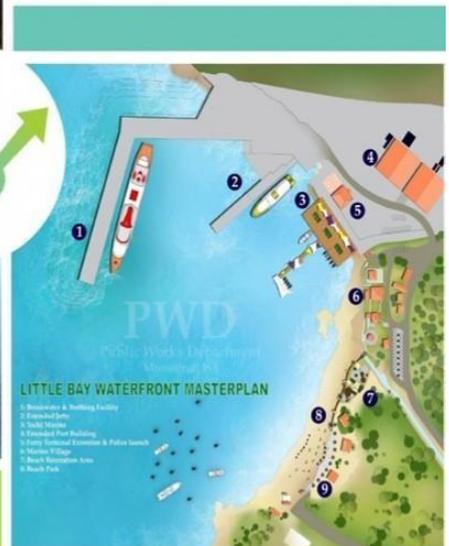
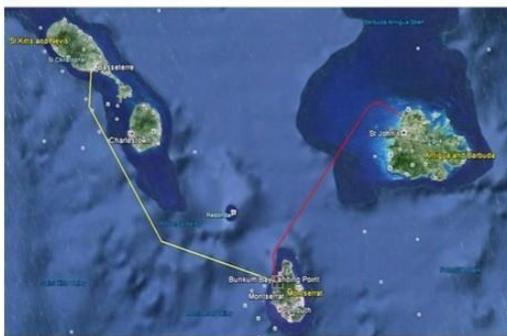


# Government of Montserrat



## 2018-2019 BUDGET STATEMENT & ESTIMATE OF REVENUE & EXPENDITURE AND DEVELOPMENT FUND



**Presented by the Honourable Premier Donaldson Romeo  
and Minister of Finance & Economic Management**

Delivered in the Legislative Assembly  
Monday, 23rd April 2018.

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## List of Abbreviations

|         |  |
|---------|--|
| CAPE    | Caribbean Advanced Proficiency Examination                                     |
| CARICAD | Caribbean Centre for Development Administration                                |
| CARICOM | Caribbean Community  |
| CARTAC  | Caribbean Regional Technical Assistance Centre                                 |
| CDB     | Caribbean Development Bank   |
| DFID    | Department for International Development                                       |
| ECCB    | Eastern Caribbean Central Bank   |
| ECG     | Electrocardiogram  |
| ECLAC   | Economic Commission for Latin America and the Caribbean                        |
| EU      | European Union   |
| FATCA   | Foreign Account Tax Compliance Agreement                                       |
| FCAU    | Financial Crime and Analysis Unit  |
| FCO     | Foreign and Commonwealth Office  |
| GDP     | Gross Domestic Product, a measure of the amount our economy produces in a year |
| GoM     | Government of Montserrat   |
| HMG     | Her Majesty's Government   |
| HOME    | Home Ownership Motivates Everyone  |
| HRMU    | Human Resources Management Unit  |
| ICT     | Information Communication Technology   |
| KPI     | Key Performance Indicators   |
| MATLHE  | Ministry of Agriculture, Trade, Lands, Housing and the Environment             |
| MoHSS   | Ministry of Health and Social Services   |
| MOU     | Memorandum of Understanding  |
| MSS     | Montserrat Secondary School  |
| OECD    | Organisation for Economic Cooperation and Development                          |
| OECS    | Organisation of Eastern Caribbean States                                       |
| PADR    | Performance Assessment Development Report                                      |
| PAHO    | Pan American Health Organisation   |
| PEFA    | Public Expenditure Framework Assessment  |
| SCAF    | Small Capital Asset Fund   |
| SDP     | Sustainable Development Plan   |
| TC      | Technical Cooperation  |
| UNDP    | United Nations Development Programme   |
| UNICEF  | United Nations International Children's Education Fund                         |
| UTECH   | University of Technology   |
| UWI     | University of the West Indies  |
| WHO     | World Health Organisation  |
| WICB    | West Indies Cricket Board  |

Madam Speaker, I rise to move a motion for the second reading of the Bill entitled the Appropriation Bill 2018/19.

## **Opening Remarks**

I have the honour this afternoon to present to the Legislative Assembly the budget for the financial year 2018-19. This budget day is significant in that it marks a change in the landscape of our economic development. This is the budget speech where we will be able to speak to a number of strategic breakthroughs on our path to realising our vision where Montserrat can return to self-sustainability.

Today is significant for another reason. For, two hundred and fifty years after our enslaved ancestors sacrificed their lives in pursuit of the dream of freedom in 1768, we stand here today as a democratically elected government of free men and women working together to move our nation forward. We thank God for their vision, and for the work of the ten or so generations since that time. For, step by step, day by day, year by year, we, our parents, grandparents and more distant ancestors have worked hard to bring us to where we stand today.

That is why today I declare with confidence that we shall do like our parents and forefathers. Against all odds and naysayers, with God's help, through art and skill and sacrifice we shall continue to rebuild Montserrat one positive action at a time. Without question by God's grace we shall be victorious and prevail as a beacon of resilience and symbol of hope in our region.

Therefore, the theme we have set for this year's budget is: *"Advancing in our journey to self-sustainability through strategic investments."*

This theme reflects a number of strategic breakthroughs realised in 2017/18 that can credibly lead to sustainable growth in our economy, which is the outcome of the vision that my Government presented in 2015/16.

First is the Sea Port. The Port has long been identified as a high priority project that would improve access and connectivity, opening up room for economic growth, development and transformation. So, I am happy to inform this Honourable House that - as the media have reported - I have recently signed on behalf of the Government of Montserrat, the grant agreement for the first phase Port Development Project. The value of this project is fourteen million, four hundred thousand pounds (£14, 400, 00); estimated at the current exchange rate to be around EC\$ 54.5 million. The Project aims to improve efficiency, effectiveness and resilience of the Port facilities which will provide a safe harbour and accessibility to all users; cargo vessels, ferries, cruise ships, yachts, fishermen and all. One day soon cargo vessels, cruise ships and yachts no longer will be forced by rough seas to turn away from our port with valuable cargo and passengers.

Secondly, in February I went to Brussels to attend the Association of the Overseas Countries and Territories (OCTA) meeting of the European Union Ministerial Conference. There, I signed the 11th European Development Fund (EDF) Programming Document for Montserrat, which includes the Financing Agreement for eighteen million, four hundred thousand Euros

(€18,400,000), estimated at the current exchange rate to be around EC\$60 million. This will see significant financial benefits to Montserrat in 2018 to 2019, with the first tranche of monies expected by this summer. The total cost of the project will be around GBP£22 million pounds estimated to be EC\$83 million, the balance of the funds coming from the EDF 11 allocation.

The 11th EDF will support the transition towards sustainable economic development and it will support renewable energy and other backbone infrastructure developments in areas crucial to addressing accessibility constraints on the island. Solar energy will help to reduce usage of fossil fuels, as my government continues its drive to 100% green electrification. This EDF programme is also expected to assist in reviving the economy as it will enhance Montserrat's tourism offer, while also taking steps to improve the business environment and encourage more inclusive private-sector development.

Thirdly, the Subsea Fibre Optic Cable project (which was originally scheduled to be put in place by July 2017) was delayed but we anticipate significant progress to take place by June 2018. GOM and DFID are keen to advance this project as soon as possible so as to increase the resiliency of the island to the threat from hurricanes.

We are also cognizant of the many other benefits that will accrue from the much anticipated implementation of a robust high speed connection to the Internet. For, in a "clicks plus bricks" era, digital connectivity is a vital part of our overall access strategy and it opens the door to private sector investments in back office services, call centres and more.

Fourth, over the past several months, we carried out early market engagement for Geothermal Energy Development. We have had several expressions of interest and have hosted two site visits. As just a tiny sketch of possibilities, pause for a moment to think about using highly reliable geothermal electricity to power internet server farms that provide back office services using our new fibre optic cable. High bandwidth reliable access can help us to rebuild our Financial Services Sector. That same high bandwidth access will improve our attractiveness as a site for a modern offshore medical school campus. Such access is also crucial for emergency management and resilience.

Fifth, the Economic Growth Strategy and Delivery Plan have now been developed following further consultation. The Economic Growth Strategy aims to accomplish two critical goals regarding the development of the private sector. The first is to have a continuous and open dialogue with the private sector on critical issues for moving Montserrat forward. The second is to get the private sector fully involved in creating sustainable and inclusive economic growth for all Montserratians.

These five breakthroughs illustrate a point I stated in my New Year's speech: *2018 offers the Government and people of Montserrat a unique chance to show the world what can be done, when good will and unity of purpose, backed by adequate funding, are finally applied to our own volcano-devastated island.* With a unified national consensus that is truly 'all hands on deck', all pulling in the same direction, Montserrat will gradually be able to stand up on its own two feet again, economically.

We are **all** called for such a time and purpose as this. Let us believe in our coming success; and let us remember that God – our way-maker – has never left us nor forsaken us.

Now, let us turn to the specifics of our 2018 – 19 Budget.

## **Economic and Fiscal Context**

### **Global**

Madam Speaker, Montserrat's economy is small, open, import-dependent and vulnerable to shocks. As a result it is necessary for us to identify and monitor key global and regional trends if we are to understand our economy and soundly plan for growth and development.

The world economy exceeded growth expectations in 2017, and it is projected to maintain its current momentum. This could generate a 3.9% percent global growth rate in 2018. The growth is anticipated to be balanced across the advanced and the larger emerging markets. The United States leads the way for the advanced economies with a strong growth outlook as result of proposed tax and fiscal stimulus measures. Growth is also expected to be strong in most Eurozone economies for 2018. One estimate<sup>1</sup> has Eurozone growth for 2017 at 2.4%, the highest for a decade, and the same estimate projects growth for 2018 at 2.3%, expected to slow a bit to 2.0% in 2019. This is important for Montserrat and for the Eastern Caribbean Currency Union (ECCU) region as a whole because these are two of the biggest tourism markets for our region.

Critically for Montserrat, the United Kingdom is expected to see growth of 1.5% during 2018. However, this forecast is somewhat uncertain due mainly to unresolved issues surrounding Brexit. This uncertainty has a greater impact on Montserrat's economic outlook than any other international development for several reasons. Firstly, the uncertainty surrounding the effect of Brexit on the UK economy is reflected in the fluctuations in the value of the Pound Sterling over the last year. This is expected to carry on into the next budget year and could impact the value of our aid receipts for both recurrent and capital programmes.

We must also consider the UK's Territories' direct relationship with the EU after the Brexit has been finalised. The EU is Montserrat's second largest consistent source of Aid and the future of that funding, or the way in which Montserrat accesses that funding is likely to be tied to the terms of the finalised Brexit. This government therefore continues to actively engage with our fellow OCT partners to lobby the United Kingdom Government to ensure that our unified voice is heard regarding the necessity of a continued beneficial relationship with the EU.

Another major consideration for both Government and the residents of Montserrat is the unpredictable but steady rise of global oil prices which will have a significant impact on

1 See: [https://ec.europa.eu/info/business-economy-euro/economic-performance-and-forecasts/economic-forecasts/winter-2018-economic-forecast\\_en](https://ec.europa.eu/info/business-economy-euro/economic-performance-and-forecasts/economic-forecasts/winter-2018-economic-forecast_en)

expenditure, revenue and inflation. In 2013 – 14, oil hovered at about US\$ 100 per barrel, then its price fell to US\$ 40 or even lower in 2015. That reduction in price doubtless helped the world economy to begin to grow more rapidly after the recession of 2008 – 2009 and after the debt crises with Greece and other countries had hampered the European region. However, the price of oil has been creeping up since 2016; as we can see in prices at the gas pump and on our electricity bills. It is now at about US\$ 65 – 70 per barrel.

GoM is aware of the impact of energy prices and we understand the pressures due to inflation over the years. The volatility of oil prices is one of the reasons why we are seeking to move the energy base for Montserrat's economy to renewable sources such as geothermal and solar energy. We are also committed to moving to greener energy overall, as a sustainable base for our economy.

## Regional

During the past few years, hurricanes, storms and our own volcanic disaster have made resiliency a priority, as just one natural disaster can wipe out decades of development. For example, in 1989, Hugo caused us damage amounting to 377 per cent of our GDP at that time. Likewise, twenty years after the volcano struck, our economy is about half what it was just prior to the eruption; though, our GDP per person remained close to that of Antigua when we compare 1994 and 2016 figures. Also, just a few days ago, there was a Magnitude 4.7 earthquake off Antigua, reminding us<sup>2</sup> of other potential disasters. Therefore, in our onward development strategy, we have to make resilience to natural disasters a major focus.

The ECCB also informs us that *“over the period 2009-2011, economic growth in the ECCU contracted on average by 2.7 percent mainly on account of the adverse effects of the 2007/2008 global economic and financial crisis.”* This shows our vulnerability to global economic shocks. So, again, resilience to economic shocks is crucial. One strategy is to move our energy base to renewable sources such as geothermal energy and solar energy. Another is that we have to gradually diversify our economy.

ECCB adds, that *“Economic growth in the (Eastern Caribbean Currency Union) ECCU averaged 2.42 per cent over the period 2012-2016.”* This was a marked improvement on 2007 – 11, *“when average GDP growth was flat at 0.0 per cent.”* Renewed regional growth was *“driven by tourism and construction activity in several economies, namely Antigua and Barbuda, Grenada and St Kitts and Nevis, which all grew at an average rate of 3.5 per cent during the last five years.”* However, as tourism and construction are both vulnerable to economic shocks and to natural disasters, the clear message, again, is that we have to diversify our economy. ICT's are an obvious possibility and this points to the importance of the project to restore fibre optic cable connectivity to Montserrat (fibre optic connectivity will also improve our resilience in the face of natural disasters).

2 Sources vary on the magnitude. However, see, UWI Seismic Unit: [http://uwiseismic.com/Downloads/EqEC\\_map2.pdf](http://uwiseismic.com/Downloads/EqEC_map2.pdf) and [https://www.mona.uwi.edu/cardin/virtual\\_library/docs/1375/1375.pdf](https://www.mona.uwi.edu/cardin/virtual_library/docs/1375/1375.pdf)

Going forward, growth for the ECCU region is anticipated to be positive and this is directly related to the expected robust performance of key tourism markets. Tourism and Construction will most likely be the better sectoral performers. A major contribution to the growth forecasted is because of post hurricane rebuilding efforts. That being said, the effects of the storms will be long lasting and without the aid of neighbours and other external donors, many of these countries may find themselves with increasing debt burdens as they finance their rebuilding efforts. This is a critical issue as many of our sister EC dollar territories are already beyond the ECCB's acceptable Debt to GDP threshold of 60%.

This Government has worked and will continue to work, in partnership with our neighbours to ensure that they receive the external aid and attention necessary to continue their recovery without jeopardising their future sustainability. Likewise our fellow British Overseas Territories have committed to partner with Montserrat so that our challenges are not forgotten. This has already borne fruit for Montserrat through our participation in the UN Conference on post-hurricane aid and the November 2017 Joint Ministerial Council's *declaration number 17*.

### **Local Economy**

Madame Speaker, thankfully Montserrat was largely spared the devastation experienced by many around us due to the recent hurricanes, but nonetheless we were affected. Suffice it to say that the storms have had an impact on many of the existing capital projects that were ongoing and stalled activity in some of the larger ones. While ministries have made significant effort to progress advance works, spending has slowed, which means that the expenditure will be carried forward. We also have to work to restore forward momentum on Programme and Project Cycle Management.

The Government of Montserrat is committed to facilitating and promoting sustained economic growth, diversifying the economy and creating employment opportunities for locals. Energy and Transformative infrastructure projects are key areas of focus for the upcoming years. These projects are expected to have positive and long-term "catalytic" impact on the economy.

Our provisional growth forecast for our economy in 2018 - 19 is 2.22 %. This is still below the ECCU benchmark of 5% but signs remain positive as projects are expected in the budget year 2018/19 and the following years that will jump start Montserrat's economy. Furthermore, the Economic Growth Strategy and Delivery Plan for Montserrat provides a framework for Montserrat which identifies the key themes, opportunities, priorities and delivery mechanisms to achieve sustainable economic growth of around 3% to 5% per annum over the next 10 years. This is similar to the rate the EC dollar zone has been able to achieve over the past several years. Across ten years at such a rate, we would be well on our way towards self-sustainability.

### **Sectoral Analysis**

Madame Speaker, some key sectors have performed admirably during the last year and are expected to continue into the next year. The Mining and Quarrying sector which has been for some years the private sector's fastest growing sector is expected to continue to grow. For

2018/2019, this sector will benefit from expanded demand as a result of the rebuilding efforts of our own and neighbouring islands.

The hardest hit sector as a result of the storms last September was Agriculture and Fisheries. Government has taken steps to provide critical assistance to farmers to help in their recovery. This year we expect that the Agriculture sector will rebound because of these efforts and due to our continued emphasis on developing resilience. We will also enhance the availability of and access to fresh commodities and value added products for local consumption.

The Construction sector is expected to experience growth this year too, due to much of the project spending rolling forward and new EU project funding becoming available during this fiscal year.

Looking specifically at the Hotel and Restaurant segments of the Tourism sector; we see that those segments are set to experience growth in 2018/19. We are also expecting increases in our tourists' arrivals in 2018/19 as our festivals continue to grow and expand.

Madame Speaker, it is this Government's intention to implement policies that place Montserrat's economy on a path to inclusive, sound, resilient, transformational and sustainable economic growth where jobs will be continually created; opportunities will arise for our youths and economic challenges will be overcome by the efforts of both Government and the private sector working together.

## **Fiscal Review 2017-18**

Madam Speaker, we now examine in more detail the Government's fiscal performance for 2017-18. This involves a review of recurrent revenue relative to recurrent expenditure, and combining this with capital revenue and capital expenditure to give a picture of the Government's overall fiscal balance during 2017-18.

Government has continued to focus on good Governance, especially in the area of financial management, and these enhancements to my Ministry will not only assist with our next Public Expenditure Financial Accountability (PEFA) Assessment scores but will also provide the level of confidence to the U.K. Government, as well as other development partners, and the private sector to encourage them to continue investing in our island.

## **Recurrent Revenue 2017/18**

Madam Speaker the overall recurrent revenue for 2017 – 2018 was budgeted at \$128.4 million. However the outturn recurrent revenue for 2017-18 is \$124.2 million. This still represents an increase of around \$0.3 million over Government's collection on the previous year, 2016-17; when \$123.9 million was collected.

Madam Speaker, Budget Support from the UK remains the highest contributor to our revenues. HMG actually provided \$76.5 million in 2017-18; \$1.5 million below the estimate of \$78 million.

Local taxation and collection for 2017-18 by the Montserrat Customs and Revenue Service (MCRS) was \$47.7 million against a budget of \$50.4 million. The majority of which came from an increased collection in Company tax and import duties. Personal Income Tax, the second largest revenue item, was \$13.7 million compared to \$12.4 million in 2016-17. This is an increase of \$1.3 million.

### **Recurrent Expenditure 2017/18**

Recurrent expenditure totalled \$123.5 million in 2017-18 and shows a continued improvement in the spending of budgeted monies. This Government continues to maintain a fiscally responsible approach to government expenditure and understands the need to spend in line with budget commitments.

Significant improvements were implemented in budgetary management for 2017/18 to tighten budget spend in line with income collection resulting in less than \$700 thousand underspend in 2017-18, actual income against actual expenditure – it stood at \$6.47 million in 2015/16, this is a significant achievement and again shows the improvements we are making in our management of Government funds.

### **Capital Expenditure 2017/18**

Madame Speaker, I feel privileged that despite challenges my Government has still managed to see the completion of many projects and progressed well on others.

Similarly, Madame Speaker, despite the many perils we faced, we still managed a total spend of \$14.95 million, which represented a 45.4% spend of the budget. This indicates how determined my Government has been in ensuring that we managed to expend a reasonable percentage of the budget even though all odds were against us.

During the year Madame Speaker, we have seen the completion of works, under the Power Station Project ensuring the continuous supply of electricity to the residents of the island. Under this project a budget of \$4.71 million was approved for 2017/18 and all spent according to plan. Although this project took a bit longer than anticipated, I am pleased to announce that we came in within the overall approved allocation.

Another project that we saw come to a successful close last fiscal year is the National Information Communication Technology (ICT) project which has led to a revised National ICT strategy, 2017 - 2021. Implementation highlighted the E-LAVA model -- Environment, Learning, Adoption, Virtual environment and Access. Throughout the year, our youth and various groupings in the community benefitted through training programmes, improved IT infrastructure and services to include archiving and driving licence theory test( what we know as the written test is now being done through an IT interface). This project also assisted the residents of Montserrat to become more technologically minded while ensuring that Montserrat had a seat at the table in the international and regional forum of ICT. This project reported 100% expenditure.

I am confident that had we not experienced such an active hurricane season, which resulted in implementation delays, we would have seen the completion of more projects. We must also continue to build programme and project management capability.

The expenditure of EC\$14.95 million achieved last year is an indication of the extent to which this government has gone, to ensure that we spent wisely what was budgeted including being able to secure the required funding for moving forward.

Despite the challenges encountered, we will see an increase on this figure in 2018/19. We forge ahead even more confidently than last year and remain committed to improving and expanding on the necessary infrastructure needs of our island.

## **Performance of Key Polices and Programmes for 2017-2018**

### **Our Vision**

Madam Speaker, our vision as laid out in our first budget has always been to ensure that Montserrat returns to self-sustainability. Our vision has 3 components: **Revive, Rebuild, Restore.**

Firstly, **revive** our economy by diversification and revive the public sector so that it can support private sector-led, inclusive, growth;

Secondly, **re-build** our infrastructure; including enhancing our focus on disaster management and climate change so that we are more resilient and can 'build back better'.

Thirdly, **restore** our people by ensuring we invest in and empower them to achieve their full human potential, and restore our communities.

We have made significant strides in these areas. However, there is more to be done. It is a work in progress.

### **Significant Economic and Fiscal Policies**

Madam Speaker, the Montserrat Statistics Department has now completed a number of work streams and surveys. This includes the National Accounts and the Balance of Payments survey and the International Comparison Programme – ICP Price Survey and the CPI Price Survey. Work continues on the inter-Censual Count and Concise Labour Force Surveys and preparatory work has commenced for the full Labour Force Survey, and the Survey of Living Conditions/Household Budgetary Survey. Such surveys provide needed economic and social statistics which help us to understand and better manage our economy. They also help us to formulate better proposals for development aid projects.

In August 2017, the Montserrat Customs and Revenue Service (MCRS) became regularised with the passing of the Customs and Revenue Service Enabling Act #6 of 2017. This department is a merger of the former Inland Revenue Department and Customs Department.

Madam Speaker, within this last year we have introduced some concession/ incentive programmes in an effort to reduce hardship for the people of Montserrat and assist in creating economic activity.

## **Concessions and Incentives**

### **Reduction in Customs Duties Order (Barrel Programme) SR&O 61 of 2017**

The 2017 programme was again approved by our Government and operated from 1st of November and was eventually expended to the end of January 2018. We saw over 850 barrels being cleared under this programme. This concession ensures that we preserve the tradition of receiving barrels of food and clothing from family and friends abroad at Christmas and adds to the solidarity of our people.

### **Disaster Preparedness Exemption Order SR&O 66 of 2017**

GoM is on a drive to get persons and businesses to be prepared and start thinking of ways to protect their properties by making them more resilient. Under this Order which expires on the 31st of May 2018, persons and entities can apply and be granted exemption from Customs Duties and Consumption Tax on the importation of Generators, Purpose built Hurricane Shutters, Chain saws and Wood chippers.

### **Returning Montserrat Exemption Order 29 of 2017**

We have extended the Returning Montserratian home build programme through this Order. It continues the programme of allowing Returning Montserratians to import items to build their home free of Customs Duty and Consumption Tax. Persons approved under this programme can import building materials and Furnishing free of customs Duty and Consumption tax for the sole use of constructing and occupying their homes.

### **Customs Duties and Consumption Tax (Reduction of Customs Duties) Order 35 Of 2017**

This exemption order was necessary to provide a mechanism to alleviate financial hardship for persons who wished to upgrade their Home appliances including those who had new built homes to assist them in furnishing such homes with furniture and appliances. This Order will remain in place until July 2019. It grants exemption from Customs Duties only on the importation of household Furniture and Appliances to include stoves, refrigerators and televisions.

### **Customs Duties and Consumption Tax (Zone C) (Exemption) Order 45 of 2017**

The Government of Montserrat recognises the work that was done by the Cork Hill Reunion committee and shares their passion and zeal to see that area become reoccupied in the near future. GoM stands 100% behind this initiative. We introduced the order which provides for the exemption from Customs Duties and Consumption Tax on all material imported for the sole use of building or repairing any structure in the following areas Zone C: Cork Hill, Weekes, Foxes Bay, Richmond Hill and Delvins.

While this programme is already in place GoM continues to monitor the uptake to further enable development programmes to assist in the regeneration of these villages with a view to eventual reoccupation. We encourage property owners in those areas to take advantage of the

programme while it is in operation. We have just made some adjustments to the qualifying amount under the Home Built for Sale or Rental programme by reducing the qualifying value for properties from \$300,000 US to \$180,000 US so that more persons can qualify and get into the business of building homes for sale or rental.

I also wish to highlight some of the progress we have made on international tax matters. In 2016 it was widely reported that Montserrat was on a list published by the European Union as a non-cooperative country on tax matters. I am proud to announce that since then we have worked hard on becoming compliant and Montserrat is no longer “black-listed” as a non-cooperative jurisdiction and subject to punitive measures. However, we accept that we have more work to do to ensure we maintain this position and to enable us meet the various deadlines as required. In order to do this GoM is in the process of filling the vacant post of Tax Information Exchange Officer within the MCRS, and closing any gaps in our legislation and regulations. We are also investing in the development of our human resources to deal with the requirements of this international obligation.

Montserrat continues to actively show interest in signing Tax Information Exchange Agreements (TIEA’s). To date, we have fourteen (14) signed agreements in place and negotiations with other jurisdictions are ongoing. In addition to agreements with specific countries, it is worth mentioning that since the end of December 2017, Montserrat has been able to exchange information with about one hundred and sixteen (116) countries given that we are party to the Convention on Mutual Administrative Assistance in Tax Matters. While our numbers of exchange partners are increasing we are still working to ensure we meet the required standards in data security and confidentiality.

Montserrat has undergone two phases of Peer Reviews conducted by the Global Forum. In 2014 Montserrat received a ‘Largely Compliant’ rating following a site visit to the island and we have defended our position at subsequent Global Forum Meetings. This rating is comparable to the rating received by some OECD member countries. Phase three (3) reviews of our Exchange of Information on Request have been commissioned and Montserrat is expected to be reviewed in the first half of 2019 and we are preparing for this.

## **Delivering Key Economic Infrastructure**

### **Energy**

This Government continued the implementation of its Energy Strategy and we are still on the path to 100% Renewable Energy capacity. This improves our chances of gaining external capital funding from Europe, the UK and other international donor funders.

There are plans to purchase Montserrat’s first Electric Vehicle and associated Charging Stations to begin the benchmarking process of transitioning Montserrat’s transportation sector away from our 100% dependency on fossil fuel.

### **Solar Project**

Madam Speaker as part of the 250 Kilo Watt Solar PV project, we have successfully completed the tendering process for a Client Engineer who came on board and designed a 250 Kilo Watt utility scale solar plant. The procurement process for the construction of the plant is ongoing. The intention is to have a contract awarded in the coming months and completion six (6) months thereafter.

We expect to develop a further 750 Kilo Watt capacity of solar photovoltaic plant (with battery storage) after the implementation of the utility scale power plant. This will then realize a 1 Mega Watt, utility-scale solar power plant project with battery storage.

### **Utilities & Power Station Project**

Madam Speaker, over the past year work was completed on a number of projects aimed at strengthening and improving the resilience of the water and electricity networks.

On the water distribution network, a new 200,000 gallon storage tank was commissioned at Hope Salem, the refurbishment of the water mains in Isles Bay was completed and a new booster pump was procured for the St. Peters pump station to improve redundancy.

The physical works component of the Second Power Project, involving the construction of a new power plant, was completed at the end of November 2017. All the technical issues relating to the relocation of the high-speed generators were resolved and all of the remaining take over certificates were issued to the contractor Angelique International Limited. The new 1.5 Mega Watt medium speed generator which began operating in March of 2017 has now accumulated over 6000 operational hours.

### **Geothermal Energy Exploration**

Madam Speaker DFID continues to handle the procurement and management of geothermal exploration drilling for Well 3 and the negotiations between DFID and IDC.

Government has completed the maintenance of the geothermal sites, water holding tank, and the drainage systems. An Early Market Engagement for the surface plant development was undertaken and seven companies responded with two participating in actual site visits.

Over the next six (6) months cleaning and stimulation and short and long term testing of Well 3 will be done. Monitoring of Well 1 and 2 and reinjection testing of Wells 1 will also be undertaken.

### **Port Development**

Delivering economic transformation of Montserrat requires a step change in productivity. This means that Montserrat must pull all its levers for growth and that includes exploiting the potential of its port to deliver more direct and efficient transport which supports Montserrat becoming, not only an attractive place to visit but one that is attractive to invest in, trade with and do business generally. As we all know, access is perhaps our single biggest challenge to growth. Thankfully, funds have been secured through the UK Caribbean Infrastructure

Partnership Fund (UKCIF), and Caribbean Development Bank (CDB) totaling GBP£14.4 million or USD\$20.3 million. This will go towards the building of a safe area for docking and mooring as part of phase 1 of the Little Bay Port Development initiative with an expected start date in early 2018.

### **Road Networks and Bridges**

Government of Montserrat has prioritised the physical infrastructure that will contribute to economic growth and resilience against natural disasters as result of climate change conditions. The objective is to improve the Island's infrastructure to a state that will foster sustainable development. This also involves bringing the road and drainage network to an acceptable standard and continuing thereafter to maintain it. We also at the same time seek to provide continuous and safe access to essential services and facilities on island.

A number of improvements and initiatives were accomplished. Under the Infrastructure Priority Project, which is now in its third year, works are on-going with the Barzey's Road improvement project. This entails the re-alignment of the road with the construction of retaining walls, concrete drains, concrete roads and the bridge with reinforced concrete wing walls and head walls. Other accomplishments include the following:

- Palm Loop reinforced concrete "U" Drain construction that spans 90m.
- Road and drainage improvement works – Pump Ghaut, Cat Ghaut and Judy Piece
- The construction of 53m of road and drainage works in Look-Out.
- The installation of the Look-Out Guardrails and safety barriers.
- Verge maintenance works on the Geothermal Sites 1& 2.
- Verge & drain maintenance on the entire road network, some of which had to be outsourced to private contractors to supplement the PWD road maintenance team. These include the Look-Out main road, Manjack, Barzey's Baker Hill, Little Bay, Drummonds, Firths and Flemmings.
- Road patching works on the road network in Palm Loop, Olveston, Hibiscus drive, Old Town, Look-Out, Judy Piece, Banks and Firths.
- PWD Workshop -Construction of a generator shed and repairs to the roof and roller doors.
- Repairs to driveway in Nixon's.
- Clearing of roads after the passage of Hurricane Maria; and
- Construction of the Carr's Bay Bridge by-pass road.

### **Information Technology and E-Government Services (Network Infrastructure)**

The fragility of the existing Montserratian telecommunications network has been identified as the island's single biggest weakness in the event of regional hurricane activity. The goal of Montserrat's undersea and terrestrial network development should be to eliminate uncertainty surrounding the country's ICT development and provide future proof broadband capacity as a cornerstone of growth and access. Accordingly Government has worked with DFID to move this vital project forward, cognizant also of major potential economic benefits such as:

- Facilitating the growth of the ICT Sector
- Allowing local businesses to compete globally

- Allowing our businesses to have access to the next generation of Broadband to facilitate e-Commerce
- Fostering innovation and Entrepreneurship
- Twinning geothermal energy with affordable high-speed broadband access

The Government of Montserrat through the Department for Information Technology and E-Government Services (DITES) has also started the implementation of a terrestrial fibre project. The goal of the project is to connect all of the off-campus government departments to the main Data Center at Government Headquarters via a combination of underground and overhead fibre optic cables. The fibre optic links will replace the current point to point wireless and microwave radio network and provide increased capacity and while at the same time using more weather resilient infrastructure.

The resultant ultra-high capacity and more robust links will allow GOM to roll out more data reliant and technologically advanced e-government applications which will allow for web-based communications between government, businesses and the citizens of Montserrat leading to more efficient and effective service delivery. The terrestrial fibre network will provide the last mile connectivity that compliments the soon-to-be introduced high speed subsea fibre connection to the Internet.

The backbone network infrastructure will use some of the installed fibre assets of local telecommunications companies, as well as new cabling and equipment owned by the government. As far as possible, the cables will be installed underground in the ducting that was laid during the A01 Road Project. Additional underground ducting will also be laid in the Brades area to complete at least one major loop that was omitted during the A01 Road project. While some of the cable will of necessity have to take the aerial route; the resultant network will be far superior to the existing one.

The budget for this project is approximately EC\$3 million dollars and roughly EC\$2 million will be spent in 2018 on the first phases of the project.

### **Airport Improvement**

A new Security Check Point was constructed. Also friction testing and maintenance of friction testing equipment was done by experts to assure Montserrat of safety friction requirements on the runway. In addition, significant investment was also made in the procurement of a new Grip tester.

Government plans to work with the airline operators in establishing facilities to include aircraft hangars and aviation fuel facilities. Further we will explore the possibility of having regular night operations at the airport.

### **Sea Port Operations**

During the past year, Government allocated \$1.1 million towards a Ferry Terminal and Port Improvement Project. This project which was expected to commence in April 2018 will provide

an additional covered floor space at the Ferry Terminal and replace the roof of the Administrative and Warehouse Building.

The Embankment Protection Project valued at EC\$265,000 was successfully completed and now provides protection from erosion from the water course along the eastern boundary of the Montserrat Port Authority.

### **Air and Sea Connectivity**

Efficient access links (connectivity) is an essential component of Montserrat's Development Agenda. We have undertaken a number of actions to upgrade the current access infrastructure.

Madame Speaker, the online ferry booking system was upgraded to better facilitate both internal and external customers, this gave way to increase customer facilitation. The main introduction was that of a passport swipe system, which has improved overall passenger processing times.

### **Agricultural Sector**

The hardest-hit sector as a result of the storms last September was Agriculture and Fisheries. Government has taken steps to provide critical assistance to farmers to help in their recovery. This year we expect that the Agriculture sector will rebound because of these efforts and due to our continued emphasis on developing resilience. We will also enhance the availability of and access to fresh commodities and value added products for local consumption.

During the last period we were able to maintain self-sufficiency in a variety of local products, to include eggs, green leafy vegetables such as patchoi, lettuce and spinach. We will continue our thrust to increase production of and access to targeted products (crops, livestock, poultry and fish), through research and education, outreach services, training and incentives and the implementation of specialized programmes and projects. We will increase production with a view towards extending the availability of selected products. We will continue to focus on varieties of bananas. Emphasis will be placed on increased production of our traditional crops as well as encouraging the local production of fruit trees.

The future development of our agricultural sector hinges on our ability to increase the number of young farmers actively engaged in food production through the development of a modern and well-equipped agricultural field station and other targeted investments in agricultural infrastructure and species development. We will provide targeted incentives to qualified persons who demonstrate their interest and commitment to increasing the supply of local produce. We will also encourage and support the production of high quality processed and semi-processed food products for local use and export, through the operations of the abattoir and other food processing facilities as well as cottage industries.

### **Social Infrastructure**

#### **Social Housing**

Government was able to gain financial commitment to replace seven (7) houses in need of critical repair within the Government housing stock where persons were living in deplorable conditions and had to be re-housed. To this end, we recently awarded a contract to construct four (4) - 2 bedroom houses. In addition, a number of qualified vulnerable households received a one-off

home improvement grant that will improve their standard of living through the construction /completion of at least one bedroom, indoor toilet and shower and kitchenette facilities

In 2018/19 Government plans to introduce a Housing Incentive Programme or an Affordable Social Housing Programme. This seeks to increase the supply of affordable and hurricane resilient houses through the following schemes:

- Residential Serviced Lots
- Standard Financial Assistance Grants
- Material Grants
- Housing Regeneration
- Home Improvement Grants
- Home Finishing Grants
- H.O.M.E Programme - Reduced Interest Rate Loans Rates (3% and 5%)

This Government will also be rolling out a Public Assistance Housing or Sanitary Support Project. This is a welfare project that will provide 10 direct build Public assistance houses for award to qualifying HLAC assessed persons on the Housing Waiting List.

### **Sanctuary Homes/Transition Housing Project**

Madam Speaker, this Government is fully cognizant of the challenges experienced by some of the vulnerable persons within our community. We have therefore designed a project to be implemented later this year which seeks to provide sanctuary home facilities or safe houses for persons subjected to or fleeing violence and/or domestic abuse; accommodation for the safeguarding of children and young people; support and transition housing units for ex-offenders including deportees who are released from prison and have no place to stay.

### **Housing Investment Programme**

Madam Speaker, we are pleased to announce that we were able to assist forty-six (46) persons as part of the Housing Investment Programme. A budget of EC\$1.3 million was allocated to provide grants to qualified households. Eight (8) persons were awarded EC\$25,000 for Home Finishing, sixteen (16) persons received EC\$10,000 for Home Improvements, nine (9) persons were awarded EC\$40,000 as Material Grants and a further thirteen (13) persons awarded EC\$40,000 as Financial Assistance Grants.

Through this initiative Government will facilitate the construction of 22 New Build homes using a budget of EC\$0.880 million to leverage over EC\$4 million dollars from the private sector. A budget of EC\$0.360 million was used to improve the living conditions of 24 households in need of upgrading works to bring homes to a decent standard.

### **HOME Programme**

Three (3) new direct build houses were constructed under Government's low interest loan scheme, the HOME Programme. This scheme provides support to qualified low-income households by offering loans at 3% interest rate for incomes below \$2500 after tax and Social

Security and 5% for incomes, which do not exceed \$5000. One (1) of the houses is almost completed and the other two are at different stages of construction.

### **Serviced Residential Lots**

During the 2017/18 financial year we have made provisions for 10 new dwellings to be built under the serviced residential lots project. Construction on one is at an advanced stage and four (4) others are due to commence construction shortly.

### **Home Improvement for the Vulnerable**

Under the Home Improvement for the Vulnerable -Toilets Project three (3) homes were upgraded to a decent standard with bathroom and toilet amenities.

### **Hurricane Maria Relief**

A Total of EC\$100,000 was allocated to assist households who were affected by the passage of hurricane Maria in September 2017. Some twenty (20) households have benefited from the allocations to assist with minor repairs up to a maximum of EC\$5000 in materials and labour.

### **Emergency Shelters**

Madam Speaker, in 2015, GoM and DFID approved the shelter rehabilitation project designed to effect remedial works to eleven buildings, designated as emergency shelters, to meet the required health and safety standards for use as a place of respite during disasters. The primary outputs of this project are: (1) improved access; (2) the provision of sheltered bathing facilities; (3) emergency power and water supply; (4) construction of retaining wall to reduce landslide near shelter building; and (5) equipment of buildings with storm shutters. Under this project Generator Rooms were constructed at five (5) designated Hurricane Shelters. The Salem Pentecostal Church, which is used as a hurricane shelter, was also renovated, to include additions to the existing building, decking and construction of roof, construction of stairs and hand rails, installation of new windows, doors and bathroom.

### **Flow Equalization system - the Davy Hill Waste Water Treatment Plant**

We will also be constructing a Flow Equalization System in Davy Hill. This will allow the current Davy Hill Waste Water Treatment System to accommodate an expansion of the Davy Hill Community. Additional Housing units to include both market and social solutions will be added to this system.

## **Strengthening Social and Health Services**

### **Social Protection**

Government continued interventions to benefit the marginalised, disadvantaged sectors of our population. A Social Protection budget of EC\$3.721 million was used to support those in need of this type of assistance. Through a well-coordinated mechanism, the Social Services department administered a number of financial assistance programmes, including purchase of food packages, payment of utility bills, purchase of appliances, school supplies, school lunches, funeral assistance, payment of medical bills and rental assistance.

The Elderly and other vulnerable adults continue to benefit from the social services programmes to improve the socio-economic living conditions and include incentives to work programme,

Breakfast Club, and support of the Meals on Wheels programme. A number of care-plans for the elderly and vulnerable persons have been developed catering to the specific needs of each individual.

### **Health Care**

This Government continues to work towards one of its stated objectives to “promote health and well-being by empowering individuals and communities and assuring access to quality preventative, curative and rehabilitative health and social care services in partnership with other stakeholders”. Throughout the year in review, initiatives were focused on building human capacity and addressing our most pressing health challenges while maintaining the gains we have achieved over the years.

The re-commencement of training for Nurses on Montserrat is another major achievement during this year. In collaboration with the Montserrat Community College, in January of this year eight (8) students commenced the course of study to become Enrolled Nursing Assistants. It is expected that upon successful completion of this course, most of the trainees will advance to become Registered Nurses.

### **Education Infrastructure**

Madam Speaker some EC\$0.785 million was made available to rehabilitate the Brades Primary School. Works being undertaken include repairs to a termite-infested ceiling; erection of a retaining wall; replacement of all windows in a Block which had become inoperable; levelling of the playfield and repairs to a leaking roof. In addition, \$465,000 was allocated to carry out major repair works at the Salem Primary School to make it as a hurricane shelter, community centre and examinations centre.

A notable achievement was the investment in the ICT infrastructure which will allow more reliable network connectivity to advance the leveraging of ICT in the schools.

Lockers at the Montserrat Secondary School have been purchased and are being installed. Over 300 students will now have access to locker facilities to remove the strain of carrying all of their school supplies from block to block.

The first phase of the ‘Text Book’ project has been introduced and both government primary and secondary schools were able to benefit from this initiative.

Madam Speaker, improving literacy was a major focus for the education system last year. The first ever Reading across Montserrat was introduced. This activity involved parliamentarians, authors and members in the community to read to students across all the primary and secondary schools.

### **Youth and Sports**

The Youth and Sports Development programme featured prominently over the last year. This provided opportunities for young people to be positively engaged in learning skills and provide support to the private sector through the apprenticeship component of the programme. This programme was focused among other targets at increasing the employability of youths and also

reducing youth unemployment. The programme was initially introduced as a pilot for 30 youths. However, we managed to increase that number to accommodate 37 apprentices. A youth database was developed and populated as well as a website which is operational.

## **Tourism**

Madam Speaker, Tourism is a key pillar of Montserrat's redevelopment. This Government is pleased to indicate that continued promotional efforts by the Tourism Division have been paying dividends.

Plymouth continues to be the star attraction for visitors. The majority of cruise passengers have been going to Plymouth as part of their Itinerary. In keeping with the increased visits to Plymouth, Tour and Taxi Drivers were given the opportunity to participate in a new round of certified training, resulting in 15 new certified Tour and Taxi Drivers. Visitors can only enter Plymouth with a certified Driver and Tour Guide.

The island has been featured in the Winter Edition of Business Destinations magazine with an editorial article promoting Montserrat both on-line and in print. This magazine targets over 100,000 corporate planners, buyers, as well as, business travellers. Additionally, a one-page advert was inserted in the Antigua and Barbuda Marine Guide with a readership of 12,500, to promote the island to yachts owners.

Madame Speaker, in an effort to further boost the excursion market, a number of promotional activities were undertaken including adventure-focused videos, interviews, presentation at Caribbean Week Trade event in New York, posters, familiarization trips with Antigua and Canadian tour operators and travel agents, travel bloggers and adverts specifically targeting the Festivals and other holiday trips to Montserrat.

## **Culture**

Montserrat's cycle of Festivals and celebrations are now a significant part of our Tourism product, as we can see from the impact of the Christmas, St Patrick's, Calabash festivals, the Allioukana Festival of the Word, the Montserrat Idol and Cudjoe's Head celebrations. This means that as a Government, we must ensure that the Montserrat Arts Council (MAC) plays a strategic role in advancing one of our most promising high growth economic sectors. This will be reflected as we continue to put measures in place to support the concept of the six festivals and a volcano, executed through approved cultural building programmes of the Montserrat Arts Council.

We can no longer dispute the increase in visitor arrivals during our festive periods, especially the influx of Montserratians and people from all parts of the world who visit Montserrat to be a part of the Caribbean experience of St Patrick's Day. The St. Patrick's Festival, continues to grow and must be nurtured to ensure that our product remains authentic, that our cultural heritage is highlighted and that the festivities surrounding St Patrick's continue to attract large, diversified numbers to our shores.

GoM will provide funding for the further development of our cultural product in schools, in the arts community and private sector, from masquerades to string bands to theatre productions to calypso to arts and artistic crafts as well as multimedia productions. Thanks to the Caribbean Development Bank, through the Basic Needs Trust Fund, a project will be implemented to improve the steel pan art form amongst our youth and develop and preserve a very important part of our cultural heritage. Similarly, through consultancies, training and mentoring, technical experts will help us to develop our arts, crafts and artistic products so that they can be part of a more enhanced package, fitting in with targeted tourist market segments.

An important aspect of culture is knowing where we come from and so as a part of our memory initiative, our ICT community is also developing innovative economic products. The 4th Dymension team has been developing a virtual reality tour of the now buried former capital called the Plymouth Recreation Project. There are also archiving and digitising initiatives, there are ongoing historical and archaeological investigations and we have national heritage and museum initiatives. The Interpretation Centre at the Volcano Observatory and Plymouth as a "modern Pompeii" are also important.

## **Information and Broadcasting**

### **Strengthening the Resilience of the Information and Broadcasting Services**

Madame Speaker, September 2017 saw two category five Hurricanes - Hurricanes Irma and Maria. The latter, although not impacting Montserrat directly affected broadcasting services in a significant way. Communications were knocked out for several days and Radio Montserrat, which is our only national broadcasting system, was severely affected. Its main tower at Silver Hills was destroyed limiting the ability of the emergency agencies to convey messages to the population at critical times during and after the hurricane. Following this period, ZJB relocated its transmitters to the Police Tower at Silver Hills, which proved in the past that it can withstand significant hurricane strength winds.

