUBLIC UTILITIES | \$28,000 | \$0 | \$0 | \$28,000 | \$4,666 | \$0 | \$3,497 | \$1,169 | \$23,334 | \$24,503 |
| | | Total | \$701,714 | \$0 | \$0 | \$701,714 | \$116,956 | \$4,275 | \$70,914 | \$41,767 | \$584,758 | \$630,800 |
| Total | | | \$5,795,322 | \$0 | \$0 | \$5,795,322 | \$965,908 | \$17,122 | \$484,954 | \$463,832 | \$4,829,414 | \$5,310,368 |

Conclusions and Recommendations

- The administration of the AGM must be restructured to create the office of a CEO and that of a Solicitor General.
- The AGM must recruit experienced Crowns to complement the current cadre of Crowns and to provide legal leadership.
- The administrative support for the AGM, BELIPO, and VSU must be brought under the JLSC, to remove the disconnect between the PSC and the unique offices of the AGM who primarily hire legal officers and legal support staff.
- Remuneration packages for the AGM Crowns must be enhanced to improve retention rate to be able to retain the experience.
- Key Performance Indicators must be developed to guide the promotion of Crowns to ensure that promotions are merit-based, to motivate Crowns to aspire to excellence.
- Management needs training on how to run and operate a law firm, since the AGM is the government's law firm and not another government administrative unit.
- Both BELIPO and VSU need restructuring and to be fully digitized. BELIPO is well on its way and should be fully digitized by the end of this year.
- There is great potential as the AGM has a cadre of young, bright Crowns, but unless the foregoing is implemented, they will eventually become demoralized and leave.

Annexes

1. Attorney General's Ministry Organizational Structure



2. List of Professional and Technical Staff

Senior Management

Attorney General and Minister of Legal Affairs: Mrs. Magali Marin Young SC

Solicitor General: Ms. Elisa N. Montalvo

Administrative Assistants: Ms. Sherlet Thurton

Ms. Olivia Cab

Finance Officer: Ms. Roximae Williams

Litigation Unit

Assistant Solicitor General – Ms. Smantha Matute

Crown Counsels: Mr. Agassi Finnegan

Mr. Jorge Matus

Ms. Alea Gomez

Ms. Lavinia Cuello

Ms. Emani Burgess

Mr. Israel Alpuche

Legal Drafting Unit

Assistant Solicitor General: Mr. Randall Sheppard

Crown Counsels: Ms. Paula Hender

Ms. Shanell Fernandez

Ms. Leandra Bodden

Mr. Chris Banner

Legal Advice Unit

Sr. Crown Counsel: Ms. Stacey Grinage

Crown Counsel: Ms. Alisha Garraway

International Legal Affairs

Sr. Crown Counsel: Ms. Stacy Martinez

Crown Counsel: Ms. Marcia Mohabir