Efforts will continue in 2018 to strengthen the resilience of Radio Montserrat transmission system. There are plans to develop a new transmission site at Garibaldi Hill. This would increase the reliability of transmission by having the two transmitting frequencies; 99.5 and 88.3 at different locations at both ends of the inhabited part of the island. This project would also increase penetration in so-called "black areas" especially in Woodlands Mountain and Friths, and provide better coverage in Plymouth where sand mining and other activities are taking place. This would improve the capability of the emergency services to relay messages to the miners.

Madame Speaker, our Government also plans to finally complete the new Radio Montserrat and Multimedia Centre Project in Davy Hill, by installing broadcasting equipment and commissioning the building, thereby giving the staff a more secure building in which to work, along with state-of-the-art equipment and re-branded programming.

## **Improving Information & Communications within Local and Diaspora Communities**

The Government recently appointed a Director of Information and Communication to lead the Government Information Unit. The GIU, with the Director's guidance, is the communications arm of Government. Its main purpose is to develop and disseminate news and information for and about the Government of Montserrat, its Ministries and Departments.

The information and communication needs of the Government are undertaken using various communication platforms including radio, television, online, print and social media). In November 2017, a 'Government Information Unit Montserrat' Facebook page was launched, along with a 'GOM Information Unit' YouTube Channel. The government's website [www.gov.ms](http://www.gov.ms) has also been regularly updated with news on developments and activities of the Government of Montserrat and packaged video productions on Government projects are becoming a regular feature on social media.

These initiatives are all the early phases of greater plans to inform and create awareness within the local and diaspora communities. The development and implementation of some key strategic initiatives are currently being finalized to include the creation of a Communication Plan; the implementation of radio and television programmes; plans to improve the online image and presence of Government of Montserrat and increase the presence of Government news in the print media among others.

Recognising transparency as one of the key areas of good governance, it is essential that the public is provided with timely and accurate information on government's policies, programmes and activities and that this information is accessible on as many communication platforms as possible.

Through regular and focused communication, the people of Montserrat are able to participate and be involved in the work and initiatives undertaken by the government. This is critical in a democracy and is necessary to build and sustain public trust.

## **Promoting Public Administration and Governance**

### **Empowering Excellence Programme**

The Empowering Excellence Programme was introduced by Cabinet. The public Sector Task force and Private Sector Advisory Committees were installed. We thank these groups for continued awareness aimed at improving public services through empowered employees. A number of surveys and establishment of sign posts to services as well as name badges were prominent features of this exercise. This programme also progressed work on the Public Administration Act, collective bargaining agreement and a number of consultancies in developing a workforce strategy.

## **Safeguarding Public Order, Safety and Security**

Madame Speaker, in securing our borders and maintaining the peace and tranquillity of this island, significant sums were expended in improving the capacity and capabilities of the Marine Unit in preparation of the arrival of the police launch, the MV Heliconia Star.

MV Heliconia Star will arrive late May /early June. The vessel at almost 23 meters in length will accommodate four crews on extended patrols over 24 hours. For the first time, there will be marine patrols of the exclusion zone on a 24/7 basis.

The vessel has been funded by the UK Government's Conflict, Stability and Security Fund (CSSF), which runs from 2016 – 2020. The RMPS Marine Unit is currently undergoing the required training and certification to enable it to operate the vessel to international standards and to meet Montserrat's international safety at sea and security obligations.

The Police unit also was provided with 4 new vehicles to add to its fleet.

## **Moving Forward – 2018-2019**

Madam Speaker, the achievements outlined, demonstrate our commitment to put in place key foundational policy initiatives and projects that will credibly lead us on to the path of sustainable and inclusive growth in our economy.

We are very hopeful as we look to the future because we know there are a number of economy-transforming projects that are on-going and there are still a number to be negotiated and approved.

### **Economic Growth Strategy**

The Economic Growth Strategy (EGS) envisions the development of Montserrat over the next generation and providing a fully worked-through strategy for the next 10 years. As well as taking on and enriching work already underway in key sectors, notably energy, infrastructure and tourism, the EGS articulates how Montserrat can achieve sustainable growth.

The fundamental purpose of the EGS is to assist Montserrat to develop its own unique local economy and build on its assets while gradually reducing dependence on the UK government. This will not be an overnight process. The strategy is a starting point for the next phase of the island's development. The Growth Strategy acts as a clarion call for a renewed focus on the island's economic development and importantly signals to private sector investors that Montserrat is open for business.

The EGS has identified key industries such as tourism which are vitally important to the Montserrat economy. Opportunities exist to grow the tourism industry and the wider private sector through better marketing and diversification. Government is committed to implementing it and taking Montserrat further along the path of progress, development and prosperity. This will lead to an inclusive economy where all Montserradians and residents have the opportunity to develop and prosper.

## **Private Sector Development Strategy (PSDS)**

Development of a strong and dynamic private sector is crucial to long-term, rapid economic growth and a necessary condition for sustained poverty reduction. A key policy outcome is that of encouraging private investment to the island and to support local entrepreneurs in business development. We will therefore develop a Private Sector Development Strategy (PSDS) and that strategy will be completed within the Office of the Premier through an initiative led by the new Chief Executive Officer. The resulting document will lay out a strategic framework to take concrete steps to make sure that the Private sector has a regulatory environment where it uses all of its potential to grow and generate economic growth for Montserrat.

We will carry out public consultations and will engage the private sector to gain their views and ideas before embarking on developing a framework. During the development of the document, there will be updates to the general public and the meetings with different sectors of the economy will continue. Once the draft is completed, it will be shared and online input will be sought. Once approved, the GoM will communicate the strategy to its internal and external stakeholders by various means. External seminars and a media campaign will be organized to promote awareness of the strategy among government officials, international investors, local entrepreneurs, and the public.

## **European Union's Commitment to the development budget**

Madam Speaker, GoM successfully renegotiated a new programming document with the European Union under EDF 11 funding. The successful completion and agreement of the programming document provides Montserrat with access to funding of €18.4 million over four years. The first tranche of monies will be released to Montserrat in the next couple of months and will be used for technical support to implement the capital projects. The majority of funding will be allocated to energy, port development and tourism projects. This is a sign of the confidence which our development partners have in the current administration. We are thankful for these blessings. We can say that we have delivered a key commitment for financing the economic infrastructure vital for growth and development.

## **Port Development - Little Bay (Phase 1)**

Madam Speaker, work is scheduled to commence this year on Phase I of the Little Bay Port Development Project. This Port Development Project will not only provide Montserrat with a much-needed breakwater & docking facility but will also acquire essential equipment for the Montserrat Port Authority operations.

For the first time in any regional project a Climate Resilience Study will also be done in tandem with the Environmental and Social Impact Assessment (ESIA). This will ensure that the development is designed and constructed in such a manner so as to minimize impacts caused by more severe weather systems, similar to the hurricanes we had in August of last year.

The Tender process is expected to conclude by the 3<sup>rd</sup> or 4<sup>th</sup> quarter of the financial year (2018/2019). Mobilization and commencement of construction through the "Design Build" contractor should begin during the 1<sup>st</sup> or 2<sup>nd</sup> quarter of the financial year (2019/2020).

## **Subsea Fibre Project**

The Government of Montserrat has advanced discussions with DFID with regard to the modalities for the execution of the Subsea Fibre Project. . Both GOM and DFID are keen to progress this project as soon as possible so as to increase the resiliency of the island with regard to the threat from hurricanes. We are also cognizant of the many other benefits that will accrue from the much anticipated implementation of a robust high speed connection to the Internet.

## **Roads & Bridges Infrastructure**

Madame Speaker for the year ahead we will further progress the development and maintenance of the island's infrastructure. The major activities planned for 2018/19 include the following:

- The construction of the Carr's Bay Bridge at an estimated cost of \$1.0 million.
- The re-construction of the Collin's Ghaut retaining wall and road repairs.
- Completion of the Upper Cat Ghaut/ Judy Piece road and drainage improvement.
- Road and drainage improvement works in Cedar Park Loop, Jones Hill, Virgin Islands, Mongo Hill, Baker Hill, Manjack, Nixon's and Glebe Salem.
- Continuation of the verge maintenance contracts.
- In collaboration with the BNTF programme, the Barzey's/ Cavala Hill road section would be improved along with the Mars Hill road.

## **Licensing Division**

Madam Speaker in 2018/19 this Government will roll out of the Vehicle Licensing and registration System software. We expect to fully utilize the driver's automated licensing systems, particularly the use of multi-functional and machine readable drivers' license as well as on-line renewal and payment of drivers' licenses. These will enhance service delivery, safety for motorists and improve revenue generation for the country.

## **Utilities**

In the period ahead, the major capital works planned for the water distribution network are the replacement of the water storage tank at Dick Hill and the upgrading of distribution mains at Lookout. Also planned is the purchase of new Water Quality Lab equipment, rehabilitation/restorative work to the catchment boxes at the Lawyers and Hope springs and the upgrading of the Hydrology network.

On the electricity distribution network, the planned capital works include the placement underground of the 11,000V lines at the phase I area of the village of Lookout. Additional ducting will be laid at the same time to facilitate the future placement underground of the low voltage distribution network on the Lookout Phase I area.

## **Airport Improvement**

Madam Speaker, the first phase of this project will see the construction of a New Air Traffic Control Tower, which will provide improved 360 degree visibility for the Controllers and remove all of the obstacles which were present with the existing Tower. It will also allow the

John A. Osborne Airport to fall in line with international aeronautical standards and improve the Health & Safety elements for the Air Traffic Control operations in Montserrat.

### **Environmental Management**

Madam Speaker we will strengthen public awareness in environmental, natural resources and conservation matters through the use of lectures, public discussion, radio, print and other forms of media. This will build stronger partnerships across a wide range of stakeholders; facilitate greater engagement in environmental activities and foster a deeper understanding of environmental issues. We understand that careful management of our natural resources will not only preserve our pristine environment but help to build sustainable livelihoods. It is against this background that we will explore partnerships that will help us to properly utilize our natural resources.

A key strategy for the upcoming financial year is to conserve and sustainably manage environmentally-sensitive marine resources through improved data gathering and monitoring systems. We will build on the achievements made in 2017/18. We were able to undertake extensive training in data management. Both fisher folks and technicians were exposed to training and practical sessions. Several fishing vessels were equipped with monitoring devices that will capture useful information to improve the management of our marine resources. We continue to benefit from management arrangement with several regional and international partners. We will collaborate with these stakeholders to advance sustainable development and use of our ocean resources.

### **Promoting Social Development; Health, Sports, Learning and Community**

Madam Speaker, sustainable development for any economy cannot be realised without considering the health and well-being of its people; its most valuable asset.

GoM in 2018/19 will continue to work towards the achievement of inclusive and quality education for all and promoting lifelong learning. Among other planned programmes, we will complete the phased implementation of the text books for secondary school students and review the overall education development plan to better align the needs with the OECS sector and the UN Sustainable Development Goals. It is anticipated that the OECS Eastern Caribbean Institute for Tourism headquarters located at the Montserrat Community College will be established. Community development will play a greater role with the establishment of the National Management Committee for the operation of the community centres in providing opportunities for programmes for recreation and lifelong learning as well as the establishment of a national parental commission.

A new phase of the Youth development programme will be introduced to merge the HYPE and the apprenticeship programmes to better provide a continuum for youths. This is to ensure that our youth are positively engaged in developing knowledge, skills and the right attitudes to prepare them to be positive contributors to Montserrat's redevelopment.

The Sports Department will be enhanced with the introduction a Sports Officer and Sports Therapist to refocus the development of sports on Montserrat. In re-establishing our regional presence, in June of this year Montserrat will be represented at the FIBA Caribbean Tournament

in Suriname and is continuing negotiations to re-establish a cricket presence through the hosting a few Leeward Island tournaments. We are also working with the Montserrat Football Association for the anticipated CONCAF games in September and October 2018. This will see a convergence of several teams and their supporters. This demonstrates faith in the future of our youth and our beloved Montserrat.

Healthcare continues to be a grave concern for my administration. Government is expected to confirm its position on the hospital infrastructure and healthcare services with the support of regional expertise. It is hoped that this will complete the negotiations for a new built hospital and a revised package of care necessary for supporting healthcare on-island. It is also anticipated that the shortages in health manpower that challenged the department over the past year will be rectified to allow for optimum services in meeting the needs of the population.

Social protection legal framework will advance in 2018/19 among other policies to protect the vulnerable. It is anticipated that the Domestic Violence Bill and the Convention Eliminating all forms of Discrimination against women will become part of the legal machinery to improve protection, security and opportunities for women in contributing to national development.

### **Promoting Public Administration and Governance**

During 2018 we will seek to complete the implementation of recommendations from the Employee Engagement Survey Report and with the support of the Pay Review Consultant complete the comprehensive job evaluation process and pay review. Further work will be implemented to take forward GoM Workforce Strategy and the Customer Service Survey. We will continue to promote learning and development activities across the Public Service for officers. GOM will take forward and finalise the Buildings Maintenance and Accommodation Policy and Strategy. Further we will be implementing a Health and Safety Strategy for GoM.

### **Promoting local engagement, regional integration and internal cooperation**

This administration recognises the importance of External Affairs (regional integration and international cooperation) in Montserrat's sustainable development. The External Affairs Unit therefore addresses a number of functions that are critical to the economic growth and prosperity of Montserrat. With the recruitment of its new Director, the main focus is on developing stronger and more influential relationships with Regional and International Partners; stronger and more productive partnerships with the Montserrat Diaspora; and stronger and more proactive engagements with the local community.

Interconnected issues facing Small Island Developing States – climate change, natural disasters, global financial shocks, rising sea levels, border security, renewable energy and unemployment – must be addressed regionally and in the context of international stability. They are the collective responsibility of local governments and the regional and international communities including the Organisation of Eastern Caribbean States (OECS), the Caribbean Community (CARICOM), the Eastern Caribbean Central Bank (ECCB), Caribbean Development Bank (CDB), United Nations, European Union Commission, Department for International Development, and Overseas Countries and Territories Association (OCTA) to name a few.

This is why, as Premier, I went to the CARICOM-UN High Level Pledging Conference last October at the United Nations following the devastation wreaked on Caribbean Islands by hurricanes Irma and Maria - because our collective voices need to be heard, our collective challenges need to be addressed and our collective views deserve to be considered. In the Montserrat context, we have been confronted by many challenges, including an active volcano and devastating hurricanes, which have impeded our social and economic development. However, I am very optimistic that through the new External Affairs Unit and its coordinated policies of Immigration, Cooperation, Diaspora Affairs, Trade, Protocol and Business Development, we can deepen and broaden our external relationships and local engagements to establish increasing opportunities that Montserrat can benefit from.

It is worth mentioning here that the Diaspora Policy will seek to provide a framework for harnessing and maximizing the skills and contributions of Montserratians who live overseas while at the same time addressing the concerns that they have. The principal feature of the Policy is partnership; a stronger and more productive partnership that will enable the active participation and contributions of the Diaspora in Montserrat's growth, economic development and prosperity.

### **Small Capital Asset Fund**

Madam Speaker, the Small Capital Asset Fund (SCAF) continues to be critical in filling the gap between the bigger capital equipment and infrastructure projects and the smaller but necessary assets required for the full functioning of each Ministry as well as development overall. Last year, this Government provided \$1.6 million dollars to the fund, which was aligned to the Policy Agenda. The majority of the SCAF funds were allocated towards equipment for Health including assets to improve the comfort of the elderly in Margetson and long-needed equipment for the Hospital. Education was the seconded biggest beneficiary of the SCAF resources with funding being supplied for ICT equipment for the schools and new furniture and other equipment necessary for the education of our students.

This year the budget for the SCAF will be increased to \$1.8 million with funding again being aligned with our priorities as this Government remains committed to not only the larger, visible projects but the critical small projects that are just as important to our overall development.

### **Capital Expenditure Programme 2018/19**

Madame Speaker, my Government is proposing to allocate some EC\$33.62 million to its capital programme in the upcoming fiscal year. This includes EC\$7.14 million (21.24%) of the budget for DFID Funded Projects, EC\$24.58 million (73.11%) of the budget for EU funded projects, EC\$1.90 million (5.65%) of the budget from other funding partners including local funded projects.

During the last year, our country and consequently our government faced the passage and threat of several major storms during the summer. The effects of this were both immediate and long term, with the immediate damage more visible than longer term implications. One of these implications was the impact it had on this government and its ability to fully deliver on its planned capital programme, which had focused on key priority infrastructure across the Island.

The storms caused delays in most of the larger sub projects under the Infrastructure Priority umbrella including Roads, Airport Improvement and Port & Ferry Terminal expansion projects. All of these projects were mandated to be completed and funding ceased by the end of last year but this Government worked with DFID to enable the continuation of these critical projects into the next fiscal year to ensure their completion.

This Government, just like our partner Governments in the region had to take a critical look at the issue of resilience in our countries when faced with unexpected and devastating natural disasters. This Government had to immediately shift gears in the midst of this financial year in order to reallocate funds to projects dealing with not only rehabilitation and recovery efforts such as those focused on Agriculture and Housing but to resilience efforts as well. This effort to build the resilience across the island will continue in 2018/19.

Not only will this government be focused on resilience in the face of disaster and emergency but the overall resilience, conservation and sustainable utilisation of our natural resources. This Government has always promoted and encouraged the utilisation of renewable sources of energy and will focus capital resources in these areas in 2018/19. Such projects as the Solar Energy PV and Storage Project and the Solar Lighting Projects will focus on this goal.

The conservation and protection of our natural environment is a worthy goal on its own, but this Government has decided to couple it with the enhancement of our tourism product on the Island. We will be funding during the upcoming year a Protect and Enhance the Natural Environment Project that will seek to improve Montserrat's image and reputation as a natural resource park. This project will include establishment of a Plymouth Volcano Reserve and Geo Park as some of the first initiatives.

It would be remiss of me, not to publicly thank the European Commissioner and the European Union for providing the necessary resources that my Government and I are able to draw from. Five million Euros is incorporated into this budget and it is because of them that we will be able to see advancement in the energy sector and also improvement to our tourism products moving forward. This is not all Madame Speaker, this is only a drop in the bucket of our entire allocation of €18.4 million and we are also entitled to tap into other envelopes.

## **Recurrent Expenditure 2018/19**

Madam Speaker, I will now present the estimates of Recurrent Expenditure for the 2018/19 financial year. The 2018/19 Estimates of Revenue and Expenditure provide for total expenditure (including principal and interest repayments) of one hundred and thirty-one million one hundred and fifty-one thousand three hundred dollars (\$131, 151, 300). This is a 2.16% increase over \$128.38 million for fiscal year 2017/18.

Budgetary Allocations by economic classifications are as follows:

- Compensation of Employees \$49m, 37.4%
- Use of Goods and Services \$40.14m, 30.6%
- Interest payments \$.38m, 0.3%
- Subsidies \$16.09m, 12.3%
- Grants \$6.45m, 4.9%
- Social Benefits \$15.67m, 11.9%
- Other Expenses \$3.42m, 2.6%

There are varying degrees of change across the various budget economic classifications for 2018/19 budgets when compared to 2017/18 revised budget estimates.

- Salaries has been increased by \$2.5million, 6.6%;
- International Travel & Subsistence has reduced by \$0.239million, 21.3%;
- Rental of Assets has reduced by \$0.309million, 20%;
- Insurance increased by \$0.4million, 48.3%;
- Advertising increased by \$73 thousand, 26.8%;
- Grants & Contributions increased by \$0.761million, 13.4%;
- Health Care Promotion increased by \$51 thousand, 22.2%;
- MALHE Activities reduced by \$0.5million, 52.3%;
- Emergency Expenditure increased by \$37 thousand, 26.3%;
- Culture increased by \$10 thousand, 100%;
- Minor Works increased by \$45 thousand, 19.4%; and
- Debt Servicing – Interest increased by \$0.135million, 55.2%.

## **New Spend Areas in 2018/19**

Madam Speaker, new spends include:

- Police - Recruitment of a Constable in the Financial Crime Analysis Unit, Staff Operation, Maintenance for the Marine Unit;
- Deputy Governor - resourcing of new post for Prison Cook;
- Office of the Premier - Resourcing Director of Information and Communication;
- Agriculture, Trade, Lands, Housing and the Environment – Resourcing Director of Land, and Resourcing Database Officer;
- Ministry Communication, Works and Labour - Airport Maintenance; and
- Education, Youth Affairs and Sports - Textbooks for Schools, recruitment of Sports Therapist, introduction of the Nursing Program at Montserrat Community College and Electronics, Communications and Information Technology ECIT at Montserrat Community College.

## Recurrent Revenue 2018/19

Madam Speaker, the revenue estimate for 2018/19 is EC\$131.15 million. This represents a 2.16% increase over the 2017/18 estimates of EC\$128.38 million and is based on a combination of new revenue measures, improvements in revenue collection, performance, and modest economic growth expectations. The estimated revenue from local sources is EC\$52.6 million (2017/18 EC\$50.38 million). Total local revenues will be generated from two main areas tax revenue and non-tax revenue (fees, fines, permits, rents, interests and licenses). Budget support from DfID will contribute EC\$78.4 million, 60%.

Small Capital Assets Fund (SCAF) GBPE0.51 million, Access Subsidy GBPE1.59 million, Technical Cooperation and Capacity Building GBPE2.6 million and recurrent GBPE17.7 million, Caribbean Catastrophic Risk Insurance Fund (CCRIF), GBPE100 thousand. DfID have used an average exchange rate based on the last year's average of 3.50 to arrive at EC\$78.4 million.

## Overall Budget – Recurrent and Capital

Madam Speaker, the total budget allocation for the fiscal year 2018-19 is EC\$164.8 million.

The total recurrent expenditure is budgeted at EC\$131.1 million which requires budgetary aid from DfID of EC\$78.4 million for this fiscal year.

Total planned development expenditure for financial year 2018/19 amounts to EC\$33.62 million. This comprises Economic Infrastructure development of EC\$16.52 million, 49.14%, Social Infrastructure development of EC\$14.65 million, 43.58%; Public Administration of \$1.65 million, 4.91%; Education of EC\$0.01 million, 0.03%, Agriculture of EC\$0.15 million, 0.45%, Statistical Research and Miscellaneous Projects of EC\$0.64 million, 1.9%.

The Capital budget will be funded by the UK Government through DFID EC\$7.14 million, 21.24%; the European Union EC\$24.58 million, 73.11% and the remaining EC\$1.90 million, 5.65% by other funding partners such as GWG and RSPB.

## Allocation by Ministries and Programmes

The Recurrent Budget reflects a number of policies and programmes aimed at moving government towards fiscal sustainability. The recurrent budget is used to facilitate salaries, wages, and operational expenses of the Ministries and Departments across government.

The breakdown of the allocation for the 2018/19 recurrent budget is as follows:

- The Office of the Deputy Governor receives EC\$29.03 million or 22.14% of the overall budget;
- The Ministry of Finance and Economic Development EC\$21.14 million or 16.12%;
- The Ministry of Health and Social Services' allocation is EC\$19.76million or 15.07%;
- Office of the Premier EC\$17.21 million or 13.12%;
- The Ministry of Communication and Works EC\$13.59million or 10.36%;
- The Ministry of Education, Youth Affairs and Sport EC\$10.92 million or 8.32 %;
- The Ministry of Agriculture, Lands, Housing and the Environment is allocated EC\$6.08 million or 4.64%; and 10.23% of the budget remains to be allocated among the other

services of government which include Legislative and Judicial services, policing as well as the Office of the Auditor General.

For ease of reference, the full set of allocations is detailed in the Estimates of Revenue and Expenditure tabled in this Honourable House.

### **Allocation by Functional Classification**

Madam Speaker, the budget has been classified according to the ten Functions of Government developed by the Organisation for Economic Co-operation and Development to allow for global comparisons. The recurrent budget resources are allocated as follows:

- General public services 35.7%
- Defence 1.4%
- Public order and safety 7.9%
- Economic affairs 29.7%
- Environmental protection 0.7%
- Housing and community amenities 0.4%
- Health 10.5%
- Recreation, culture, and religion 2.0%
- Education 7.1%
- Social protection 4.6%

### **Acknowledgements**

Madam Speaker, let me first acknowledge Almighty God for bringing us through the 2017/18 fiscal year, and then my Ministerial Colleagues and all the staff who work diligently within Ministries, Departments and Offices across our Public Service.

Madam Speaker, I say thanks to Her Majesty's Government, including DfID and His Excellency the Governor, and the Foreign and Commonwealth Office.

Madam Speaker, we want to continue to recognise the continued budgetary support received from the EU Barbados Delegation, and the Director and Commission of the European Union. We look forward to working further with them this year to agree the much needed support which will enable us to program the funding for EDF 11.

Madam Speaker, we also want to express our appreciation for the support of our International and regional organisations. I acknowledge the inputs from the CARICOM and OECS for their continued support, the CDB and CARTAC in the provision of technical and policy support and also the work of the ECCB through its Governor and staff in maintaining financial, monetary and fiscal stability for the region.

Madam Speaker I would also like to recognise the ongoing contribution of the Montserrat UK Office in coordinating events, and continued support on international, especially EU matters and diaspora engagements.

Finally, I would like to give special thanks and praise for the efforts of my staff within the Ministry of Finance in supporting me in preparing the budget, the staff in the Office of the Premier and the wider public service for the support they provide throughout the year.

## Conclusion

Madam Speaker, last year I concluded the budget speech by stating that Budget 2017/18 marks a crossroad; it is about making choices. **The only intelligent choice is strategic investment in catalytic projects.** Madam Speaker, I am happy to report that Budget 2018-2019 is delivering a number of sound, economy-transforming investments but there is much more work to be done as redevelopment and the hoped for economic self-sufficiency will clearly not happen overnight. This is why our overarching theme for this budget is *Advancing in our journey to self-sustainability through strategic investments*. Yes, our mission today remains the same - to revive, rebuild and restore our nation to self-sustainability.

As we advance, we must stand shoulder to shoulder as a united people determined to rebuild and redevelop our homeland until we can stand on our own two feet once more. None of this is new; our challenge has long been how to move forward without further undue delays, road-blocks, and inadequate projects. As key infrastructure are put in place, as jobs are created and as our economy recovers, hundreds of Montserratians who have been forced to leave Montserrat can begin to come home. This, too, will further boost our economy, as they will need to build or buy houses, make a living and will have skills that build up our capacity.

**Madam Speaker, I thank you.  
May God bless Montserrat and May God bless us all!**

# **APPROPRIATION**

MONTSE R R A T

APPROPRIATION ACT, 2018

No. 3 of 2018



ARRANGEMENT OF SECTIONS

|    |   |   |
|----|---|---|
| 1. | Short title .....   | 2 |
| 2. | Appropriation.....  | 2 |
| 3. | Sums charged on the Consolidated Fund and the Development Fund..... | 3 |
| 4. | Payments.....   | 3 |
| 5. | Advances.....   | 3 |
| 6. | Restrictions .....  | 3 |

MONTERRAT  
Appropriation Act, 2018

No. 3 of 2018



I ASSENT

Governor

*Hearse*

DATE:

*9/5/18*

I certify that this Act has been assented to in  
Her Majesty's Name

on

*9/5/18*

Date

*OBaker*

Clerk of the Legislative Assembly

M O N T S E R R A T

No. 3 of 2018

AN ACT TO PROVIDE FOR THE APPROPRIATION OF FUNDS FOR  
SERVICE OF MONTERRAT FOR THE FINANCIAL YEAR ENDING  
31<sup>ST</sup> MARCH 2019.

BE IT ENACTED by the Queen's Most Excellent Majesty, by and  
with the advice and consent of the Legislative Assembly of  
Montserrat, and by the Authority of the same as follows:—

**1. Short title**

This Act may be cited as the Appropriation Act, 2018.

**2. Appropriation**

There shall be and there is hereby granted to Her Majesty  
the Queen for the service of Montserrat for the year  
ending on the 31<sup>st</sup> day of March, 2019 the sum of one  
hundred and sixty-four million, seven hundred and  
seventy-nine thousand nine hundred dollars

MONTSERRAT

Appropriation Act, 2018

No. 3 of 2018

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(\$164,779,900) to be applied and expended in the manner and for the services set out in the Schedule.

**3. Sums charged on the Consolidated Fund and the Development Fund**

The said sum of one hundred and sixty-four million, seven hundred and seventy-nine thousand nine hundred dollars (\$164,779,900) shall be and is declared to be charged upon and made payable from and out of the Consolidated Fund and the Development Fund of Montserrat.

**4. Payments**

The Accountant General of Montserrat is hereby authorised and required from time to time upon the warrant of the Minister of Finance, to pay the sum appropriated to the several services mentioned in the Schedule as the said warrant shall direct out of the Consolidated Fund and Development Fund of Montserrat without further order or formality.

**5. Advances**

The Minister of Finance may from time to time, for the purpose of meeting current requirements, borrow from a bank by means of a fluctuating overdraft of a sum or sums not exceeding in aggregate the sum of five million dollars (\$5,000,000), or such sums as are approved in advance by a Secretary of State and by the Legislative Assembly by resolution.

**6. Restrictions**

Notwithstanding the provisions of the Public Finance (Management and Accountability) Act (Cap.17.07) or any other law in force in Montserrat, the following acts, whether by the Government or by any statutory authority as appropriate, shall require the prior approval of a Secretary of State—

MONTSERRAT

Appropriation Act, 2018

No. 3 of 2018

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- (a)* the incurring of any expenditure additional to that provided for under this Act other than expenditure financed wholly by grant;
- (b)* borrowing from any source except by means of the fluctuating overdraft referred to in section 5; or
- (c)* the giving of any loan guarantee.

MONTSERRAT

Appropriation Act, 2018

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**SCHEDULE**

*(Sections 2 and 4)*

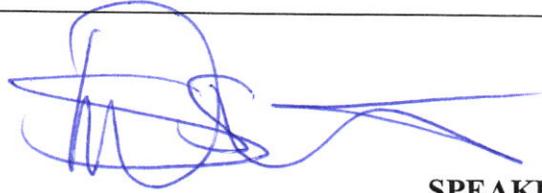
| <b>VOTES</b>                  | <b>DETAILS</b>                       | <b>AMOUNTS</b> | <b>TOTALS</b>        |
|-------------------------------|--------------------------------------|----------------|----------------------|
| <b>DEVELOPMENT FUND VOTES</b> |                                      |                |                      |
| 12                            | OFFICE OF THE DEPUTY GOVERNOR        | 180,800        |                      |
| 15                            | OFFICE OF THE PREMIER                | 3,741,900      |                      |
| 20                            | MINISTRY OF FINANCE                  | 12,832,700     |                      |
| 30                            | AGRICULTURE                          | 2,453,700      |                      |
| 35                            | COMMUNICATIONS, WORKS & LABOUR       | 12,714,600     |                      |
| 40                            | EDUCATION, YOUTH AFFAIRS AND SPORTS  | 1,546,700      |                      |
| 45                            | HEALTH AND SOCIAL SERVICES           | 158,200        |                      |
| <b>TOTAL DEVELOPMENT FUND</b> |                                      |                | <b>\$33,628,600</b>  |
| <b>SUPPLY VOTES</b>           |                                      |                |                      |
| 05                            | POLICE                               | 7,268,300      |                      |
| 07                            | LEGAL                                | 1,700,200      |                      |
| 08                            | MAGISTRATE'S COURT                   | 255,300        |                      |
| 09                            | SUPREME COURT                        | 652,600        |                      |
| 10                            | LEGISLATURE                          | 1,438,000      |                      |
| 11                            | AUDIT OFFICE                         | 1,227,300      |                      |
| 12                            | OFFICE OF THE DEPUTY GOVERNOR        | 29,032,100     |                      |
| 13                            | PUBLIC PROSECUTION                   | 881,100        |                      |
| 15                            | OFFICE OF THE PREMIER                | 17,208,000     |                      |
| 20                            | MINISTRY OF FINANCE & ECONOMIC MGMNT | 21,142,800     |                      |
| 30                            | AGRICULTURE                          | 6,082,800      |                      |
| 35                            | COMMUNICATIONS, WORKS & LABOUR       | 13,588,800     |                      |
| 40                            | EDUCATION, YOUTH AFFAIRS AND SPORTS  | 10,915,400     |                      |
| 45                            | HEALTH AND SOCIAL SERVICES           | 19,758,600     |                      |
| <b>TOTAL SUPPLY VOTES</b>     |                                      |                | <b>\$131,151,300</b> |
| <b>SUMMARY</b>                |                                      |                |                      |
| <b>DEVELOPMENT FUND VOTES</b> |                                      |                | <b>\$33,628,600</b>  |
| <b>SUPPLY VOTES</b>           |                                      |                | <b>\$131,151,300</b> |
| <b>GRAND TOTAL</b>            |                                      |                | <b>\$164,779,900</b> |

MONTSERRAT

Appropriation Act, 2018

No. 3 of 2018

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**SPEAKER**

Passed by the Legislative Assembly this 1 day of May,  
2018.

*Baker*

**CLERK OF THE LEGISLATIVE ASSEMBLY**

**I certify that this is a true  
copy of the Bill passed by the  
Legislative Assembly**

*Baker*

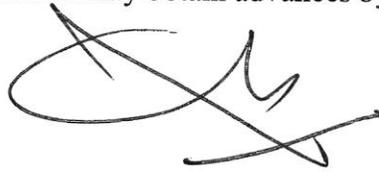
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## APPROPRIATION BILL, 2018

### OBJECTS AND REASONS

The object of this Bill is to provide for the appropriation of funds for the services of Montserrat for the year ending 31<sup>st</sup> March, 2019. The amounts allocated to the various services are enumerated in the Schedule to the Bill.

The Bill also provides that the Minister of Finance may obtain advances by fluctuating overdraft to meet current requirements.



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**Donaldson R. E. Romeo**

Minister of Finance

**MONTSERRAT**  
**APPROPRIATION BILL, 2018**  
**LEGAL REPORT**

The object of the Appropriation Bill, 2018 is to provide for the appropriation of funds for the services of Montserrat for the year ending 31<sup>st</sup> March, 2019.

The Bill was introduced and read a first and second time on 23<sup>rd</sup> April, 2018. The Bill was read a third time on 1<sup>st</sup> May 2018 and was passed with no amendments on the same day.

In my opinion, His Excellency the Governor may properly assent to the Bill in the name of and on behalf of Her Majesty.



Sheree Jemmotte-Rodney  
Attorney General (Ag.)

Attorney General's Chambers  
Brades  
Montserrat

2<sup>nd</sup> May, 2018

# **SUMMARIES**

**BUDGET ESTIMATES FOR 2016/2017 to 2020/2021**

| Details                            | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>REVENUE</b>                     |                      |                                    |                                   |                                  |                                   |                                   |
| LOCAL REVENUE                      | 49,587,299           | 50,380,300                         | 50,380,300                        | 52,689,300                       | 53,624,200                        | 54,578,000                        |
| BUDGETARY AID                      | 74,393,435           | 78,000,000                         | 78,000,000                        | 78,462,000                       | 78,350,000                        | 78,350,000                        |
| <b>TOTAL RECURRENT REVENUE</b>     | <b>123,980,735</b>   | <b>128,380,300</b>                 | <b>128,380,300</b>                | <b>131,151,300</b>               | <b>131,974,200</b>                | <b>132,928,000</b>                |
| <b>EXPENDITURE</b>                 |                      |                                    |                                   |                                  |                                   |                                   |
| Salaries                           | 35,475,374           | 37,529,400                         | 37,652,200                        | 40,143,700                       | 40,884,500                        | 41,518,600                        |
| Wages                              | 519,566              | 661,800                            | 465,700                           | 433,000                          | 434,100                           | 435,300                           |
| Allowances                         | 6,349,489            | 7,507,600                          | 7,121,100                         | 7,468,700                        | 7,411,800                         | 7,416,800                         |
| Benefits                           | 12,198,589           | 11,797,200                         | 11,764,500                        | 11,811,100                       | 11,933,400                        | 11,812,100                        |
| Services                           | 66,846,137           | 70,884,300                         | 72,014,800                        | 71,294,800                       | 71,310,400                        | 71,745,200                        |
| <b>TOTAL RECURRENT EXPENDITURE</b> | <b>121,389,156</b>   | <b>128,380,300</b>                 | <b>129,018,300</b>                | <b>131,151,300</b>               | <b>131,974,200</b>                | <b>132,928,000</b>                |
| <b>SURPLUS/(DEFICIT)</b>           | <b>2,591,579</b>     | <b>-</b>                           | <b>(638,000)</b>                  | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |
| <b>CAPITAL EXPENDITURE</b>         | <b>17,748,260</b>    | <b>31,137,000</b>                  | <b>32,923,300</b>                 | <b>33,628,600</b>                | <b>10,772,000</b>                 | <b>1,673,000</b>                  |
| <b>TOTAL EXPENDITURE</b>           | <b>139,137,416</b>   | <b>159,517,300</b>                 | <b>161,941,600</b>                | <b>164,779,900</b>               | <b>142,746,200</b>                | <b>134,601,000</b>                |

**SUMMARY OF REVENUE (by Classification) 2016/2017 to 2020/2021**

| CATEGORIES  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 110 Taxes on Income, Profits                      | 18,102,859           | 17,440,000                         | 17,440,000                        | 19,230,100                       | 19,715,500                        | 20,202,200                        |
| 115 Property Tax                                  | 692,308              | 720,000                            | 720,000                           | 725,000                          | 730,000                           | 735,000                           |
| 120 Taxes on Domestic Goods and Services          | 2,470,855            | 3,080,000                          | 3,080,000                         | 2,681,900                        | 2,700,800                         | 2,719,400                         |
| 122 Licenses                                      | 2,603,401            | 2,835,100                          | 2,835,100                         | 2,871,100                        | 2,871,100                         | 2,871,100                         |
| 125 Taxes on International Trade and Transactions | 19,588,063           | 19,715,000                         | 19,715,000                        | 20,123,300                       | 20,548,900                        | 20,992,000                        |
| 129 Arrears of Taxes                              | 619,363              | 800,000                            | 800,000                           | 1,500,000                        | 1,500,000                         | 1,500,000                         |
| 130 Fees, Fines and Permits                       | 1,845,415            | 2,081,600                          | 2,081,600                         | 1,983,800                        | 1,983,800                         | 1,984,200                         |
| 135 Rents, Interest and Dividends                 | 788,235              | 1,125,500                          | 1,125,500                         | 1,046,500                        | 1,046,500                         | 1,046,500                         |
| 145 Reimbursements                                | 469,393              | 115,000                            | 115,000                           | 115,000                          | 115,000                           | 115,000                           |
| 160 Other Revenue                                 | 2,407,409            | 2,468,100                          | 2,468,100                         | 2,412,600                        | 2,412,600                         | 2,412,600                         |
| <b>Total Local Revenue</b>                        | <b>49,587,299</b>    | <b>50,380,300</b>                  | <b>50,380,300</b>                 | <b>52,689,300</b>                | <b>53,624,200</b>                 | <b>54,578,000</b>                 |
| 150 Budgetary Aid/Grants                          | 74,393,435           | 78,000,000                         | 78,000,000                        | 78,462,000                       | 78,350,000                        | 78,350,000                        |
| <b>TOTAL REVENUE</b>                              | <b>123,980,735</b>   | <b>128,380,300</b>                 | <b>128,380,300</b>                | <b>131,151,300</b>               | <b>131,974,200</b>                | <b>132,928,000</b>                |

**ABSTRACT OF ACTUAL EXPENDITURE 2016 - 2017**

**APPROVED & REVISED 2017/2018 AND ESTIMATED EXPENDITURE 2018/2019**

| VOTES & DETAILS                                    | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|--|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 05 POLICE SERVICE                                  | 6,050,120            | 5,866,000                          | 6,228,700                         | 7,268,300                        | 7,210,000                         | 7,271,400                         |
| 07 LEGAL   | 1,268,822            | 1,861,200                          | 1,861,200                         | 1,700,200                        | 1,775,500                         | 1,762,800                         |
| 08 MAGISTRATE'S COURT SERVICE                      | 269,530              | 328,300                            | 328,300                           | 255,300                          | 263,600                           | 267,000                           |
| 09 SUPREME COURT                                   | 653,774              | 675,800                            | 675,800                           | 652,600                          | 700,700                           | 685,900                           |
| 10 LEGISLATURE                                     | 1,505,983            | 1,424,400                          | 1,454,700                         | 1,438,000                        | 1,686,600                         | 1,465,400                         |
| 11 AUDIT OFFICE                                    | 896,273              | 1,164,700                          | 1,164,700                         | 1,227,300                        | 1,316,000                         | 1,314,900                         |
| 12 OFFICE OF THE DEPUTY GOVERNOR                   | 30,386,348           | 31,023,100                         | 29,669,200                        | 29,032,100                       | 29,094,600                        | 29,290,300                        |
| 13 PUBLIC PROSECUTION                              | 522,240              | 649,900                            | 1,158,900                         | 881,100                          | 784,700                           | 786,800                           |
| 15 OFFICE OF THE PREMIER                           | 17,341,451           | 17,008,900                         | 17,515,500                        | 17,208,000                       | 17,220,200                        | 17,231,500                        |
| 20 MINISTRY OF FINANCE & ECONOMIC MGMNT            | 12,057,788           | 20,157,400                         | 19,679,200                        | 21,142,800                       | 21,245,200                        | 21,744,500                        |
| 30 MINISTRY OF AGRICULTURE                         | 5,654,746            | 5,752,800                          | 6,247,800                         | 6,082,800                        | 6,215,500                         | 6,322,400                         |
| 35 MINISTRY OF COMMUNICATIONS, WORKS & LABOUR      | 13,443,337           | 13,393,300                         | 13,393,300                        | 13,588,800                       | 13,650,500                        | 13,776,200                        |
| 40 MINISTRY OF EDUCATION, YOUTH AFFAIRS AND SPORTS | 10,839,853           | 9,854,200                          | 10,064,200                        | 10,915,400                       | 10,921,400                        | 11,013,700                        |
| 45 MINISTRY OF HEALTH AND SOCIAL SERVICES          | 20,476,126           | 19,220,300                         | 19,576,800                        | 19,758,600                       | 19,889,700                        | 19,995,200                        |
| <b>TOTAL EXPENDITURE</b>                           | <b>121,366,390</b>   | <b>128,380,300</b>                 | <b>129,018,300</b>                | <b>131,151,300</b>               | <b>131,974,200</b>                | <b>132,928,000</b>                |

**SUMMARY OF REVENUE - 2016/2017 - 2020/2021**

| VOTES & DETAILS      |   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------|---|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 05                   | POLICE  | 394,570              | 282,600                            | 282,600                           | 282,600                          | 282,600                           | 282,600                           |
| 08                   | MAGISTRATE'S COURT                              | 48,735               | 40,000                             | 40,000                            | 40,000                           | 40,000                            | 40,000                            |
| 09                   | SUPREME COURT                                   | 11,311               | 15,500                             | 15,500                            | 15,500                           | 15,500                            | 15,500                            |
| 10                   | LEGISLATURE                                     | 1,976                | 800                                | 800                               | 800                              | 800                               | 800                               |
| 11                   | AUDIT OFFICE                                    | -                    | 25,000                             | 25,000                            | 25,000                           | 25,000                            | 25,000                            |
| 12                   | OFFICE OF THE DEPUTY GOVERNOR                   | 397,848              | 271,100                            | 271,100                           | 271,100                          | 271,100                           | 271,100                           |
| 15                   | OFFICE OF THE PREMIER                           | 198,646              | 210,000                            | 210,000                           | 210,000                          | 210,000                           | 210,000                           |
| 20                   | MINISTRY OF FINANCE & ECONOMIC MGMNT            | 117,461,193          | 121,558,600                        | 121,558,600                       | 124,499,900                      | 125,322,800                       | 126,276,200                       |
| 30                   | MINISTRY OF AGRICULTURE                         | 1,024,881            | 1,074,800                          | 1,074,800                         | 1,089,000                        | 1,089,000                         | 1,089,400                         |
| 35                   | MINISTRY OF COMMUNICATIONS, WORKS & LABOUR      | 3,570,258            | 4,006,100                          | 4,006,100                         | 3,916,100                        | 3,916,100                         | 3,916,100                         |
| 40                   | MINISTRY OF EDUCATION, YOUTH AFFAIRS AND SPORTS | 275,818              | 390,000                            | 390,000                           | 295,500                          | 295,500                           | 295,500                           |
| 45                   | MINISTRY OF HEALTH AND SOCIAL SERVICES          | 595,498              | 505,800                            | 505,800                           | 505,800                          | 505,800                           | 505,800                           |
| <b>TOTAL REVENUE</b> |   | <b>123,980,735</b>   | <b>128,380,300</b>                 | <b>128,380,300</b>                | <b>131,151,300</b>               | <b>131,974,200</b>                | <b>132,928,000</b>                |

**SUMMARY OF CAPITAL EXPENDITURE 2016/2017 - 2020/2021**

| VOTES & DETAILS                  |                                     | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------------|-------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 12                               | OFFICE OF THE DEPUTY GOVERNOR       | 938,674              | 2,194,000                          | 180,800                           | 180,800                          | -                                 | -                                 |
| 15                               | OFFICE OF THE PREMIER               | 909,997              | 4,189,300                          | 4,440,300                         | 3,741,900                        | -                                 | -                                 |
| 20                               | MINISTRY OF FINANCE                 | 8,271,551            | 12,679,300                         | 9,844,700                         | 12,832,700                       | -                                 | -                                 |
| 30                               | AGRICULTURE                         | 863,974              | 3,806,600                          | 4,421,100                         | 2,453,700                        | -                                 | -                                 |
| 35                               | COMMUNICATIONS, WORKS & LABOUR      | 6,745,788            | 7,620,300                          | 11,554,000                        | 12,714,600                       | 10,772,000                        | 1,673,000                         |
| 40                               | EDUCATION, YOUTH AFFAIRS AND SPORTS | -                    | 111,800                            | 1,848,900                         | 1,546,700                        | -                                 | -                                 |
| 45                               | HEALTH AND SOCIAL SERVICES          | 18,277               | 535,700                            | 633,500                           | 158,200                          | -                                 | -                                 |
| <b>TOTAL CAPITAL EXPENDITURE</b> |                                     | <b>17,748,260</b>    | <b>31,137,000</b>                  | <b>32,923,300</b>                 | <b>33,628,600</b>                | <b>10,772,000</b>                 | <b>1,673,000</b>                  |

**SUMMARY OF RECURRENT EXPENDITURE 2016/2017 - 2020/2021**

| VOTES & DETAILS          |   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|--------------------------|---|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 05                       | POLICE  | 6,050,120            | 5,866,000                          | 6,228,700                         | 7,268,300                        | 7,210,000                         | 7,271,400                         |
| 07                       | LEGAL   | 1,268,822            | 1,861,200                          | 1,861,200                         | 1,700,200                        | 1,775,500                         | 1,762,800                         |
| 08                       | MAGISTRATE'S COURT                              | 269,530              | 328,300                            | 328,300                           | 255,300                          | 263,600                           | 267,000                           |
| 09                       | SUPREME COURT                                   | 653,774              | 675,800                            | 675,800                           | 652,600                          | 700,700                           | 685,900                           |
| 10                       | LEGISLATURE                                     | 1,505,983            | 1,424,400                          | 1,454,700                         | 1,438,000                        | 1,686,600                         | 1,465,400                         |
| 11                       | AUDIT OFFICE                                    | 896,273              | 1,164,700                          | 1,164,700                         | 1,227,300                        | 1,316,000                         | 1,314,900                         |
| 12                       | OFFICE OF THE DEPUTY GOVERNOR                   | 30,386,348           | 31,023,100                         | 29,669,200                        | 29,032,100                       | 29,094,600                        | 29,290,300                        |
| 13                       | PUBLIC PROSECUTION                              | 522,240              | 649,900                            | 1,158,900                         | 881,100                          | 784,700                           | 786,800                           |
| 15                       | OFFICE OF THE PREMIER                           | 17,341,451           | 17,008,900                         | 17,515,500                        | 17,208,000                       | 17,220,200                        | 17,231,500                        |
| 20                       | MINISTRY OF FINANCE & ECONOMIC MGMNT            | 12,057,788           | 20,157,400                         | 19,679,200                        | 21,142,800                       | 21,245,200                        | 21,744,500                        |
| 30                       | MINISTRY OF AGRICULTURE                         | 5,654,746            | 5,752,800                          | 6,247,800                         | 6,082,800                        | 6,215,500                         | 6,322,400                         |
| 35                       | MINISTRY OF COMMUNICATIONS, WORKS & LABOUR      | 13,443,337           | 13,393,300                         | 13,393,300                        | 13,588,800                       | 13,650,500                        | 13,776,200                        |
| 40                       | MINISTRY OF EDUCATION, YOUTH AFFAIRS AND SPORTS | 10,839,853           | 9,854,200                          | 10,064,200                        | 10,915,400                       | 10,921,400                        | 11,013,700                        |
| 45                       | MINISTRY OF HEALTH AND SOCIAL SERVICES          | 20,476,126           | 19,220,300                         | 19,576,800                        | 19,758,600                       | 19,889,700                        | 19,995,200                        |
| <b>TOTAL EXPENDITURE</b> |   | <b>121,366,390</b>   | <b>128,380,300</b>                 | <b>129,018,300</b>                | <b>131,151,300</b>               | <b>131,974,200</b>                | <b>132,928,000</b>                |

**SUMMARY OF CAPITAL & RECURRENT EXPENDITURE 2016/2017 - 2020/2021**

| VOTES & DETAILS          |   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|--------------------------|---|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 05                       | POLICE  | 6,050,120            | 5,866,000                          | 6,228,700                         | 7,268,300                        | 7,210,000                         | 7,271,400                         |
| 07                       | LEGAL   | 1,268,822            | 1,861,200                          | 1,861,200                         | 1,700,200                        | 1,775,500                         | 1,762,800                         |
| 08                       | MAGISTRATE'S COURT                              | 269,530              | 328,300                            | 328,300                           | 255,300                          | 263,600                           | 267,000                           |
| 09                       | SUPREME COURT                                   | 653,774              | 675,800                            | 675,800                           | 652,600                          | 700,700                           | 685,900                           |
| 10                       | LEGISLATURE                                     | 1,505,983            | 1,424,400                          | 1,454,700                         | 1,438,000                        | 1,686,600                         | 1,465,400                         |
| 11                       | AUDIT OFFICE                                    | 896,273              | 1,164,700                          | 1,164,700                         | 1,227,300                        | 1,316,000                         | 1,314,900                         |
| 12                       | OFFICE OF THE DEPUTY GOVERNOR                   | 31,325,021           | 33,217,100                         | 29,850,000                        | 29,212,900                       | 29,094,600                        | 29,290,300                        |
| 13                       | PUBLIC PROSECUTION                              | 522,240              | 649,900                            | 1,158,900                         | 881,100                          | 784,700                           | 786,800                           |
| 15                       | OFFICE OF THE PREMIER                           | 18,251,448           | 21,198,200                         | 21,955,800                        | 20,949,900                       | 17,220,200                        | 17,231,500                        |
| 20                       | MINISTRY OF FINANCE & ECONOMIC MGMNT            | 20,329,339           | 32,836,700                         | 29,523,900                        | 33,975,500                       | 21,245,200                        | 21,744,500                        |
| 30                       | MINISTRY OF AGRICULTURE                         | 6,518,720            | 9,559,400                          | 10,668,900                        | 8,536,500                        | 6,215,500                         | 6,322,400                         |
| 35                       | MINISTRY OF COMMUNICATIONS, WORKS & LABOUR      | 20,189,125           | 21,013,600                         | 24,947,300                        | 26,303,400                       | 24,422,500                        | 15,449,200                        |
| 40                       | MINISTRY OF EDUCATION, YOUTH AFFAIRS AND SPORTS | 10,839,853           | 9,966,000                          | 11,913,100                        | 12,462,100                       | 10,921,400                        | 11,013,700                        |
| 45                       | MINISTRY OF HEALTH AND SOCIAL SERVICES          | 20,494,403           | 19,756,000                         | 20,210,300                        | 19,916,800                       | 19,889,700                        | 19,995,200                        |
| <b>TOTAL EXPENDITURE</b> |   | <b>139,114,650</b>   | <b>159,517,300</b>                 | <b>161,941,600</b>                | <b>164,779,900</b>               | <b>142,746,200</b>                | <b>134,601,000</b>                |

**SUMMARY OF RECURRENT REVENUE BY PROGRAMME 2016/2017 - 2020/2021**

| HEADS & DETAILS |  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|-----------------|--|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 051             | POLICING SERVICES                                | 394,570              | 282,600                            | 282,600                           | 282,600                          | 282,600                           | 282,600                           |
| 080             | MAGISTRATE'S COURT SERVICES                      | 48,735               | 40,000                             | 40,000                            | 40,000                           | 40,000                            | 40,000                            |
| 090             | SUPREME COURT SERVICES                           | 11,311               | 15,500                             | 15,500                            | 15,500                           | 15,500                            | 15,500                            |
| 100             | LEGISLATURE                                      | 1,976                | 800                                | 800                               | 800                              | 800                               | 800                               |
| 101             | CONSTITUTION COMMISSION SECRETARIAT              | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 103             | OFFICE OF THE OPPOSITION                         | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 110             | AUDIT OFFICE                                     | -                    | 25,000                             | 25,000                            | 25,000                           | 25,000                            | 25,000                            |
| 120             | OFFICE OF THE DEPUTY GOVERNOR                    | 374,200              | 270,000                            | 270,000                           | 270,000                          | 270,000                           | 270,000                           |
| 121             | HUMAN RESOURCES                                  | 23,648               | -                                  | -                                 | -                                | -                                 | -                                 |
| 123             | DEFENCE FORCE                                    | -                    | 1,100                              | 1,100                             | 1,100                            | 1,100                             | 1,100                             |
| 152             | BROADCASTING                                     | 193,496              | 210,000                            | 210,000                           | 210,000                          | 210,000                           | 210,000                           |
| 200             | STRATEGIC MANAGEMENT & ADMINISTRATION            | -                    | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 203             | FISCAL POLICY & ECONOMIC MANAGEMENT              | 75,097,220           | 79,025,000                         | 79,025,000                        | 79,487,000                       | 79,375,000                        | 79,375,000                        |
| 205             | TREASURY MANAGEMENT                              | 461,166              | 207,500                            | 207,500                           | 207,500                          | 207,500                           | 207,500                           |
| 206             | CUSTOMS & REVENUE SERVICES                       | 41,492,767           | 41,985,600                         | 41,985,600                        | 44,464,900                       | 45,399,800                        | 46,353,200                        |
| 207             | POSTAL SERVICES                                  | 410,040              | 330,500                            | 330,500                           | 330,500                          | 330,500                           | 330,500                           |
| 300             | STRATEGIC ADMINISTRATION AND PLANNING            | 150,120              | 318,000                            | 318,000                           | 318,000                          | 318,000                           | 318,000                           |
| 301             | AGRICULTURAL SERVICES                            | 89,530               | 70,200                             | 70,200                            | 82,200                           | 82,200                            | 82,200                            |
| 302             | LAND ADMINISTRATION                              | 733,829              | 624,000                            | 624,000                           | 624,000                          | 624,000                           | 624,000                           |
| 303             | PHYSICAL PLANNING & DEVELOPMENT SERVICES         | 42,658               | 55,200                             | 55,200                            | 57,400                           | 57,400                            | 57,800                            |
| 306             | TRADE, INVESTMENT & BUREAU FOR STANDARDS & QUALI | 8,744                | 7,400                              | 7,400                             | 7,400                            | 7,400                             | 7,400                             |
| 350             | STRATEGIC MANAGEMENT AND ADMINISTRATION          | 2,388,975            | 2,729,100                          | 2,729,100                         | 2,739,100                        | 2,739,100                         | 2,739,100                         |
| 351             | INFRASTRUCTURE SERVICES                          | 1,020                | 50,000                             | 50,000                            | 50,000                           | 50,000                            | 50,000                            |
| 352             | PLANT HIRE AND MECHANICAL SERVICES               | 690,767              | 680,000                            | 680,000                           | 680,000                          | 680,000                           | 680,000                           |
| 353             | AIRPORT MANAGEMENT & OPERATION                   | 283,721              | 377,000                            | 377,000                           | 277,000                          | 277,000                           | 277,000                           |
| 355             | INDUSTRIAL RELATIONS & EMPLOYMENT SERVICES       | 205,775              | 170,000                            | 170,000                           | 170,000                          | 170,000                           | 170,000                           |
| 400             | STRATEGIC MANAGEMENT, ADMINISTRATION, AND SUPPC  | 271,358              | 390,000                            | 390,000                           | 295,500                          | 295,500                           | 295,500                           |
| 450             | STRATEGIC MANAGEMENT & ADMINISTRATION            | 425,842              | 425,800                            | 425,800                           | 425,800                          | 425,800                           | 425,800                           |
| 454             | SOCIAL SERVICES                                  | 169,656              | 80,000                             | 80,000                            | 80,000                           | 80,000                            | 80,000                            |
|                 | <b>TOTAL EXPENDITURE</b>                         | <b>124,186,510</b>   | <b>128,380,300</b>                 | <b>128,380,300</b>                | <b>131,151,300</b>               | <b>131,974,200</b>                | <b>132,928,000</b>                |

**SUMMARY OF RECURRENT REVENUE 2016/2017 - 2020/2021**

| SUBHDS & DETAILS |     |                                   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------|-----|-----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 051              | 122 | Driver's Licenses                 | 86,400               | 64,600                             | 64,600                            | 64,600                           | 64,600                            | 64,600                            |
| 051              | 122 | Firearms Licenses                 | 4,860                | 3,000                              | 3,000                             | 3,000                            | 3,000                             | 3,000                             |
| 051              | 122 | Liquor & Still Licenses           | 138,600              | 110,000                            | 110,000                           | 110,000                          | 110,000                           | 110,000                           |
| 051              | 130 | Immigration Fees                  | 300                  | 100,000                            | 100,000                           | 100,000                          | 100,000                           | 100,000                           |
| 051              | 130 | Fingerprint Processing Fee        | -                    | 5,000                              | 5,000                             | 5,000                            | 5,000                             | 5,000                             |
| 051              | 130 | Other Fees Fines and Permit (NEW) | 2,450                | -                                  | -                                 | -                                | -                                 | -                                 |
| 080              | 130 | Magistrate's Court                | 48,735               | 40,000                             | 40,000                            | 40,000                           | 40,000                            | 40,000                            |
| 090              | 130 | Certificate - Birth etc.          | 1,094                | 1,500                              | 1,500                             | 1,500                            | 1,500                             | 1,500                             |
| 090              | 130 | High Court                        | 4,500                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 090              | 160 | Other Receipts                    | 5,717                | 4,000                              | 4,000                             | 4,000                            | 4,000                             | 4,000                             |
| 100              | 160 | Sale of Laws etc.                 | 1,976                | 800                                | 800                               | 800                              | 800                               | 800                               |
| 110              | 130 | Audit Fees                        | -                    | 25,000                             | 25,000                            | 25,000                           | 25,000                            | 25,000                            |
| 120              | 130 | Naturalization Fees               | 374,200              | 270,000                            | 270,000                           | 270,000                          | 270,000                           | 270,000                           |
| 121              | 145 | Human Resources                   | 23,648               | -                                  | -                                 | -                                | -                                 | -                                 |
| 123              | 130 | Charges and Fines                 | -                    | 100                                | 100                               | 100                              | 100                               | 100                               |
| 123              | 160 | General Reciepts                  | -                    | 1,000                              | 1,000                             | 1,000                            | 1,000                             | 1,000                             |
| 152              | 130 | Broadcasting Fees                 | 193,496              | 210,000                            | 210,000                           | 210,000                          | 210,000                           | 210,000                           |
| 200              | 160 | Sale of Condemned Stores          | -                    | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 203              | 122 | Other Licenses                    | -                    | 100                                | 100                               | 100                              | 100                               | 100                               |
| 203              | 130 | Fines on Gov't Officers           | -                    | 2,300                              | 2,300                             | 2,300                            | 2,300                             | 2,300                             |
| 203              | 130 | Weights and Measures              | -                    | 600                                | 600                               | 600                              | 600                               | 600                               |
| 203              | 130 | Company Registration              | 107,936              | 150,000                            | 150,000                           | 150,000                          | 150,000                           | 150,000                           |
| 203              | 130 | Trade Marks and Patents           | 96,013               | 90,000                             | 90,000                            | 90,000                           | 90,000                            | 90,000                            |
| 203              | 135 | Bank of Mont. Interest (CDB)      | -                    | 44,000                             | 44,000                            | 44,000                           | 44,000                            | 44,000                            |
| 203              | 135 | Port Auth. CDB INT#1 SFR-ORM      | 164,693              | 160,000                            | 160,000                           | 160,000                          | 160,000                           | 160,000                           |
| 203              | 135 | Other Interest                    | -                    | 55,000                             | 55,000                            | 55,000                           | 55,000                            | 55,000                            |
| 203              | 135 | Misc Rents, Interests, Dividends  | 141,372              | 120,000                            | 120,000                           | 120,000                          | 120,000                           | 120,000                           |
| 203              | 150 | Budgetary Assistance              | 74,393,435           | 78,000,000                         | 78,000,000                        | 78,462,000                       | 78,350,000                        | 78,350,000                        |
| 203              | 160 | Gains on Exchange                 | -                    | 4,000                              | 4,000                             | 4,000                            | 4,000                             | 4,000                             |
| 203              | 160 | Port Auth. Princ #1 SFR-ORM       | 191,956              | 385,000                            | 385,000                           | 385,000                          | 385,000                           | 385,000                           |
| 203              | 160 | Disposal of Vehicles              | 1,814                | 14,000                             | 14,000                            | 14,000                           | 14,000                            | 14,000                            |
| 205              | 120 | Stamp Duty                        | 111,439              | 100,000                            | 100,000                           | 100,000                          | 100,000                           | 100,000                           |
| 205              | 122 | Other Business                    | 15                   | -                                  | -                                 | -                                | -                                 | -                                 |
| 205              | 135 | Personal Advances                 | 26,263               | 48,500                             | 48,500                            | 48,500                           | 48,500                            | 48,500                            |
| 205              | 140 | Share of ECCB Profit              | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 205              | 145 | Overpayments Recovered            | 10,921               | 15,000                             | 15,000                            | 15,000                           | 15,000                            | 15,000                            |
| 205              | 145 | Previous Years Reimbursement      | 265,168              | 20,000                             | 20,000                            | 20,000                           | 20,000                            | 20,000                            |
| 205              | 160 | Petty Receipts                    | 5,874                | 24,000                             | 24,000                            | 24,000                           | 24,000                            | 24,000                            |
| 205              | 160 | Miscellaneous Receipts            | 22,575               | -                                  | -                                 | -                                | -                                 | -                                 |
| 206              | 110 | Company Tax                       | 4,752,983            | 3,500,000                          | 3,500,000                         | 3,338,200                        | 3,479,200                         | 3,614,100                         |
| 206              | 110 | Income Tax (Personal)             | 12,406,866           | 13,000,000                         | 13,000,000                        | 15,091,900                       | 15,436,300                        | 15,788,100                        |
| 206              | 110 | Withholding Tax                   | 943,009              | 940,000                            | 940,000                           | 800,000                          | 800,000                           | 800,000                           |
| 206              | 115 | Property Tax                      | 692,308              | 720,000                            | 720,000                           | 725,000                          | 730,000                           | 735,000                           |
| 206              | 120 | Hotel/Residential Occupancy Tax   | 45,591               | 65,000                             | 65,000                            | 75,000                           | 85,000                            | 95,000                            |
| 206              | 120 | Insurance Company Levy            | 257,386              | 255,000                            | 255,000                           | 231,300                          | 240,200                           | 248,800                           |
| 206              | 120 | Embarkation Tax                   | 420,705              | 450,000                            | 450,000                           | 389,600                          | 389,600                           | 389,600                           |
| 206              | 120 | Bank Interest Levy                | 1,247,354            | 1,850,000                          | 1,850,000                         | 1,500,000                        | 1,500,000                         | 1,500,000                         |
| 206              | 125 | Import Duties                     | 7,083,802            | 6,735,000                          | 6,735,000                         | 6,892,200                        | 7,046,100                         | 7,206,300                         |
| 206              | 125 | Consumption Tax                   | 11,579,040           | 11,920,000                         | 11,920,000                        | 12,171,100                       | 12,442,800                        | 12,725,700                        |
| 206              | 125 | Customs Processing Fee            | 820,556              | 910,000                            | 910,000                           | 910,000                          | 910,000                           | 910,000                           |
| 206              | 129 | Arrears of Taxes                  | 619,363              | 800,000                            | 800,000                           | 1,500,000                        | 1,500,000                         | 1,500,000                         |
| 206              | 130 | Customs Fines                     | 7,700                | 3,600                              | 3,600                             | 3,600                            | 3,600                             | 3,600                             |
| 206              | 130 | Customs Officers Fees             | 251,783              | 237,000                            | 237,000                           | 237,000                          | 237,000                           | 237,000                           |
| 206              | 130 | ASYCUDA User Access Fees          | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 206              | 135 | Royalties - Quarries              | 361,620              | 600,000                            | 600,000                           | 600,000                          | 600,000                           | 600,000                           |
| 206              | 160 | Customs Auction                   | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 206              | 160 | Other Receipts                    | 400                  | -                                  | -                                 | -                                | -                                 | -                                 |

| SUBHDS & DETAILS     |     |  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------|-----|--|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 207                  | 130 | Commissions on Money Order               | 499                  | 500                                | 500                               | 500                              | 500                               | 500                               |
| 207                  | 160 | Parcel Post                              | 10,050               | 7,000                              | 7,000                             | 7,000                            | 7,000                             | 7,000                             |
| 207                  | 160 | Stamp Sales                              | 266,314              | 255,000                            | 255,000                           | 255,000                          | 255,000                           | 255,000                           |
| 207                  | 160 | Other Receipts                           | 102,737              | 68,000                             | 68,000                            | 68,000                           | 68,000                            | 68,000                            |
| 300                  | 122 | Landholding Licenses                     | 139,650              | 300,000                            | 300,000                           | 300,000                          | 300,000                           | 300,000                           |
| 300                  | 122 | Mining Licences                          | 720                  | -                                  | -                                 | -                                | -                                 | -                                 |
| 300                  | 130 | Real Est. Agents Regis .                 | 9,750                | 18,000                             | 18,000                            | 18,000                           | 18,000                            | 18,000                            |
| 301                  | 160 | Hire of Agricultural Equip.              | 7,017                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 301                  | 160 | Plant Propagation                        | 13,685               | 16,200                             | 16,200                            | 16,200                           | 16,200                            | 16,200                            |
| 301                  | 160 | Sale of Trees                            | 6,160                | 4,000                              | 4,000                             | 4,000                            | 4,000                             | 4,000                             |
| 301                  | 160 | Livestock Slaughtering Fees              | -                    | 20,000                             | 20,000                            | 20,000                           | 20,000                            | 20,000                            |
| 301                  | 160 | Other Receipts                           | 51,619               | 20,000                             | 20,000                            | 20,000                           | 20,000                            | 20,000                            |
| 302                  | 120 | Stamp Duty                               | 382,370              | 360,000                            | 360,000                           | 360,000                          | 360,000                           | 360,000                           |
| 302                  | 130 | Advertising Fees                         | 7,112                | 7,000                              | 7,000                             | 7,000                            | 7,000                             | 7,000                             |
| 302                  | 130 | Registration of Titles                   | 136,077              | 150,000                            | 150,000                           | 150,000                          | 150,000                           | 150,000                           |
| 302                  | 160 | Sale of Government Lands                 | 120,360              | 30,000                             | 30,000                            | 30,000                           | 30,000                            | 30,000                            |
| 302                  | 160 | Sale of Maps etc.                        | 9,259                | 17,000                             | 17,000                            | 17,000                           | 17,000                            | 17,000                            |
| 302                  | 160 | Lease of Government Lands                | 78,652               | 60,000                             | 60,000                            | 60,000                           | 60,000                            | 60,000                            |
| 303                  | 130 | Electricity Inspection Fees              | 15,750               | 29,600                             | 29,600                            | 29,700                           | 29,700                            | 29,700                            |
| 303                  | 130 | Planning Application Fees                | 24,635               | 20,600                             | 20,600                            | 22,700                           | 22,700                            | 23,100                            |
| 303                  | 130 | Sand Mining Fees                         | -                    | 2,000                              | 2,000                             | 2,000                            | 2,000                             | 2,000                             |
| 303                  | 130 | GIS User Fees                            | 2,273                | 1,000                              | 1,000                             | 1,000                            | 1,000                             | 1,000                             |
| 303                  | 130 | Other Fees Fines and Permits             | -                    | 2,000                              | 2,000                             | 2,000                            | 2,000                             | 2,000                             |
| 306                  | 122 | Trade Licenses                           | 8,744                | 7,000                              | 7,000                             | 7,000                            | 7,000                             | 7,000                             |
| 306                  | 122 | Import Licenses                          | -                    | 400                                | 400                               | 400                              | 400                               | 400                               |
| 350                  | 122 | Driver's Licenses                        | 249,890              | 300,000                            | 300,000                           | 300,000                          | 300,000                           | 300,000                           |
| 350                  | 122 | Motor Vehicle Licenses                   | 1,239,375            | 1,300,000                          | 1,300,000                         | 1,310,000                        | 1,310,000                         | 1,310,000                         |
| 350                  | 122 | Telecom. Licenses                        | 721,709              | 750,000                            | 750,000                           | 750,000                          | 750,000                           | 750,000                           |
| 350                  | 125 | Int'l Communication                      | 104,665              | 150,000                            | 150,000                           | 150,000                          | 150,000                           | 150,000                           |
| 350                  | 130 | Royalties: Internet Domain               | -                    | 200,000                            | 200,000                           | 200,000                          | 200,000                           | 200,000                           |
| 350                  | 135 | Rents, Interests, Dividends              | 42,000               | 6,000                              | 6,000                             | 6,000                            | 6,000                             | 6,000                             |
| 350                  | 160 | Sale of Condemned Stores                 | 10,050               | 3,000                              | 3,000                             | 3,000                            | 3,000                             | 3,000                             |
| 350                  | 160 | Sale of Unallocated Stores               | -                    | 100                                | 100                               | 100                              | 100                               | 100                               |
| 350                  | 160 | Re-saleable Stock                        | 21,286               | 20,000                             | 20,000                            | 20,000                           | 20,000                            | 20,000                            |
| 351                  | 160 | Hot Mix Plant Operation                  | 1,020                | 50,000                             | 50,000                            | 50,000                           | 50,000                            | 50,000                            |
| 352                  | 130 | PWD Laboratory                           | 9,740                | 20,000                             | 20,000                            | 20,000                           | 20,000                            | 20,000                            |
| 352                  | 160 | Mechanical Spares                        | 12,778               | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 352                  | 160 | Plant & Workshop                         | 668,249              | 650,000                            | 650,000                           | 650,000                          | 650,000                           | 650,000                           |
| 353                  | 130 | Aircraft Landing Charges                 | 55,166               | 55,000                             | 55,000                            | 55,000                           | 55,000                            | 55,000                            |
| 353                  | 130 | Airport Security Charge                  | 125,790              | 110,000                            | 110,000                           | 110,000                          | 110,000                           | 110,000                           |
| 353                  | 130 | Scenic Flights                           | -                    | 150,000                            | 150,000                           | 50,000                           | 50,000                            | 50,000                            |
| 353                  | 135 | Concessions Rental- Airport              | 31,395               | 12,000                             | 12,000                            | 12,000                           | 12,000                            | 12,000                            |
| 353                  | 160 | Navigational Charges                     | 71,370               | 50,000                             | 50,000                            | 50,000                           | 50,000                            | 50,000                            |
| 355                  | 130 | Work Permit Fees                         | 205,775              | 170,000                            | 170,000                           | 170,000                          | 170,000                           | 170,000                           |
| 400                  | 120 | Student Permit Fees                      | 6,009                | -                                  | -                                 | 26,000                           | 26,000                            | 26,000                            |
| 400                  | 122 | Universities & Colleges                  | 13,438               | -                                  | -                                 | 26,000                           | 26,000                            | 26,000                            |
| 400                  | 135 | Miscellaneous Rents, Interest, Dividends | -                    | 80,000                             | 80,000                            | 1,000                            | 1,000                             | 1,000                             |
| 400                  | 160 | Nursery School Receipts                  | 79,064               | 105,000                            | 105,000                           | 75,000                           | 75,000                            | 75,000                            |
| 400                  | 160 | School Bus Receipts                      | 75,327               | 80,000                             | 80,000                            | 58,000                           | 58,000                            | 58,000                            |
| 400                  | 160 | School Feeding                           | 42,617               | 60,000                             | 60,000                            | 55,000                           | 55,000                            | 55,000                            |
| 400                  | 160 | Sale of Government Buildings/Proper      | 40,000               | 60,000                             | 60,000                            | 35,000                           | 35,000                            | 35,000                            |
| 400                  | 160 | Other Revenue                            | 14,903               | 5,000                              | 5,000                             | 19,500                           | 19,500                            | 19,500                            |
| 450                  | 130 | Cemetery Dues                            | 380                  | 800                                | 800                               | 800                              | 800                               | 800                               |
| 450                  | 160 | Hospital Receipts                        | 425,462              | 425,000                            | 425,000                           | 425,000                          | 425,000                           | 425,000                           |
| 454                  | 145 | Reimbursments                            | 169,656              | 80,000                             | 80,000                            | 80,000                           | 80,000                            | 80,000                            |
| <b>TOTAL REVENUE</b> |     |  | <b>123,978,735</b>   | <b>128,380,300</b>                 | <b>128,380,300</b>                | <b>131,151,300</b>               | <b>131,974,200</b>                | <b>132,928,000</b>                |

**SUMMARY OF RECURRENT EXPENDITURE BY PROGRAMME 2016/2017 - 2020/2021**

| HEADS & DETAILS                                      | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|--|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 050 FIRE FIGHTING AND RESCUE SERVICE                 | 1,325,105            | 1,288,800                          | 1,313,500                         | 1,377,100                        | 1,401,700                         | 1,422,300                         |
| 051 POLICING SERVICES                                | 4,565,034            | 4,420,900                          | 4,760,000                         | 4,392,500                        | 4,469,900                         | 4,530,300                         |
| 052 FINANCIAL CRIME AND ANALYSIS UNIT                | 159,980              | 156,300                            | 155,200                           | 253,000                          | 248,800                           | 251,300                           |
| 053 BORDER SECURITY                                  | -                    | -                                  | -                                 | 1,245,700                        | 1,089,600                         | 1,067,500                         |
| 070 ADMINISTRATION OF JUSTICE                        | 1,268,822            | 1,861,200                          | 1,861,200                         | 1,700,200                        | 1,775,500                         | 1,762,800                         |
| 080 MAGISTRATE'S COURT SERVICES                      | 269,530              | 328,300                            | 328,300                           | 255,300                          | 263,600                           | 267,000                           |
| 090 SUPREME COURT SERVICES                           | 653,774              | 675,800                            | 675,800                           | 652,600                          | 700,700                           | 685,900                           |
| 100 LEGISLATURE                                      | 979,037              | 953,000                            | 1,015,200                         | 988,300                          | 999,600                           | 998,800                           |
| 101 CONSTITUTION COMMISSION SECRETARIAT              | 381,599              | 303,400                            | 300,100                           | 287,700                          | 519,000                           | 298,600                           |
| 103 OFFICE OF THE OPPOSITION                         | 145,347              | 168,000                            | 139,400                           | 162,000                          | 168,000                           | 168,000                           |
| 110 AUDIT OFFICE                                     | 896,273              | 1,164,700                          | 1,164,700                         | 1,227,300                        | 1,316,000                         | 1,314,900                         |
| 120 OFFICE OF THE DEPUTY GOVERNOR                    | 14,740,143           | 14,392,900                         | 14,971,800                        | 14,701,700                       | 14,702,400                        | 14,800,900                        |
| 121 HUMAN RESOURCES                                  | 6,848,213            | 13,562,800                         | 11,676,900                        | 11,203,900                       | 11,247,900                        | 11,296,800                        |
| 122 PRISON SERVICES                                  | 1,169,220            | 1,293,900                          | 1,251,600                         | 1,320,400                        | 1,352,000                         | 1,385,000                         |
| 123 DEFENCE FORCE                                    | 144,345              | 98,500                             | 98,500                            | 168,100                          | 138,200                           | 141,200                           |
| 124 DISASTER MGMNT COORDINATION AGENCY               | 7,173,690            | 1,349,700                          | 1,351,800                         | 1,315,700                        | 1,320,900                         | 1,326,100                         |
| 125 GOVERNOR   | 310,737              | 325,300                            | 318,600                           | 322,300                          | 333,200                           | 340,300                           |
| 130 PUBLIC PROSECUTION                               | 522,240              | 649,900                            | 1,158,900                         | 881,100                          | 784,700                           | 786,800                           |
| 150 STRATEGIC MANAGEMENT AND ADMINISTRATION          | 9,979,620            | 10,091,300                         | 10,785,700                        | 10,204,600                       | 10,210,100                        | 10,214,400                        |
| 152 BROADCASTING                                     | 1,170,313            | 1,053,200                          | 1,077,700                         | 1,058,500                        | 1,062,400                         | 1,066,500                         |
| 153 EXTERNAL AFFAIRS & TRADE                         | 4,144,354            | 4,088,100                          | 3,643,800                         | 4,090,000                        | 4,090,000                         | 4,090,000                         |
| 154 DEVELOPMENT PLANNING AND POLICY CO-ORDINATION    | 192,156              | -                                  | -                                 | -                                | -                                 | -                                 |
| 155 INFORMATION TECHNOLOGY & E-GOVERNMENT SERVICES   | 1,855,007            | 1,776,300                          | 2,008,300                         | 1,854,900                        | 1,857,700                         | 1,860,600                         |
| 200 STRATEGIC MANAGEMENT & ADMINISTRATION            | 2,791,180            | 9,581,600                          | 9,165,900                         | 10,023,700                       | 10,033,700                        | 10,365,700                        |
| 203 FISCAL POLICY & ECONOMIC MANAGEMENT              | 3,172,213            | 3,785,400                          | 3,454,900                         | 4,006,000                        | 4,003,400                         | 4,131,800                         |
| 204 STATISTICAL MANAGEMENT                           | 523,680              | 742,200                            | 745,800                           | 765,900                          | 773,200                           | 780,700                           |
| 205 TREASURY MANAGEMENT                              | 997,595              | 1,032,600                          | 1,033,600                         | 1,033,300                        | 1,044,000                         | 1,054,700                         |
| 206 CUSTOMS & REVENUE SERVICES                       | 3,740,325            | 4,100,700                          | 4,195,700                         | 4,297,900                        | 4,348,000                         | 4,357,700                         |
| 207 POSTAL SERVICES                                  | 475,684              | 511,400                            | 683,400                           | 606,200                          | 610,700                           | 615,800                           |
| 208 INTERNAL AUDIT                                   | 357,111              | 403,500                            | 399,900                           | 409,800                          | 432,200                           | 438,100                           |
| 300 STRATEGIC ADMINISTRATION AND PLANNING            | 1,606,322            | 1,280,000                          | 1,252,600                         | 1,364,200                        | 1,373,100                         | 1,382,000                         |
| 301 AGRICULTURAL SERVICES                            | 1,659,875            | 1,630,100                          | 2,034,300                         | 1,661,300                        | 1,746,100                         | 1,738,600                         |
| 302 LAND ADMINISTRATION                              | 508,405              | 560,400                            | 528,300                           | 695,300                          | 693,500                           | 789,900                           |
| 303 PHYSICAL PLANNING & DEVELOPMENT SERVICES         | 548,543              | 603,200                            | 623,700                           | 666,700                          | 676,000                           | 684,000                           |
| 304 ENVIRONMENTAL MANAGEMENT                         | 758,845              | 871,800                            | 861,600                           | 891,000                          | 914,900                           | 907,300                           |
| 305 HOUSING POLICY & SUPPORT SERVICES                | 496,756              | 574,500                            | 739,500                           | 575,000                          | 579,500                           | 585,200                           |
| 306 TRADE, INVESTMENT & BUREAU FOR STANDARDS & QUALI | 76,000               | 232,800                            | 207,800                           | 229,300                          | 232,400                           | 235,400                           |
| 350 STRATEGIC MANAGEMENT AND ADMINISTRATION          | 2,738,606            | 2,648,900                          | 2,512,800                         | 2,543,500                        | 2,556,300                         | 2,567,700                         |
| 351 INFRASTRUCTURE SERVICES                          | 5,325,463            | 5,313,600                          | 5,267,000                         | 5,475,900                        | 5,474,500                         | 5,534,300                         |
| 352 PLANT HIRE AND MECHANICAL SERVICES               | 3,105,010            | 3,090,000                          | 3,352,700                         | 3,122,900                        | 3,140,900                         | 3,169,900                         |
| 353 AIRPORT MANAGEMENT & OPERATION                   | 1,974,551            | 2,039,300                          | 1,948,500                         | 2,145,100                        | 2,171,500                         | 2,193,900                         |
| 355 INDUSTRIAL RELATIONS & EMPLOYMENT SERVICES       | 299,707              | 301,500                            | 312,300                           | 301,400                          | 307,300                           | 310,400                           |
| 400 STRATEGIC MANAGEMENT, ADMINISTRATION, AND SUPPC  | 3,444,870            | 2,104,200                          | 2,107,000                         | 2,498,900                        | 2,486,800                         | 2,493,700                         |
| 401 PRIMARY EDUCATION                                | 1,571,764            | 1,803,000                          | 1,879,000                         | 2,057,800                        | 2,090,600                         | 2,138,500                         |
| 402 SECONDARY EDUCATION                              | 3,118,691            | 3,300,800                          | 3,343,100                         | 3,458,700                        | 3,424,000                         | 3,443,500                         |
| 403 LIBRARY AND INFORMATION SERVICES                 | 312,712              | 347,300                            | 346,200                           | 398,500                          | 401,900                           | 406,000                           |
| 404 EARLY CHILDHOOD EDUCATION                        | 817,200              | 844,800                            | 873,300                           | 920,300                          | 933,200                           | 944,100                           |
| 406 YOUTH AFFAIRS AND SPORTS                         | 1,574,615            | 1,454,100                          | 1,515,600                         | 1,581,200                        | 1,584,900                         | 1,587,900                         |
| 450 STRATEGIC MANAGEMENT & ADMINISTRATION            | 2,847,440            | 1,074,000                          | 1,134,900                         | 1,123,800                        | 1,150,600                         | 1,135,100                         |
| 451 PRIMARY HEALTH CARE                              | 2,171,932            | 2,329,700                          | 2,140,100                         | 2,450,500                        | 2,425,400                         | 2,464,800                         |
| 452 SECONDARY HEALTH CARE                            | 8,331,733            | 8,351,500                          | 8,541,300                         | 8,607,500                        | 8,636,200                         | 8,695,700                         |
| 454 SOCIAL SERVICES                                  | 5,626,956            | 5,949,600                          | 6,024,500                         | 6,041,200                        | 6,135,600                         | 6,151,600                         |
| 455 ENVIRONMENTAL HEALTH                             | 1,498,066            | 1,515,500                          | 1,736,000                         | 1,535,600                        | 1,541,900                         | 1,548,000                         |
| <b>TOTAL EXPENDITURE</b>                             | <b>121,366,390</b>   | <b>128,380,300</b>                 | <b>129,018,300</b>                | <b>131,151,300</b>               | <b>131,974,200</b>                | <b>132,928,000</b>                |

| VOTES & DETAILS          |   | SALARIES          | WAGES          | ALLOWNCS         | BENEFITS          | SERVICES          | TOTAL              |
|--------------------------|---|-------------------|----------------|------------------|-------------------|-------------------|--------------------|
| 05                       | POLICE  | 4,680,000         | -              | 903,800          | -                 | 1,684,500         | 7,268,300          |
| 07                       | LEGAL   | 776,600           | -              | 656,800          | -                 | 266,800           | 1,700,200          |
| 08                       | MAGISTRATE'S COURT                              | 201,500           | -              | 6,200            | -                 | 47,600            | 255,300            |
| 09                       | SUPREME COURT                                   | 387,300           | -              | 91,500           | -                 | 173,800           | 652,600            |
| 10                       | LEGISLATURE                                     | 652,200           | -              | 232,600          | -                 | 553,200           | 1,438,000          |
| 11                       | AUDIT OFFICE                                    | 722,200           | 10,400         | 194,000          | 17,000            | 283,700           | 1,227,300          |
| 12                       | OFFICE OF THE DEPUTY GOVERNOR                   | 2,947,900         | 123,500        | 399,700          | 11,428,700        | 14,132,300        | 29,032,100         |
| 13                       | PUBLIC PROSECUTION                              | 333,300           | -              | 237,600          | -                 | 310,200           | 881,100            |
| 15                       | OFFICE OF THE PREMIER                           | 2,036,100         | 56,000         | 416,500          | -                 | 14,699,400        | 17,208,000         |
| 20                       | MINISTRY OF FINANCE & ECONOMIC MGMNT            | 4,194,900         | -              | 811,300          | -                 | 16,136,600        | 21,142,800         |
| 30                       | MINISTRY OF AGRICULTURE                         | 3,729,300         | -              | 632,000          | 10,600            | 1,710,900         | 6,082,800          |
| 35                       | MINISTRY OF COMMUNICATIONS, WORKS & LABOUR      | 5,789,900         | -              | 980,000          | 72,900            | 6,746,000         | 13,588,800         |
| 40                       | MINISTRY OF EDUCATION, YOUTH AFFAIRS AND SPORTS | 6,162,200         | 198,500        | 444,800          | 142,200           | 3,967,700         | 10,915,400         |
| 45                       | MINISTRY OF HEALTH AND SOCIAL SERVICES          | 7,530,300         | 44,600         | 1,461,900        | 139,700           | 10,582,100        | 19,758,600         |
| <b>TOTAL EXPENDITURE</b> |   | <b>40,143,700</b> | <b>433,000</b> | <b>7,468,700</b> | <b>11,811,100</b> | <b>71,294,800</b> | <b>131,151,300</b> |

| SUBHDS & DETAILS         |                                    | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|--------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 210                      | Salaries                           | 35,475,374           | 37,529,400                         | 37,652,200                        | 40,143,700                       | 40,884,500                        | 41,518,600                        |
| 212                      | Wages                              | 519,566              | 661,800                            | 465,700                           | 433,000                          | 434,100                           | 435,300                           |
| 216                      | Allowances                         | 6,349,489            | 7,507,600                          | 7,121,100                         | 7,468,700                        | 7,411,800                         | 7,416,800                         |
| 218                      | Pensions & Gratuities              | 12,198,589           | 11,797,200                         | 11,764,500                        | 11,811,100                       | 11,933,400                        | 11,812,100                        |
| 220                      | Local Travel                       | 48,115               | 67,300                             | 70,600                            | 74,000                           | 76,000                            | 76,000                            |
| 222                      | International Travel & Subsistence | 983,700              | 890,900                            | 1,123,700                         | 883,900                          | 886,900                           | 886,900                           |
| 224                      | Utilities                          | 2,180,929            | 2,528,000                          | 2,447,600                         | 2,585,900                        | 2,601,400                         | 2,601,400                         |
| 226                      | Communication Expenses             | 925,811              | 913,500                            | 919,200                           | 846,500                          | 854,300                           | 854,300                           |
| 228                      | Supplies & Materials               | 3,100,394            | 2,945,900                          | 3,002,500                         | 3,021,400                        | 2,994,900                         | 2,986,900                         |
| 229                      | Furniture Equipment and Resources  | 5,213,745            | 2,955,800                          | 3,460,400                         | 3,579,100                        | 3,577,100                         | 3,577,100                         |
| 230                      | Uniform/Protective Clothing        | 343,038              | 310,400                            | 312,800                           | 389,600                          | 335,600                           | 330,600                           |
| 232                      | Maintenance Services               | 7,804,483            | 7,624,600                          | 8,063,700                         | 7,764,500                        | 7,764,400                         | 7,974,600                         |
| 234                      | Rental of Assets                   | 1,282,411            | 1,256,360                          | 1,549,800                         | 1,240,800                        | 1,254,600                         | 1,254,600                         |
| 236                      | Professional Services and Fees     | 9,646,432            | 16,212,040                         | 15,797,000                        | 13,717,200                       | 13,784,100                        | 13,913,900                        |
| 238                      | Insurance                          | 441,653              | 490,900                            | 492,700                           | 952,900                          | 952,900                           | 952,900                           |
| 240                      | Hosting & Entertainment            | 41,288               | 61,400                             | 46,600                            | 56,400                           | 56,400                            | 56,400                            |
| 242                      | Training                           | 2,627,082            | 2,643,800                          | 2,720,700                         | 3,165,300                        | 3,125,800                         | 3,046,000                         |
| 244                      | Advertising                        | 182,296              | 184,600                            | 200,600                           | 309,000                          | 299,000                           | 299,000                           |
| 246                      | Printing & Binding                 | 261,929              | 255,800                            | 248,200                           | 227,200                          | 237,300                           | 237,300                           |
| 260                      | Grants & Contributions             | 6,210,905            | 6,807,500                          | 5,690,800                         | 6,452,300                        | 6,461,500                         | 6,461,500                         |
| 261                      | Subventions                        | 16,585,049           | 15,575,400                         | 15,619,600                        | 16,086,900                       | 16,086,900                        | 16,086,900                        |
| 265                      | Social Protection                  | 4,100,033            | 3,761,300                          | 4,040,300                         | 3,861,300                        | 3,861,300                         | 3,861,300                         |
| 266                      | Health Care Promotion              | 191,347              | 204,000                            | 232,400                           | 284,000                          | 294,000                           | 294,000                           |
| 270                      | Revenue Refunds                    | 1,511,600            | 1,505,500                          | 1,502,500                         | 1,505,500                        | 1,505,500                         | 1,505,500                         |
| 272                      | Claims against Government          | 371,445              | 395,800                            | 211,400                           | 395,800                          | 395,800                           | 523,400                           |
| 273                      | MALHE Activities                   | 547,982              | 516,000                            | 1,072,200                         | 511,000                          | 511,000                           | 511,000                           |
| 274                      | Emergency Expenditure              | 4,092                | 200,000                            | 142,500                           | 180,000                          | 180,000                           | 252,400                           |
| 275                      | Sundry Expenses                    | 327,581              | 636,400                            | 785,300                           | 788,600                          | 784,000                           | 794,000                           |
| 276                      | Culture                            | 9,372                | 10,000                             | 10,000                            | 20,000                           | 20,000                            | 20,000                            |
| 280                      | Programme Production & Promotion   | 148,110              | 138,900                            | 482,000                           | 424,300                          | 449,300                           | 426,900                           |
| 281                      | Minor Works                        | 233,049              | 249,500                            | 234,500                           | 280,000                          | 280,000                           | 280,000                           |
| 282                      | Re-saleable Stock                  | 82,366               | 80,000                             | 80,000                            | 80,000                           | 80,000                            | 80,000                            |
| 283                      | Environmental Protection           | 277,038              | 300,000                            | 288,000                           | 300,000                          | 300,000                           | 300,000                           |
| 284                      | Law Enforcement                    | 106,795              | 89,000                             | 93,500                            | 100,000                          | 89,000                            | 89,000                            |
| 290                      | Debt Servicing - Domestic          | 328,849              | 324,400                            | 324,400                           | 329,400                          | 329,400                           | 329,400                           |
| 292                      | Debt Servicing - Foreign           | 501,689              | 502,000                            | 504,500                           | 502,000                          | 502,000                           | 502,000                           |
| 293                      | Debt Servicing - Interest          | 225,530              | 247,300                            | 244,800                           | 380,000                          | 380,000                           | 380,000                           |
| <b>TOTAL EXPENDITURE</b> |                                    | <b>121,389,156</b>   | <b>128,380,300</b>                 | <b>129,018,300</b>                | <b>131,151,300</b>               | <b>131,974,200</b>                | <b>132,928,000</b>                |

**SUMMARY OF CAPITAL EXPENDITURE BY MINISTRY 2016/2017 - 2020/2021**

| Details of Expenditure                               |              |   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|--|--------------|---|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SHD</b>   | <b>Donor</b> | <b>Description</b>                          |                      |                                    |                                   |                                  |                                   |                                   |
| <b>12- OFFICE OF THE DEPUTY GOVERNOR</b>             |              |   |                      |                                    |                                   |                                  |                                   |                                   |
| 01A  | DFID         | PSR2/3                                      | 912,851              | 1,540,800                          | -                                 | -                                | -                                 | -                                 |
| 02A  | DFID         | Capacity Development Fund                   | 25,822               | 472,400                            | -                                 | -                                | -                                 | -                                 |
| 04A  | DFID         | Disaster Preparedness Repairs               | -                    | 180,800                            | 180,800                           | 180,800                          | -                                 | -                                 |
| <b>TOTAL CAPITAL EXPENDITURE</b>                     |              |   | <b>938,674</b>       | <b>2,194,000</b>                   | <b>180,800</b>                    | <b>180,800</b>                   | -                                 | -                                 |
| <b>15 - OFFICE OF THE PREMIER</b>                    |              |   |                      |                                    |                                   |                                  |                                   |                                   |
| 32A  | GOM          | Media Exchange Development                  | -                    | 1,036,300                          | 1,036,300                         | 676,900                          | -                                 | -                                 |
| 02A  | UNDP         | Environmental Remediation & Protection      | 93,132               | -                                  | -                                 | -                                | -                                 | -                                 |
| 74A  | EU           | ICT   | 540,048              | 31,600                             | 31,600                            | -                                | -                                 | -                                 |
| 56A  | LOCAL        | BNTF 6/7                                    | 107,000              | -                                  | -                                 | -                                | -                                 | -                                 |
| 67A  | EU           | Fibre Optic Cable Phase 2                   | -                    | 3,000,000                          | 3,000,000                         | 2,925,000                        | -                                 | -                                 |
| 31A  | DFID         | Cemetary Establishment                      | 169,817              | 100,900                            | 100,900                           | 7,000                            | -                                 | -                                 |
| 73A  | DFID         | Access Transport Coordinator                | -                    | 20,500                             | 20,500                            | -                                | -                                 | -                                 |
| 18A  | GOM          | Hurricane Relief-Tourism                    | -                    | -                                  | 251,000                           | 133,000                          | -                                 | -                                 |
| <b>TOTAL CAPITAL EXPENDITURE</b>                     |              |   | <b>909,997</b>       | <b>4,189,300</b>                   | <b>4,440,300</b>                  | <b>3,741,900</b>                 | -                                 | -                                 |
| <b>20 - MINISTRY OF FINANCE &amp; ECONOMIC MGMNT</b> |              |   |                      |                                    |                                   |                                  |                                   |                                   |
| 78A  | EU           | Project Management                          | 354,102              | 800,000                            | 273,800                           | 250,000                          | -                                 | -                                 |
| 32A  | DFID         | Education Infastructure                     | 6,000                | -                                  | -                                 | -                                | -                                 | -                                 |
| 61A  | DFID         | Government Accomodation                     | 83,184               | -                                  | 41,500                            | -                                | -                                 | -                                 |
| 33A  | DFID         | Census 2012                                 | -                    | 157,400                            | 157,400                           | 99,500                           | -                                 | -                                 |
| 37A  | DFID         | Hospital Redevelopment                      | 121,903              | 78,100                             | 78,100                            | 35,700                           | -                                 | -                                 |
| 70A  | EU           | Miscellaneous 14                            | 187,739              | 677,200                            | 677,200                           | 548,800                          | -                                 | -                                 |
| 71A  | DFID         | MUL GENSET                                  | 6,795,053            | 4,091,000                          | 4,717,600                         | -                                | -                                 | -                                 |
| 72A  | EU           | LookOut Housing Force 10                    | -                    | 393,200                            | 393,200                           | 393,200                          | -                                 | -                                 |
| 74A  | EU           | Davy Hill                                   | -                    | 1,300,000                          | -                                 | -                                | -                                 | -                                 |
| 78A  | EU           | Port Development                            | -                    | 1,026,100                          | -                                 | -                                | -                                 | -                                 |
| 77A  | EU           | Economic Infrastructure Development         | 671,463              | 1,500,000                          | 800,000                           | 691,600                          | -                                 | -                                 |
| 00A  | DFID         | M/Rat Priority Infrastructure Needs -RDEL   | 52,107               | 660,000                            | 660,000                           | 675,600                          | -                                 | -                                 |
| 08A  | DFID         | PSR2/3                                      | -                    | -                                  | 2,013,200                         | 50,000                           | -                                 | -                                 |
| 98A  | DFID         | Sea Defences                                | -                    | 1,996,300                          | 100                               | -                                | -                                 | -                                 |
| 17A  | UNICEF       | Child Safeguarding Budgeting & Financing    | -                    | -                                  | 32,600                            | -                                | -                                 | -                                 |
| 21A  | EU           | LED/Solar Street -Lighting Project          | -                    | -                                  | -                                 | 3,522,000                        | -                                 | -                                 |
| 23A  | EU           | Protect and Enhance the Natural Environment | -                    | -                                  | -                                 | 1,100,000                        | -                                 | -                                 |
| 24A  | EU           | Expand and Diversity the Tourism Product    | -                    | -                                  | -                                 | 845,000                          | -                                 | -                                 |
| 25A  | EU           | Develop Visitors Attraction and Amenities   | -                    | -                                  | -                                 | 4,621,300                        | -                                 | -                                 |
| <b>TOTAL CAPITAL EXPENDITURE</b>                     |              |   | <b>8,271,551</b>     | <b>12,679,300</b>                  | <b>9,844,700</b>                  | <b>12,832,700</b>                | -                                 | -                                 |

**30 - AGRICULTURE**

|                                  |        |  |                |                  |                  |                  |   |   |
|----------------------------------|--------|--|----------------|------------------|------------------|------------------|---|---|
| 58A                              | Otep   | Overseas Territories Environmental     | -              | -                | -                | 60,000           | - | - |
| 60A                              | DARWIN | DARWIN Initiatives Post Project        | -              | -                | -                | 80,000           | - | - |
| 62A                              | EU     | Abattoir (Mahle) (Equipping Abattoir)  | 89,907         | 3,600            | 3,600            | 1,200            | - | - |
| 63A                              | EU     | Social Housing Programme               | 594,625        | -                | 1,300,000        | 262,500          | - | - |
| 93A                              | DFID   | Emergency Shelters                     | 48,039         | 500,000          | 500,000          | 232,200          | - | - |
| 96A                              | DFID   | Social Housing                         | 19,129         | 3,276,800        | 2,591,300        | 1,801,300        | - | - |
| 10A                              | GWG    | Tree Seed                              | -              | 7,500            | 7,500            | 7,100            | - | - |
| 01A                              | EU     | Agriculture Infrastructure Development | 91,134         | 8,800            | 8,800            | 8,800            | - | - |
| 05A                              | RSPB   | Embedding Capacity for Invasive Ali    | 21,141         | 9,900            | 9,900            | 600              | - | - |
| <b>TOTAL CAPITAL EXPENDITURE</b> |        |  | <b>863,974</b> | <b>3,806,600</b> | <b>4,421,100</b> | <b>2,453,700</b> | - | - |

**35 - COMMUNICATIONS, WORKS & LABOUR**

|                                  |       |  |                  |                  |                   |                   |                   |                  |
|----------------------------------|-------|--|------------------|------------------|-------------------|-------------------|-------------------|------------------|
| 71A                              | DFID  | Geothermal Exploration                         | 3,231,438        | 631,100          | 631,100           | 479,200           | -                 | -                |
| 76A                              | DFID  | Support to Public Works Strategic Development  | 260,663          | -                | 13,700            | -                 | -                 | -                |
| 78A                              | DFID  | Aeronautical Project                           | 238,288          | 214,300          | 214,300           | -                 | -                 | -                |
| 79A                              | EU    | Energy   | 312,645          | 2,687,400        | 2,687,400         | 2,510,500         | -                 | -                |
| 22A                              | EU    | 750 KW Solar PV and Storage Project            | -                | -                | -                 | 4,053,000         | 6,000,000         | -                |
| 90A                              | DFID  | Water Supply Infrastructure Upgrade            | 441,362          | 185,600          | 185,600           | -                 | -                 | -                |
| 92A                              | DFID  | Liquid Waste Management                        | 411,878          | 1,802,700        | 1,020,000         | 800,000           | -                 | -                |
| 88A                              | DFID  | Roads & Bridges                                | 1,436,519        | 631,600          | 1,414,300         | 525,000           | -                 | -                |
| 89A                              | DFID  | Electricity Distribution Network Upgrade       | 300,000          | 512,200          | 512,200           | 155,100           | -                 | -                |
| 06A                              | CDB   | Infrastructure Improvement Assist.             | 112,996          | -                | -                 | -                 | -                 | -                |
| 07A                              | LOCAL | National, Information, Communication and Techn | -                | 955,400          | 955,400           | 279,500           | -                 | -                |
| 74A                              | EU    | Information, Communication and Technology      | -                | -                | -                 | 115,700           | -                 | -                |
| 13A                              | DFID  | Airport Improvement Project - DFID             | -                | -                | 1,483,900         | 903,000           | -                 | -                |
| 13A                              | EU    | Airport Improvement Project - EU               | -                | -                | 516,100           | 516,100           | -                 | -                |
| 12A                              | DFID  | MPA Port Roof & Ferry Terminal Refurbishment   | -                | -                | 1,100,000         | 1,046,000         | -                 | -                |
| 19A                              | GOM   | Hurricane relief-Road Clean Up                 | -                | -                | 320,000           | 148,500           | -                 | -                |
| 20A                              | GOM   | Island Support-Carrs Bay Bridge                | -                | -                | 500,000           | 500,000           | -                 | -                |
| 78A                              | EU    | Port Development                               | -                | -                | -                 | 683,000           | 4,772,000         | 1,673,000        |
| <b>TOTAL CAPITAL EXPENDITURE</b> |       |  | <b>6,745,788</b> | <b>7,620,300</b> | <b>11,554,000</b> | <b>12,714,600</b> | <b>10,772,000</b> | <b>1,673,000</b> |

**40 - EDUCATION, YOUTH AFFAIRS AND SPORTS**

|                                  |     |   |   |                |                  |                  |   |   |
|----------------------------------|-----|---|---|----------------|------------------|------------------|---|---|
| 09A                              | CDB | Teacher Enhancement Project             | - | -              | 27,100           | 8,000            | - | - |
| 15A                              | EU  | Rehabilitation of Salem Primary School  | - | -              | 425,000          | 405,500          | - | - |
| 16A                              | EU  | Rehabilitation of Brades Primary School | - | -              | 785,000          | 383,200          | - | - |
| 04A                              | EU  | Youth Programme                         | - | 111,800        | 611,800          | 750,000          | - | - |
| <b>TOTAL CAPITAL EXPENDITURE</b> |     |   | - | <b>111,800</b> | <b>1,848,900</b> | <b>1,546,700</b> | - | - |

**45 - Health and Social Services**

|                                  |        |                                   |               |                |                |                |   |   |
|----------------------------------|--------|-----------------------------------|---------------|----------------|----------------|----------------|---|---|
| 44A                              | UNICEF | Child Safeguarding and Protection | 18,277        | 66,000         | 66,000         | -              | - | - |
| 91A                              | DFID   | Solid Waste Management            | -             | 319,600        | 319,600        | 154,400        | - | - |
| 09A                              | PAHO   | Health Development Programme      | -             | 150,100        | 150,100        | 3,800          | - | - |
| 14A                              | DFID   | Golden Years Home Improvement     | -             | -              | 97,800         | -              | - | - |
| <b>TOTAL CAPITAL EXPENDITURE</b> |        |                                   | <b>18,277</b> | <b>535,700</b> | <b>633,500</b> | <b>158,200</b> | - | - |

**TOTAL CAPITAL EXPENDITURE**

|                                  |  |  |                   |                   |                   |                   |                   |                  |
|----------------------------------|--|--|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| <b>TOTAL CAPITAL EXPENDITURE</b> |  |  | <b>17,748,260</b> | <b>31,137,000</b> | <b>32,923,300</b> | <b>33,628,600</b> | <b>10,772,000</b> | <b>1,673,000</b> |
|----------------------------------|--|--|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|

## ANNEX

## Allocation by Ministries and Departments

## SUMMARY OF CAPITAL &amp; RECURRENT EXPENDITURE 2017/2018 &amp; 2018/2019

| Votes  | Description of Votes                 | Budget Estimates<br>2018-2019 | Revised<br>Estimates<br>2017-2018 |
|--|--------------------------------------|-------------------------------|-----------------------------------|
| 05   | POLICE                               | 7,268,300                     | 6,228,700                         |
| 07   | LEGAL                                | 1,700,200                     | 1,861,200                         |
| 08   | MAGISTRATE'S COURT                   | 255,300                       | 328,300                           |
| 09   | SUPREME COURT                        | 652,600                       | 675,800                           |
| 10   | LEGISLATURE                          | 1,438,000                     | 1,454,700                         |
| 11   | AUDIT OFFICE                         | 1,227,300                     | 1,164,700                         |
| 12   | OFFICE OF THE DEPUTY GOVERNOR        | 29,212,900                    | 29,850,000                        |
| 13   | PUBLIC PROSECUTION                   | 881,100                       | 1,158,900                         |
| 15   | OFFICE OF THE PREMIER                | 20,949,900                    | 21,955,800                        |
| 20   | MINISTRY OF FINANCE & ECONOMIC MGMNT | 33,975,500                    | 29,523,900                        |
| 30   | AGRICULTURE                          | 8,536,500                     | 10,668,900                        |
| 35   | COMMUNICATIONS, WORKS & LABOUR       | 26,303,400                    | 24,947,300                        |
| 40   | EDUCATION, YOUTH AFFAIRS AND SPORTS  | 12,462,100                    | 11,913,100                        |
| 45   | HEALTH AND SOCIAL SERVICES           | 19,916,800                    | 20,210,300                        |
| <b>Total Capital &amp; Recurrent Expenditure</b> |                                      | <b>164,779,900</b>            | <b>161,941,600</b>                |

**RECURRENT  
REVENUE &  
EXPENDITURE  
AND  
DEVELOPMENT FUND**

**BUDGET AND FORWARD ESTIMATES**

**VOTE: 05 POLICE SERVICE – SUMMARY**

|    |  |                    |
|----|--|--------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the Royal Montserrat Police Service, Fire and Rescue Services and Financial Crime and Analysis -<br>Seven million, two hundred, sixty-eight thousand, three hundred dollars. | <b>\$7,268,300</b> |
| B. | ACCOUNTING OFFICER: Commissioner of Police   |                    |
| C. | SUB-HEADS which under this vote will be accounted for by the Commissioner of Police  |                    |

**STRATEGIC PRIORITIES**

- Crime Management through Community Engagement and Partnership.
- Safety Management Road
- Internal and External Border Security
- Improve Efficiency and Service Delivery

**NATIONAL OUTCOMES**

- Increased protection of our children and vulnerable youths
- Increased focus on mitigating disaster in addition to strengthening preparedness and emergency response
- Strengthened Transparency, Accountability and Public engagement within national governance framework
- Public Service Reformed to improve efficiency and effectiveness in the provision of essential public service
- Montserrat's reputation preserved as a just, safe secure place to live and visit
- Essential skills attracted and retained through immigration management and training
- Rebuilt Communities which enhance diversity and population growth to develop sustainable Montserrat

**VISION**

To be recognized as a well-trained, professional entity ready to respond adequately to crimes, emergencies and related threats.  
Our vision is to maintain a cadre of skilled and competent staff through training and development programs, providing adequate and serviceable emergency vehicles and equipment, with an aim of being the most proficient emergency service provider in the region.

**MISSION STATEMENT**

To provide the people of Montserrat with intelligence, policing and emergency response services for the protection of life and property.

**BUDGET SUMMARY**

| SHD  | Details of Expenditure     | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|--|----------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b>    |                            |                      |                                    |                                   |                                  |                                   |                                   |
| 050  | Fire & Rescue Services     | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 051  | Police Services            | 394,570              | 282,600                            | 282,600                           | 282,600                          | 282,600                           | 282,600                           |
| 052  | Financial Crime & Analysis | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 053  | Border Security            | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 05</b>               |                            | <b>394,570</b>       | <b>282,600</b>                     | <b>282,600</b>                    | <b>282,600</b>                   | <b>282,600</b>                    | <b>282,600</b>                    |
| <b>SUMMARY OF EXPENDITURE BY PROGRAMME</b> |                            |                      |                                    |                                   |                                  |                                   |                                   |
| 050  | Fire & Rescue Services     | 1,325,105            | 1,288,800                          | 1,313,500                         | 1,377,100                        | 1,401,700                         | 1,422,300                         |
| 051  | Police Services            | 4,565,034            | 4,420,900                          | 4,760,000                         | 4,392,500                        | 4,469,900                         | 4,530,300                         |
| 052  | Financial Crime & Analysis | 159,980              | 156,300                            | 155,200                           | 253,000                          | 248,800                           | 251,300                           |
| 053  | Border Security            | -                    | -                                  | -                                 | 1,245,700                        | 1,089,600                         | 1,067,500                         |
| <b>TOTAL EXPENDITURE VOTE 05</b>           |                            | <b>6,050,120</b>     | <b>5,866,000</b>                   | <b>6,228,700</b>                  | <b>7,268,300</b>                 | <b>7,210,000</b>                  | <b>7,271,400</b>                  |

**SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION**

| <b>RECURRENT EXPENDITURE</b>       |                   |                  |                  |                  |                  |                  |                  |
|------------------------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                    | Salaries          | 4,042,899        | 3,967,600        | 4,107,600        | 4,680,000        | 4,788,700        | 4,875,100        |
|                                    | WAGES             | -                | -                | -                | -                | -                | -                |
|                                    | ALLOWANCES        | 703,716          | 711,100          | 711,100          | 903,800          | 905,000          | 905,000          |
|                                    | BENEFITS          | -                | -                | -                | -                | -                | -                |
|                                    | GOOD AND SERVICES | 1,303,504        | 1,187,300        | 1,410,000        | 1,684,500        | 1,516,300        | 1,491,300        |
| <b>TOTAL RECURRENT EXPENDITURE</b> |                   | <b>6,050,120</b> | <b>5,866,000</b> | <b>6,228,700</b> | <b>7,268,300</b> | <b>7,210,000</b> | <b>7,271,400</b> |
| <b>CAPITAL EXPENDITURE</b>         |                   |                  |                  |                  |                  |                  |                  |
| SHD                                | Donor             | Description      |                  |                  |                  |                  |                  |
|                                    |                   |                  |                  |                  |                  |                  |                  |
| <b>TOTAL CAPITAL EXPENDITURE</b>   |                   | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>TOTAL EXPENDITURE VOTE 05</b>   |                   | <b>6,050,120</b> | <b>5,866,000</b> | <b>6,228,700</b> | <b>7,268,300</b> | <b>7,210,000</b> | <b>7,271,400</b> |
| <b>STAFFING RESOURCES</b>          |                   |                  |                  |                  |                  |                  |                  |
| <b>TOTAL STAFFING</b>              |                   |                  |                  |                  |                  |                  |                  |

**PROGRAMME 050: FIRE FIGHTING AND RESCUE SERVICE**

| <b>PROGRAMME OBJECTIVE:</b>   |                             |             |                      |                                    |                                   |                                  |                                   |                                   |
|---|-----------------------------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| To protect life and property through timely response and effective firefighting |                             |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>RECURRENT REVENUE</b>  |                             |             |                      |                                    |                                   |                                  |                                   |                                   |
| SHD   | Details of Expenditure      |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|   |                             |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 05</b>  |                             |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>RECURRENT EXPENDITURE</b>  |                             |             |                      |                                    |                                   |                                  |                                   |                                   |
| SHD   | Details of Expenditure      |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| <b>Salaries</b>   |                             |             |                      |                                    |                                   |                                  |                                   |                                   |
| 210   | Salaries                    |             | 999,616              | 963,300                            | 982,700                           | 1,051,800                        | 1,076,400                         | 1,097,000                         |
| 212   | Wages                       |             |                      | -                                  | -                                 | -                                | -                                 | -                                 |
| 216   | Allowances                  |             | 160,245              | 158,500                            | 158,500                           | 158,300                          | 158,300                           | 158,300                           |
| 218   | Pensions and Gratuities     |             |                      | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>Total Salaries</b>   |                             |             | <b>1,159,861</b>     | <b>1,121,800</b>                   | <b>1,141,200</b>                  | <b>1,210,100</b>                 | <b>1,234,700</b>                  | <b>1,255,300</b>                  |
| <b>GOODS AND SERVICES</b>   |                             |             |                      |                                    |                                   |                                  |                                   |                                   |
| 228   | Supplies and Materials      |             | 6,998                | 9,000                              | 9,000                             | 9,000                            | 9,000                             | 9,000                             |
| 230   | Uniform/Protective Clothing |             | 39,956               | 38,000                             | 38,000                            | 38,000                           | 38,000                            | 38,000                            |
| 232   | Maintenance Services        |             | 99,678               | 100,000                            | 105,300                           | 100,000                          | 100,000                           | 100,000                           |
| 242   | Training                    |             | 18,613               | 20,000                             | 20,000                            | 20,000                           | 20,000                            | 20,000                            |
| <b>Total Goods and Services</b>   |                             |             | <b>165,244</b>       | <b>167,000</b>                     | <b>172,300</b>                    | <b>167,000</b>                   | <b>167,000</b>                    | <b>167,000</b>                    |
| <b>RECURRENT EXPENDITURE</b>  |                             |             | <b>1,325,105</b>     | <b>1,288,800</b>                   | <b>1,313,500</b>                  | <b>1,377,100</b>                 | <b>1,401,700</b>                  | <b>1,422,300</b>                  |
| <b>CAPITAL EXPENDITURE</b>  |                             |             |                      |                                    |                                   |                                  |                                   |                                   |
| Details of Expenditure  |                             |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD   | Donor                       | Description |                      |                                    |                                   |                                  |                                   |                                   |
|   |                             |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b>  |                             |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>STAFFING RESOURCES</b>   |                             |             |                      |                                    |                                   |                                  |                                   |                                   |
| STAFF POSTS   |                             | Scale       | Count                |                                    |                                   |                                  |                                   |                                   |
| Chief Fire Officer  |                             | R17-13      | 1                    |                                    |                                   |                                  |                                   |                                   |
| Deputy Chief Fire Officer   |                             | R22-18      | 1                    |                                    |                                   |                                  |                                   |                                   |
| Fire Officer  |                             | R27-23      | 6                    |                                    |                                   |                                  |                                   |                                   |
| Firefighter   |                             | R39-28      | 20                   |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL STAFF</b>  |                             |             | <b>28</b>            |                                    |                                   |                                  |                                   |                                   |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |   |                         |                           |                         |                         |                         |
|--|---|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>   |   |                         |                           |                         |                         |                         |
| Develop aerodrome fire department to maintain current capacity and training level and expand services to regional counterparts. 3.2  |   |                         |                           |                         |                         |                         |
| Improve coordination with MoHSS for EMS training to increase capacity for responding to medical emergencies.   |   |                         |                           |                         |                         |                         |
| Strengthen capacities within the Fire Prevention Unit to comply with the building code and safety standards. 3.3   |   |                         |                           |                         |                         |                         |
| Improve efficiency and effectiveness in Fire and rescue emergency response through the acquisition of major equipment, training and staffing   |   |                         |                           |                         |                         |                         |
| Enhanced capacity for national Search and Rescue Unit to respond to major incidents and disasters through the acquisition of equipment, training and a designated recurrent budget. (3.2, 4.3) |   |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |   |                         |                           |                         |                         |                         |
| Develop junior fire brigade to build capacity and reduce risks of fire through increasing awareness of public safety (3.2)   |   |                         |                           |                         |                         |                         |
| Enhanced capacity for search and rescue through training and equipment*  |   |                         |                           |                         |                         |                         |
| Improve efficiency and effectiveness of service with the ability to purchase new equipment and replacements (3.2, 4.1)   |   |                         |                           |                         |                         |                         |
|  |   |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>  |   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |   |                         |                           |                         |                         |                         |
| No of days Aerodrome fire service provided.  |   |                         | 361                       | 362                     | 362                     | 362                     |
| No of responses to emergency calls   |   |                         | 360                       | 370                     | 360                     | 360                     |
| No of buildings inspected for fire safety compliance   |   |                         | 80                        | 85                      | 90                      | 90                      |
| No of  | No of fire No of fire safety No of fire No of fire safety |                         | 20                        | 25                      | 35                      | 35                      |
| No of Fire and rescue and development training delivered   |   |                         | 18                        | 20                      | 22                      | 22                      |
| No of Aerodrome training delivered Training indicator?   |   |                         | 45                        | 55                      | 55                      | 55                      |
| No of Search and rescue training sessions delivered  |   |                         | 5                         | 10                      | 15                      | 15                      |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)                  |   |                         |                           |                         |                         |                         |
| Average response time to calls   |   |                         | 15 mins                   | 7 mins                  | 7 mins                  | 7 mins                  |
| No of buildings inspected for which fire safety notices are issued   |   |                         | 20                        | 21                      | 22                      | 22                      |
| No of buildings damaged by fire  |   |                         | 7                         | 6                       | 8                       | 8                       |
|  |   |                         |                           |                         |                         |                         |

**PROGRAMME 051: POLICING SERVICE**

**PROGRAMME OBJECTIVE:**

To reduce crime and other offences, to maintain control of borders and immigration and to improve road safety

**RECURRENT REVENUE**

| SHD                          | Details of Revenue          | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|-----------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 122                          | Driver's Licenses           | 86,400               | 64,600                             | 64,600                            | 64,600                           | 64,600                            | 64,600                            |
| 122                          | Firearms Licenses           | 4,860                | 3,000                              | 3,000                             | 3,000                            | 3,000                             | 3,000                             |
| 122                          | Liquor & Still Licenses     | 138,600              | 110,000                            | 110,000                           | 110,000                          | 110,000                           | 110,000                           |
| 130                          | Immigration Fees            | 300                  | 100,000                            | 100,000                           | 100,000                          | 100,000                           | 100,000                           |
| 130                          | Emergency Certificate       | 161,960              | -                                  | -                                 | -                                | -                                 | -                                 |
| 130                          | Fingerprint Processing Fee  | -                    | 5,000                              | 5,000                             | 5,000                            | 5,000                             | 5,000                             |
| 130                          | Other Fees Fines and Permit | 2,450                | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 05</b> |                             | <b>394,570</b>       | <b>282,600</b>                     | <b>282,600</b>                    | <b>282,600</b>                   | <b>282,600</b>                    | <b>282,600</b>                    |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 2,924,189            | 2,898,300                          | 3,020,000                         | 2,873,600                        | 2,949,800                         | 3,010,200                         |
| 212                             | Wages                              | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 216                             | Allowances                         | 523,311              | 530,700                            | 530,700                           | 609,500                          | 610,700                           | 610,700                           |
| 218                             | Pensions and Gratuities            | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>Total Salaries</b>           |                                    | <b>3,447,500</b>     | <b>3,429,000</b>                   | <b>3,550,700</b>                  | <b>3,483,100</b>                 | <b>3,560,500</b>                  | <b>3,620,900</b>                  |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 222                             | International Travel & Subsistence | 42,129               | 50,000                             | 57,000                            | 40,000                           | 50,000                            | 50,000                            |
| 224                             | Utilities                          | 141,411              | 145,000                            | 145,000                           | 145,000                          | 145,000                           | 145,000                           |
| 226                             | Communication Expenses             | 141,100              | 80,000                             | 71,100                            | 80,000                           | 80,000                            | 80,000                            |
| 228                             | Supplies & Materials               | 26,490               | 25,000                             | 25,000                            | 25,000                           | 20,000                            | 20,000                            |
| 229                             | Furniture Equipment and Resources  | 94,942               | 45,000                             | 116,400                           | 37,500                           | 37,500                            | 37,500                            |
| 230                             | Uniform/Protective Clothing        | 110,980              | 86,000                             | 86,000                            | 85,000                           | 80,000                            | 80,000                            |
| 232                             | Maintenance Services               | 234,962              | 235,000                            | 296,100                           | 165,000                          | 165,000                           | 165,000                           |
| 236                             | Professional Services and Fees     | 17,300               | 5,000                              | 5,000                             | 5,000                            | 11,000                            | 11,000                            |
| 238                             | Insurance                          | 9,779                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 242                             | Training                           | 79,992               | 80,000                             | 153,200                           | 80,000                           | 80,000                            | 80,000                            |
| 246                             | Printing & Binding                 | 11,148               | 10,000                             | 10,000                            | 5,000                            | 10,000                            | 10,000                            |
| 260                             | Grants & Contributions             | 130,507              | 161,900                            | 161,900                           | 161,900                          | 161,900                           | 161,900                           |
| 284                             | Law Enforcement                    | 76,795               | 59,000                             | 72,600                            | 70,000                           | 59,000                            | 59,000                            |
| <b>Total Goods and Services</b> |                                    | <b>1,117,535</b>     | <b>991,900</b>                     | <b>1,209,300</b>                  | <b>909,400</b>                   | <b>909,400</b>                    | <b>909,400</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>4,565,034</b>     | <b>4,420,900</b>                   | <b>4,760,000</b>                  | <b>4,392,500</b>                 | <b>4,469,900</b>                  | <b>4,530,300</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

| STAFFING RESOURCES   |                  |                    |                        |                  |                  |
|--|------------------|--------------------|------------------------|------------------|------------------|
| STAFF POSTS  | Scale            | Count              | STAFF POSTS            | Scale            | Count            |
| Commissioner   | R5               | 1                  | Constable              | R39-28           | 54               |
| Deputy Commissioner  | R11              | 1                  | Assistant Secretary    | R22-16           | 1                |
| Superintendent   | R17-13           | 1                  | Executive Officer      | R28-22           | 1                |
| Inspector  | R22-18           | 4                  | Clerical Officer (Snr) | R33-29           | 1                |
| Sergeant   | R27-23           | 9                  | Clerical Officer       | R46-34           | 1                |
| <b>TOTAL STAFF</b>   |                  |                    |                        |                  | <b>74</b>        |
| PROGRAMME PERFORMANCE INFORMATION  |                  |                    |                        |                  |                  |
| KEY STRATEGIES FOR 2018/19:  |                  |                    |                        |                  |                  |
| Widened scope of crime management strategies (4.5.1)   |                  |                    |                        |                  |                  |
| Increased human resource capability in crime fighting (4.5.2)  |                  |                    |                        |                  |                  |
| Strengthened marine and land based interdiction (4.5.3)  |                  |                    |                        |                  |                  |
| Strengthened framework for child safeguarding [2.4.5]  |                  |                    |                        |                  |                  |
| Provisions in place to increase Montserrat's participation in the regional and global sphere [4.4.1]   |                  |                    |                        |                  |                  |
| Maintained standards of public order and safety [4.5.1]  |                  |                    |                        |                  |                  |
| KEY STRATEGIES FOR 2019/20-21  |                  |                    |                        |                  |                  |
|  |                  |                    |                        |                  |                  |
| KEY PERFORMANCE INDICATORS   |                  |                    |                        |                  |                  |
|  | Actual 2016-2017 | Estimate 2017-2018 | Target 2018-2019       | Target 2019-2020 | Target 2020-2021 |
| Output Indicators (Specify what has been/will be produced or delivered by the programme.)  |                  |                    |                        |                  |                  |
| No of Serious crimes investigated  |                  |                    |                        |                  |                  |
| No of Drug Offenses investigated   |                  |                    |                        |                  |                  |
| No of crimes investigated (Total)  |                  | 210                | 215                    | 210              | 210              |
| No of Criminal Prosecutions  |                  |                    |                        |                  |                  |
| No of Drug Prosecutions  |                  |                    |                        |                  |                  |
| Number of Prosecutions (Total)   |                  | 160                | 170                    | 180              | 180              |
| No of Traffic accidents attended   |                  | 90                 | 90                     | 85               | 85               |
| No of Maritime and Immigration Patrols   |                  | 85                 | 85                     | 90               | 90               |
|  |                  |                    |                        |                  |                  |
| Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |                  |                    |                        |                  |                  |
| % of crimes solved   |                  | 70%                | 73%                    | 75%              | 75%              |
| % increase of prosecutions that are successful   |                  | 57%                | 60%                    | 63%              | 63%              |
| No of crimes committed per 1000 population   |                  | 41                 | 43                     | 41               | 41               |
| No of traffic accidents per 1000 population  |                  |                    |                        |                  |                  |
| Quantity of drugs seized   |                  | TBD                | TBD                    |                  |                  |
|  |                  |                    |                        |                  |                  |

**PROGRAMME 052: FINANCIAL CRIME AND ANALYSIS**

| PROGRAMME OBJECTIVE:   |                                    |             |                      |                                    |                                   |                                  |                                   |                                   |
|--|------------------------------------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <ul style="list-style-type: none"> <li>• To provide the highest level of security to Montserrat on matters of Money laundering and Terrorist Financing.</li> <li>• To receive, analyse investigate and disseminate information relating to all SARs in accordance with the guidelines of the FATF recommendations.</li> <li>• Establish the FIU as an independent and autonomous body</li> </ul> |                                    |             |                      |                                    |                                   |                                  |                                   |                                   |
| RECURRENT REVENUE  |                                    |             |                      |                                    |                                   |                                  |                                   |                                   |
| SHD  | Details of Expenditure             |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|  |                                    |             |                      |                                    |                                   |                                  |                                   |                                   |
|  |                                    |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 05</b>   |                                    |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| RECURRENT EXPENDITURE  |                                    |             |                      |                                    |                                   |                                  |                                   |                                   |
| SHD  | Details of Expenditure             |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| <b>Salaries</b>  |                                    |             |                      |                                    |                                   |                                  |                                   |                                   |
| 210  | Salaries                           |             | 119,095              | 106,000                            | 104,900                           | 146,200                          | 150,000                           | 152,500                           |
| 216  | Allowances                         |             | 20,160               | 21,900                             | 21,900                            | 28,400                           | 28,400                            | 28,400                            |
| <b>Total Salaries</b>  |                                    |             | <b>139,255</b>       | <b>127,900</b>                     | <b>126,800</b>                    | <b>174,600</b>                   | <b>178,400</b>                    | <b>180,900</b>                    |
| <b>GOODS AND SERVICES</b>  |                                    |             |                      |                                    |                                   |                                  |                                   |                                   |
| 222  | International Travel & Subsistence |             | 16,000               | 14,000                             | 14,000                            | 15,000                           | 8,000                             | 8,000                             |
| 236  | Professional Services and Fees     |             | 699                  | 4,000                              | 3,500                             | 52,000                           | 52,000                            | 52,000                            |
| 242  | Training                           |             | 1,700                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 275  | Sundry Expenses                    |             | 2,326                | 400                                | 900                               | 1,400                            | 400                               | 400                               |
| <b>Total Goods and Services</b>  |                                    |             | <b>20,725</b>        | <b>28,400</b>                      | <b>28,400</b>                     | <b>78,400</b>                    | <b>70,400</b>                     | <b>70,400</b>                     |
| <b>RECURRENT EXPENDITURE</b>   |                                    |             | <b>159,980</b>       | <b>156,300</b>                     | <b>155,200</b>                    | <b>253,000</b>                   | <b>248,800</b>                    | <b>251,300</b>                    |
| CAPITAL EXPENDITURE  |                                    |             |                      |                                    |                                   |                                  |                                   |                                   |
| Details of Expenditure   |                                    |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD  | Donor                              | Description |                      |                                    |                                   |                                  |                                   |                                   |
|  |                                    |             |                      |                                    |                                   |                                  |                                   |                                   |
|  |                                    |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b>   |                                    |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

| STAFFING RESOURCES  |                         |                           |                         |                         |                         |
|---|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>STAFF POSTS</b>  | <b>Scale</b>            | <b>Count</b>              |                         |                         |                         |
| Sergeant  | R27-23                  | 1                         |                         |                         |                         |
| Constable   | R39-28                  | 3                         |                         |                         |                         |
| <b>TOTAL STAFF</b>  |                         | <b>4</b>                  |                         |                         |                         |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                         |                           |                         |                         |                         |
| Develop and implement strategies to build information sharing between agencies (4.3)  |                         |                           |                         |                         |                         |
| Develop and implement a public education and awareness programme (4.3)  |                         |                           |                         |                         |                         |
| Participate in the CFATF programmes including Mutual Evaluation (4.2, 4.3)  |                         |                           |                         |                         |                         |
| Conduct staff training (4.2)  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |                         |                           |                         |                         |                         |
| To be house in accommodations which are fit for purpose   |                         |                           |                         |                         |                         |
| To achieve EGMONT Membership (1.3, 4.3)   |                         |                           |                         |                         |                         |
| Develop human capacity to meet the demands of the department (4.2, 4.3)   |                         |                           |                         |                         |                         |
| Develop investigative capacity. (4.3)   |                         |                           |                         |                         |                         |
| To resource the FCAU with appropriate database system, equipment, and furniture. (4.3)  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |                         |                           |                         |                         |                         |
|   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |                           |                         |                         |                         |
| No of suspicious transaction reports (STR) investigated   |                         | 14                        | 14                      | 14                      | 14                      |
| Number of requests from international organisations received  |                         |                           |                         |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |                         |                           |                         |                         |                         |
| To be determined  |                         |                           |                         |                         |                         |

**PROGRAMME 053: BORDER SECURITY**

**PROGRAMME OBJECTIVE:**

To reduce crime and other offences, to maintain control of borders and immigration.

**RECURRENT REVENUE**

| SHD                          | Details of Revenue | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|--------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
|                              |                    |                      |                                    |                                   |                                  |                                   |                                   |
|                              |                    |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 05</b> |                    | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure            | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|-----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                          | -                    | -                                  | -                                 | 608,400                          | 612,500                           | 615,400                           |
| 212                             | Wages                             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 216                             | Allowances                        | -                    | -                                  | -                                 | 107,600                          | 107,600                           | 107,600                           |
| 218                             | Pensions and Gratuities           | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>Total Salaries</b>           |                                   | -                    | -                                  | -                                 | <b>716,000</b>                   | <b>720,100</b>                    | <b>723,000</b>                    |
| <b>GOODS AND SERVICES</b>       |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 228                             | Supplies & Materials              | -                    | -                                  | -                                 | 5,000                            | 5,000                             | 5,000                             |
| 229                             | Furniture Equipment and Resources | -                    | -                                  | -                                 | 12,700                           | 7,500                             | 7,500                             |
| 230                             | Uniform/Protective Clothing       | -                    | -                                  | -                                 | 45,000                           | 10,000                            | 5,000                             |
| 232                             | Maintenance Services              | -                    | -                                  | -                                 | 185,000                          | 185,000                           | 185,000                           |
| 238                             | Insurance                         | -                    | -                                  | -                                 | 112,000                          | 112,000                           | 112,000                           |
| 242                             | Training                          | -                    | -                                  | -                                 | 150,000                          | 30,000                            | 10,000                            |
| 275                             | Sundry Expenses                   | -                    | -                                  | -                                 | 20,000                           | 20,000                            | 20,000                            |
| <b>Total Goods and Services</b> |                                   | -                    | -                                  | -                                 | <b>529,700</b>                   | <b>369,500</b>                    | <b>344,500</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                   | -                    | -                                  | -                                 | <b>1,245,700</b>                 | <b>1,089,600</b>                  | <b>1,067,500</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS        | Scale  | Count | STAFF POSTS | Scale | Count     |
|--------------------|--------|-------|-------------|-------|-----------|
| Sergeants          | R27-23 | 3     |             |       |           |
| Constables         | R39-28 | 12    |             |       |           |
| <b>TOTAL STAFF</b> |        |       |             |       | <b>15</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |  |                         |                           |                         |                         |                         |
|---|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| Increased human resource capability in crime fighting (4.5.2)   |  |                         |                           |                         |                         |                         |
| Maintained standards of public order and safety [4.5.1]   |  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2018/19-20</b>  |  |                         |                           |                         |                         |                         |
|   |  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |  |                         |                           |                         |                         |                         |
| No of Maritime and Immigration Patrols  |  |                         | 85                        | 85                      | 90                      | 90                      |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme) |  |                         |                           |                         |                         |                         |
| Quantity of drugs seized  |  |                         | TBD                       | TBD                     |                         |                         |

**SUMMARY OF REVENUES (by Subheads)**

| <b>CATEGORIES</b>                             | <b>Actuals 2016-2017</b> | <b>Approved Estimates 2017-2018</b> | <b>Revised Estimates 2017-2018</b> | <b>Budget Estimates 2018-2019</b> | <b>Forward Estimates 2019-2020</b> | <b>Forward Estimates 2020-2021</b> |
|---|--------------------------|-------------------------------------|------------------------------------|-----------------------------------|------------------------------------|------------------------------------|
| 110 Taxes on Income, Profits                  | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 115 Property Tax                              | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 120 Taxes on Domestic Goods and Services      | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 122 Licenses                                  | 229,860                  | 177,600                             | 177,600                            | 177,600                           | 177,600                            | 177,600                            |
| 125 Taxes on International Trade and Transact | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 129 Arrears of Taxes                          | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 130 Fees, Fines and Permits                   | 164,710                  | 105,000                             | 105,000                            | 105,000                           | 105,000                            | 105,000                            |
| 135 Rents, Interest and Dividends             | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 140 ECCB Profits                              | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 145 Reimbursements                            | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 150 Budgetary Aid/Grants                      | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 160 Other Revenue                             | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| <b>Total Revenues</b>                         | <b>394,570</b>           | <b>282,600</b>                      | <b>282,600</b>                     | <b>282,600</b>                    | <b>282,600</b>                     | <b>282,600</b>                     |

**SUMMARY OF EXPENDITURE (by Classification)**

| <b>SUBHDS &amp; DETAILS</b>      | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
|----------------------------------|------------------------------|---|--|---|--|--|
| <b>Salaries</b>                  |                              |   |  |   |  |  |
| FIRE                             | 999,616                      | 963,300                                     | 982,700                                    | 1,051,800                                 | 1,076,400                                  | 1,097,000                                  |
| POLICE                           | 2,924,189                    | 2,898,300                                   | 3,020,000                                  | 2,873,600                                 | 2,949,800                                  | 3,010,200                                  |
| FINANCIAL CRIME AND ANALYSIS     | 119,095                      | 106,000                                     | 104,900                                    | 146,200                                   | 150,000                                    | 152,500                                    |
| BORDER SECURITY                  | -                            | -   | -  | 608,400                                   | 612,500                                    | 615,400                                    |
| <b>TOTAL P.E</b>                 | <b>4,042,899</b>             | <b>3,967,600</b>                            | <b>4,107,600</b>                           | <b>4,680,000</b>                          | <b>4,788,700</b>                           | <b>4,875,100</b>                           |
| <b>WAGES</b>                     |                              |   |  |   |  |  |
| FIRE                             | -                            | -   | -  | -   | -  | -  |
| POLICE                           | -                            | -   | -  | -   | -  | -  |
| FINANCIAL CRIME AND ANALYSIS     | -                            | -   | -  | -   | -  | -  |
| BORDER SECURITY                  | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL WAGES</b>               | <b>-</b>                     | <b>-</b>                                    | <b>-</b>                                   | <b>-</b>                                  | <b>-</b>                                   | <b>-</b>                                   |
| <b>ALLOWANCES</b>                |                              |   |  |   |  |  |
| FIRE                             | 160,245                      | 158,500                                     | 158,500                                    | 158,300                                   | 158,300                                    | 158,300                                    |
| POLICE                           | 523,311                      | 530,700                                     | 530,700                                    | 609,500                                   | 610,700                                    | 610,700                                    |
| FINANCIAL CRIME AND ANALYSIS     | 20,160                       | 21,900                                      | 21,900                                     | 28,400                                    | 28,400                                     | 28,400                                     |
| BORDER SECURITY                  | -                            | -   | -  | 107,600                                   | 107,600                                    | 107,600                                    |
| <b>TOTAL ALLOWANCES</b>          | <b>703,716</b>               | <b>711,100</b>                              | <b>711,100</b>                             | <b>903,800</b>                            | <b>905,000</b>                             | <b>905,000</b>                             |
| <b>BENEFITS</b>                  |                              |   |  |   |  |  |
| FIRE                             | -                            | -   | -  | -   | -  | -  |
| POLICE                           | -                            | -   | -  | -   | -  | -  |
| FINANCIAL CRIME AND ANALYSIS     | -                            | -   | -  | -   | -  | -  |
| BORDER SECURITY                  | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL BENEFITS</b>            | <b>-</b>                     | <b>-</b>                                    | <b>-</b>                                   | <b>-</b>                                  | <b>-</b>                                   | <b>-</b>                                   |
| <b>GOODS AND SERVICES</b>        |                              |   |  |   |  |  |
| FIRE                             | 165,244                      | 167,000                                     | 172,300                                    | 167,000                                   | 167,000                                    | 167,000                                    |
| POLICE                           | 1,117,535                    | 991,900                                     | 1,209,300                                  | 909,400                                   | 909,400                                    | 909,400                                    |
| FINANCIAL CRIME AND ANALYSIS     | 20,725                       | 28,400                                      | 28,400                                     | 78,400                                    | 70,400                                     | 70,400                                     |
| BORDER SECURITY                  | -                            | -   | -  | 529,700                                   | 369,500                                    | 344,500                                    |
| <b>TOTAL</b>                     | <b>1,303,504</b>             | <b>1,187,300</b>                            | <b>1,410,000</b>                           | <b>1,684,500</b>                          | <b>1,516,300</b>                           | <b>1,491,300</b>                           |
| <b>CAPITAL EXPENDITURE</b>       |                              |   |  |   |  |  |
| FIRE                             | -                            | -   | -  | -   | -  | -  |
| POLICE                           | -                            | -   | -  | -   | -  | -  |
| FINANCIAL CRIME AND ANALYSIS     | -                            | -   | -  | -   | -  | -  |
| BORDER SECURITY                  | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL CAPITAL EXPENDITURE</b> | <b>-</b>                     | <b>-</b>                                    | <b>-</b>                                   | <b>-</b>                                  | <b>-</b>                                   | <b>-</b>                                   |

**SUMMARY (by Subheads)**

|     |                                    |                  |                  |                  |                  |                  |                  |
|-----|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 210 | Salaries                           | 4,042,899        | 3,967,600        | 4,107,600        | 4,680,000        | 4,788,700        | 4,875,100        |
| 212 | Wages                              | -                | -                | -                | -                | -                | -                |
| 213 | Public Sector Reform Initiatives   | -                | -                | -                | -                | -                | -                |
| 216 | Allowances                         | 703,716          | 711,100          | 711,100          | 903,800          | 905,000          | 905,000          |
| 218 | Pensions & Gratuities              | -                | -                | -                | -                | -                | -                |
| 219 | Other Benefits                     | -                | -                | -                | -                | -                | -                |
| 220 | Local Travel                       | -                | -                | -                | -                | -                | -                |
| 222 | International Travel & Subsistence | 58,129           | 64,000           | 71,000           | 55,000           | 58,000           | 58,000           |
| 224 | Utilities                          | 141,411          | 145,000          | 145,000          | 145,000          | 145,000          | 145,000          |
| 226 | Communication Expenses             | 141,100          | 80,000           | 71,100           | 80,000           | 80,000           | 80,000           |
| 228 | Supplies & Materials               | 33,488           | 34,000           | 34,000           | 39,000           | 34,000           | 34,000           |
| 229 | Furniture Equipment and Resources  | 94,942           | 45,000           | 116,400          | 50,200           | 45,000           | 45,000           |
| 230 | Uniform/Protective Clothing        | 150,936          | 124,000          | 124,000          | 168,000          | 128,000          | 123,000          |
| 232 | Maintenance Services               | 334,640          | 335,000          | 401,400          | 450,000          | 450,000          | 450,000          |
| 234 | Rental of Assets                   | -                | -                | -                | -                | -                | -                |
| 236 | Professional Services and Fees     | 17,999           | 9,000            | 8,500            | 57,000           | 63,000           | 63,000           |
| 238 | Insurance                          | 9,779            | 10,000           | 10,000           | 122,000          | 122,000          | 122,000          |
| 240 | Hosting & Entertainment            | -                | -                | -                | -                | -                | -                |
| 242 | Training                           | 100,305          | 110,000          | 183,200          | 260,000          | 140,000          | 120,000          |
| 244 | Advertising                        | -                | -                | -                | -                | -                | -                |
| 246 | Printing & Binding                 | 11,148           | 10,000           | 10,000           | 5,000            | 10,000           | 10,000           |
| 247 | Investment Promotions              | -                | -                | -                | -                | -                | -                |
| 260 | Grants & Contributions             | 130,507          | 161,900          | 161,900          | 161,900          | 161,900          | 161,900          |
| 261 | Subventions                        | -                | -                | -                | -                | -                | -                |
| 265 | Social Protection                  | -                | -                | -                | -                | -                | -                |
| 266 | Health Care Promotion              | -                | -                | -                | -                | -                | -                |
| 270 | Revenue Refunds                    | -                | -                | -                | -                | -                | -                |
| 272 | Claims against Government          | -                | -                | -                | -                | -                | -                |
| 273 | MALHE Activities                   | -                | -                | -                | -                | -                | -                |
| 274 | Emergency Expenditure              | -                | -                | -                | -                | -                | -                |
| 275 | Sundry Expenses                    | 2,326            | 400              | 900              | 21,400           | 20,400           | 20,400           |
| 276 | Culture                            | -                | -                | -                | -                | -                | -                |
| 277 | Mechanical Spares                  | -                | -                | -                | -                | -                | -                |
| 278 | Operation of Hot Mix Plant         | -                | -                | -                | -                | -                | -                |
| 279 | Operation of Plant & Workshop      | -                | -                | -                | -                | -                | -                |
| 280 | Programme Production & Promotion   | -                | -                | -                | -                | -                | -                |
| 281 | Minor Works                        | -                | -                | -                | -                | -                | -                |
| 282 | Re-saleable Stock                  | -                | -                | -                | -                | -                | -                |
| 283 | Environmental Protection           | -                | -                | -                | -                | -                | -                |
| 284 | Law Enforcement                    | 76,795           | 59,000           | 72,600           | 70,000           | 59,000           | 59,000           |
| 290 | Debt Servicing - Domestic          | -                | -                | -                | -                | -                | -                |
| 292 | Debt Servicing - Foreign           | -                | -                | -                | -                | -                | -                |
| 293 | Debt Servicing - Interest          | -                | -                | -                | -                | -                | -                |
|     | <b>TOTAL VOTE 05</b>               | <b>6,050,120</b> | <b>5,866,000</b> | <b>6,228,700</b> | <b>7,268,300</b> | <b>7,210,000</b> | <b>7,271,400</b> |

**BUDGET AND FORWARD ESTIMATES****VOTE: 07 LEGAL – SUMMARY**

|    |  |                    |
|----|--|--------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2017 to 31st March, 2020 for salaries and the expenses of the Legal Department - One million, seven hundred thousand, two hundred dollars. | <b>\$1,700,200</b> |
| B. | ACCOUNTING OFFICER: Attorney General   |                    |
| C. | SUB-HEADS which under this vote will be accounted for by the Attorney General  |                    |

**STRATEGIC PRIORITIES**

An efficient, responsive and accountable system of governance and public service  
 Enhanced human development and improved quality of life of all people on Montserrat

**NATIONAL OUTCOMES**

Transparent and effective accountability framework within Government and the Public Sector  
 A modernized, efficient, responsive and accountable public service  
 Montserrat fully integrated into the regional and global environment.  
 Effective social protection

**VISION**

To be the best local law office with appropriately trained, experienced, committed and motivated staff.

**MISSION STATEMENT**

To represent Government of Montserrat's interest in civil matters while facilitating its legislative agenda, and to collaborate with the Government of Montserrat to provide and promote an accessible, fair and efficient system of justice.

**BUDGET SUMMARY**

| SHD                                     | Details of Expenditure    | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|---------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b> |                           |                      |                                    |                                   |                                  |                                   |                                   |
| 070                                     | Administration of Justice | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 07</b>            |                           | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**SUMMARY OF EXPENDITURE BY PROGRAMME**

|                                  |                           |                  |                  |                  |                  |                  |                  |
|----------------------------------|---------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 070                              | Administration of Justice | 1,268,822        | 1,861,200        | 1,861,200        | 1,700,200        | 1,775,500        | 1,762,800        |
| <b>TOTAL EXPENDITURE VOTE 07</b> |                           | <b>1,268,822</b> | <b>1,861,200</b> | <b>1,861,200</b> | <b>1,700,200</b> | <b>1,775,500</b> | <b>1,762,800</b> |

**SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION****RECURRENT EXPENDITURE**

|                                    |                   |                  |                  |                  |                  |                  |                  |
|------------------------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                    | Salaries          | 621,457          | 649,500          | 649,500          | 776,600          | 782,200          | 786,400          |
|                                    | WAGES             | -                | -                | -                | -                | -                | -                |
|                                    | ALLOWANCES        | 426,590          | 633,600          | 633,600          | 656,800          | 656,800          | 656,800          |
|                                    | BENEFITS          | 36,228           | -                | -                | -                | 64,700           | 37,800           |
|                                    | GOOD AND SERVICES | 184,547          | 578,100          | 578,100          | 266,800          | 271,800          | 281,800          |
| <b>TOTAL RECURRENT EXPENDITURE</b> |                   | <b>1,268,822</b> | <b>1,861,200</b> | <b>1,861,200</b> | <b>1,700,200</b> | <b>1,775,500</b> | <b>1,762,800</b> |

**CAPITAL EXPENDITURE**

| SHD                              | Donor | Description |                  |                  |                  |                  |                  |
|----------------------------------|-------|-------------|------------------|------------------|------------------|------------------|------------------|
| <b>TOTAL CAPITAL EXPENDITURE</b> |       |             | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>TOTAL EXPENDITURE VOTE 07</b> |       |             | <b>1,268,822</b> | <b>1,861,200</b> | <b>1,861,200</b> | <b>1,700,200</b> | <b>1,775,500</b> |

**STAFFING RESOURCES**

**PROGRAMME 070: ADMINISTRATION OF JUSTICE**

| PROGRAMME OBJECTIVE:  |  |             |                      |  |                                   |                                  |                                   |                                   |
|---|--|-------------|----------------------|--|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| To provide effective legal representation, advice and support to the Government and the Public; and to prepare comprehensive and constitutionally sound primary and subordinate legislation |  |             |                      |  |                                   |                                  |                                   |                                   |
| RECURRENT REVENUE   |  |             |                      |  |                                   |                                  |                                   |                                   |
| SHD   | Details of Revenue                             |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018       | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|   |  |             |                      |  |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE XX</b>  |  |             | -                    | -  | -                                 | -                                | -                                 | -                                 |
| RECURRENT EXPENDITURE   |  |             |                      |  |                                   |                                  |                                   |                                   |
| SHD   | Details of Expenditure                         |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018       | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| <b>Salaries</b>   |  |             |                      |  |                                   |                                  |                                   |                                   |
| 210   | Salaries                                       |             | 621,457              | 649,500                                  | 649,500                           | 776,600                          | 782,200                           | 786,400                           |
| 216   | Allowances                                     |             | 426,590              | 633,600                                  | 633,600                           | 656,800                          | 656,800                           | 656,800                           |
| 218   | Pensions and Gratuities                        |             | 36,228               | -  | -                                 | -                                | 64,700                            | 37,800                            |
| <b>Total Salaries</b>   |  |             | <b>1,084,275</b>     | <b>1,283,100</b>                         | <b>1,283,100</b>                  | <b>1,433,400</b>                 | <b>1,503,700</b>                  | <b>1,481,000</b>                  |
| <b>GOODS AND SERVICES</b>   |  |             |                      |  |                                   |                                  |                                   |                                   |
| 220   | <i>Local Travel (New)</i>                      |             | -                    | -  | -                                 | <b>3,000</b>                     | <b>3,000</b>                      | <b>3,000</b>                      |
| 222   | International Travel & Subsistence             |             | 49,124               | 58,500                                   | 58,500                            | 55,500                           | 55,500                            | 55,500                            |
| 224   | Utilities                                      |             | 14,325               | 22,000                                   | 22,000                            | 20,000                           | 20,000                            | 20,000                            |
| 226   | Communication Expenses                         |             | 10,459               | 12,000                                   | 12,000                            | 12,000                           | 12,000                            | 12,000                            |
| 228   | Supplies & Materials                           |             | 10,910               | 14,000                                   | 14,000                            | 14,000                           | 14,000                            | 14,000                            |
| 229   | <i>Furniture Equipment and Resources (New)</i> |             | -                    | -  | -                                 | <b>15,000</b>                    | <b>15,000</b>                     | <b>15,000</b>                     |
| 232   | Maintenance Services                           |             | 4,916                | 5,300                                    | 5,300                             | 5,300                            | 5,300                             | 5,300                             |
| 236   | Professional Services and Fees                 |             | 28,968               | 320,300                                  | 320,300                           | 11,000                           | 11,000                            | 11,000                            |
| 246   | Printing & Binding                             |             | 1,432                | 1,000                                    | 1,000                             | 1,000                            | 1,000                             | 1,000                             |
| 265   | Social Protection                              |             | 25,000               | 40,000                                   | 40,000                            | 40,000                           | 40,000                            | 40,000                            |
| 272   | Claims against Government                      |             | 2,000                | 35,000                                   | 35,000                            | 35,000                           | 35,000                            | 35,000                            |
| 275   | Sundry Expenses                                |             | 37,412               | 70,000                                   | 70,000                            | 55,000                           | 60,000                            | 70,000                            |
| <b>Total Goods and Services</b>   |  |             | <b>184,547</b>       | <b>578,100</b>                           | <b>578,100</b>                    | <b>266,800</b>                   | <b>271,800</b>                    | <b>281,800</b>                    |
| <b>RECURRENT EXPENDITURE</b>  |  |             | <b>1,268,822</b>     | <b>1,861,200</b>                         | <b>1,861,200</b>                  | <b>1,700,200</b>                 | <b>1,775,500</b>                  | <b>1,762,800</b>                  |
| CAPITAL EXPENDITURE   |  |             |                      |  |                                   |                                  |                                   |                                   |
| Details of Expenditure  |  |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018       | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD   | Donor  | Description |                      |  |                                   |                                  |                                   |                                   |
|   |  |             |                      |  |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b>  |  |             | -                    | -  | -                                 | -                                | -                                 | -                                 |
| STAFFING RESOURCES  |  |             |                      |  |                                   |                                  |                                   |                                   |
| STAFF POSTS   |  | Scale       | Count                | STAFF POSTS                              |                                   | Scale                            | Count                             |                                   |
| Attorney General  |  | R1          | 1                    | Legal Assistant (Drafting)               |                                   | 22-18/16                         | 1                                 |                                   |
| Parliamentary Counsel   |  | R6          | 1                    | Legal Assistant (Finance/Administration) |                                   | R28-22                           | 1                                 |                                   |
| Princ Crown Counsel (Civil)   |  | R6          | 1                    | Clerical Officer (Snr)                   |                                   | R33-29                           | 1                                 |                                   |
| Snr Crown Counsel (Civil)   |  | R12-8       | 3                    | Clerical Officer                         |                                   | R46-34                           | 1                                 |                                   |
| Crown Counsel (Civil)   |  | R17-13      | 2                    | Office Attendant                         |                                   | R51-45                           | 1                                 |                                   |
| Crown Counsel (Drafting)  |  | R17-13      | 1                    |  |                                   |                                  |                                   |                                   |
| <b>TOTAL STAFF</b>  |  |             |                      |  |                                   |                                  | <b>14</b>                         |                                   |

| PROGRAMME PERFORMANCE INFORMATION  |  |                  |                    |                  |                  |                  |
|--|--|------------------|--------------------|------------------|------------------|------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>   |  |                  |                    |                  |                  |                  |
| To improve government efficiency, effectiveness and transparency. ( 4.1 & 4.2)   |  |                  |                    |                  |                  |                  |
| Ensure that laws drafted are comprehensive, modern and constitutionally compliant and that they are made readily available to all departments and the public.  |  |                  |                    |                  |                  |                  |
| Provide legal advice which is legally sound, timely, comprehensive and easy to understand so that the Ministries, Departments and related agencies can compile a database of advice to guide in the lawful exercise of their functions. that laws drafted are comprehensive, modern and constitutionally compliant and that they are |  |                  |                    |                  |                  |                  |
| Train staff in Ministries, departments and related agencies in the lawful administration of their duties in an effort to improve the overall Governance structure.vide timely legal advice and services to Ministries, Departments and related agencies to guide in the lawful exercise of their functions.(4.1)(4.1)                |  |                  |                    |                  |                  |                  |
| Prepare a revised addition of the laws of 2014-16 to ensure consistency of legal interpretations, transparency through public accessibility, and improve investor confidence   |  |                  |                    |                  |                  |                  |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |  |                  |                    |                  |                  |                  |
|  |  |                  |                    |                  |                  |                  |
|  |  |                  |                    |                  |                  |                  |
| KEY PERFORMANCE INDICATORS   |  | Actual 2016-2017 | Estimate 2017-2018 | Target 2018-2019 | Target 2019-2020 | Target 2020-2021 |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |  |                  |                    |                  |                  |                  |
| %  |  |                  | 60%                | 65%              | 70%              | 70%              |
| % of legislation drafted within 4 months of receipt of complete instructions   |  |                  |                    |                  |                  |                  |
| No. of Bills and subordinate legislation drafted   |  |                  | 60                 | 65               | 70               | 70               |
| % of Court orders complied with within the Court stipulated timeframes   |  |                  | 1                  | 1                | 1                | 1                |
| No. of training sessions conducted for public officers on the law and legal  |  |                  | 2                  | 3                | 4                | 4                |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)  |  |                  |                    |                  |                  |                  |
| Percent of cases successfully defended with no monetary awards being made against Government   |  |                  | 0.85               | 0.9              | 0.9              | 0.95             |
| Average time within which legal documents and legal opinions are dispatched after receipt of complete instructions.  |  | 5 weeks          | 5 weeks            | 5 weeks          | 4 weeks          | 3 weeks          |

**SUMMARY OF REVENUES (by Subheads)**

| CATEGORIES                                    | Actuals 2016-2017 | Approved Estimates 2017-2018 | Revised Estimates 2017-2018 | Budget Estimates 2018-2019 | Forward Estimates 2019-2020 | Forward Estimates 2020-2021 |
|---|-------------------|------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|
| 110 Taxes on Income, Profits                  | -                 | -                            | -                           | -                          | -                           | -                           |
| 115 Property Tax                              | -                 | -                            | -                           | -                          | -                           | -                           |
| 120 Taxes on Domestic Goods and Services      | -                 | -                            | -                           | -                          | -                           | -                           |
| 122 Licenses                                  | -                 | -                            | -                           | -                          | -                           | -                           |
| 125 Taxes on International Trade and Transact | -                 | -                            | -                           | -                          | -                           | -                           |
| 129 Arrears of Taxes                          | -                 | -                            | -                           | -                          | -                           | -                           |
| 130 Fees, Fines and Permits                   | -                 | -                            | -                           | -                          | -                           | -                           |
| 135 Rents, Interest and Dividends             | -                 | -                            | -                           | -                          | -                           | -                           |
| 140 ECCB Profits                              | -                 | -                            | -                           | -                          | -                           | -                           |
| 145 Reimbursements                            | -                 | -                            | -                           | -                          | -                           | -                           |
| 150 Budgetary Aid/Grants                      | -                 | -                            | -                           | -                          | -                           | -                           |
| 160 Other Revenue                             | -                 | -                            | -                           | -                          | -                           | -                           |
| <b>Total Revenues</b>                         | -                 | -                            | -                           | -                          | -                           | -                           |

**SUMMARY OF EXPENDITURE (by Classification)**

**SUMMARY OF EXPENDITURE (by Classification)**

E05

| SUBHDS & DETAILS                 | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                  |                      |                                    |                                   |                                  |                                   |                                   |
| ADMINISTRATION OF JUSTICE        | 621,457              | 649,500                            | 649,500                           | 776,600                          | 782,200                           | 786,400                           |
| <b>TOTAL P.E</b>                 | <b>621,457</b>       | <b>649,500</b>                     | <b>649,500</b>                    | <b>776,600</b>                   | <b>782,200</b>                    | <b>786,400</b>                    |
| <b>WAGES</b>                     |                      |                                    |                                   |                                  |                                   |                                   |
| ADMINISTRATION OF JUSTICE        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL WAGES</b>               | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |
| <b>ALLOWANCES</b>                |                      |                                    |                                   |                                  |                                   |                                   |
| ADMINISTRATION OF JUSTICE        | 426,590              | 633,600                            | 633,600                           | 656,800                          | 656,800                           | 656,800                           |
| <b>TOTAL ALLOWANCES</b>          | <b>426,590</b>       | <b>633,600</b>                     | <b>633,600</b>                    | <b>656,800</b>                   | <b>656,800</b>                    | <b>656,800</b>                    |
| <b>BENEFITS</b>                  |                      |                                    |                                   |                                  |                                   |                                   |
| ADMINISTRATION OF JUSTICE        | 36,228               | -                                  | -                                 | -                                | 64,700                            | 37,800                            |
| <b>TOTAL BENEFITS</b>            | <b>36,228</b>        | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>64,700</b>                     | <b>37,800</b>                     |
| <b>GOODS AND SERVICES</b>        |                      |                                    |                                   |                                  |                                   |                                   |
| ADMINISTRATION OF JUSTICE        | 184,547              | 578,100                            | 578,100                           | 266,800                          | 271,800                           | 281,800                           |
| <b>TOTAL</b>                     | <b>184,547</b>       | <b>578,100</b>                     | <b>578,100</b>                    | <b>266,800</b>                   | <b>271,800</b>                    | <b>281,800</b>                    |
| <b>CAPITAL EXPENDITURE</b>       |                      |                                    |                                   |                                  |                                   |                                   |
| ADMINISTRATION OF JUSTICE        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL CAPITAL EXPENDITURE</b> | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**SUMMARY (by Subheads)**

|     |                                    |                  |                  |                  |                  |                  |                  |
|-----|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 210 | Salaries                           | 621,457          | 649,500          | 649,500          | 776,600          | 782,200          | 786,400          |
| 216 | Allowances                         | 426,590          | 633,600          | 633,600          | 656,800          | 656,800          | 656,800          |
| 218 | Pensions & Gratuities              | 36,228           | -                | -                | -                | 64,700           | 37,800           |
| 220 | Local Travel                       | -                | -                | -                | 3,000            | 3,000            | 3,000            |
| 222 | International Travel & Subsistence | 49,124           | 58,500           | 58,500           | 55,500           | 55,500           | 55,500           |
| 224 | Utilities                          | 14,325           | 22,000           | 22,000           | 20,000           | 20,000           | 20,000           |
| 226 | Communication Expenses             | 10,459           | 12,000           | 12,000           | 12,000           | 12,000           | 12,000           |
| 228 | Supplies & Materials               | 10,910           | 14,000           | 14,000           | 14,000           | 14,000           | 14,000           |
| 229 | Furniture Equipment and Resources  | -                | -                | -                | 15,000           | 15,000           | 15,000           |
| 232 | Maintenance Services               | 4,916            | 5,300            | 5,300            | 5,300            | 5,300            | 5,300            |
| 236 | Professional Services and Fees     | 28,968           | 320,300          | 320,300          | 11,000           | 11,000           | 11,000           |
| 246 | Printing & Binding                 | 1,432            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            |
| 265 | Social Protection                  | 25,000           | 40,000           | 40,000           | 40,000           | 40,000           | 40,000           |
| 272 | Claims against Government          | 2,000            | 35,000           | 35,000           | 35,000           | 35,000           | 35,000           |
| 275 | Sundry Expenses                    | 37,412           | 70,000           | 70,000           | 55,000           | 60,000           | 70,000           |
|     | <b>TOTAL VOTE 07</b>               | <b>1,268,822</b> | <b>1,861,200</b> | <b>1,861,200</b> | <b>1,700,200</b> | <b>1,775,500</b> | <b>1,762,800</b> |

**BUDGET AND FORWARD ESTIMATES****VOTE: 08 MAGISTRATE'S COURT SERVICES – SUMMARY**

|    |   |                  |
|----|---|------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the Magistrate's Court - Two hundred and fifty-five thousand, three hundred dollars | <b>\$255,300</b> |
| B. | ACCOUNTING OFFICER: Chief Magistrate  |                  |
| C. | SUB-HEADS which under this vote will be accounted for by the Magistrates  |                  |

**STRATEGIC PRIORITIES**

An Efficient, responsive and accountable system of governance and public service

**NATIONAL OUTCOMES**

Strengthen the administration of the Justice System

**VISION**

To become one of the leading centres of excellence in the provision of strong, trusted and independent court services.

**MISSION STATEMENT**

To provide the community with equal and impartial access to judicial services ensuring the preservation of the rule of law, judicial independence and the protection of individual rights.

**BUDGET SUMMARY**

| SHD                                     | Details of Expenditure      | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|-----------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b> |                             |                      |                                    |                                   |                                  |                                   |                                   |
| 080                                     | Magistrate's Court Services | 48,735               | 40,000                             | 40,000                            | 40,000                           | 40,000                            | 40,000                            |
| <b>TOTAL REVENUE VOTE 08</b>            |                             | <b>48,735</b>        | <b>40,000</b>                      | <b>40,000</b>                     | <b>40,000</b>                    | <b>40,000</b>                     | <b>40,000</b>                     |

**SUMMARY OF EXPENDITURE BY PROGRAMME**

|                                  |                             |                |                |                |                |                |                |
|----------------------------------|-----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 080                              | Magistrate's Court Services | 269,530        | 328,300        | 328,300        | 255,300        | 263,600        | 267,000        |
| <b>TOTAL EXPENDITURE VOTE 07</b> |                             | <b>269,530</b> | <b>328,300</b> | <b>328,300</b> | <b>255,300</b> | <b>263,600</b> | <b>267,000</b> |

**SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION****RECURRENT EXPENDITURE**

|                                    |                   |                |                |                |                |                |                |
|------------------------------------|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                                    | Salaries          | 169,512        | 138,100        | 142,200        | 201,500        | 204,800        | 208,200        |
|                                    | WAGES             | -              | -              | -              | -              | -              | -              |
|                                    | ALLOWANCES        | 64,760         | 120,600        | 116,500        | 6,200          | 6,200          | 6,200          |
|                                    | BENEFITS          | -              | 19,400         | 19,400         | -              | -              | -              |
|                                    | GOOD AND SERVICES | 35,258         | 50,200         | 50,200         | 47,600         | 52,600         | 52,600         |
| <b>TOTAL RECURRENT EXPENDITURE</b> |                   | <b>269,530</b> | <b>328,300</b> | <b>328,300</b> | <b>255,300</b> | <b>263,600</b> | <b>267,000</b> |

**CAPITAL EXPENDITURE**

| SHD                              | Donor | Description |   |   |   |   |   |
|----------------------------------|-------|-------------|---|---|---|---|---|
| <b>TOTAL CAPITAL EXPENDITURE</b> |       | -           | - | - | - | - | - |

|                                  |  |                |                |                |                |                |                |
|----------------------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>TOTAL EXPENDITURE VOTE 08</b> |  | <b>269,530</b> | <b>328,300</b> | <b>328,300</b> | <b>255,300</b> | <b>263,600</b> | <b>267,000</b> |
|----------------------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|

**STAFFING RESOURCES**

|                       |  |  |  |  |  |  |  |
|-----------------------|--|--|--|--|--|--|--|
| <b>TOTAL STAFFING</b> |  |  |  |  |  |  |  |
|-----------------------|--|--|--|--|--|--|--|

**PROGRAMME 080: MAGISTRATE'S COURT SERVICES**

| <b>PROGRAMME OBJECTIVE:</b>  |                                |                              |   |  |   |  |  |
|--|--------------------------------|------------------------------|---|--|---|--|--|
| The efficient dispensation of Justice in the hearing of Criminal, Quasi Criminal and Civil Matters summarily.<br>This Department is also concerned with the holding of:              |                                |                              |   |  |   |  |  |
| <input type="checkbox"/> Coroner's Inquests<br><input type="checkbox"/> Liquor License Court<br><input type="checkbox"/> Labour Tribunals<br><input type="checkbox"/> Juvenile court |                                |                              |   |  |   |  |  |
| <b>RECURRENT REVENUE</b>   |                                |                              |   |  |   |  |  |
| <b>SHD</b>   | <b>Details of Revenue</b>      | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
| 130  | Magistrate's Court             | 48,735                       | 40,000                                      | 40,000                                     | 40,000                                    | 40,000                                     | 40,000                                     |
| <b>TOTAL REVENUE VOTE 08</b>   |                                | <b>48,735</b>                | <b>40,000</b>                               | <b>40,000</b>                              | <b>40,000</b>                             | <b>40,000</b>                              | <b>40,000</b>                              |
| <b>RECURRENT EXPENDITURE</b>   |                                |                              |   |  |   |  |  |
| <b>SHD</b>   | <b>Details of Expenditure</b>  | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
| <b>Salaries</b>  |                                |                              |   |  |   |  |  |
| 210  | Salaries                       | 169,512                      | 138,100                                     | 142,200                                    | 201,500                                   | 204,800                                    | 208,200                                    |
| 216  | Allowances                     | 64,760                       | 120,600                                     | 116,500                                    | 6,200                                     | 6,200                                      | 6,200                                      |
| 218  | Pensions and Gratuities        | -                            | 19,400                                      | 19,400                                     | -   | -  | -  |
| <b>Total Salaries</b>  |                                | <b>234,272</b>               | <b>278,100</b>                              | <b>278,100</b>                             | <b>207,700</b>                            | <b>211,000</b>                             | <b>214,400</b>                             |
| <b>GOODS AND SERVICES</b>  |                                |                              |   |  |   |  |  |
| 226  | Communication Expenses         | 2,322                        | 4,200                                       | 4,200                                      | 3,600                                     | 3,600                                      | 3,600                                      |
| 228  | Supplies & Materials           | 5,441                        | 5,500                                       | 5,500                                      | 5,500                                     | 5,500                                      | 5,500                                      |
| 230  | Uniform & Protective Clothing  | -                            | 3,000                                       | 3,000                                      | 3,000                                     | 3,000                                      | 3,000                                      |
| 236  | Professional Services and Fees | 18,908                       | 30,000                                      | 30,000                                     | 30,000                                    | 30,000                                     | 30,000                                     |
| 246  | Printing & Binding             | -                            | 4,500                                       | 4,500                                      | 500                                       | 500  | 500  |
| 275  | Sundry Expenses                | 8,586                        | 3,000                                       | 3,000                                      | 5,000                                     | 10,000                                     | 10,000                                     |
| <b>Total Goods and Services</b>  |                                | <b>35,258</b>                | <b>50,200</b>                               | <b>50,200</b>                              | <b>47,600</b>                             | <b>52,600</b>                              | <b>52,600</b>                              |
| <b>RECURRENT EXPENDITURE</b>   |                                | <b>269,530</b>               | <b>328,300</b>                              | <b>328,300</b>                             | <b>255,300</b>                            | <b>263,600</b>                             | <b>267,000</b>                             |

| CAPITAL EXPENDITURE  |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|--|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| Details of Expenditure   |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD  | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|  |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|  |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b>   |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| STAFFING RESOURCES   |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| STAFF POSTS  |       | Scale       | Count                |                                    |                                   |                                  |                                   |                                   |
| Magistrate (Chief)   |       | R6          | 1                    |                                    |                                   |                                  |                                   |                                   |
| Executive Officer  |       | R28-22      | 1                    |                                    |                                   |                                  |                                   |                                   |
| Clerical Officer (Snr)   |       | R33-29      | 1                    |                                    |                                   |                                  |                                   |                                   |
| Clerical Officer   |       | R46-34      | 1                    |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL STAFF</b>   |       |             | <b>4</b>             |                                    |                                   |                                  |                                   |                                   |
| PROGRAMME PERFORMANCE INFORMATION  |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| KEY STRATEGIES FOR 2018/19:  |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| Improved data accessibility through Judicial Enforcement Management System (JEMS) (4.1)  |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| Capacity building of staff, members of Labour Tribunal and Juvenile Assessors (4.1)  |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| Launching of Magistrates Court Website (4.1)   |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| KEY STRATEGIES FOR 2019/20-21  |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|  |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| KEY PERFORMANCE INDICATORS   |       |             |                      | Actual 2016-<br>2017               | Estimate 2017-<br>2018            | Target 2018-<br>2019             | Target 2019-<br>2020              | Target 2020-<br>2021              |
| Output Indicators (Specify what has been/will be produced or delivered by the programme.)  |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| No of matters filed  |       |             |                      | 369                                | 468                               | 468                              | 468                               | 468                               |
|  |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| No of matters disposed   |       |             |                      | 572                                | 494                               | 494                              | 494                               | 494                               |
| *Please note that the figures for 2015 only reflect as at the end of 31 July 2015.   |       |             |                      |                                    |                                   |                                  |                                   |                                   |

**SUMMARY OF REVENUES (by Subheads)**

| CATEGORIES                                    | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates 2020-<br>2021 |
|---|----------------------|------------------------------------|-----------------------------------|-------------------------------|-----------------------------------|------------------------------------|
| 110 Taxes on Income, Profits                  | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 115 Property Tax                              | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 120 Taxes on Domestic Goods and Services      | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 122 Licenses                                  | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 125 Taxes on International Trade and Transact | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 129 Arrears of Taxes                          | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 130 Fees, Fines and Permits                   | 48,735               | 40,000                             | 40,000                            | 40,000                        | 40,000                            | 40,000                             |
| 135 Rents, Interest and Dividends             | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 140 ECCB Profits                              | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 145 Reimbursements                            | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 150 Budgetary Aid/Grants                      | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 160 Other Revenue                             | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| <b>Total Revenues</b>                         | <b>48,735</b>        | <b>40,000</b>                      | <b>40,000</b>                     | <b>40,000</b>                 | <b>40,000</b>                     | <b>40,000</b>                      |

**SUMMARY OF EXPENDITURE (by Classification)**

| SUBHDS & DETAILS                 | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                  |                      |                                    |                                   |                                  |                                   |                                   |
| MAGISTRATE'S COURT SERVICES      | 169,512              | 138,100                            | 142,200                           | 201,500                          | 204,800                           | 208,200                           |
| <b>TOTAL P.E</b>                 | <b>169,512</b>       | <b>138,100</b>                     | <b>142,200</b>                    | <b>201,500</b>                   | <b>204,800</b>                    | <b>208,200</b>                    |
| <b>WAGES</b>                     |                      |                                    |                                   |                                  |                                   |                                   |
| MAGISTRATE'S COURT SERVICES      | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL WAGES</b>               | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |
| <b>ALLOWANCES</b>                |                      |                                    |                                   |                                  |                                   |                                   |
| MAGISTRATE'S COURT SERVICES      | 64,760               | 120,600                            | 116,500                           | 6,200                            | 6,200                             | 6,200                             |
| <b>TOTAL ALLOWANCES</b>          | <b>64,760</b>        | <b>120,600</b>                     | <b>116,500</b>                    | <b>6,200</b>                     | <b>6,200</b>                      | <b>6,200</b>                      |
| <b>BENEFITS</b>                  |                      |                                    |                                   |                                  |                                   |                                   |
| MAGISTRATE'S COURT SERVICES      | -                    | 19,400                             | 19,400                            | -                                | -                                 | -                                 |
| <b>TOTAL BENEFITS</b>            | <b>-</b>             | <b>19,400</b>                      | <b>19,400</b>                     | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |
| <b>GOODS AND SERVICES</b>        |                      |                                    |                                   |                                  |                                   |                                   |
| MAGISTRATE'S COURT SERVICES      | 35,258               | 50,200                             | 50,200                            | 47,600                           | 52,600                            | 52,600                            |
| <b>TOTAL</b>                     | <b>35,258</b>        | <b>50,200</b>                      | <b>50,200</b>                     | <b>47,600</b>                    | <b>52,600</b>                     | <b>52,600</b>                     |
| <b>CAPITAL EXPENDITURE</b>       |                      |                                    |                                   |                                  |                                   |                                   |
| MAGISTRATE'S COURT SERVICES      | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL CAPITAL EXPENDITURE</b> | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**SUMMARY (by Subheads)**

|     |                                |                |                |                |                |                |                |
|-----|--------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 210 | Salaries                       | 169,512        | 138,100        | 142,200        | 201,500        | 204,800        | 208,200        |
| 216 | Allowances                     | 64,760         | 120,600        | 116,500        | 6,200          | 6,200          | 6,200          |
| 218 | Pensions & Gratuities          | -              | 19,400         | 19,400         | -              | -              | -              |
| 226 | Communication Expenses         | 2,322          | 4,200          | 4,200          | 3,600          | 3,600          | 3,600          |
| 228 | Supplies & Materials           | 5,441          | 5,500          | 5,500          | 5,500          | 5,500          | 5,500          |
| 230 | Uniform/Protective Clothing    | -              | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          |
| 236 | Professional Services and Fees | 18,908         | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         |
| 246 | Printing & Binding             | -              | 4,500          | 4,500          | 500            | 500            | 500            |
| 275 | Sundry Expenses                | 8,586          | 3,000          | 3,000          | 5,000          | 10,000         | 10,000         |
|     | <b>TOTAL VOTE 08</b>           | <b>269,530</b> | <b>328,300</b> | <b>328,300</b> | <b>255,300</b> | <b>263,600</b> | <b>267,000</b> |

**BUDGET AND FORWARD ESTIMATES**

**VOTE: 09 SUPREME COURT SERVICES – SUMMARY**

|    |   |                  |
|----|---|------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the offices of the High Court and Registrar - Six hundred and fifty-two thousand six hundred dollars. | <b>\$652,600</b> |
| B. | ACCOUNTING OFFICER: Registrar   |                  |
| C. | SUB-HEADS which under this vote will be accounted for by the Registrar  |                  |

**STRATEGIC PRIORITIES**

An efficient, responsive and accountable system of governance and public service

**NATIONAL OUTCOMES**

Strengthen the administration of justice

**VISION**

A department which embodies equity and reliability in the administration of Justice.

**MISSION STATEMENT**

To deliver high quality, professional, efficient and impartial services in facilitating the effective administration and dispensation of justice.

**BUDGET SUMMARY**

| SHD                                     | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b> |                        |                      |                                    |                                   |                                  |                                   |                                   |
| 090                                     | SUPREME COURT SERVICES | 11,311               | 15,500                             | 15,500                            | 15,500                           | 15,500                            | 15,500                            |
| <b>TOTAL REVENUE VOTE 09</b>            |                        | <b>11,311</b>        | <b>15,500</b>                      | <b>15,500</b>                     | <b>15,500</b>                    | <b>15,500</b>                     | <b>15,500</b>                     |

**SUMMARY OF EXPENDITURE BY PROGRAMME**

|                                  |                        |                |                |                |                |                |                |
|----------------------------------|------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 090                              | SUPREME COURT SERVICES | 653,774        | 675,800        | 675,800        | 652,600        | 700,700        | 685,900        |
| <b>TOTAL EXPENDITURE VOTE 09</b> |                        | <b>653,774</b> | <b>675,800</b> | <b>675,800</b> | <b>652,600</b> | <b>700,700</b> | <b>685,900</b> |

**SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION**

**RECURRENT EXPENDITURE**

|                                    |                   |                |                |                |                |                |                |
|------------------------------------|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                                    | Salaries          | 355,478        | 376,400        | 380,300        | 387,300        | 419,000        | 420,600        |
|                                    | WAGES             | -              | -              | -              | -              | -              | -              |
|                                    | ALLOWANCES        | 82,309         | 127,600        | 70,000         | 91,500         | 91,500         | 91,500         |
|                                    | BENEFITS          | -              | -              | -              | -              | 16,400         | -              |
|                                    | GOOD AND SERVICES | 215,988        | 171,800        | 225,500        | 173,800        | 173,800        | 173,800        |
| <b>TOTAL RECURRENT EXPENDITURE</b> |                   | <b>653,774</b> | <b>675,800</b> | <b>675,800</b> | <b>652,600</b> | <b>700,700</b> | <b>685,900</b> |

**CAPITAL EXPENDITURE**

| SHD                              | Donor | Description |                |                |                |                |                |
|----------------------------------|-------|-------------|----------------|----------------|----------------|----------------|----------------|
| <b>TOTAL CAPITAL EXPENDITURE</b> |       |             | -              | -              | -              | -              | -              |
| <b>TOTAL EXPENDITURE VOTE 09</b> |       |             | <b>653,774</b> | <b>675,800</b> | <b>675,800</b> | <b>652,600</b> | <b>700,700</b> |

**STAFFING RESOURCES**

|                       |  |  |  |  |  |  |  |
|-----------------------|--|--|--|--|--|--|--|
| <b>TOTAL STAFFING</b> |  |  |  |  |  |  |  |
|-----------------------|--|--|--|--|--|--|--|

**PROGRAMME 090: SUPREME COURT SERVICES**

**PROGRAMME OBJECTIVE:**

To provide an effective and efficient administration of justice.

**RECURRENT REVENUE**

| SHD                          | Details of Revenue       | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|--------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 130                          | Certificate - Birth etc. | 1,094                | 1,500                              | 1,500                             | 1,500                            | 1,500                             | 1,500                             |
| 130                          | High Court               | 4,500                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 160                          | Other Receipts           | 5,717                | 4,000                              | 4,000                             | 4,000                            | 4,000                             | 4,000                             |
| <b>TOTAL REVENUE VOTE 09</b> |                          | <b>11,311</b>        | <b>15,500</b>                      | <b>15,500</b>                     | <b>15,500</b>                    | <b>15,500</b>                     | <b>15,500</b>                     |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure         | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|--------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                       | 355,478              | 376,400                            | 380,300                           | 387,300                          | 419,000                           | 420,600                           |
| 216                             | Allowances                     | 82,309               | 127,600                            | 70,000                            | 91,500                           | 91,500                            | 91,500                            |
| 218                             | Pensions and Gratuities        | -                    | -                                  | -                                 | -                                | 16,400                            | -                                 |
| <b>Total Salaries</b>           |                                | <b>437,786</b>       | <b>504,000</b>                     | <b>450,300</b>                    | <b>478,800</b>                   | <b>526,900</b>                    | <b>512,100</b>                    |
| <b>GOODS AND SERVICES</b>       |                                |                      |                                    |                                   |                                  |                                   |                                   |
| 226                             | Communication Expenses         | 9,600                | 9,600                              | 20,900                            | 9,600                            | 9,600                             | 9,600                             |
| 228                             | Supplies & Materials           | 13,308               | 13,500                             | 23,500                            | 13,500                           | 13,500                            | 13,500                            |
| 230                             | Uniform/Protective Clothing    | 4,100                | 4,100                              | 4,100                             | 4,100                            | 4,100                             | 4,100                             |
| 232                             | Maintenance Services           | 5,836                | 7,500                              | 11,500                            | 7,500                            | 7,500                             | 7,500                             |
| 234                             | Rental of Assets               | 6,907                | 7,700                              | 4,200                             | 7,700                            | 7,700                             | 7,700                             |
| 236                             | Professional Services and Fees | 157,829              | 110,000                            | 149,400                           | 110,000                          | 110,000                           | 110,000                           |
| 240                             | Hosting and Entertainment      | 6,347                | 6,400                              | 1,000                             | 6,400                            | 6,400                             | 6,400                             |
| 246                             | Printing & Binding             | 4,115                | 5,000                              | 7,200                             | 7,000                            | 7,000                             | 7,000                             |
| 275                             | Sundry Expenses                | 7,947                | 8,000                              | 3,700                             | 8,000                            | 8,000                             | 8,000                             |
| <b>Total Goods and Services</b> |                                | <b>215,988</b>       | <b>171,800</b>                     | <b>225,500</b>                    | <b>173,800</b>                   | <b>173,800</b>                    | <b>173,800</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                | <b>653,774</b>       | <b>675,800</b>                     | <b>675,800</b>                    | <b>652,600</b>                   | <b>700,700</b>                    | <b>685,900</b>                    |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

| STAFFING RESOURCES  |                         |                           |                         |                         |                         |
|---|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| STAFF POSTS   | Scale                   | Count                     | STAFF POSTS             | Scale                   | Count                   |
| Registrar   | R14-10                  | 1                         | Bailiff                 | R28-22                  | 1                       |
| Deputy Registrar/Asst Magistrate  | R12                     | 1                         | Executive Officer       | R28-22                  | 1                       |
| Assistant Secretary/ Court Administrator  | R22-16                  | 1                         | Clerical Officer (Snr)  | R33-29                  | 1                       |
| Court Reporter II   | R22-16                  | 1                         | Clerical Officer        | R46-34                  | 1                       |
| Court Reporter  | R28-22                  | 1                         | Office Attendant        | R51-45                  | 1                       |
| <b>TOTAL STAFF</b>  |                         |                           |                         |                         | <b>10</b>               |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2017/18:</b>  |                         |                           |                         |                         |                         |
| To improve the provision of service to the public in the Births, Deaths & Marriage Division as well as the registration of Probates, Deeds, Bonds and Bills of Sale Divisions in the High Court and achieve Public service reform in the Department and maintain Good Governance. (4.1)   |                         |                           |                         |                         |                         |
| To strengthen and improve the Court Reporting Division in the High court to foster Human development and achieve public service reform in the Department. (4.2)   |                         |                           |                         |                         |                         |
| To develop and finalize key budget proposal for the digitization of civil records to improve efficiency and effectiveness in the provision of essential public services. In addition it remove obstacles to doing business in Montserrat and engage the diaspora in national development, and further strengthened accountability and public-engagement within the national governance framework. (1.3,1.6, 4.1, 4.2) |                         |                           |                         |                         |                         |
| To further improve administration of justice through proper planning and execution of court sittings.to attain transparency accountability and public engagement and foster and develop Montserrat 's reputation as a just safe and secure place to live and visit. (4.1, 4.3)  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2018/19-20</b>  |                         |                           |                         |                         |                         |
| Recruitment and Retention of staff to improve delivery of services provided by the Supreme Court Department and enhance human development within the department. (4.1)  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |                         |                           |                         |                         |                         |
|   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |                           |                         |                         |                         |
| Number of certificates produced (births, deaths, marriage, probates, deeds, bonds, bill of sales)   |                         | 1545                      | 1545                    | 1545                    | 1545                    |
| Number of cases considered and heard by the Supreme Court   |                         | 95                        | 95                      | 95                      | 95                      |
| Produce customer service surveys to obtain feedback on satisfaction with services   |                         | Survey Produced           | -                       | -                       | -                       |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)   |                         |                           |                         |                         |                         |
| Certificates produced within 2 working days.  |                         | 0.95                      | 0.95                    | 0.95                    | 0.95                    |
| Levels of satisfaction of service   |                         | 70%                       | 75%                     | 80%                     | 80%                     |

**SUMMARY OF REVENUES (by Subheads)**

| CATEGORIES                                    | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates 2020-<br>2021 |
|---|----------------------|------------------------------------|-----------------------------------|-------------------------------|-----------------------------------|------------------------------------|
| 110 Taxes on Income, Profits                  | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 115 Property Tax                              | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 120 Taxes on Domestic Goods and Services      | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 122 Licenses                                  | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 125 Taxes on International Trade and Transact | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 129 Arrears of Taxes                          | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 130 Fees, Fines and Permits                   | 5,594                | 11,500                             | 11,500                            | 11,500                        | 11,500                            | 11,500                             |
| 135 Rents, Interest and Dividends             | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 140 ECCB Profits                              | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 145 Reimbursements                            | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 150 Budgetary Aid/Grants                      | -                    | -                                  | -                                 | -                             | -                                 | -                                  |
| 160 Other Revenue                             | 5,717                | 4,000                              | 4,000                             | 4,000                         | 4,000                             | 4,000                              |
| <b>Total Revenues</b>                         | <b>11,311</b>        | <b>15,500</b>                      | <b>15,500</b>                     | <b>15,500</b>                 | <b>15,500</b>                     | <b>15,500</b>                      |

**SUMMARY OF EXPENDITURE (by Classification)**

| SUBHDS & DETAILS                 | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                  |                      |                                    |                                   |                                  |                                   |                                   |
| SUPREME COURT SERVICES           | 355,478              | 376,400                            | 380,300                           | 387,300                          | 419,000                           | 420,600                           |
| <b>TOTAL P.E</b>                 | <b>355,478</b>       | <b>376,400</b>                     | <b>380,300</b>                    | <b>387,300</b>                   | <b>419,000</b>                    | <b>420,600</b>                    |
| <b>WAGES</b>                     |                      |                                    |                                   |                                  |                                   |                                   |
| SUPREME COURT SERVICES           | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL WAGES</b>               | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |
| <b>ALLOWANCES</b>                |                      |                                    |                                   |                                  |                                   |                                   |
| SUPREME COURT SERVICES           | 82,309               | 127,600                            | 70,000                            | 91,500                           | 91,500                            | 91,500                            |
| <b>TOTAL ALLOWANCES</b>          | <b>82,309</b>        | <b>127,600</b>                     | <b>70,000</b>                     | <b>91,500</b>                    | <b>91,500</b>                     | <b>91,500</b>                     |
| <b>BENEFITS</b>                  |                      |                                    |                                   |                                  |                                   |                                   |
| SUPREME COURT SERVICES           | -                    | -                                  | -                                 | -                                | 16,400                            | -                                 |
| <b>TOTAL BENEFITS</b>            | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>16,400</b>                     | <b>-</b>                          |
| <b>GOODS AND SERVICES</b>        |                      |                                    |                                   |                                  |                                   |                                   |
| SUPREME COURT SERVICES           | 215,988              | 171,800                            | 225,500                           | 173,800                          | 173,800                           | 173,800                           |
| <b>TOTAL</b>                     | <b>215,988</b>       | <b>171,800</b>                     | <b>225,500</b>                    | <b>173,800</b>                   | <b>173,800</b>                    | <b>173,800</b>                    |
| <b>CAPITAL EXPENDITURE</b>       |                      |                                    |                                   |                                  |                                   |                                   |
| SUPREME COURT SERVICES           | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL CAPITAL EXPENDITURE</b> | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**SUMMARY (by Subheads)**

|     |                                |                |                |                |                |                |                |
|-----|--------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 210 | Salaries                       | 355,478        | 376,400        | 380,300        | 387,300        | 419,000        | 420,600        |
| 216 | Allowances                     | 82,309         | 127,600        | 70,000         | 91,500         | 91,500         | 91,500         |
| 226 | Communication Expenses         | 9,600          | 9,600          | 20,900         | 9,600          | 9,600          | 9,600          |
| 228 | Supplies & Materials           | 13,308         | 13,500         | 23,500         | 13,500         | 13,500         | 13,500         |
| 230 | Uniform/Protective Clothing    | 4,100          | 4,100          | 4,100          | 4,100          | 4,100          | 4,100          |
| 232 | Maintenance Services           | 5,836          | 7,500          | 11,500         | 7,500          | 7,500          | 7,500          |
| 234 | Rental of Assets               | 6,907          | 7,700          | 4,200          | 7,700          | 7,700          | 7,700          |
| 236 | Professional Services and Fees | 157,829        | 110,000        | 149,400        | 110,000        | 110,000        | 110,000        |
| 240 | Hosting & Entertainment        | 6,347          | 6,400          | 1,000          | 6,400          | 6,400          | 6,400          |
| 246 | Printing & Binding             | 4,115          | 5,000          | 7,200          | 7,000          | 7,000          | 7,000          |
| 275 | Sundry Expenses                | 7,947          | 8,000          | 3,700          | 8,000          | 8,000          | 8,000          |
|     | <b>TOTAL VOTE 09</b>           | <b>653,774</b> | <b>675,800</b> | <b>675,800</b> | <b>652,600</b> | <b>700,700</b> | <b>685,900</b> |

**BUDGET AND FORWARD ESTIMATES****VOTE: 10 LEGISLATURE – SUMMARY**

|    |  |                    |
|----|--|--------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the Legislative Assembly, Commissions Secretariat, the Office of the Auditor General and the Office of the Opposition - One million, four hundred and thirty-eight thousand dollars. | <b>\$1,438,000</b> |
| B. | ACCOUNTING OFFICER: Director of Constitution and Commissions   |                    |
| C. | SUB-HEADS which under this vote will be accounted for by the Director  |                    |

**STRATEGIC PRIORITIES**

4.1 Strengthened transparency, accountability and public engagement within the national Governance Framework

**NATIONAL OUTCOMES**

A transparent and effective accountability framework for government and public sector

**VISION**

To achieve excellence in facilitating and perpetuating the processes of good governance.

**MISSION**

To strengthen the process of good governance by providing effective advisory, administrative and audit services to the Parliamentarians, Committees of Parliament and the Constitutional Commissions.

| SHD                                     | Details of Expenditure                | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|---------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b> |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| 100                                     | Strategic Management & Administration | 1,976                | 800                                | 800                               | 800                              | 800                               | 800                               |
| 101                                     | Constitution Commission Secretariat   | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 103                                     | Office of the Opposition              | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 10</b>            |                                       | <b>1,976</b>         | <b>800</b>                         | <b>800</b>                        | <b>800</b>                       | <b>800</b>                        | <b>800</b>                        |

**SUMMARY OF EXPENDITURE BY PROGRAMME**

|                                  |                                       |                  |                  |                  |                  |                  |                  |
|----------------------------------|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 100                              | Strategic Management & Administration | 979,037          | 953,000          | 1,015,200        | 988,300          | 999,600          | 998,800          |
| 101                              | Constitution Commission Secretariat   | 381,599          | 303,400          | 300,100          | 287,700          | 519,000          | 298,600          |
| 103                              | Office of the Opposition              | 145,347          | 168,000          | 139,400          | 162,000          | 168,000          | 168,000          |
| <b>TOTAL EXPENDITURE VOTE 10</b> |                                       | <b>1,505,983</b> | <b>1,424,400</b> | <b>1,454,700</b> | <b>1,438,000</b> | <b>1,686,600</b> | <b>1,465,400</b> |

**SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION**

| <b>RECURRENT EXPENDITURE</b>       |                   |                  |                  |                  |                  |                  |                  |
|------------------------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                    | Salaries          | 596,684          | 646,000          | 647,700          | 652,200          | 656,300          | 660,500          |
|                                    | WAGES             | 119,171          | 164,800          | 84,800           | -                | -                | -                |
|                                    | ALLOWANCES        | 178,914          | 186,100          | 230,300          | 232,600          | 232,600          | 232,600          |
|                                    | BENEFITS          | -                | -                | -                | -                | -                | -                |
|                                    | GOOD AND SERVICES | 611,214          | 427,500          | 491,900          | 553,200          | 797,700          | 572,300          |
| <b>TOTAL RECURRENT EXPENDITURE</b> |                   | <b>1,505,983</b> | <b>1,424,400</b> | <b>1,454,700</b> | <b>1,438,000</b> | <b>1,686,600</b> | <b>1,465,400</b> |

**PROGRAMME 100: STRATEGIC MANAGEMENT & ADMINISTRATION**

**PROGRAMME OBJECTIVE:**  
To provide excellent services in a professional environment, which will effectively support the functions of the Legislative Assembly

**RECURRENT REVENUE**

| SHD                  | Details of Revenue | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------|--------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 160                  | Sale of Laws etc.  | 1,976                | 800                                | 800                               | 800                              | 800                               | 800                               |
| <b>TOTAL REVENUE</b> |                    | <b>1,976</b>         | <b>800</b>                         | <b>800</b>                        | <b>800</b>                       | <b>800</b>                        | <b>800</b>                        |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure            | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|-----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                          | 539,372              | 545,600                            | 551,100                           | 542,500                          | 543,600                           | 544,800                           |
| 216                             | Allowances                        | 167,714              | 176,400                            | 220,600                           | 223,000                          | 223,000                           | 223,000                           |
| <b>Total Salaries</b>           |                                   | <b>707,086</b>       | <b>722,000</b>                     | <b>771,700</b>                    | <b>765,500</b>                   | <b>766,600</b>                    | <b>767,800</b>                    |
| <b>GOODS AND SERVICES</b>       |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 220                             | Local Travel                      | 1,797                | 6,000                              | 3,000                             | 4,000                            | 6,000                             | 6,000                             |
| 224                             | Utilities                         | 11,349               | 10,500                             | 10,500                            | 10,500                           | 10,500                            | 10,500                            |
| 226                             | Communication Expenses            | 12,461               | 12,500                             | 12,500                            | 12,500                           | 12,500                            | 12,500                            |
| 228                             | Supplies & Materials              | 5,659                | 6,000                              | 6,000                             | 6,000                            | 6,000                             | 6,000                             |
| 229                             | Furniture Equipment and Resources | 34,347               | 10,000                             | 13,000                            | 7,000                            | 10,000                            | 10,000                            |
| 232                             | Maintenance Services              | 1,846                | 2,500                              | 2,500                             | 4,500                            | 4,500                             | 2,500                             |
| 234                             | Rental of Assets                  | 77,628               | 77,800                             | 77,800                            | 75,800                           | 77,800                            | 77,800                            |
| 236                             | Professional Services and Fees    | 25,576               | 25,000                             | 28,000                            | 20,000                           | 25,000                            | 25,000                            |
| 244                             | Advertising                       | 8,435                | 5,000                              | 14,500                            | 15,000                           | 5,000                             | 5,000                             |
| 246                             | Printing & Binding                | 32,325               | 15,000                             | 15,000                            | 15,000                           | 15,000                            | 15,000                            |
| 260                             | Grants & Contribution             | 59,100               | 59,200                             | 59,200                            | 50,000                           | 59,200                            | 59,200                            |
| 275                             | Sundry Expenses                   | 1,429                | 1,500                              | 1,500                             | 2,500                            | 1,500                             | 1,500                             |
| <b>Total Goods and Services</b> |                                   | <b>271,951</b>       | <b>231,000</b>                     | <b>243,500</b>                    | <b>222,800</b>                   | <b>233,000</b>                    | <b>231,000</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                   | <b>979,037</b>       | <b>953,000</b>                     | <b>1,015,200</b>                  | <b>988,300</b>                   | <b>999,600</b>                    | <b>998,800</b>                    |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS                | Scale  | Count    | LEGISLATORS                     | Scale | Count    |
|----------------------------|--------|----------|---------------------------------|-------|----------|
| Clerk of Assembly/Director | R7     | 1        | Speaker of Legislative Assembly | R12   | 1        |
| Executive Officer          | R28-22 | 1        | Member of Legislative Assembly  | R15   | 5        |
| Clerical Officer (Snr)     | R33-29 | 1        |                                 |       |          |
| Clerical Officer           | R46-34 | 1        |                                 |       |          |
| <b>TOTAL STAFF</b>         |        | <b>4</b> | <b>TOTAL LEGISLATORS</b>        |       | <b>6</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |                         |                           |                         |                         |                         |
|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>   |                         |                           |                         |                         |                         |
| To educate the public on Parliamentary matters through radio programmes, the internet and school outreach programmes.  |                         |                           |                         |                         |                         |
| To improve public awareness of the Parliament through public exchanges such as debates and forums such as Community Mornings   |                         |                           |                         |                         |                         |
| To engage a younger audience through social media and in so doing put easily accessible and accurate information about the Parliament, at their fingertips.  |                         |                           |                         |                         |                         |
| To increase awareness, through discussion, of the need for a nationally visible edifice which will serve as the centre of political life and assist in the promotion and practice of Good Governance in Montserrat |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |                         |                           |                         |                         |                         |
| To further develop a school outreach programme which would assist the next generation to have a better understanding of Parliament   |                         |                           |                         |                         |                         |
| To produce a series of user-friendly publications on parliament that would increase public awareness and interest in Parliament.   |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>  |                         |                           |                         |                         |                         |
|  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                         |                           |                         |                         |                         |
| No of interactive meetings held with members of the public   |                         | 5                         | 5                       | 5                       | 5                       |
| No of radio broadcast programmes related to the Legislative Assembly   |                         | 12                        | 12                      | 12                      | 12                      |
| Types of Social Media related outreach   |                         | 2                         | 2                       | 3                       | 3                       |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)                                      |                         |                           |                         |                         |                         |
| Estimated number of persons exposed to interactive meetings  |                         | 400                       | 400                     | 400                     | 400                     |
| No of unique visitors to social media sites  |                         | 200                       | 200                     | 200                     | 200                     |

**PROGRAMME 101: CONSTITUTION COMMISSION SECRETARIAT**

**PROGRAMME OBJECTIVE:**  
To provide effective administrative support services for the Commissions authorized by the Montserrat Constitution Order 2010, as well as any other Commission assigned to the Constitution & Commissions Secretariat

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
|                              |                        |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 10</b> |                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                   | Details of Expenditure  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|-----------------------|-------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>       |                         |                      |                                    |                                   |                                  |                                   |                                   |
| 210                   | Salaries                | 57,312               | 100,400                            | 96,600                            | 109,700                          | 112,700                           | 115,700                           |
| 212                   | Wages                   | 38,350               | 75,000                             | 23,600                            | -                                | -                                 | -                                 |
| 216                   | Allowances              | 11,200               | 9,700                              | 9,700                             | 9,600                            | 9,600                             | 9,600                             |
| 218                   | Pensions and Gratuities | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>Total Salaries</b> |                         | <b>106,862</b>       | <b>185,100</b>                     | <b>129,900</b>                    | <b>119,300</b>                   | <b>122,300</b>                    | <b>125,300</b>                    |

**GOODS AND SERVICES**

|                                 |                                    |                |                |                |                |                |                |
|---------------------------------|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 222                             | International Travel & Subsistence | 27,429         | 37,500         | 37,500         | 27,500         | 27,500         | 27,500         |
| 228                             | Supplies & Materials               | 4,998          | 8,000          | 8,000          | 4,500          | 13,000         | 5,000          |
| 229                             | Furniture Equipment and Resources  | 8,326          | 10,000         | 10,000         | 8,000          | 10,000         | 10,000         |
| 234                             | Rental of Assets                   | 5,909          | 6,800          | 6,800          | 5,000          | 6,800          | 6,800          |
| 236                             | Professional Services and Fees     | 173,200        | 12,000         | 65,900         | 101,000        | 290,000        | 97,000         |
| 242                             | Training                           | 14,831         | 17,000         | 20,500         | 15,000         | 15,000         | 15,000         |
| 246                             | Printing & Binding                 | 35,044         | 20,000         | 16,500         | 5,000          | 7,000          | 7,000          |
| 280                             | Programme Production & Promotion   | 5,000          | 7,000          | 5,000          | 2,400          | 27,400         | 5,000          |
| <b>Total Goods and Services</b> |                                    | <b>274,737</b> | <b>118,300</b> | <b>170,200</b> | <b>168,400</b> | <b>396,700</b> | <b>173,300</b> |

|                              |  |                |                |                |                |                |                |
|------------------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>RECURRENT EXPENDITURE</b> |  | <b>381,599</b> | <b>303,400</b> | <b>300,100</b> | <b>287,700</b> | <b>519,000</b> | <b>298,600</b> |
|------------------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS             | Scale  | Count    |
|-------------------------|--------|----------|
| Snr Commissions Analyst | R17-13 | 1        |
| Commissions Analyst     | R22-16 | 2        |
| <b>TOTAL STAFF</b>      |        | <b>3</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |                         |                           |                         |                         |                         |
|---|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                         |                           |                         |                         |                         |
| To increase awareness of the Secretariat and the work of the Commissions by launching a website with relevant content such as what the Commissions do, criteria and procedure for seeking assistance where appropriate, guiding legislation and reports.                    |                         |                           |                         |                         |                         |
| To increase awareness among the junior population by producing educational materials for the Primary School aged children   |                         |                           |                         |                         |                         |
| To undertake a study which would lead to electoral reform, by engaging the citizenry through radio programmes, town hall meetings, social media and harnessing views which may be fed into a report on the way forward, as well as, contribute to the ensuing legislation.* |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |                         |                           |                         |                         |                         |
| To increase awareness among Secondary and Montserrat Community College students by producing educational materials for their age group.   |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |                           |                         |                         |                         |
| Topics covered in educational material  |                         | 2                         | 2                       | 2                       | 2                       |
| Topics covered on website   |                         | 2                         | 2                       | 2                       | 2                       |
|   |                         |                           |                         |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)   |                         |                           |                         |                         |                         |
| Estimated number of students reached.   |                         | 120                       | 120                     | 120                     | 120                     |
| No. of unique visitors to web site  |                         | 150                       | 150                     | 150                     | 150                     |
|   |                         |                           |                         |                         |                         |

**PROGRAMME 103: OFFICE OF THE OPPOSITION**

**PROGRAMME OBJECTIVE:**

To represent the people by publicly expressing and defending alternative viewpoints on issues, matters of public national interest, important initiatives, policy and legislation that would affect them, and in general giving voice to their concerns.

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
|                              |                        |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 10</b> |                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure            | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|-----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 212                             | Wages                             | 80,821               | 89,800                             | 61,200                            | -                                | -                                 | -                                 |
| <b>Total Salaries</b>           |                                   | <b>80,821</b>        | <b>89,800</b>                      | <b>61,200</b>                     | -                                | -                                 | -                                 |
| <b>GOODS AND SERVICES</b>       |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 224                             | Utilities                         | 10,006               | 12,000                             | 12,000                            | 11,000                           | 12,000                            | 12,000                            |
| 226                             | Communication Expenses            | 7,839                | 6,000                              | 6,000                             | 5,500                            | 6,000                             | 6,000                             |
| 228                             | Supplies & Materials              | 3,961                | 4,000                              | 4,000                             | 3,000                            | 4,000                             | 4,000                             |
| 229                             | Furniture Equipment and Resources | 788                  | 5,000                              | 5,000                             | 2,500                            | 5,000                             | 5,000                             |
| 232                             | Maintenance Services              | 1,392                | 2,700                              | 2,700                             | 2,700                            | 2,700                             | 2,700                             |
| 234                             | Rental Of Assets                  | 30,000               | 30,000                             | 30,000                            | 30,000                           | 30,000                            | 30,000                            |
| 236                             | Professional Services and Fees    | 7,039                | 15,000                             | 15,000                            | 104,800                          | 104,800                           | 104,800                           |
| 246                             | Printing & Binding                | 3,500                | 3,500                              | 3,500                             | 2,500                            | 3,500                             | 3,500                             |
| <b>Total Goods and Services</b> |                                   | <b>64,526</b>        | <b>78,200</b>                      | <b>78,200</b>                     | <b>162,000</b>                   | <b>168,000</b>                    | <b>168,000</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                   | <b>145,347</b>       | <b>168,000</b>                     | <b>139,400</b>                    | <b>162,000</b>                   | <b>168,000</b>                    | <b>168,000</b>                    |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS        | Scale | Count    |
|--------------------|-------|----------|
|                    |       |          |
|                    |       |          |
| <b>TOTAL STAFF</b> |       | <b>0</b> |

| PROGRAMME PERFORMANCE INFORMATION   |                  |                    |                  |                  |                  |
|---|------------------|--------------------|------------------|------------------|------------------|
| KEY STRATEGIES FOR 2018/19:   |                  |                    |                  |                  |                  |
| To increase public awareness of issues and matters of national interest by providing information on internet sites, and the radio   |                  |                    |                  |                  |                  |
| To harness the views of the public by providing greater access through community activities, as well as, published information about the Office of the Opposition indicating how and when they can lodge concerns so that they could be better represented. |                  |                    |                  |                  |                  |
| KEY STRATEGIES FOR 2019/20-21   |                  |                    |                  |                  |                  |
|   |                  |                    |                  |                  |                  |
|   |                  |                    |                  |                  |                  |
| KEY PERFORMANCE INDICATORS  | Actual 2016-2017 | Estimate 2017-2018 | Target 2018-2019 | Target 2019-2020 | Target 2020-2021 |
| Output Indicators (Specify what has been/will be produced or delivered by the programme.)   |                  |                    |                  |                  |                  |
| No of radio programmes undertaken   |                  | 25                 | 25               | 25               | 25               |
| No of issues or other matters addressed on website  |                  | 6                  | 6                | 6                | 6                |
| No of community activities undertaken   |                  | 4                  | 8                | 8                | 8                |
|   |                  |                    |                  |                  |                  |
| Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)  |                  |                    |                  |                  |                  |
| Estimated # of persons exposed to radio programmes  |                  | 2000               | 2000             | 2000             | 2000             |
| No. of unique visitors to internet sites  |                  | 500                | 500              | 500              | 500              |
| Estimated no of persons exposed to community activities   |                  | 200                | 200              | 200              | 200              |

**SUMMARY OF REVENUES (by Subheads)**

| CATEGORIES                                    | Actuals 2016-2017 | Approved Estimates 2017-2018 | Revised Estimates 2017-2018 | Budget Estimates 2018-2019 | Forward Estimates 2019-2020 | Forward Estimates 2020-2021 |
|---|-------------------|------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|
| 110 Taxes on Income, Profits                  | -                 | -                            | -                           | -                          | -                           | -                           |
| 115 Property Tax                              | -                 | -                            | -                           | -                          | -                           | -                           |
| 120 Taxes on Domestic Goods and Services      | -                 | -                            | -                           | -                          | -                           | -                           |
| 122 Licenses                                  | -                 | -                            | -                           | -                          | -                           | -                           |
| 125 Taxes on International Trade and Transact | -                 | -                            | -                           | -                          | -                           | -                           |
| 129 Arrears of Taxes                          | -                 | -                            | -                           | -                          | -                           | -                           |
| 130 Fees, Fines and Permits                   | -                 | -                            | -                           | -                          | -                           | -                           |
| 135 Rents, Interest and Dividends             | -                 | -                            | -                           | -                          | -                           | -                           |
| 140 ECCB Profits                              | -                 | -                            | -                           | -                          | -                           | -                           |
| 145 Reimbursements                            | -                 | -                            | -                           | -                          | -                           | -                           |
| 150 Budgetary Aid/Grants                      | -                 | -                            | -                           | -                          | -                           | -                           |
| 160 Other Revenue                             | 1,976             | 800                          | 800                         | 800                        | 800                         | 800                         |
| <b>Total Revenues</b>                         | <b>1,976</b>      | <b>800</b>                   | <b>800</b>                  | <b>800</b>                 | <b>800</b>                  | <b>800</b>                  |

**SUMMARY OF EXPENDITURE (by Classification)**

| <b>SUBHDS &amp; DETAILS</b>          | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
|--------------------------------------|------------------------------|---|--|---|--|--|
| <b>Salaries</b>                      |                              |   |  |   |  |  |
| STRATEGIC MANAGEMENT & ADMINISTRATIO | 539,372                      | 545,600                                     | 551,100                                    | 542,500                                   | 543,600                                    | 544,800                                    |
| CONSTITUTION COMMISSION SECRETARIAT  | 57,312                       | 100,400                                     | 96,600                                     | 109,700                                   | 112,700                                    | 115,700                                    |
| OFFICE OF THE OPPOSITION             | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL P.E</b>                     | <b>596,684</b>               | <b>646,000</b>                              | <b>647,700</b>                             | <b>652,200</b>                            | <b>656,300</b>                             | <b>660,500</b>                             |
| <b>WAGES</b>                         |                              |   |  |   |  |  |
| STRATEGIC MANAGEMENT & ADMINISTRATIO | -                            | -   | -  | -   | -  | -  |
| CONSTITUTION COMMISSION SECRETARIAT  | 38,350                       | 75,000                                      | 23,600                                     | -   | -  | -  |
| OFFICE OF THE OPPOSITION             | 80,821                       | 89,800                                      | 61,200                                     | -   | -  | -  |
| <b>TOTAL WAGES</b>                   | <b>119,171</b>               | <b>164,800</b>                              | <b>84,800</b>                              | <b>-</b>                                  | <b>-</b>                                   | <b>-</b>                                   |
| <b>ALLOWANCES</b>                    |                              |   |  |   |  |  |
| STRATEGIC MANAGEMENT & ADMINISTRATIO | 167,714                      | 176,400                                     | 220,600                                    | 223,000                                   | 223,000                                    | 223,000                                    |
| CONSTITUTION COMMISSION SECRETARIAT  | 11,200                       | 9,700                                       | 9,700                                      | 9,600                                     | 9,600                                      | 9,600                                      |
| OFFICE OF THE OPPOSITION             | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL ALLOWANCES</b>              | <b>178,914</b>               | <b>186,100</b>                              | <b>230,300</b>                             | <b>232,600</b>                            | <b>232,600</b>                             | <b>232,600</b>                             |
| <b>BENEFITS</b>                      |                              |   |  |   |  |  |
| STRATEGIC MANAGEMENT & ADMINISTRATIO | -                            | -   | -  | -   | -  | -  |
| CONSTITUTION COMMISSION SECRETARIAT  | -                            | -   | -  | -   | -  | -  |
| OFFICE OF THE OPPOSITION             | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL BENEFITS</b>                | <b>-</b>                     | <b>-</b>                                    | <b>-</b>                                   | <b>-</b>                                  | <b>-</b>                                   | <b>-</b>                                   |
| <b>GOODS AND SERVICES</b>            |                              |   |  |   |  |  |
| STRATEGIC MANAGEMENT & ADMINISTRATIO | 271,951                      | 231,000                                     | 243,500                                    | 222,800                                   | 233,000                                    | 231,000                                    |
| CONSTITUTION COMMISSION SECRETARIAT  | 274,737                      | 118,300                                     | 170,200                                    | 168,400                                   | 396,700                                    | 173,300                                    |
| OFFICE OF THE OPPOSITION             | 64,526                       | 78,200                                      | 78,200                                     | 162,000                                   | 168,000                                    | 168,000                                    |
| <b>TOTAL</b>                         | <b>611,214</b>               | <b>427,500</b>                              | <b>491,900</b>                             | <b>553,200</b>                            | <b>797,700</b>                             | <b>572,300</b>                             |
| <b>CAPITAL EXPENDITURE</b>           |                              |   |  |   |  |  |
| STRATEGIC MANAGEMENT & ADMINISTRATIO | -                            | -   | -  | -   | -  | -  |
| CONSTITUTION COMMISSION SECRETARIAT  | -                            | -   | -  | -   | -  | -  |
| OFFICE OF THE OPPOSITION             | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL CAPITAL EXPENDITURE</b>     | <b>-</b>                     | <b>-</b>                                    | <b>-</b>                                   | <b>-</b>                                  | <b>-</b>                                   | <b>-</b>                                   |

**SUMMARY OF EXPENDITURE (by Subheads)**

|     |                                    |                  |                  |                  |                  |                  |                  |
|-----|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 210 | Salaries                           | 596,684          | 646,000          | 647,700          | 652,200          | 656,300          | 660,500          |
| 212 | Wages                              | 119,171          | 164,800          | 84,800           | -                | -                | -                |
| 216 | Allowances                         | 178,914          | 186,100          | 230,300          | 232,600          | 232,600          | 232,600          |
| 218 | Pensions & Gratuities              | -                | -                | -                | -                | -                | -                |
| 220 | Local Travel                       | 1,797            | 6,000            | 3,000            | 4,000            | 6,000            | 6,000            |
| 222 | International Travel & Subsistence | 27,429           | 37,500           | 37,500           | 27,500           | 27,500           | 27,500           |
| 224 | Utilities                          | 21,354           | 22,500           | 22,500           | 21,500           | 22,500           | 22,500           |
| 226 | Communication Expenses             | 20,299           | 18,500           | 18,500           | 18,000           | 18,500           | 18,500           |
| 228 | Supplies & Materials               | 14,619           | 18,000           | 18,000           | 13,500           | 23,000           | 15,000           |
| 229 | Furniture Equipment and Resources  | 43,461           | 25,000           | 28,000           | 17,500           | 25,000           | 25,000           |
| 232 | Maintenance Services               | 3,238            | 5,200            | 5,200            | 7,200            | 7,200            | 5,200            |
| 234 | Rental of Assets                   | 113,537          | 114,600          | 114,600          | 110,800          | 114,600          | 114,600          |
| 236 | Professional Services and Fees     | 205,815          | 52,000           | 108,900          | 225,800          | 419,800          | 226,800          |
| 242 | Training                           | 14,831           | 17,000           | 20,500           | 15,000           | 15,000           | 15,000           |
| 244 | Advertising                        | 8,435            | 5,000            | 14,500           | 15,000           | 5,000            | 5,000            |
| 246 | Printing & Binding                 | 70,869           | 38,500           | 35,000           | 22,500           | 25,500           | 25,500           |
| 260 | Grants & Contributions             | 59,100           | 59,200           | 59,200           | 50,000           | 59,200           | 59,200           |
| 275 | Sundry Expenses                    | 1,429            | 1,500            | 1,500            | 2,500            | 1,500            | 1,500            |
| 280 | Programme Production & Promotion   | 5,000            | 7,000            | 5,000            | 2,400            | 27,400           | 5,000            |
|     | <b>TOTAL VOTE 10</b>               | <b>1,505,983</b> | <b>1,424,400</b> | <b>1,454,700</b> | <b>1,438,000</b> | <b>1,686,600</b> | <b>1,465,400</b> |

**BUDGET AND FORWARD ESTIMATES**

**VOTE: 11 AUDIT OFFICE – SUMMARY**

|    |  |                    |
|----|--|--------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the Office of the Auditor General - One million, two hundred twenty-seven thousand three hundred dollars | <b>\$1,227,300</b> |
| B. | ACCOUNTING OFFICER: Auditor General  |                    |
| C. | SUB-HEADS which under this vote will be accounted for by the Auditor General   |                    |

**STRATEGIC PRIORITIES**

4.1 Strengthened transparency, accountability and public engagement within the national Governance Framework

**NATIONAL OUTCOMES**

A transparent and effective accountability framework for government and public sector

**VISION**

To be a proactive Supreme Audit Institution (SAI) that helps the nation make good use of its resources

**MISSION**

The OAG is the national authority on public sector auditing issues and is focused on assessing performance and promoting accountability, transparency and improved stewardship in managing public resources by conducting independent and objective reviews of the accounts and operations of central government and statutory agencies; providing advice; and submitting timely Reports to Accounting Officers and the Legislative Assembly

| SHD                                     | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b> |                        |                      |                                    |                                   |                                  |                                   |                                   |
| 110                                     | Audit                  | -                    | 25,000                             | 25,000                            | 25,000                           | 25,000                            | 25,000                            |
| <b>TOTAL REVENUE VOTE 10</b>            |                        | <b>-</b>             | <b>25,000</b>                      | <b>25,000</b>                     | <b>25,000</b>                    | <b>25,000</b>                     | <b>25,000</b>                     |

**SUMMARY OF EXPENDITURE BY PROGRAMME**

|                                  |       |                |                  |                  |                  |                  |                  |
|----------------------------------|-------|----------------|------------------|------------------|------------------|------------------|------------------|
| 110                              | Audit | 896,273        | 1,164,700        | 1,164,700        | 1,227,300        | 1,316,000        | 1,314,900        |
| <b>TOTAL EXPENDITURE VOTE 10</b> |       | <b>896,273</b> | <b>1,164,700</b> | <b>1,164,700</b> | <b>1,227,300</b> | <b>1,316,000</b> | <b>1,314,900</b> |

**SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION**

**RECURRENT EXPENDITURE**

|                                    |                   |                |                  |                  |                  |                  |                  |
|------------------------------------|-------------------|----------------|------------------|------------------|------------------|------------------|------------------|
|                                    | Salaries          | 558,278        | 706,300          | 706,300          | 722,200          | 757,400          | 809,800          |
|                                    | WAGES             | 10,920         | 11,000           | 11,000           | 10,400           | 10,400           | 10,400           |
|                                    | ALLOWANCES        | 87,856         | 194,200          | 194,200          | 194,000          | 194,000          | 194,000          |
|                                    | BENEFITS          | 19,814         | 17,600           | 17,600           | 17,000           | 70,500           | 17,000           |
|                                    | GOOD AND SERVICES | 219,405        | 235,600          | 235,600          | 283,700          | 283,700          | 283,700          |
| <b>TOTAL RECURRENT EXPENDITURE</b> |                   | <b>896,273</b> | <b>1,164,700</b> | <b>1,164,700</b> | <b>1,227,300</b> | <b>1,316,000</b> | <b>1,314,900</b> |

**CAPITAL EXPENDITURE**

| SHD                              | Donor | Description |                |                  |                  |                  |                  |
|----------------------------------|-------|-------------|----------------|------------------|------------------|------------------|------------------|
|                                  |       |             |                |                  |                  |                  |                  |
| <b>TOTAL CAPITAL EXPENDITURE</b> |       |             | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>TOTAL EXPENDITURE VOTE 10</b> |       |             | <b>896,273</b> | <b>1,164,700</b> | <b>1,164,700</b> | <b>1,227,300</b> | <b>1,316,000</b> |

**STAFFING RESOURCES**

|                       |  |  |  |  |  |  |  |
|-----------------------|--|--|--|--|--|--|--|
| <b>TOTAL STAFFING</b> |  |  |  |  |  |  |  |
|-----------------------|--|--|--|--|--|--|--|

**PROGRAMME 110: AUDIT**

**PROGRAMME OBJECTIVE:**

To deliver high quality independent external audit services that fulfil the statutory requirements for examination of the Public Accounts and production of the annual audit report

**RECURRENT REVENUE**

| SHD                      | Details of Revenue | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|--------------------------|--------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 130                      | Audit Fees         | -                    | 25,000                             | 25,000                            | 25,000                           | 25,000                            | 25,000                            |
| <b>RECURRENT REVENUE</b> |                    | <b>-</b>             | <b>25,000</b>                      | <b>25,000</b>                     | <b>25,000</b>                    | <b>25,000</b>                     | <b>25,000</b>                     |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 558,278              | 706,300                            | 706,300                           | 722,200                          | 757,400                           | 809,800                           |
| 212                             | Wages                              | 10,920               | 11,000                             | 11,000                            | 10,400                           | 10,400                            | 10,400                            |
| 216                             | Allowances                         | 87,856               | 194,200                            | 194,200                           | 194,000                          | 194,000                           | 194,000                           |
| 218                             | Pensions and Gratuities            | 19,814               | 17,600                             | 17,600                            | 17,000                           | 70,500                            | 17,000                            |
| <b>Total Salaries</b>           |                                    | <b>676,868</b>       | <b>929,100</b>                     | <b>929,100</b>                    | <b>943,600</b>                   | <b>1,032,300</b>                  | <b>1,031,200</b>                  |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 220                             | Local Travel                       | 4,095                | 6,000                              | 6,000                             | 6,000                            | 6,000                             | 6,000                             |
| 222                             | International Travel & Subsistence | 23,230               | 12,000                             | 15,000                            | 12,000                           | 12,000                            | 12,000                            |
| 224                             | Utilities                          | 17,758               | 30,000                             | 30,000                            | 30,000                           | 30,000                            | 30,000                            |
| 226                             | Communication Expenses             | 3,842                | 7,500                              | 7,500                             | 7,500                            | 7,500                             | 7,500                             |
| 228                             | Supplies & Materials               | 6,484                | 7,000                              | 7,000                             | 7,000                            | 7,000                             | 7,000                             |
| 229                             | Furniture Equipment and Resources  | -                    | -                                  | -                                 | 10,000                           | 10,000                            | 10,000                            |
| 232                             | Maintenance Services               | 445                  | 4,700                              | 4,700                             | 4,700                            | 4,700                             | 4,700                             |
| 234                             | Rental of Assets                   | 59,220               | 60,000                             | 60,000                            | 60,000                           | 60,000                            | 60,000                            |
| 236                             | Professional Services and Fees     | 75,585               | 80,000                             | 76,700                            | 120,100                          | 72,000                            | 72,000                            |
| 242                             | Training                           | 23,722               | 20,000                             | 20,300                            | 20,000                           | 68,100                            | 68,100                            |
| 260                             | Grants & Contributions             | 2,717                | 3,400                              | 3,400                             | 3,400                            | 3,400                             | 3,400                             |
| 275                             | Sundry Expenses                    | 2,308                | 5,000                              | 5,000                             | 3,000                            | 3,000                             | 3,000                             |
| <b>Total Goods and Services</b> |                                    | <b>219,405</b>       | <b>235,600</b>                     | <b>235,600</b>                    | <b>283,700</b>                   | <b>283,700</b>                    | <b>283,700</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>896,273</b>       | <b>1,164,700</b>                   | <b>1,164,700</b>                  | <b>1,227,300</b>                 | <b>1,316,000</b>                  | <b>1,314,900</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

| STAFFING RESOURCES   |                         |   |   |   |   |
|--|-------------------------|---|---|---|---|
| STAFF POSTS  | Scale                   | Count   | STAFF POSTS   | Scale   | Count   |
| Auditor General  | R1                      | 1   | Auditor   | R33-29/28-22  | 2   |
| Deputy Auditor General   | R17-13/R7               | 1   | Accountant  | R22-16  | 1   |
| IT Audit Manager   | R17-13                  | 1   | Clerical Officer (Snr)  | R33-29  | 1   |
| Audit Manager  | R17-13                  | 3   | Office Attendant  | R51-45  | 1   |
| Senior Auditor   | R22-16                  | 5   | Cleaner   | 0   | 1   |
| <b>TOTAL STAFF</b>   |                         |   |   |   | <b>17</b>   |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |                         |   |   |   |   |
| <b>KEY STRATEGIES FOR 2018/19:</b>   |                         |   |   |   |   |
| Establishing the MNAO to ensure an independent audit office that facilitates accountability and transparency   |                         |   |   |   |   |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |                         |   |   |   |   |
| Establishing the MNAO to ensure an independent audit office that facilitates accountability and transparency.  |                         |   |   |   |   |
| Delivering value to citizens through improved recommendations to Accounting Officers; improvement in staff capability and skills; and development of policies, procedures and guidelines that facilitate quality work and meet international audit standards/guidelines. |                         |   |   |   |   |
| <b>KEY PERFORMANCE INDICATORS</b>  |                         |   |   |   |   |
|  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b>   | <b>Target 2018-2019</b>   | <b>Target 2019-2020</b>   | <b>Target 2020-2021</b>   |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                         |   |   |   |   |
| Contributions submitted to Attorney General's Office to facilitate revision of Audit Act.  |                         | 80% of requests for contributions responded to within 1 month.  |   |   |   |
| No. of financial, regulatory and compliance audits conducted.  |                         | 14 statements in public accounts, one statement covering 42 sub-departments<br>12 Statutory/private entities<br>8 Compliant | 15 statements in public accounts, one statement covering 42 sub-departments<br>12 Statutory/private entities<br>8 Compliant | 16 statements in public accounts, one statement covering 42 sub-departments<br>12 Statutory/private entities<br>8 Compliant | 16 statements in public accounts, one statement covering 42 sub-departments<br>12 Statutory/private entities<br>8 Compliant |
| No. of performance, IT and special audits conducted  |                         | 4 Performance<br>4 IT   | 5 Performance<br>4 IT   | 5 Performance<br>4 IT   | 5 Performance<br>4 IT   |
| No. of significant recommended actions   |                         | 20  | 20  | 20  | 20  |
|  |                         |   |   |   |   |

| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |  |                 |     |     |     |
|---|--|-----------------|-----|-----|-----|
| Passage of the Audit Act  |  | End 2nd quarter |     |     |     |
| % of government institutions/entities directly audited by OAG whose financial statements are audited  |  | 60%             | 75% | 80% | 80% |
| % of recommended actions successfully implemented/complete  |  | 60%             | 75% | 75% | 75% |

**SUMMARY OF REVENUES (by Subheads)**

| CATEGORIES |   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-<br>2021 |
|------------|---|----------------------|------------------------------------|-----------------------------------|-------------------------------|-----------------------------------|---------------------------------------|
| 110        | Taxes on Income, Profits                  | -                    | -                                  | -                                 | -                             | -                                 | -                                     |
| 115        | Property Tax                              | -                    | -                                  | -                                 | -                             | -                                 | -                                     |
| 120        | Taxes on Domestic Goods and Services      | -                    | -                                  | -                                 | -                             | -                                 | -                                     |
| 122        | Licenses                                  | -                    | -                                  | -                                 | -                             | -                                 | -                                     |
| 125        | Taxes on International Trade and Transact | -                    | -                                  | -                                 | -                             | -                                 | -                                     |
| 129        | Arrears of Taxes                          | -                    | -                                  | -                                 | -                             | -                                 | -                                     |
| 130        | Fees, Fines and Permits                   | -                    | 25,000                             | 25,000                            | 25,000                        | 25,000                            | 25,000                                |
| 135        | Rents, Interest and Dividends             | -                    | -                                  | -                                 | -                             | -                                 | -                                     |
| 140        | ECCB Profits                              | -                    | -                                  | -                                 | -                             | -                                 | -                                     |
| 145        | Reimbursements                            | -                    | -                                  | -                                 | -                             | -                                 | -                                     |
| 150        | Budgetary Aid/Grants                      | -                    | -                                  | -                                 | -                             | -                                 | -                                     |
| 160        | Other Revenue                             | -                    | -                                  | -                                 | -                             | -                                 | -                                     |
|            | <b>Total Revenues</b>                     | -                    | <b>25,000</b>                      | <b>25,000</b>                     | <b>25,000</b>                 | <b>25,000</b>                     | <b>25,000</b>                         |

**SUMMARY EXPENDITURE (by Classification)**

| SUBHDS & DETAILS                 | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                  |                      |                                    |                                   |                                  |                                   |                                   |
| AUDIT                            | 558,278              | 706,300                            | 706,300                           | 722,200                          | 757,400                           | 809,800                           |
| <b>TOTAL P.E</b>                 | <b>558,278</b>       | <b>706,300</b>                     | <b>706,300</b>                    | <b>722,200</b>                   | <b>757,400</b>                    | <b>809,800</b>                    |
| <b>WAGES</b>                     |                      |                                    |                                   |                                  |                                   |                                   |
| AUDIT                            | 10,920               | 11,000                             | 11,000                            | 10,400                           | 10,400                            | 10,400                            |
| <b>TOTAL WAGES</b>               | <b>10,920</b>        | <b>11,000</b>                      | <b>11,000</b>                     | <b>10,400</b>                    | <b>10,400</b>                     | <b>10,400</b>                     |
| <b>ALLOWANCES</b>                |                      |                                    |                                   |                                  |                                   |                                   |
| AUDIT                            | 87,856               | 194,200                            | 194,200                           | 194,000                          | 194,000                           | 194,000                           |
| <b>TOTAL ALLOWANCES</b>          | <b>87,856</b>        | <b>194,200</b>                     | <b>194,200</b>                    | <b>194,000</b>                   | <b>194,000</b>                    | <b>194,000</b>                    |
| <b>BENEFITS</b>                  |                      |                                    |                                   |                                  |                                   |                                   |
| AUDIT                            | 19,814               | 17,600                             | 17,600                            | 17,000                           | 70,500                            | 17,000                            |
| <b>TOTAL BENEFITS</b>            | <b>19,814</b>        | <b>17,600</b>                      | <b>17,600</b>                     | <b>17,000</b>                    | <b>70,500</b>                     | <b>17,000</b>                     |
| <b>GOODS AND SERVICES</b>        |                      |                                    |                                   |                                  |                                   |                                   |
| AUDIT                            | 219,405              | 235,600                            | 235,600                           | 283,700                          | 283,700                           | 283,700                           |
| <b>TOTAL</b>                     | <b>219,405</b>       | <b>235,600</b>                     | <b>235,600</b>                    | <b>283,700</b>                   | <b>283,700</b>                    | <b>283,700</b>                    |
| <b>CAPITAL EXPENDITURE</b>       |                      |                                    |                                   |                                  |                                   |                                   |
| AUDIT                            | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL CAPITAL EXPENDITURE</b> | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**SUMMARY (by Subheads)**

|     |                                    |                |                  |                  |                  |                  |                  |
|-----|------------------------------------|----------------|------------------|------------------|------------------|------------------|------------------|
| 210 | Salaries                           | 558,278        | 706,300          | 706,300          | 722,200          | 757,400          | 809,800          |
| 212 | Wages                              | 10,920         | 11,000           | 11,000           | 10,400           | 10,400           | 10,400           |
| 216 | Allowances                         | 87,856         | 194,200          | 194,200          | 194,000          | 194,000          | 194,000          |
| 218 | Pensions & Gratuities              | 19,814         | 17,600           | 17,600           | 17,000           | 70,500           | 17,000           |
| 220 | Local Travel                       | 4,095          | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            |
| 222 | International Travel & Subsistence | 23,230         | 12,000           | 15,000           | 12,000           | 12,000           | 12,000           |
| 224 | Utilities                          | 17,758         | 30,000           | 30,000           | 30,000           | 30,000           | 30,000           |
| 226 | Communication Expenses             | 3,842          | 7,500            | 7,500            | 7,500            | 7,500            | 7,500            |
| 228 | Supplies & Materials               | 6,484          | 7,000            | 7,000            | 7,000            | 7,000            | 7,000            |
| 229 | Furniture Equipment and Resources  | -              | -                | -                | 10,000           | 10,000           | 10,000           |
| 232 | Maintenance Services               | 445            | 4,700            | 4,700            | 4,700            | 4,700            | 4,700            |
| 234 | Rental of Assets                   | 59,220         | 60,000           | 60,000           | 60,000           | 60,000           | 60,000           |
| 236 | Professional Services and Fees     | 75,585         | 80,000           | 76,700           | 120,100          | 72,000           | 72,000           |
| 242 | Training                           | 23,722         | 20,000           | 20,300           | 20,000           | 68,100           | 68,100           |
| 246 | Printing & Binding                 | -              | -                | -                | -                | -                | -                |
| 260 | Grants & Contributions             | 2,717          | 3,400            | 3,400            | 3,400            | 3,400            | 3,400            |
| 275 | Sundry Expenses                    | 2,308          | 5,000            | 5,000            | 3,000            | 3,000            | 3,000            |
|     | <b>TOTAL VOTE 11</b>               | <b>896,273</b> | <b>1,164,700</b> | <b>1,164,700</b> | <b>1,227,300</b> | <b>1,316,000</b> | <b>1,314,900</b> |

**BUDGET AND FORWARD ESTIMATES****VOTE: 12 OFFICE OF THE DEPUTY GOVERNOR – SUMMARY**

|    |   |                     |
|----|---|---------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the Governor's Office, Office of the Deputy Governor (including pensions), Human Resources, the Prison and Defence Force<br>Twenty-nine million, two hundred ftwelve thousand, nine hundred dollars | <b>\$29,212,900</b> |
| B. | ACCOUNTING OFFICER: Director ODG  |                     |
| C. | SUB-HEADS which under this vote will be accounted for by the Director ODG   |                     |

**STRATEGIC PRIORITIES**

To strengthen Good Governance across the Public Service at both the policy (strategic) and implementation (operational) level through corporate leadership and high performance

To ensure fiscal discipline and accountability through the appropriate monitoring of Public Policy, Planning, Budget Preparation and Performance

To protect the public and reduce re-offending through the effective execution of court sentences, detention, rehabilitation and parole

To coordinate and facilitate a multi-agency approach which integrates Disaster Management policy and practice into the mainstream of community activities through Hazard & Risk Assessments; Education & Awareness; Mitigation; Preparedness for Emergency Response, Recovery and Reconstruction; Prediction & Warning; Strategies for "Lessons Learnt" from Disasters; and Regional & International Cooperation

To safeguard National Security and Public Interests against the risks of Disasters; Nationality and Identity Fraud; Emergencies; and unsustainable Government Liability

**NATIONAL OUTCOMES**

The achievement of National Outcomes as outlined by the Sustainable Development Plan (SDP) will be determined by the ability of Government to prioritise resources and focus public spending on work that will deliver the greatest impact across the system. ODG plays a crucial role in enabling the Deputy Governor to provide the necessary oversight and supervision of the entire Public Service. In that way, ODG contributes to all national outcomes but is directly responsible for the following:

A transparent and effective Accountability Framework within Government and the Public Sector

A modernized, efficient, responsive and accountable Public Service

Effective disaster mitigation, response and recovery at the national and community levels and adaptation to climate change

A well developed and effective education and training system that produces well-rounded and qualified life-long learners

A stable and viable population, appropriate for the development needs of the island

Effective crime and delinquency management

Graduation from budget support from the British Government

**VISION**

The Montserrat Public Service recognised as an Employer of Choice and Competent Provider of Responsive, Results-oriented Public Services, Policies and Procedures that are consistent with standards of excellence and values of good governance, fiscal discipline, transparency, accountability, integrity and respect.

**MISSION STATEMENT**

To provide an enabling environment in which the Deputy Governor is empowered to fulfil the constitutional mandate to assist the Governor in the exercise of good governance as it relates to the management and reform of the Montserrat Public Service; the protection of National Security Interests in Disaster Management, Defence, Ceremonial Duties and Consular Affairs; and the preservation of Public Safety through the Prison and Parole system.

| BUDGET SUMMARY   |   |                               |                      |                                    |                                   |                                  |                                   |                                   |
|--|---|-------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD  | Details of Expenditure                  |                               | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| <b>SUMMARY OF REVENUES BY PROGRAMME</b>                  |   |                               |                      |                                    |                                   |                                  |                                   |                                   |
| 120  | Office of the Deputy Governor           |                               | 374,200              | 270,000                            | 270,000                           | 270,000                          | 270,000                           | 270,000                           |
| 121  | Human Resouces                          |                               | 23,648               | -                                  | -                                 | -                                | -                                 | -                                 |
| 122  | Her Majesty's Prison                    |                               | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 123  | Defence Force                           |                               | -                    | 1,100                              | 1,100                             | 1,100                            | 1,100                             | 1,100                             |
| 124  | Disaster Management Coordination Agency |                               | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 125  | Governor                                |                               | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 12</b>                             |   |                               | <b>397,848</b>       | <b>271,100</b>                     | <b>271,100</b>                    | <b>271,100</b>                   | <b>271,100</b>                    | <b>271,100</b>                    |
| <b>SUMMARY OF EXPENDITURE BY PROGRAMME</b>               |   |                               |                      |                                    |                                   |                                  |                                   |                                   |
| 120  | Office of the Deputy Governor           |                               | 15,678,816           | 16,586,900                         | 15,152,600                        | 14,882,500                       | 14,702,400                        | 14,800,900                        |
| 121  | Human Resouces                          |                               | 6,848,213            | 13,562,800                         | 11,676,900                        | 11,203,900                       | 11,247,900                        | 11,296,800                        |
| 122  | Her Majesty's Prison                    |                               | 1,169,220            | 1,293,900                          | 1,251,600                         | 1,320,400                        | 1,352,000                         | 1,385,000                         |
| 123  | Defence Force                           |                               | 144,345              | 98,500                             | 98,500                            | 168,100                          | 138,200                           | 141,200                           |
| 124  | Disaster Management Coordination Agency |                               | 7,173,690            | 1,349,700                          | 1,351,800                         | 1,315,700                        | 1,320,900                         | 1,326,100                         |
| 125  | Governor                                |                               | 310,737              | 325,300                            | 318,600                           | 322,300                          | 333,200                           | 340,300                           |
| <b>TOTAL EXPENDITURE VOTE 12</b>                         |   |                               | <b>31,325,021</b>    | <b>33,217,100</b>                  | <b>29,850,000</b>                 | <b>29,212,900</b>                | <b>29,094,600</b>                 | <b>29,290,300</b>                 |
| <b>SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION</b> |   |                               |                      |                                    |                                   |                                  |                                   |                                   |
| <b>RECURRENT EXPENDITURE</b>                             |   |                               |                      |                                    |                                   |                                  |                                   |                                   |
|  | Salaries                                |                               | 2,725,991            | 2,835,000                          | 2,932,400                         | 2,947,900                        | 3,004,900                         | 3,060,500                         |
|  | WAGES                                   |                               | 101,007              | 125,100                            | 107,800                           | 123,500                          | 123,500                           | 123,500                           |
|  | ALLOWANCES                              |                               | 408,653              | 472,400                            | 491,900                           | 399,700                          | 399,700                           | 399,700                           |
|  | BENEFITS                                |                               | 11,795,693           | 11,428,600                         | 11,428,600                        | 11,428,700                       | 11,431,700                        | 11,465,500                        |
|  | GOOD AND SERVICES                       |                               | 15,355,003           | 16,162,000                         | 14,708,500                        | 14,132,300                       | 14,134,800                        | 14,241,100                        |
| <b>TOTAL RECURRENT EXPENDITURE</b>                       |   |                               | <b>30,386,348</b>    | <b>31,023,100</b>                  | <b>29,669,200</b>                 | <b>29,032,100</b>                | <b>29,094,600</b>                 | <b>29,290,300</b>                 |
| <b>SUMMARY OF CAPITAL EXPENDITURE</b>                    |   |                               |                      |                                    |                                   |                                  |                                   |                                   |
| SHD  | Donor                                   | Description                   |                      |                                    |                                   |                                  |                                   |                                   |
| 01A  | DFID                                    | PSR2/3                        | 912,851              | 1,540,800                          | -                                 | -                                | -                                 | -                                 |
| 02A  | DFID                                    | Capacity Development Fund     | 25,822               | 472,400                            | -                                 | -                                | -                                 | -                                 |
| 04A  | DFID                                    | Disaster Preparedness Repairs | -                    | 180,800                            | 180,800                           | 180,800                          | -                                 | -                                 |
| <b>TOTAL CAPITAL EXPENDITURE</b>                         |   |                               | <b>938,674</b>       | <b>2,194,000</b>                   | <b>180,800</b>                    | <b>180,800</b>                   | <b>-</b>                          | <b>-</b>                          |
| <b>TOTAL EXPENDITURE VOTE 12</b>                         |   |                               | <b>31,325,021</b>    | <b>33,217,100</b>                  | <b>29,850,000</b>                 | <b>29,212,900</b>                | <b>29,094,600</b>                 | <b>29,290,300</b>                 |
| <b>STAFFING RESOURCES</b>                                |   |                               |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL STAFFING</b>                                    |   |                               |                      |                                    |                                   |                                  |                                   |                                   |

**PROGRAMME 120: OFFICE OF THE DEPUTY GOVERNOR**

| PROGRAMME OBJECTIVE:  |                                    |                               |                      |                                    |                                   |                                  |                                   |                                   |
|---|------------------------------------|-------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| To provide an enabling environment (administrative and technical support) that allows the Deputy Governor to successfully perform his constitutional duties vis-à-vis the management and reform of the Montserrat Public Service; the protection of National Security Interests in Disaster Management, Defence, Ceremonial Duties and Consular Affairs; and the preservation of Public Safety. |                                    |                               |                      |                                    |                                   |                                  |                                   |                                   |
| RECURRENT REVENUE   |                                    |                               |                      |                                    |                                   |                                  |                                   |                                   |
| SHD   | Details of Revenue                 |                               | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| 130   | Naturalization Fees                |                               | 374,200              | 270,000                            | 270,000                           | 270,000                          | 270,000                           | 270,000                           |
| <b>TOTAL REVENUE VOTE 12</b>  |                                    |                               | <b>374,200</b>       | <b>270,000</b>                     | <b>270,000</b>                    | <b>270,000</b>                   | <b>270,000</b>                    | <b>270,000</b>                    |
| RECURRENT EXPENDITURE   |                                    |                               |                      |                                    |                                   |                                  |                                   |                                   |
| SHD   | Details of Expenditure             |                               | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| <b>Salaries</b>   |                                    |                               |                      |                                    |                                   |                                  |                                   |                                   |
| 210   | Salaries                           |                               | 613,588              | 666,900                            | 712,100                           | 780,500                          | 787,600                           | 791,800                           |
| 212   | Wages                              |                               | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 216   | Allowances                         |                               | 123,977              | 167,400                            | 193,500                           | 183,800                          | 183,800                           | 183,800                           |
| 218   | Pensions and Gratuities            |                               | 11,795,693           | 11,428,600                         | 11,428,600                        | 11,428,700                       | 11,422,300                        | 11,422,300                        |
| <b>Total Salaries</b>   |                                    |                               | <b>12,533,258</b>    | <b>12,262,900</b>                  | <b>12,334,200</b>                 | <b>12,393,000</b>                | <b>12,393,700</b>                 | <b>12,397,900</b>                 |
| <b>GOODS AND SERVICES</b>   |                                    |                               |                      |                                    |                                   |                                  |                                   |                                   |
| 222   | International Travel & Subsistence |                               | 74,954               | 20,000                             | 47,500                            | 20,000                           | 20,000                            | 20,000                            |
| 224   | Utilities                          |                               | 504,720              | 547,000                            | 494,700                           | 547,000                          | 547,000                           | 547,000                           |
| 226   | Communication Expenses             |                               | 21,899               | 22,000                             | 29,000                            | 22,000                           | 22,000                            | 22,000                            |
| 228   | Supplies & Materials               |                               | 19,982               | 20,000                             | 37,500                            | 20,000                           | 20,000                            | 20,000                            |
| 229   | Furniture Equipment and Resources  |                               | 127,752              | 38,100                             | 66,900                            | 38,100                           | 38,100                            | 38,100                            |
| 230   | Uniform/Protective Clothing        |                               | 1,435                | 4,500                              | 4,500                             | 4,500                            | 4,500                             | 4,500                             |
| 232   | Maintenance Services               |                               | 437,346              | 450,000                            | 620,000                           | 450,000                          | 450,000                           | 544,300                           |
| 234   | Rental of Assets                   |                               | 397,247              | 387,900                            | 387,900                           | 387,900                          | 387,900                           | 387,900                           |
| 236   | Professional Services and Fees     |                               | 612,461              | 630,000                            | 936,100                           | 808,700                          | 808,700                           | 808,700                           |
| 246   | Printing & Binding                 |                               | 3,641                | 5,000                              | 8,000                             | 5,000                            | 5,000                             | 5,000                             |
| 275   | Sundry Expenses                    |                               | 5,447                | 5,500                              | 5,500                             | 5,500                            | 5,500                             | 5,500                             |
| <b>Total Goods and Services</b>   |                                    |                               | <b>2,206,885</b>     | <b>2,130,000</b>                   | <b>2,637,600</b>                  | <b>2,308,700</b>                 | <b>2,308,700</b>                  | <b>2,403,000</b>                  |
| <b>RECURRENT EXPENDITURE</b>  |                                    |                               | <b>14,740,143</b>    | <b>14,392,900</b>                  | <b>14,971,800</b>                 | <b>14,701,700</b>                | <b>14,702,400</b>                 | <b>14,800,900</b>                 |
| CAPITAL EXPENDITURE   |                                    |                               |                      |                                    |                                   |                                  |                                   |                                   |
| Details of Expenditure  |                                    |                               | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD   | Donor                              | Description                   |                      |                                    |                                   |                                  |                                   |                                   |
| 1210001A  | DFID                               | PSR2/3                        | 912,851              | 1,540,800                          | -                                 | -                                | -                                 | -                                 |
| 1211002A  | DFID                               | Capacity Development Fund     | 25,822               | 472,400                            | -                                 | -                                | -                                 | -                                 |
| 1212004A  | DFID                               | Disaster Preparedness Repairs | -                    | 180,800                            | 180,800                           | 180,800                          | -                                 | -                                 |
| <b>CAPITAL EXPENDITURE</b>  |                                    |                               | <b>938,674</b>       | <b>2,194,000</b>                   | <b>180,800</b>                    | <b>180,800</b>                   | <b>-</b>                          | <b>-</b>                          |

| STAFFING RESOURCES  |        |       |  |        |           |
|---|--------|-------|--|--------|-----------|
| STAFF POSTS   | Scale  | Count | STAFF POSTS                                    | Scale  | Count     |
| Deputy Governor   | R1     | 1     | Building & Security Officer/Facilities Manager | R31-28 | 1         |
| Director  | R7     | 2     | Clerical Officer (Snr)                         | R33-29 | 1         |
| Assistant Secretary   | R22/16 | 1     | Consular Assistant                             | R46-36 | 1         |
| Executive Officer   | R28-22 | 3     | Cleaners                                       | R51    | 6         |
| <b>TOTAL STAFF</b>  |        |       |  |        | <b>16</b> |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |        |       |  |        |           |
| <b>KEY STRATEGIES FOR 2018/19:</b>  |        |       |  |        |           |
| Implement recommendations of the functional review conducted in FY2015/16 which will ensure that ODG Corporate is well resourced and well managed to contribute to effective and efficient service delivery (PAO 4)   |        |       |  |        |           |
| Promote efficiency and reform across the Public Service (system-wide and agency-specific) through the continued implementation of the Public Service Reform (PSR) programme (PAO 4)                                   |        |       |  |        |           |
| Strengthen Policy and implement legislation for the administration and management of the Public Service (PSR) (PAO 4)   |        |       |  |        |           |
| Create a safe, exciting, innovative and enabling physical working environment through the design of a comprehensive Buildings and Asset Management Strategy (PAO 3.3, 4)  |        |       |  |        |           |
| Build a 'Whole of Government' Accountability Framework that delivers a Public Service that is non-partisan, results driven, policy based, fiscally fit and transparent (PSR) (PAO 4)                                  |        |       |  |        |           |
| Design, develop and implement key consular services to safeguard National Security and Public Interests against the risks of Nationality and Identity Fraud and unsustainable Government Liability. (PAO 1.6, 4, 5.2) |        |       |  |        |           |
| Develop a Pension Policy & Strategy that ensures public servants have adequate pension provision to safeguard against unsustainable government liability (PAO 2.5, 4)   |        |       |  |        |           |
| Improve focus on core service delivery and private sector development by outsourcing non-core services and supporting the development of the entity to effectively deliver those services (PAO 1.3, 1.5)              |        |       |  |        |           |
| Implement the new Emergency Passport system and continue to embed the New full-validity, electronic BOTC passport system (PAO 1.3, 1.6)   |        |       |  |        |           |
| <b>KEY STRATEGIES FOR 2019/20-21:</b>   |        |       |  |        |           |
| Continue to embed new legislation, systems, policies and procedures   |        |       |  |        |           |
| Develop consular services overseas  |        |       |  |        |           |

| KEY PERFORMANCE INDICATORS  | Actual 2016-2017 | Estimate 2017-2018   | Target 2018-2019  | Target 2019-2020  | Target 2020-2021  |
|---|------------------|--|---|---|---|
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)    |                  |  |   |   |   |
| Regulations developed to implement the Public Administration Act 2014                               |                  | Draft Public Administration reviewed, finalised, submitted to Cabinet for approval and enacted   | Implementation of Public Administration Regulations                                     |   |   |
| HR Procedures Guide / Manual completed to support/comply with Public Administration Legislation     |                  | Draft HR Procedures Manual reviewed, finalised and submitted to Cabinet for approval   | Implementation and embedding of HR Procedures Manual                                    | Implementation and embedding of HR Procedures Manual                        | Implementation and embedding of HR Procedures Manual                        |
| Community Outreach and engagement developed through radio, community based workshops and online     |                  | 2 Radio Programmes and 3 Community Workshops delivered; OGD website refreshed and updated with Residence and Nationality information   | 3 Radio Programmes and 3 Community Workshops delivered; online applications implemented | 3 Radio Programmes and 3 Community Workshops delivered; interactive website | 3 Radio Programmes and 3 Community Workshops delivered; interactive website |
| Contract with Montserrat Cleaning Coop (MCC) signed by both stakeholders                            |                  | Draft contract reviewed and finalised; and financial support provided to Coop to assist in the negotiation of the contract   | Review of Cleaning Service provided by the MCC  |   |   |
| Achieve a Customer Satisfaction Rating of at least 95% in Consular Services                         |                  | Customer Satisfaction Survey form developed and approved by Cabinet  | 80% customers surveyed are satisfied  | 95% customers surveyed are satisfied  | 95% customers surveyed are satisfied  |
| Improve the efficiency in the Administration and Payment of Pension Benefits                        |                  | MOU between GoM and Montserrat Social Security developed and implemented in respect of whom GoM has paid contributions; 95% Pension Benefits calculated and paid on due date | 100% Pension Benefits calculated and paid on due date                                   | 100% Pension Benefits calculated and paid on due date                       | 100% Pension Benefits calculated and paid on due date                       |
| Straightforward Residence & Nationality Applications processed within target (3 months)             |                  | 0.5  | 0.8   | 1   | 1   |
| Where additional information required from customers, 90% of applications processed within 6 months |                  | 0.5  | 0.8   | 1   | 1   |

**Outcome Indicators** (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| GoM Buildings Maintenance Strategy developed                                    |  | Buildings Maintenance Strategy drafted | Draft Maintenance Strategy finalised and implemented                             |  |  |
| Annual Buildings Maintenance Plan developed to support the Maintenance Strategy |  |  | Annual Maintenance Plan developed and agreed by stakeholders                     |  |  |
| Buildings Maintenance Service Level Agreements agreed and signed                |  |  | Buildings Maintenance Service Level Agreements signed by ODG & MCWL & Ministries |  |  |
|   |  |  |  |  |  |

**PROGRAMME 121: HUMAN RESOURCES**

**PROGRAMME OBJECTIVE:**

To recruit, retain and reward an elite cadre of professional, high-performing public officers with the competencies to drive the Government's policy and legislative agenda

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure        | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|-------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 145                          | Previous Years Reimbursements | 23,648               | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 12</b> |                               | <b>23,648</b>        | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 746,264              | 740,500                            | 799,700                           | 700,900                          | 712,500                           | 724,300                           |
| 216                             | Allowances                         | 192,041              | 192,000                            | 193,400                           | 100,700                          | 100,700                           | 100,700                           |
| <b>Total Salaries</b>           |                                    | <b>938,305</b>       | <b>932,500</b>                     | <b>993,100</b>                    | <b>801,600</b>                   | <b>813,200</b>                    | <b>853,100</b>                    |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 222                             | International Travel & Subsistence | -                    | 30,000                             | 30,000                            | 30,000                           | 30,000                            | 30,000                            |
| 226                             | Communication Expenses             | 14,676               | 12,000                             | 12,000                            | 12,000                           | 12,000                            | 12,000                            |
| 228                             | Supplies & Materials               | 24,731               | 25,000                             | 25,000                            | 25,000                           | 25,000                            | 25,000                            |
| 236                             | Professional Services and Fees     | 3,285,194            | 10,000,000                         | 8,131,000                         | 7,400,500                        | 7,400,500                         | 7,472,300                         |
| 242                             | Training                           | 2,457,518            | 2,461,800                          | 2,461,800                         | 2,833,300                        | 2,865,700                         | 2,802,900                         |
| 244                             | Advertising                        | 19,410               | 20,000                             | 10,500                            | 20,000                           | 20,000                            | 20,000                            |
| 272                             | Claims against Government          | 101,927              | 75,000                             | 7,000                             | 75,000                           | 75,000                            | 75,000                            |
| 275                             | Sundry Expenses                    | 6,452                | 6,500                              | 6,500                             | 6,500                            | 6,500                             | 6,500                             |
| <b>Total Goods and Services</b> |                                    | <b>5,909,908</b>     | <b>12,630,300</b>                  | <b>10,683,800</b>                 | <b>10,402,300</b>                | <b>10,434,700</b>                 | <b>10,443,700</b>                 |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>6,848,213</b>     | <b>13,562,800</b>                  | <b>11,676,900</b>                 | <b>11,203,900</b>                | <b>11,247,900</b>                 | <b>11,296,800</b>                 |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

| STAFFING RESOURCES   |                         |                           |                         |                         |                         |
|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| STAFF POSTS  | Scale                   | Count                     | STAFF POSTS             | Scale                   | Count                   |
| Chief Human Resources Officer  | R5                      | 1                         | Assistant Secretary     | R22-16                  | 2                       |
| Director, HRIS   | R7                      | 1                         | Executive Officer       | R28-22                  | 3                       |
| Director, Strategic Human Resource and Operations  | R7                      | 1                         | Clerical Officer (Snr)  | R33-29                  | 5                       |
| Senior Assistant Secretary   | R17 -13                 | 2                         | Clerical Officer        | R46-34                  | 1                       |
| <b>TOTAL STAFF</b>   |                         |                           |                         |                         | <b>16</b>               |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2018/19:</b>   |                         |                           |                         |                         |                         |
| Improve the performance of the HRMU to deliver on its core functions, address issues of employee engagement and meet future needs of the Public Service (4.1 ; 4.2)  |                         |                           |                         |                         |                         |
| Review/update/revise the policy framework to deliver improved HR services through the implementation of the following key strategies: recruitment; retention and reward; grievance and disciplinary; sick leave; succession planning; probation (4.1; 4.2)   |                         |                           |                         |                         |                         |
| Create a culture of continuous learning and development by providing targeted training support and scholarship awards to ensure that the Public Service has a cadre of professional, high-performing public officers with the skills and competencies to drive the Government's policy and legislative agenda (4.1; 4.2) |                         |                           |                         |                         |                         |
| Implement the Public Administration Regulations through the development of an HR Manual of Procedures to improve transparency, fairness and accountability (4.1)   |                         |                           |                         |                         |                         |
| Maintain an accurate and user-friendly HRIS to improve data management and support the development of evidence-based HR policies and strategies (4.2)  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |                         |                           |                         |                         |                         |
| Improve the performance of the HRMU to deliver on its core functions, address issues of employee engagement and meet future needs of the Public Service (4.1 ; 4.2);   |                         |                           |                         |                         |                         |
| Improve employee and customer satisfaction through the implementation of an equitable reward and recognition system (4.2)  |                         |                           |                         |                         |                         |
| Validate customer expectations through the review and development of service standards (4.2)   |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>  |                         |                           |                         |                         |                         |
|  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                         |                           |                         |                         |                         |
| Average turnaround time for external recruitments  |                         | 120 days                  | 90 days                 | 90 days                 | 90 days                 |
| Number of local in-service training sessions held  |                         | 6                         | 6                       | 6                       | 6                       |
| Number of scholarships awarded   |                         | 10                        | 10                      | 10                      | 10                      |
| Number of policies reviewed and updated annually   |                         | 5                         | 5                       | 5                       | 5                       |
| Succession Planning: Time taken to fill key positions via Internal Transfers   |                         | 30 days                   | 30 days                 | 30 days                 | 30 days                 |
| Number of new recruits per annum   |                         | 30                        | 30                      | 10                      | 10                      |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)  |                         |                           |                         |                         |                         |
| Proportion (%) of external recruitments completed within the 90-day turnaround time  |                         | 90%                       | 100%                    | 100%                    | 100%                    |
| Number of scholarship recipients gainfully employed on Montserrat after  |                         | 100%                      | 100%                    | 100%                    | 100%                    |
| Percent of HRIS system operational   |                         | 50%                       | 80%                     | 100%                    | 100%                    |
| Percent of new recruits meeting the minimum job requirements   |                         | 95%                       | 95%                     | 100%                    | 100%                    |

**PROGRAMME 122: HER MAJESTY'S PRISON**

| <b>PROGRAMME OBJECTIVE:</b>  |                                |             |                      |                                    |                                   |                                  |                                   |                                   |
|--|--------------------------------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| To provide a safe and secure custody of Prison inmates and supporting their rehabilitation and successful integration into society |                                |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>RECURRENT REVENUE</b>   |                                |             |                      |                                    |                                   |                                  |                                   |                                   |
| SHD  | Details of Expenditure         |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| 160  | Other Revenue                  |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 12</b>   |                                |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |
| <b>RECURRENT EXPENDITURE</b>   |                                |             |                      |                                    |                                   |                                  |                                   |                                   |
| SHD  | Details of Expenditure         |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| <b>Salaries</b>  |                                |             |                      |                                    |                                   |                                  |                                   |                                   |
| 210  | Salaries                       |             | 872,789              | 888,600                            | 846,100                           | 919,700                          | 951,300                           | 984,300                           |
| 212  | Wages                          |             | 18,144               | 31,400                             | 31,400                            | 34,500                           | 34,500                            | 34,500                            |
| 216  | Allowances                     |             | 36,378               | 36,900                             | 33,100                            | 39,200                           | 39,200                            | 39,200                            |
| <b>Total Salaries</b>  |                                |             | <b>927,311</b>       | <b>956,900</b>                     | <b>910,600</b>                    | <b>993,400</b>                   | <b>1,025,000</b>                  | <b>1,058,000</b>                  |
| <b>GOODS AND SERVICES</b>  |                                |             |                      |                                    |                                   |                                  |                                   |                                   |
| 228  | Supplies & Materials           |             | 145,100              | 150,000                            | 150,000                           | 150,000                          | 150,000                           | 150,000                           |
| 230  | Uniform/Protective Clothing    |             | 24,960               | 25,000                             | 25,000                            | 25,000                           | 25,000                            | 25,000                            |
| 232  | Maintenance Services           |             | 35,155               | 70,000                             | 70,000                            | 60,000                           | 60,000                            | 60,000                            |
| 236  | Professional Services and Fees |             | 35,383               | 40,000                             | 44,000                            | 40,000                           | 40,000                            | 40,000                            |
| 275  | Sundry Expenses                |             | 1,311                | 52,000                             | 52,000                            | 52,000                           | 52,000                            | 52,000                            |
| <b>Total Goods and Services</b>  |                                |             | <b>241,909</b>       | <b>337,000</b>                     | <b>341,000</b>                    | <b>327,000</b>                   | <b>327,000</b>                    | <b>327,000</b>                    |
| <b>RECURRENT EXPENDITURE</b>   |                                |             | <b>1,169,220</b>     | <b>1,293,900</b>                   | <b>1,251,600</b>                  | <b>1,320,400</b>                 | <b>1,352,000</b>                  | <b>1,385,000</b>                  |
| <b>CAPITAL EXPENDITURE</b>   |                                |             |                      |                                    |                                   |                                  |                                   |                                   |
| Details of Expenditure   |                                |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD  | Donor                          | Description |                      |                                    |                                   |                                  |                                   |                                   |
|  |                                |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
|  |                                |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>CAPITAL EXPENDITURE</b>   |                                |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |
| <b>STAFFING RESOURCES</b>  |                                |             |                      |                                    |                                   |                                  |                                   |                                   |
| STAFF POSTS  |                                | Scale       | Count                | STAFF POSTS                        |                                   | Scale                            | Count                             |                                   |
| Superintendent   |                                | R14-10      | 1                    | Clerical Officer                   |                                   | R46-34                           | 1                                 |                                   |
| Functional Heads   |                                | R27-23      | 4                    | Prison Nurse                       |                                   | 0                                | 1                                 |                                   |
| Prison Officer   |                                | R39-32      | 20                   | Prison Cook                        |                                   | 0                                | 2                                 |                                   |
| Executive Officer  |                                | R28-22      | 1                    |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL STAFF</b>   |                                |             |                      |                                    |                                   |                                  | <b>30</b>                         |                                   |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |  |                         |                           |                         |                         |                         |
|---|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |  |                         |                           |                         |                         |                         |
| Reduce the repeat offenders by developing and implementing a comprehensive sentence plan (4.3)  |  |                         |                           |                         |                         |                         |
| Develop a comprehensive behavior modification programme to assist/accommodate the rehabilitation of inmates (4.3)   |  |                         |                           |                         |                         |                         |
| Improve the physical infrastructure of Her Majesty's Prison to enhance and maintain safe and secure custody (4.3)   |  |                         |                           |                         |                         |                         |
| Recruit and equip staff to deliver high quality custodial services (4.3)  |  |                         |                           |                         |                         |                         |
|   |  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |  |                         |                           |                         |                         |                         |
|   |  |                         |                           |                         |                         |                         |
|   |  |                         |                           |                         |                         |                         |
|   |  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |  |                         |                           |                         |                         |                         |
| No of inmates   |  |                         | 40                        | 40                      | 40                      | 40                      |
| No. of repeat offenders   |  |                         | 8                         | 8                       | 8                       | 8                       |
| No. of hours per week dedicated to planned rehabilitation programs  |  |                         | 40 hours                  | 40 hours                | 40 hours                | 40 hours                |
| No. of inmates participating in work development programmes   |  |                         | 9                         | 10                      | 10                      | 10                      |
|   |  |                         |                           |                         |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |  |                         |                           |                         |                         |                         |
| Percent of inmates participating in rehabilitation and/or development   |  |                         | 60%                       | 65%                     | 70%                     | 70%                     |
| Average number of hours of rehabilitation/development training provided per prisoner  |  |                         | 6hrs                      | 6hrs                    | 8hrs                    | 8hrs                    |
| No. of escapes  |  |                         | 0                         | 0                       | 0                       | 0                       |
| Rate of recidivism  |  |                         | 20%                       | 18%                     | 18%                     | 18%                     |
|   |  |                         |                           |                         |                         |                         |

**PROGRAMME 123: DEFENCE FORCE**

**PROGRAMME OBJECTIVE:**

To provide a well trained volunteer Defence Force, that is robust mentally and physically and able to undertake, at short notice, tasks required of it in civil aid, humanitarian/emergency response support operations, public ceremonial duties, and dismounted close combat.

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 130                          | Charges and Fines      | -                    | 100                                | 100                               | 100                              | 100                               | 100                               |
| 160                          | General Receipts       | -                    | 1,000                              | 1,000                             | 1,000                            | 1,000                             | 1,000                             |
| <b>TOTAL REVENUE VOTE 12</b> |                        | <b>-</b>             | <b>1,100</b>                       | <b>1,100</b>                      | <b>1,100</b>                     | <b>1,100</b>                      | <b>1,100</b>                      |

**RECURRENT EXPENDITURE**

| SHD                   | Details of Expenditure  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|-----------------------|-------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>       |                         |                      |                                    |                                   |                                  |                                   |                                   |
| 210                   | Salaries                | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 212                   | Wages                   | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 216                   | Allowances              | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 218                   | Pensions and Gratuities | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>Total Salaries</b> |                         | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**GOODS AND SERVICES**

|                                 |                                   |                |               |               |                |                |                |
|---------------------------------|-----------------------------------|----------------|---------------|---------------|----------------|----------------|----------------|
| 226                             | Communication Expenses            | 225            | 800           | 800           | 1,200          | 1,200          | 1,200          |
| 228                             | Supplies & Materials              | 9,099          | 10,000        | 9,100         | 15,000         | 15,000         | 15,000         |
| 229                             | Furniture Equipment and Resources | 50,114         | 12,000        | 17,400        | 55,900         | 40,000         | 40,000         |
| 230                             | Uniform/Protective Clothing       | 16,295         | 4,000         | 5,300         | 20,000         | 6,000          | 6,000          |
| 232                             | Maintenance Services              | 5,372          | 8,100         | 6,600         | 10,000         | 10,000         | 10,000         |
| 242                             | Training                          | 4,550          | 5,000         | 3,100         | 7,000          | 7,000          | 10,000         |
| 260                             | Grants & Contributions            | 58,122         | 57,600        | 55,600        | 58,000         | 58,000         | 58,000         |
| 275                             | Sundry                            | 568            | 1,000         | 600           | 1,000          | 1,000          | 1,000          |
| <b>Total Goods and Services</b> |                                   | <b>144,345</b> | <b>98,500</b> | <b>98,500</b> | <b>168,100</b> | <b>138,200</b> | <b>141,200</b> |
| <b>RECURRENT EXPENDITURE</b>    |                                   | <b>144,345</b> | <b>98,500</b> | <b>98,500</b> | <b>168,100</b> | <b>138,200</b> | <b>141,200</b> |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
|                            |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**STAFFING RESOURCES**

| STAFF POSTS        | Scale | Count    |
|--------------------|-------|----------|
|                    |       |          |
| <b>TOTAL STAFF</b> |       | <b>0</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |  |                         |                           |                         |                         |                         |
|---|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |  |                         |                           |                         |                         |                         |
| Re-establish a 2 platoon structure to be able to provide a more robust response in disaster and security situations in order to make Montserrat a more secure island (3.2; 4.3)*              |  |                         |                           |                         |                         |                         |
| Restart the RMDf National Marching Band to provide an avenue for giving expression to the musical talent of youths and to help instil feelings of national pride in the community (2.8; 2.9)* |  |                         |                           |                         |                         |                         |
| Continue Humanitarian Aid and Disaster Relief (HADR) focused training in order to strengthen GOMs preparedness and emergency response capability (3.2)  |  |                         |                           |                         |                         |                         |
| Continue the support the Montserrat Cadet Corps as a mechanism through which young adults can be mentored with values and other useful life skills (2.8; 2.9).                                |  |                         |                           |                         |                         |                         |
|   |  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |  |                         |                           |                         |                         |                         |
| Train members for security operations in order to ensure Montserrat remains a safe and secure place to live and visit (4.3)*  |  |                         |                           |                         |                         |                         |
| Re-establish links with the Irish Guards and Bermuda Regiment in order to benefit from advanced training opportunities (3.2; 4.3)   |  |                         |                           |                         |                         |                         |
| Conclude Montserrat's bid to accede to the Regional Security System in order to access training and benefit from joint security operation (RMPS will also benefit) (3.2; 4.3)*                |  |                         |                           |                         |                         |                         |
| Establish permanent home in order to safe guard the assets of the Force while doubling as a community centre and temporary safe house (2.8; 2.9; 3.2; 4.3)*                                   |  |                         |                           |                         |                         |                         |
|   |  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |  |                         |                           |                         |                         |                         |
| Min 15 days collective training to ensure forces readiness for deployment   |  |                         | 62                        | 62                      | 62                      | 62                      |
| No of days provision of Aid to the Civil Community/Authority  |  |                         | Unpredictable             | Unpredictable           | Unpredictable           | Unpredictable           |
|   |  |                         |                           |                         |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)                             |  |                         |                           |                         |                         |                         |
| Achieve a level of training that maintains core skills and professional standards for HADR and Security Ops (percentage)  |  |                         | 75                        | 85                      | 85                      | 85                      |
| Percent RMDf review recommendation implemented  |  |                         | 80                        | 80                      | 100                     | 100                     |
|   |  |                         |                           |                         |                         |                         |

**PROGRAMME 124: DISASTER MANAGEMENT COORDINATION AGENCY**

**PROGRAMME OBJECTIVE:**

To lessen the impact of hazards/disasters by adopting a multi-agency approach in coordinating government's management of hazards and response to disaster

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure     | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|----------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 135                          | Rents, Interest, Dividends | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 12</b> |                            | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure            | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|-----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                          | 313,044              | 365,800                            | 390,700                           | 371,900                          | 377,100                           | 382,300                           |
| 216                             | Allowances                        | 33,120               | 52,900                             | 48,700                            | 52,800                           | 52,800                            | 52,800                            |
| <b>Total Salaries</b>           |                                   | <b>346,164</b>       | <b>418,700</b>                     | <b>439,400</b>                    | <b>424,700</b>                   | <b>429,900</b>                    | <b>435,100</b>                    |
| <b>GOODS AND SERVICES</b>       |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 224                             | Utilities                         | 461,642              | 555,000                            | 484,400                           | 555,000                          | 555,000                           | 555,000                           |
| 226                             | Communication Expenses            | 20,271               | 23,000                             | 23,000                            | 23,000                           | 23,000                            | 23,000                            |
| 228                             | Supplies & Materials              | 15,818               | 22,000                             | 17,000                            | 22,000                           | 22,000                            | 22,000                            |
| 229                             | Furniture Equipment and Resources | 34,511               | 75,000                             | 127,000                           | 35,000                           | 35,000                            | 35,000                            |
| 232                             | Maintenance Services              | 240,062              | 180,000                            | 167,000                           | 180,000                          | 180,000                           | 180,000                           |
| 234                             | Rental of Assets                  | 18,000               | 18,000                             | 36,000                            | 18,000                           | 18,000                            | 18,000                            |
| 261                             | Subventions                       | 6,027,945            | -                                  | -                                 | -                                | -                                 | -                                 |
| 274                             | Emergency Expenditure             | 4,092                | 50,000                             | 50,000                            | 50,000                           | 50,000                            | 50,000                            |
| 275                             | Sundry Expenses                   | 5,184                | 8,000                              | 8,000                             | 8,000                            | 8,000                             | 8,000                             |
| <b>Total Goods and Services</b> |                                   | <b>6,827,526</b>     | <b>931,000</b>                     | <b>912,400</b>                    | <b>891,000</b>                   | <b>891,000</b>                    | <b>891,000</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                   | <b>7,173,690</b>     | <b>1,349,700</b>                   | <b>1,351,800</b>                  | <b>1,315,700</b>                 | <b>1,320,900</b>                  | <b>1,326,100</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**STAFFING RESOURCES**

| STAFF POSTS                          | Scale  | Count | STAFF POSTS            | Scale  | Count    |
|--------------------------------------|--------|-------|------------------------|--------|----------|
| Director                             | R7     | 1     | Clerical Officer (Snr) | R33-29 | 1        |
| Assistant Secretary                  | R22-16 | 2     | Clerical Officer       | R46-34 | 1        |
| Snr Disaster Management Co-ordinator | R22-18 | 1     | Driver/Technician      | R46-34 | 1        |
| Executive Officer                    | R28-22 | 1     |                        |        |          |
| <b>TOTAL STAFF</b>                   |        |       |                        |        | <b>8</b> |

| PROGRAMME PERFORMANCE INFORMATION  |                  |                    |                  |                  |                  |
|--|------------------|--------------------|------------------|------------------|------------------|
| KEY STRATEGIES FOR 2018/19:  |                  |                    |                  |                  |                  |
| Improve the capacity of the DMCA to lead the coordination of disaster management core functions and strategies through enhancing a multi-agency approach which integrates Disaster Management policy and practice into the mainstream of community activities. |                  |                    |                  |                  |                  |
| Enhance early warning system to deliver timely alerts to the general public thereby improving preparedness and mitigation  |                  |                    |                  |                  |                  |
| Coordinate and facilitate community hazard and vulnerability assessments and update hazard maps to enhance efforts to mitigate disasters (3.2)   |                  |                    |                  |                  |                  |
| Improve capacity to monitor shelters, alerting systems, generator plants (silver Hills) by replacing the current vehicle which is at the end of its useful life. (3.3)   |                  |                    |                  |                  |                  |
| Improve the standard and condition of hurricane shelters to ensure they are resilient, safe and secure   |                  |                    |                  |                  |                  |
| ADDITIONAL KEY STRATEGIES FOR 2019/20-21   |                  |                    |                  |                  |                  |
| Improve capacity to monitor shelters, alerting systems, generator plants (silver Hills) by replacing the current vehicle which is at the end of its useful life. (3.3)   |                  |                    |                  |                  |                  |
| Implement the findings of the functional review of the Disaster Management Agency to enhance its capacity to deliver on its mandate  |                  |                    |                  |                  |                  |
| KEY PERFORMANCE INDICATORS   | Actual 2016-2017 | Estimate 2017-2018 | Target 2018-2019 | Target 2019-2020 | Target 2020-2021 |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                  |                    |                  |                  |                  |
| No. of components in the alerting system in ready and functional use   | 9                | 9                  | 5                | 5                | 5                |
| Up time for alerting system  | 100%             | 100%               | 100%             | 100%             | 100%             |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)  |                  |                    |                  |                  |                  |
| Failure rate and down time for the components of the alerting system   | 0                | 0                  | 0                | 0                | 0                |
| No. of NDPRAC actions completed on time  | 0.7              | 0.7                | 100%             | 100%             | 100%             |
| Percent of staff trained in disaster management related disciplines  | 0                | 0                  | 75%              | 89%              | 89%              |
| Percent of district personnel receiving emergency preparedness and response training   | 0.5              | 0.5                | 90%              | 100%             | 100%             |
| Average response time to faults  | 3 hours          | 3 hours            | 3 hours          | 3 hours          | 3 hours          |

**PROGRAMME 125: GOVERNOR**

**PROGRAMME OBJECTIVE:**  
Assist in the provision of administrative support and hospitality services to Her Excellency to enable her to carry out her responsibilities as Head of Territory

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
|                              |                        |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 12</b> |                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure          | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|---------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                 |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                        | 180,306              | 173,200                            | 183,800                           | 174,900                          | 176,400                           | 177,800                           |
| 212                             | Wages                           | 82,863               | 93,700                             | 76,400                            | 89,000                           | 89,000                            | 89,000                            |
| 216                             | Allowances                      | 23,138               | 23,200                             | 23,200                            | 23,200                           | 23,200                            | 23,200                            |
| 218                             | Pensions and Gratuities         | -                    | -                                  | -                                 | -                                | 9,400                             | 15,100                            |
| <b>Total Salaries</b>           |                                 | <b>286,307</b>       | <b>290,100</b>                     | <b>283,400</b>                    | <b>287,100</b>                   | <b>298,000</b>                    | <b>305,100</b>                    |
| <b>GOODS AND SERVICES</b>       |                                 |                      |                                    |                                   |                                  |                                   |                                   |
| 226                             | Communication Expenses          | 11,788               | 12,000                             | 12,000                            | 12,000                           | 12,000                            | 12,000                            |
| 228                             | Supplies & Materials            | 7,249                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 230                             | Uniform and Protective clothing | 586                  | 2,000                              | 2,000                             | 2,000                            | 2,000                             | 2,000                             |
| 232                             | Maintenance Services            | 4,608                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 275                             | Sundry Expenses                 | 200                  | 1,200                              | 1,200                             | 1,200                            | 1,200                             | 1,200                             |
| <b>Total Goods and Services</b> |                                 | <b>24,431</b>        | <b>35,200</b>                      | <b>35,200</b>                     | <b>35,200</b>                    | <b>35,200</b>                     | <b>35,200</b>                     |
| <b>RECURRENT EXPENDITURE</b>    |                                 | <b>310,737</b>       | <b>325,300</b>                     | <b>318,600</b>                    | <b>322,300</b>                   | <b>333,200</b>                    | <b>340,300</b>                    |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS        | Scale  | Count | STAFF POSTS        | Scale | Count    |
|--------------------|--------|-------|--------------------|-------|----------|
| Governor           | -      | 1     | Resident Assistant | -     | 1        |
| Executive Officer  | R28-22 | 1     | Cook               | -     | 1        |
| Governor's Driver  | R33-29 | 1     | Cleaner            | -     | 1        |
| <b>TOTAL STAFF</b> |        |       |                    |       | <b>6</b> |

| PROGRAMME PERFORMANCE INFORMATION   |                  |                    |                  |                  |                  |
|---|------------------|--------------------|------------------|------------------|------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                  |                    |                  |                  |                  |
| To provide administrative and programmatic support to the Governor's Office   |                  |                    |                  |                  |                  |
| To maintain and upkeep the Governor's residence   |                  |                    |                  |                  |                  |
| To provide friendly & warm reception at the Governor's Residence  |                  |                    |                  |                  |                  |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |                  |                    |                  |                  |                  |
|   |                  |                    |                  |                  |                  |
| <b>KEY PERFORMANCE INDICATORS</b>   |                  |                    |                  |                  |                  |
|   | Actual 2016-2017 | Estimate 2017-2018 | Target 2018-2019 | Target 2019-2020 | Target 2020-2021 |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                  |                    |                  |                  |                  |
| Customer Satisfaction   |                  | 90%                | 95%              | 100%             | 100%             |
| No. of functions in which meals are prepared in accordance with agreed standards  |                  | 60                 | 60               | 60               | 60               |
| Percentage of areas maintained to agreed standards  |                  | 100%               | 100%             | 100%             | 100%             |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme) |                  |                    |                  |                  |                  |
| Satisfaction ratings  |                  | 100%               | 100%             | 100%             | 100%             |
| % of functions in which meal was prepared to satisfaction   |                  | 100%               | 100%             | 100%             | 100%             |
| % of times residence is kept to satisfaction  |                  | 100%               | 100%             | 100%             | 100%             |

**SUMMARY OF REVENUES (by Subheads)**

| CATEGORIES                                   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|--|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 110 Taxes on Income, Profits                 | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 115 Property Tax                             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 120 Taxes on Domestic Goods and Services     | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 122 Licenses                                 | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 125 Taxes on International Trade and Transac | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 129 Arrears of Taxes                         | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 130 Fees, Fines and Permits                  | 374,200              | 270,100                            | 270,100                           | 270,100                          | 270,100                           | 270,100                           |
| 135 Rents, Interest and Dividends            | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 140 ECCB Profits                             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 145 Reimbursements                           | 23,648               | -                                  | -                                 | -                                | -                                 | -                                 |
| 150 Budgetary Aid/Grants                     | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 160 Other Revenue                            | -                    | 1,000                              | 1,000                             | 1,000                            | 1,000                             | 1,000                             |
| <b>Total Revenues</b>                        | <b>397,848</b>       | <b>271,100</b>                     | <b>271,100</b>                    | <b>271,100</b>                   | <b>271,100</b>                    | <b>271,100</b>                    |

**SUMMARY OF EXPENDITURE (by Classification)**

| SUBHDS & DETAILS                    | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|-------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                     |                      |                                    |                                   |                                  |                                   |                                   |
| OFFICE OF THE DEPUTY GOVERNOR       | 613,588              | 666,900                            | 712,100                           | 780,500                          | 787,600                           | 791,800                           |
| HUMAN RESOURCES                     | 746,264              | 740,500                            | 799,700                           | 700,900                          | 712,500                           | 724,300                           |
| HER MAJESTY'S PRISON                | 872,789              | 888,600                            | 846,100                           | 919,700                          | 951,300                           | 984,300                           |
| DEFENCE FORCE                       | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| DISASTER MANAGEMENT COORDINATION AG | 313,044              | 365,800                            | 390,700                           | 371,900                          | 377,100                           | 382,300                           |
| GOVERNOR                            | 180,306              | 173,200                            | 183,800                           | 174,900                          | 176,400                           | 177,800                           |
| <b>TOTAL P.E</b>                    | <b>2,725,991</b>     | <b>2,835,000</b>                   | <b>2,932,400</b>                  | <b>2,947,900</b>                 | <b>3,004,900</b>                  | <b>3,060,500</b>                  |
| <b>WAGES</b>                        |                      |                                    |                                   |                                  |                                   |                                   |
| OFFICE OF THE DEPUTY GOVERNOR       | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| HUMAN RESOURCES                     | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| HER MAJESTY'S PRISON                | 18,144               | 31,400                             | 31,400                            | 34,500                           | 34,500                            | 34,500                            |
| DEFENCE FORCE                       | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| DISASTER MANAGEMENT COORDINATION AG | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| GOVERNOR                            | 82,863               | 93,700                             | 76,400                            | 89,000                           | 89,000                            | 89,000                            |
| <b>TOTAL WAGES</b>                  | <b>101,007</b>       | <b>125,100</b>                     | <b>107,800</b>                    | <b>123,500</b>                   | <b>123,500</b>                    | <b>123,500</b>                    |
| <b>ALLOWANCES</b>                   |                      |                                    |                                   |                                  |                                   |                                   |
| OFFICE OF THE DEPUTY GOVERNOR       | 123,977              | 167,400                            | 193,500                           | 183,800                          | 183,800                           | 183,800                           |
| HUMAN RESOURCES                     | 192,041              | 192,000                            | 193,400                           | 100,700                          | 100,700                           | 100,700                           |
| HER MAJESTY'S PRISON                | 36,378               | 36,900                             | 33,100                            | 39,200                           | 39,200                            | 39,200                            |
| DEFENCE FORCE                       | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| DISASTER MANAGEMENT COORDINATION AG | 33,120               | 52,900                             | 48,700                            | 52,800                           | 52,800                            | 52,800                            |
| GOVERNOR                            | 23,138               | 23,200                             | 23,200                            | 23,200                           | 23,200                            | 23,200                            |
| <b>TOTAL ALLOWANCES</b>             | <b>408,653</b>       | <b>472,400</b>                     | <b>491,900</b>                    | <b>399,700</b>                   | <b>399,700</b>                    | <b>399,700</b>                    |

**BENEFITS**

|                                     |                   |                   |                   |                   |                   |                   |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| OFFICE OF THE DEPUTY GOVERNOR       | 11,795,693        | 11,428,600        | 11,428,600        | 11,428,700        | 11,422,300        | 11,422,300        |
| HUMAN RESOURCES                     | -                 | -                 | -                 | -                 | -                 | 28,100            |
| HER MAJESTY'S PRISON                | -                 | -                 | -                 | -                 | -                 | -                 |
| DEFENCE FORCE                       | -                 | -                 | -                 | -                 | -                 | -                 |
| DISASTER MANAGEMENT COORDINATION AG | -                 | -                 | -                 | -                 | -                 | -                 |
| GOVERNOR                            | -                 | -                 | -                 | -                 | 9,400             | 15,100            |
| <b>TOTAL BENEFITS</b>               | <b>11,795,693</b> | <b>11,428,600</b> | <b>11,428,600</b> | <b>11,428,700</b> | <b>11,431,700</b> | <b>11,465,500</b> |

**GOODS AND SERVICES**

|                                     |                   |                   |                   |                   |                   |                   |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| OFFICE OF THE DEPUTY GOVERNOR       | 2,206,885         | 2,130,000         | 2,637,600         | 2,308,700         | 2,308,700         | 2,403,000         |
| HUMAN RESOURCES                     | 5,909,908         | 12,630,300        | 10,683,800        | 10,402,300        | 10,434,700        | 10,443,700        |
| HER MAJESTY'S PRISON                | 241,909           | 337,000           | 341,000           | 327,000           | 327,000           | 327,000           |
| DEFENCE FORCE                       | 144,345           | 98,500            | 98,500            | 168,100           | 138,200           | 141,200           |
| DISASTER MANAGEMENT COORDINATION AG | 6,827,526         | 931,000           | 912,400           | 891,000           | 891,000           | 891,000           |
| GOVERNOR                            | 24,431            | 35,200            | 35,200            | 35,200            | 35,200            | 35,200            |
| <b>TOTAL</b>                        | <b>15,355,003</b> | <b>16,162,000</b> | <b>14,708,500</b> | <b>14,132,300</b> | <b>14,134,800</b> | <b>14,241,100</b> |

**CAPITAL EXPENDITURE**

|                                     |                |                  |                |                |          |          |
|-------------------------------------|----------------|------------------|----------------|----------------|----------|----------|
| OFFICE OF THE DEPUTY GOVERNOR       | 938,674        | 2,194,000        | 180,800        | 180,800        | -        | -        |
| HUMAN RESOURCES                     | -              | -                | -              | -              | -        | -        |
| HER MAJESTY'S PRISON                | -              | -                | -              | -              | -        | -        |
| DEFENCE FORCE                       | -              | -                | -              | -              | -        | -        |
| DISASTER MANAGEMENT COORDINATION AG | -              | -                | -              | -              | -        | -        |
| GOVERNOR                            | -              | -                | -              | -              | -        | -        |
| <b>TOTAL CAPITAL EXPENDITURE</b>    | <b>938,674</b> | <b>2,194,000</b> | <b>180,800</b> | <b>180,800</b> | <b>-</b> | <b>-</b> |

**SUMMARY OF EXPENDITURE (by Subheads)**

|     |                                    |            |            |            |            |            |            |
|-----|------------------------------------|------------|------------|------------|------------|------------|------------|
| 210 | Salaries                           | 2,725,991  | 2,835,000  | 2,932,400  | 2,947,900  | 3,004,900  | 3,060,500  |
| 212 | Wages                              | 101,007    | 125,100    | 107,800    | 123,500    | 123,500    | 123,500    |
| 216 | Allowances                         | 408,653    | 472,400    | 491,900    | 399,700    | 399,700    | 399,700    |
| 218 | Pensions & Gratuities              | 11,795,693 | 11,428,600 | 11,428,600 | 11,428,700 | 11,431,700 | 11,465,500 |
| 222 | International Travel & Subsistence | 74,954     | 50,000     | 77,500     | 50,000     | 50,000     | 50,000     |
| 224 | Utilities                          | 966,363    | 1,102,000  | 979,100    | 1,102,000  | 1,102,000  | 1,102,000  |
| 226 | Communication Expenses             | 68,859     | 69,800     | 76,800     | 70,200     | 70,200     | 70,200     |
| 228 | Supplies & Materials               | 221,979    | 237,000    | 248,600    | 242,000    | 242,000    | 242,000    |
| 229 | Furniture Equipment and Resources  | 212,377    | 125,100    | 211,300    | 129,000    | 113,100    | 113,100    |
| 230 | Uniform/Protective Clothing        | 43,276     | 35,500     | 36,800     | 51,500     | 37,500     | 37,500     |
| 232 | Maintenance Services               | 722,543    | 718,100    | 873,600    | 710,000    | 710,000    | 804,300    |
| 234 | Rental of Assets                   | 415,247    | 405,900    | 423,900    | 405,900    | 405,900    | 405,900    |
| 236 | Professional Services and Fees     | 3,933,038  | 10,670,000 | 9,111,100  | 8,249,200  | 8,249,200  | 8,321,000  |
| 242 | Training                           | 2,462,068  | 2,466,800  | 2,464,900  | 2,840,300  | 2,872,700  | 2,812,900  |
| 244 | Advertising                        | 19,410     | 20,000     | 10,500     | 20,000     | 20,000     | 20,000     |
| 246 | Printing & Binding                 | 3,641      | 5,000      | 8,000      | 5,000      | 5,000      | 5,000      |
| 260 | Grants & Contributions             | 58,122     | 57,600     | 55,600     | 58,000     | 58,000     | 58,000     |
| 261 | Subventions                        | 6,027,945  | -          | -          | -          | -          | -          |
| 272 | Claims against Government          | 101,927    | 75,000     | 7,000      | 75,000     | 75,000     | 75,000     |
| 274 | Emergency Expenditure              | 4,092      | 50,000     | 50,000     | 50,000     | 50,000     | 50,000     |
| 275 | Sundry Expenses                    | 19,163     | 74,200     | 73,800     | 74,200     | 74,200     | 74,200     |

**BUDGET AND FORWARD ESTIMATES**

**VOTE: 13 PUBLIC PROSECUTION – SUMMARY**

|    |  |                  |
|----|--|------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the Office of the Director of Public Prosecution - Eight hundred and eighty-one thousand, one hundred dollars. | <b>\$881,100</b> |
| B. | ACCOUNTING OFFICER: Director of Public Prosecution   |                  |
| C. | SUB-HEADS which under this vote will be accounted for by the Director of Public Prosecution  |                  |

**STRATEGIC PRIORITIES**

An efficient, responsive and accountable system of governance and public service

Enhanced human development and improved quality of life for all people on Montserrat

**NATIONAL OUTCOMES**

A transparent and effective accountability framework within Government and the Public Sector

A modernised, efficient, responsive and accountable public service

**VISION**

A legal service which engenders a just and law abiding society through representing the State in accordance with the laws of Montserrat.

**MISSION STATEMENT**

To provide the highest quality legal advice and representation to all law enforcement agencies and to liaise with other stakeholders to implement appropriate law enforcement strategies.

**BUDGET SUMMARY**

| SHD                                     | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b> |                        |                      |                                    |                                   |                                  |                                   |                                   |
| 130                                     | PUBLIC PROSECUTION     | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 13</b>            |                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**SUMMARY OF EXPENDITURE BY PROGRAMME**

|                                  |                    |                |                |                  |                |                |                |
|----------------------------------|--------------------|----------------|----------------|------------------|----------------|----------------|----------------|
| 130                              | PUBLIC PROSECUTION | 522,240        | 649,900        | 1,158,900        | 881,100        | 784,700        | 786,800        |
| <b>TOTAL EXPENDITURE VOTE 13</b> |                    | <b>522,240</b> | <b>649,900</b> | <b>1,158,900</b> | <b>881,100</b> | <b>784,700</b> | <b>786,800</b> |

**SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION**

| <b>RECURRENT EXPENDITURE</b>       |                   |                |                |                  |                |                |                |
|------------------------------------|-------------------|----------------|----------------|------------------|----------------|----------------|----------------|
|                                    | Salaries          | 267,936        | 319,900        | 319,900          | 333,300        | 335,400        | 337,500        |
|                                    | WAGES             | -              | -              | -                | -              | -              | -              |
|                                    | ALLOWANCES        | 176,922        | 237,900        | 248,900          | 237,600        | 237,600        | 237,600        |
|                                    | BENEFITS          | -              | -              | -                | -              | -              | -              |
|                                    | GOOD AND SERVICES | 77,381         | 92,100         | 590,100          | 310,200        | 211,700        | 211,700        |
| <b>TOTAL RECURRENT EXPENDITURE</b> |                   | <b>522,240</b> | <b>649,900</b> | <b>1,158,900</b> | <b>881,100</b> | <b>784,700</b> | <b>786,800</b> |
| <b>TOTAL EXPENDITURE VOTE 13</b>   |                   | <b>522,240</b> | <b>649,900</b> | <b>1,158,900</b> | <b>881,100</b> | <b>784,700</b> | <b>786,800</b> |

**STAFFING RESOURCES**

|                       |  |  |  |  |  |  |  |
|-----------------------|--|--|--|--|--|--|--|
| <b>TOTAL STAFFING</b> |  |  |  |  |  |  |  |
|-----------------------|--|--|--|--|--|--|--|

**PROGRAMME 130: PUBLIC PROSECUTION**

**PROGRAMME OBJECTIVE:**

Provide efficient, timely and equitable Prosecution

**RECURRENT REVENUE**

| SHD                          | Details of Revenue | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|--------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
|                              |                    |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 13</b> |                    | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 267,936              | 319,900                            | 319,900                           | 333,300                          | 335,400                           | 337,500                           |
| 216                             | Allowances                         | 176,922              | 237,900                            | 248,900                           | 237,600                          | 237,600                           | 237,600                           |
| <b>Total Salaries</b>           |                                    | <b>444,859</b>       | <b>557,800</b>                     | <b>568,800</b>                    | <b>570,900</b>                   | <b>573,000</b>                    | <b>575,100</b>                    |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 220                             | Local Travel                       | 4,349                | 3,000                              | 4,700                             | 5,000                            | 5,000                             | 5,000                             |
| 222                             | International Travel & Subsistence | 23,872               | 20,000                             | 17,000                            | 20,000                           | 20,000                            | 20,000                            |
| 224                             | Utilities                          | 14,144               | 23,000                             | 23,000                            | 23,000                           | 23,000                            | 23,000                            |
| 226                             | Communication Expenses             | 8,358                | 9,000                              | 9,000                             | 9,000                            | 9,000                             | 9,000                             |
| 228                             | Supplies & Materials               | 9,528                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 232                             | Maintenance Services               | 4,276                | 5,000                              | 5,000                             | 5,000                            | 5,000                             | 5,000                             |
| 236                             | Professional Services and Fees     | 2,520                | 7,400                              | 506,700                           | 225,000                          | 125,000                           | 125,000                           |
| 246                             | Printing & Binding                 | 1,071                | 2,500                              | 2,500                             | 1,000                            | 2,500                             | 2,500                             |
| 275                             | Sundry Expenses                    | 9,263                | 12,200                             | 12,200                            | 12,200                           | 12,200                            | 12,200                            |
| <b>Total Goods and Services</b> |                                    | <b>77,381</b>        | <b>92,100</b>                      | <b>590,100</b>                    | <b>310,200</b>                   | <b>211,700</b>                    | <b>211,700</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>522,240</b>       | <b>649,900</b>                     | <b>1,158,900</b>                  | <b>881,100</b>                   | <b>784,700</b>                    | <b>786,800</b>                    |

**STAFFING RESOURCES**

| STAFF POSTS                  | Scale  | Count | STAFF POSTS             | Scale  | Count    |
|------------------------------|--------|-------|-------------------------|--------|----------|
| Director, Public Prosecution | R4     | 1     | Clerical Officer (Snr.) | R33-29 | 1        |
| Snr Crown Counsel (Criminal) | R12-8  | 2     | Clerical Officer        | R46-34 | 1        |
| Crown Counsel (Criminal)     | R17-13 | 2     |                         |        |          |
| <b>TOTAL STAFF</b>           |        |       |                         |        | <b>7</b> |

| PROGRAMME PERFORMANCE INFORMATION   |                  |                    |                  |                  |                  |
|---|------------------|--------------------|------------------|------------------|------------------|
| KEY STRATEGIES FOR 2018/19:   |                  |                    |                  |                  |                  |
| Provide timely and high quality legal advice and representation to the law enforcement agencies. (4.1, 4.3)   |                  |                    |                  |                  |                  |
| Provide training to relevant law enforcement agencies on the laws and investigative measures. (4.3)   |                  |                    |                  |                  |                  |
| KEY STRATEGIES FOR 2019/20-21   |                  |                    |                  |                  |                  |
|   |                  |                    |                  |                  |                  |
| KEY PERFORMANCE INDICATORS  | Actual 2016-2017 | Estimate 2017-2018 | Target 2018-2019 | Target 2019-2020 | Target 2020-2021 |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                  |                    |                  |                  |                  |
| No of Preliminary Inquiries completed   |                  | 50                 | 50               |                  |                  |
| No of prosecutions initiated  |                  | 290                | 290              |                  |                  |
| No of trials completed  |                  | 118                | 118              |                  |                  |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |                  |                    |                  |                  |                  |
| Percent of prosecutions successful  |                  | 95%                | 95%              |                  |                  |
| Percent of trials completed within the date of filing and or Assizes.   |                  | 85%                | 85%              |                  |                  |
| No. of prosecutions awaiting trial  |                  | 129                | 129              |                  |                  |
| No of advice provided within timeframe  |                  | 14days             | 14days           |                  |                  |

**SUMMARY OF REVENUES (by Subheads)**

| CATEGORIES                                    | Actuals 2016-2017 | Approved Estimates 2017-2018 | Revised Estimates 2017-2018 | Budget Estimates 2018-2019 | Forward Estimates 2019-2020 | Forward Estimates 2020-2021 |
|---|-------------------|------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|
| 110 Taxes on Income, Profits                  | -                 | -                            | -                           | -                          | -                           | -                           |
| 115 Property Tax                              | -                 | -                            | -                           | -                          | -                           | -                           |
| 120 Taxes on Domestic Goods and Services      | -                 | -                            | -                           | -                          | -                           | -                           |
| 122 Licenses                                  | -                 | -                            | -                           | -                          | -                           | -                           |
| 125 Taxes on International Trade and Transact | -                 | -                            | -                           | -                          | -                           | -                           |
| 129 Arrears of Taxes                          | -                 | -                            | -                           | -                          | -                           | -                           |
| 130 Fees, Fines and Permits                   | -                 | -                            | -                           | -                          | -                           | -                           |
| 135 Rents, Interest and Dividends             | -                 | -                            | -                           | -                          | -                           | -                           |
| 140 ECCB Profits                              | -                 | -                            | -                           | -                          | -                           | -                           |
| 145 Reimbursements                            | -                 | -                            | -                           | -                          | -                           | -                           |
| 150 Budgetary Aid/Grants                      | -                 | -                            | -                           | -                          | -                           | -                           |
| 160 Other Revenue                             | -                 | -                            | -                           | -                          | -                           | -                           |
| <b>Total Revenues</b>                         | -                 | -                            | -                           | -                          | -                           | -                           |

**SUMMARY OF EXPENDITURE (by Classification)**

| SUBHDS & DETAILS                 | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                  |                      |                                    |                                   |                                  |                                   |                                   |
| PUBLIC PROSECUTION               | 267,936              | 319,900                            | 319,900                           | 333,300                          | 335,400                           | 337,500                           |
| <b>TOTAL P.E</b>                 | <b>267,936</b>       | <b>319,900</b>                     | <b>319,900</b>                    | <b>333,300</b>                   | <b>335,400</b>                    | <b>337,500</b>                    |
| <b>WAGES</b>                     |                      |                                    |                                   |                                  |                                   |                                   |
| PUBLIC PROSECUTION               | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL WAGES</b>               | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |
| <b>ALLOWANCES</b>                |                      |                                    |                                   |                                  |                                   |                                   |
| PUBLIC PROSECUTION               | 176,922              | 237,900                            | 248,900                           | 237,600                          | 237,600                           | 237,600                           |
| <b>TOTAL ALLOWANCES</b>          | <b>176,922</b>       | <b>237,900</b>                     | <b>248,900</b>                    | <b>237,600</b>                   | <b>237,600</b>                    | <b>237,600</b>                    |
| <b>BENEFITS</b>                  |                      |                                    |                                   |                                  |                                   |                                   |
| PUBLIC PROSECUTION               | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL BENEFITS</b>            | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |
| <b>GOODS AND SERVICES</b>        |                      |                                    |                                   |                                  |                                   |                                   |
| PUBLIC PROSECUTION               | 77,381               | 92,100                             | 590,100                           | 310,200                          | 211,700                           | 211,700                           |
| <b>TOTAL</b>                     | <b>77,381</b>        | <b>92,100</b>                      | <b>590,100</b>                    | <b>310,200</b>                   | <b>211,700</b>                    | <b>211,700</b>                    |
| <b>CAPITAL EXPENDITURE</b>       |                      |                                    |                                   |                                  |                                   |                                   |
| PUBLIC PROSECUTION               | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL CAPITAL EXPENDITURE</b> | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**SUMMARY OF EXPENDITURE (by Subheads)**

|     |                                    |                |                |                  |                |                |                |
|-----|------------------------------------|----------------|----------------|------------------|----------------|----------------|----------------|
| 210 | Salaries                           | 267,936        | 319,900        | 319,900          | 333,300        | 335,400        | 337,500        |
| 216 | Allowances                         | 176,922        | 237,900        | 248,900          | 237,600        | 237,600        | 237,600        |
| 220 | Local Travel                       | 4,349          | 3,000          | 4,700            | 5,000          | 5,000          | 5,000          |
| 222 | International Travel & Subsistence | 23,872         | 20,000         | 17,000           | 20,000         | 20,000         | 20,000         |
| 224 | Utilities                          | 14,144         | 23,000         | 23,000           | 23,000         | 23,000         | 23,000         |
| 226 | Communication Expenses             | 8,358          | 9,000          | 9,000            | 9,000          | 9,000          | 9,000          |
| 228 | Supplies & Materials               | 9,528          | 10,000         | 10,000           | 10,000         | 10,000         | 10,000         |
| 232 | Maintenance Services               | 4,276          | 5,000          | 5,000            | 5,000          | 5,000          | 5,000          |
| 236 | Professional Services and Fees     | 2,520          | 7,400          | 506,700          | 225,000        | 125,000        | 125,000        |
| 246 | Printing & Binding                 | 1,071          | 2,500          | 2,500            | 1,000          | 2,500          | 2,500          |
| 275 | Sundry Expenses                    | 9,263          | 12,200         | 12,200           | 12,200         | 12,200         | 12,200         |
|     | <b>TOTAL VOTE 13</b>               | <b>522,240</b> | <b>649,900</b> | <b>1,158,900</b> | <b>881,100</b> | <b>784,700</b> | <b>786,800</b> |

**BUDGET AND FORWARD ESTIMATES**

**VOTE: 15 OFFICE OF THE PREMIER – SUMMARY**

|    |  |                     |
|----|--|---------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the Office of the Premier - Twenty million nine hundred, forty-nine thousand dollars and nine hundred dollars. | <b>\$20,949,900</b> |
| B. | ACCOUNTING OFFICER: Permanent Secretary  |                     |
| C. | SUB-HEADS which under this vote will be accounted for by the Permanent Secretary   |                     |

**STRATEGIC PRIORITIES**

An environment that fosters prudent economic management, sustained growth, a diversified economy and the generation of employment opportunities  
 Enhanced human development and improved quality of life for all people on Montserrat  
 Natural and heritage resources conserved through environmentally sustainable development and appropriate strategies for disaster mitigation

**NATIONAL OUTCOMES**

A vibrant and diverse economy that supports sustainable private sector led economic activity and generates employment  
 Achieve social integration, well-being and national identity  
 Heritage sites and artefacts identified, maintained and protected

**VISION**

Being the centre of excellence for internal and external policy solutions for Montserrat.

**MISSION STATEMENT**

To provide strategic management and policy leadership for the development of Montserrat.

**BUDGET SUMMARY**

| SHD                                     | Details of Expenditure                         | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|--|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b> |  |                      |                                    |                                   |                                  |                                   |                                   |
| 150                                     | Strategic Management & Administration          | 5,150                | -                                  | -                                 | -                                | -                                 | -                                 |
| 152                                     | Broadcasting                                   | 193,496              | 210,000                            | 210,000                           | 210,000                          | 210,000                           | 210,000                           |
| 153                                     | External Affairs & Trade                       | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 154                                     | Development Planning & Policy Coordination     | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 155                                     | Information Technology & E-Government Services | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 15</b>            |  | <b>198,646</b>       | <b>210,000</b>                     | <b>210,000</b>                    | <b>210,000</b>                   | <b>210,000</b>                    | <b>210,000</b>                    |

**SUMMARY OF EXPENDITURE BY PROGRAMME**

|                                  |  |                   |                   |                   |                   |                   |                   |
|----------------------------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 150                              | Strategic Management & Administration          | 10,889,618        | 14,280,600        | 15,226,000        | 13,946,500        | 10,210,100        | 10,214,400        |
| 152                              | Broadcasting                                   | 1,170,313         | 1,053,200         | 1,077,700         | 1,058,500         | 1,062,400         | 1,066,500         |
| 153                              | External Affairs & Trade                       | 4,144,354         | 4,088,100         | 3,643,800         | 4,090,000         | 4,090,000         | 4,090,000         |
| 154                              | Development Planning & Policy Coordination     | 192,156           | -                 | -                 | -                 | -                 | -                 |
| 155                              | Information Technology & E-Government Services | 1,855,007         | 1,776,300         | 2,008,300         | 1,854,900         | 1,857,700         | 1,860,600         |
| <b>TOTAL EXPENDITURE VOTE 15</b> |  | <b>18,251,448</b> | <b>21,198,200</b> | <b>21,955,800</b> | <b>20,949,900</b> | <b>17,220,200</b> | <b>17,231,500</b> |

| SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION |                   |                                      |                   |                   |                   |                   |                   |   |
|---|-------------------|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---|
| <b>RECURRENT EXPENDITURE</b>                      |                   |                                      |                   |                   |                   |                   |                   |   |
|   | Salaries          | 2,057,094                            | 1,968,300         | 1,990,300         | 2,036,100         | 2,047,200         | 2,057,300         |   |
|   | WAGES             | 37,798                               | 58,500            | 39,200            | 56,000            | 57,100            | 58,300            |   |
|   | ALLOWANCES        | 417,582                              | 403,000           | 401,200           | 416,500           | 416,500           | 416,500           |   |
|   | BENEFITS          | 17,118                               | -                 | -                 | -                 | -                 | -                 |   |
|   | GOOD AND SERVICES | 14,811,859                           | 14,579,100        | 15,084,800        | 14,699,400        | 14,699,400        | 14,699,400        |   |
| <b>TOTAL RECURRENT EXPENDITURE</b>                |                   | <b>17,341,451</b>                    | <b>17,008,900</b> | <b>17,515,500</b> | <b>17,208,000</b> | <b>17,220,200</b> | <b>17,231,500</b> |   |
| <b>SUMMARY OF CAPITAL EXPENDITURE</b>             |                   |                                      |                   |                   |                   |                   |                   |   |
| <b>SHD</b>  | <b>Donor</b>      | <b>Description</b>                   |                   |                   |                   |                   |                   |   |
| 32A   | GOM               | Media Exchange Development           | -                 | 1,036,300         | 1,036,300         | 676,900           | -                 | - |
| 02A   | UNDP              | Environmental Remediation & Protecti | 93,132            | -                 | -                 | -                 | -                 | - |
| 74A   | EU                | ICT                                  | 540,048           | 31,600            | 31,600            | -                 | -                 | - |
| 56A   | LOCAL             | BNTF 6/7                             | 107,000           | -                 | -                 | -                 | -                 | - |
| 67A   | EU                | Fibre Optic Cable Phase 2            | -                 | 3,000,000         | 3,000,000         | 2,925,000         | -                 | - |
| 31A   | DFID              | Cemetary Establishment               | 169,817           | 100,900           | 100,900           | 7,000             | -                 | - |
| 73A   | DFID              | Access Transport Coordinator         | -                 | 20,500            | 20,500            | -                 | -                 | - |
| 18A   | GOM               | Hurricane Relief-Tourism             | -                 | -                 | 251,000           | 133,000           | -                 | - |
| <b>TOTAL CAPITAL EXPENDITURE</b>                  |                   | <b>909,997</b>                       | <b>4,189,300</b>  | <b>4,440,300</b>  | <b>3,741,900</b>  | <b>-</b>          | <b>-</b>          |   |
| <b>TOTAL EXPENDITURE VOTE 15</b>                  |                   | <b>18,251,448</b>                    | <b>21,198,200</b> | <b>21,955,800</b> | <b>20,949,900</b> | <b>17,220,200</b> | <b>17,231,500</b> |   |
| <b>STAFFING RESOURCES</b>                         |                   |                                      |                   |                   |                   |                   |                   |   |
| <b>TOTAL STAFFING</b>                             |                   |                                      |                   |                   |                   |                   |                   |   |

**PROGRAMME 150: STRATEGIC MANAGEMENT & ADMINISTRATION**

| <b>PROGRAMME OBJECTIVE:</b>  |                                    |                              |   |  |   |  |  |
|--|------------------------------------|------------------------------|---|--|---|--|--|
| To provide at the Ministerial level a full range of administrative resources and management support services to all departments of the Ministry to enable them to effectively carry out their function and thus attain the Ministry and national objectives. |                                    |                              |   |  |   |  |  |
| <b>RECURRENT REVENUE</b>   |                                    |                              |   |  |   |  |  |
| <b>SHD</b>   | <b>Details of Revenue</b>          | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
| 160  | Sale of Booklets                   | -                            | -   | -  | -   | -  | -  |
| 135  | Rent                               | 5,150                        | -   | -  | -   | -  | -  |
| <b>TOTAL REVENUE VOTE 15</b>   |                                    | <b>5,150</b>                 | <b>-</b>                                    | <b>-</b>                                   | <b>-</b>                                  | <b>-</b>                                   | <b>-</b>                                   |
| <b>RECURRENT EXPENDITURE</b>   |                                    |                              |   |  |   |  |  |
| <b>SHD</b>   | <b>Details of Expenditure</b>      | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
| <b>Salaries</b>  |                                    |                              |   |  |   |  |  |
| 210  | Salaries                           | 796,914                      | 780,500                                     | 801,300                                    | 852,400                                   | 857,900                                    | 862,200                                    |
| 212  | Wages                              | 27,372                       | 18,600                                      | 28,700                                     | 17,700                                    | 17,700                                     | 17,700                                     |
| 216  | Allowances                         | 252,883                      | 261,800                                     | 268,100                                    | 275,400                                   | 275,400                                    | 275,400                                    |
| 218  | Pensions and Gratuities            | 17,118                       | -   | -  | -   | -  | -  |
| <b>Total Salaries</b>  |                                    | <b>1,094,288</b>             | <b>1,060,900</b>                            | <b>1,098,100</b>                           | <b>1,145,500</b>                          | <b>1,151,000</b>                           | <b>1,155,300</b>                           |
| <b>GOODS AND SERVICES</b>  |                                    |                              |   |  |   |  |  |
| 220  | Local Travel                       | 1,421                        | 2,000                                       | 4,800                                      | 4,700                                     | 4,700                                      | 4,700                                      |
| 222  | International Travel & Subsistence | 190,701                      | 126,900                                     | 161,700                                    | 126,900                                   | 126,900                                    | 126,900                                    |
| 224  | Utilities                          | -                            | 30,000                                      | 23,700                                     | 30,000                                    | 30,000                                     | 30,000                                     |
| 226  | Communication Expenses             | 38,190                       | 32,000                                      | 49,000                                     | 32,000                                    | 32,000                                     | 32,000                                     |
| 228  | Supplies & Materials               | 26,293                       | 20,500                                      | 28,500                                     | 20,500                                    | 20,500                                     | 20,500                                     |
| 229  | Furniture Equipment and Resources  | 205,400                      | 155,500                                     | 155,500                                    | 188,500                                   | 188,500                                    | 188,500                                    |
| 232  | Maintenance Services               | 36,066                       | 36,500                                      | 47,500                                     | 36,500                                    | 36,500                                     | 36,500                                     |
| 234  | Rental of Assets                   | -                            | 36,000                                      | 182,600                                    | 72,000                                    | 72,000                                     | 72,000                                     |
| 236  | Professional Services and Fees     | 796,837                      | 720,200                                     | 645,800                                    | 518,700                                   | 518,700                                    | 518,700                                    |
| 240  | Hosting & Entertainment            | 34,941                       | 45,000                                      | 35,600                                     | 45,000                                    | 45,000                                     | 45,000                                     |
| 244  | Advertising                        | 142,504                      | 145,000                                     | 161,000                                    | 265,000                                   | 265,000                                    | 265,000                                    |
| 246  | Printing & Binding                 | 16,476                       | 12,000                                      | 7,900                                      | 10,000                                    | 10,000                                     | 10,000                                     |
| 260  | Grants and Contributions           | 619,999                      | 605,000                                     | 571,000                                    | 605,000                                   | 605,000                                    | 605,000                                    |
| 261  | Subventions                        | 6,614,617                    | 6,900,200                                   | 7,444,400                                  | 6,900,200                                 | 6,900,200                                  | 6,900,200                                  |
| 275  | Sundry Expenses                    | 23,954                       | 24,100                                      | 29,100                                     | 24,100                                    | 24,100                                     | 24,100                                     |
| 281  | Minor Works                        | 137,934                      | 139,500                                     | 139,500                                    | 180,000                                   | 180,000                                    | 180,000                                    |
| <b>Total Goods and Services</b>  |                                    | <b>8,885,333</b>             | <b>9,030,400</b>                            | <b>9,687,600</b>                           | <b>9,059,100</b>                          | <b>9,059,100</b>                           | <b>9,059,100</b>                           |
| <b>RECURRENT EXPENDITURE</b>   |                                    | <b>9,979,620</b>             | <b>10,091,300</b>                           | <b>10,785,700</b>                          | <b>10,204,600</b>                         | <b>10,210,100</b>                          | <b>10,214,400</b>                          |

| CAPITAL EXPENDITURE                   |       |  |                      |                                    |                                   |                                  |                                   |                                   |
|---------------------------------------|-------|--|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| Details of Expenditure                |       |  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD                                   | Donor | Description                            |                      |                                    |                                   |                                  |                                   |                                   |
| 1514032A                              | GOM   | Media Exchange Development             | -                    | 1,036,300                          | 1,036,300                         | 676,900                          | -                                 | -                                 |
| 1516102A                              | UNDP  | Environmental Remediation & Protection | 93,132               | -                                  | -                                 | -                                | -                                 | -                                 |
| 2006074A                              | EU    | ICT                                    | 540,048              | 31,600                             | 31,600                            | -                                | -                                 | -                                 |
| 2009056A                              | LOCAL | BNTF 6/7                               | 107,000              | -                                  | -                                 | -                                | -                                 | -                                 |
| 2014067A                              | EU    | Fibre Optic Cable Phase 2              | -                    | 3,000,000                          | 3,000,000                         | 2,925,000                        | -                                 | -                                 |
| 3000031A                              | DFID  | Cemetery Establishment                 | 169,817              | 100,900                            | 100,900                           | 7,000                            | -                                 | -                                 |
| 3509073A                              | DFID  | Access Transport Coordinator           | -                    | 20,500                             | 20,500                            | -                                | -                                 | -                                 |
| 1518118A                              | GOM   | Hurricane Relief-Tourism               | -                    | -                                  | 251,000                           | 133,000                          | -                                 | -                                 |
| <b>CAPITAL EXPENDITURE</b>            |       |  | <b>909,997</b>       | <b>4,189,300</b>                   | <b>4,440,300</b>                  | <b>3,741,900</b>                 | <b>-</b>                          | <b>-</b>                          |
| STAFFING RESOURCES                    |       |  |                      |                                    |                                   |                                  |                                   |                                   |
| STAFF POSTS                           |       | Scale                                  | Count                | STAFF POSTS                        |                                   | Scale                            | Count                             |                                   |
| Premier                               |       | -                                      | 1                    | Assistant Secretary                |                                   | R22-16                           | 1                                 |                                   |
| Permanent Secretary                   |       | R5                                     | 1                    | Executive Officer                  |                                   | R28-22                           | 2                                 |                                   |
| Director, Information & Communication |       | R7                                     | 1                    | Research & Database Officer        |                                   | R28-22                           | 1                                 |                                   |
| Access Coordinator                    |       | R7                                     | 1                    | Clerical Officer (Snr)             |                                   | R33-29                           | 2                                 |                                   |
| Public Relations Officer              |       | R14-10                                 | 1                    | Clerical Officer                   |                                   | R46-34                           | 2                                 |                                   |
| Monitoring & Evaluation Officer       |       | R17-13                                 | 1                    | Office Attendant/Driver            |                                   | R46-34                           | 1                                 |                                   |
| Senior Assistant Secretary / Clerk of |       | R17-13                                 | 1                    | Cleaner                            |                                   | -                                | 1                                 |                                   |
| <b>TOTAL STAFF</b>                    |       |  |                      |                                    |                                   |                                  | <b>17</b>                         |                                   |

| PROGRAMME PERFORMANCE INFORMATION   |                         |   |                         |                         |                         |
|---|-------------------------|---|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                         |   |                         |                         |                         |
| Reposition Montserrat as a prime tourism destination through the implementation of key development programmes which focus on an integrated approach from national economic, social, environmental and cultural policies. (1.2; 1.5) |                         |   |                         |                         |                         |
| Further build, enhance and integrate aspects of Montserrat's cultural arts through social outreach programmes, workshops/training sessions, cultural festivals, and social media marketing. (1.1)                                   |                         |   |                         |                         |                         |
| Progress policy arrangements to formally transfer the management and operation of the Montserrat Cultural Centre to the Montserrat Arts Council. (1.1)  |                         |   |                         |                         |                         |
| Provide strategic and administrative oversight of the Basic Needs Trust Fund programme aimed at the provision of community development projects which focus on Montserrat's social and economic needs. (1.4)                        |                         |   |                         |                         |                         |
| Implement a performance monitoring framework to monitor progress of Government in achieving its overarching goals of the country. (4.1)   |                         |   |                         |                         |                         |
| Coordinate and manage a safe and reliable air/sea access service by employing key resources to minimize constraints and improve overall visitor facilitation. (1.4)   |                         |   |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |                         |   |                         |                         |                         |
| Harmonise data in performance framework to meet demands from regional and international partners (4.1)  |                         |   |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |                         |   |                         |                         |                         |
|   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b>               | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |   |                         |                         |                         |
| Approval of Montserrat's Tourism Policy and Tourism Master Plan   |                         | Establishment of new Tourism            | -                       |                         |                         |
| Approval of Cultural Policy   |                         | To be reviewed and submitted to Cabinet | 4                       |                         |                         |
| No of Projects initiated and completed by the BNTF  |                         |   | -                       |                         |                         |
| New Performance Monitoring Framework completed and submitted to Cabinet for Approval  |                         | Establishment of new Tourism            |                         |                         |                         |
| Approval of National Access Strategy  |                         | To be reviewed                          | 6                       |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)   |                         |   |                         |                         |                         |
| Number of cultural programmes facilitated by/ through the Montserrat Arts Council   |                         | 0                                       | 1                       |                         |                         |
| Completion of Montserrat Arts Council Strategic Plan  |                         |   |                         |                         |                         |

**PROGRAMME 152: BROADCASTING**

| PROGRAMME OBJECTIVE:   |                                   |             |                      |                                    |                                   |                                  |                                   |                                   |
|--|-----------------------------------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| Provide news, original content, information on government activities, and services that inform, entertain and educate all the residents of Montserrat and the overseas listening audience. |                                   |             |                      |                                    |                                   |                                  |                                   |                                   |
| RECURRENT REVENUE  |                                   |             |                      |                                    |                                   |                                  |                                   |                                   |
| SHD  | Details of Expenditure            |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| 130  | Broadcasting Fees                 |             | 193,496              | 210,000                            | 210,000                           | 210,000                          | 210,000                           | 210,000                           |
| 160  | Other Receipts                    |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 17</b>   |                                   |             | <b>193,496</b>       | <b>210,000</b>                     | <b>210,000</b>                    | <b>210,000</b>                   | <b>210,000</b>                    | <b>210,000</b>                    |
| RECURRENT EXPENDITURE  |                                   |             |                      |                                    |                                   |                                  |                                   |                                   |
| SHD  | Details of Expenditure            |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| <b>Salaries</b>  |                                   |             |                      |                                    |                                   |                                  |                                   |                                   |
| 210  | Salaries                          |             | 532,818              | 561,100                            | 607,900                           | 568,000                          | 570,800                           | 573,700                           |
| 212  | Wages                             |             | 10,426               | 39,900                             | 10,500                            | 38,300                           | 39,400                            | 40,600                            |
| 216  | Allowances                        |             | 36,617               | 30,800                             | 30,800                            | 30,800                           | 30,800                            | 30,800                            |
| 218  | Pensions and Gratuities           |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>Total Salaries</b>  |                                   |             | <b>579,861</b>       | <b>631,800</b>                     | <b>649,200</b>                    | <b>637,100</b>                   | <b>641,000</b>                    | <b>645,100</b>                    |
| <b>GOODS AND SERVICES</b>  |                                   |             |                      |                                    |                                   |                                  |                                   |                                   |
| 224  | Utilities                         |             | 86,584               | 60,000                             | 58,800                            | 60,000                           | 60,000                            | 60,000                            |
| 226  | Communication Expenses            |             | 34,514               | 35,000                             | 35,000                            | 35,000                           | 35,000                            | 35,000                            |
| 228  | Supplies & Materials              |             | 8,518                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 229  | Furniture Equipment and Resources |             | 137,506              | 76,700                             | 76,700                            | 76,700                           | 76,700                            | 76,700                            |
| 230  | Uniform/Protective Clothing       |             | 2,500                | 2,500                              | -                                 | 5,500                            | 5,500                             | 5,500                             |
| 232  | Maintenance Services              |             | 60,798               | 44,300                             | 44,300                            | 44,300                           | 44,300                            | 44,300                            |
| 234  | Rental of Assets                  |             | 171,800              | 103,200                            | 104,000                           | 103,200                          | 103,200                           | 103,200                           |
| 236  | Professional Services and Fees    |             | 19,970               | 25,000                             | 35,000                            | 22,000                           | 22,000                            | 22,000                            |
| 244  | Advertising                       |             | 339                  | -                                  | -                                 | -                                | -                                 | -                                 |
| 246  | Printing & Binding                |             | 756                  | 800                                | 800                               | 800                              | 800                               | 800                               |
| 275  | Sundry Expenses                   |             | 1,568                | 2,000                              | 2,000                             | 2,000                            | 2,000                             | 2,000                             |
| 280  | Programme Production & Promotion  |             | 65,600               | 61,900                             | 61,900                            | 61,900                           | 61,900                            | 61,900                            |
| <b>Total Goods and Services</b>  |                                   |             | <b>590,452</b>       | <b>421,400</b>                     | <b>428,500</b>                    | <b>421,400</b>                   | <b>421,400</b>                    | <b>421,400</b>                    |
| <b>RECURRENT EXPENDITURE</b>   |                                   |             | <b>1,170,313</b>     | <b>1,053,200</b>                   | <b>1,077,700</b>                  | <b>1,058,500</b>                 | <b>1,062,400</b>                  | <b>1,066,500</b>                  |
| CAPITAL EXPENDITURE  |                                   |             |                      |                                    |                                   |                                  |                                   |                                   |
| Details of Expenditure   |                                   |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD  | Donor                             | Description |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b>   |                                   |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

| STAFFING RESOURCES  |                         |                           |                         |                         |                         |
|---|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| STAFF POSTS   | Scale                   | Count                     | STAFF POSTS             | Scale                   | Count                   |
| Broadcast Manager   | R17-13/14-10            | 1                         | Engineer Assistant      | R28-22                  | 1                       |
| Executive Producer  | R26-20/22-16            | 1                         | Reporter                | R33-29                  | 3                       |
| Broadcast Engineer  | R28-22/22-16            | 1                         | Audio-Videographer      | R46-34                  | 3                       |
| Senior Announcer  | R28-22/22-16            | 1                         | Clerical Officer (Snr)  | R33-29                  | 1                       |
| Multi-Media Editor  | R28-22/22-16            | 1                         | Office Attendant/Driver | R46-34                  | 1                       |
| Radio Announcer   | R46-34/33-29            | 2                         | Assistant Driver        | W                       | 1                       |
| <b>TOTAL STAFF</b>  |                         |                           |                         |                         | <b>17</b>               |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                         |                           |                         |                         |                         |
| Review and reorganize the organizational structure to improve service delivery (4.2)  |                         |                           |                         |                         |                         |
| Operationalize the Davy Hill Studios to improve the quality, quantity and reliability of services delivered to the public. (1.3)                                  |                         |                           |                         |                         |                         |
| Develop and implement education programmes to enable public understanding and secure support for critical initiatives. (1.2)                                      |                         |                           |                         |                         |                         |
| Close operations at the old studios and restore building as per contractual arrangements. (4.1)   |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |                         |                           |                         |                         |                         |
|   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |                           |                         |                         |                         |
| No. of GoM public educational programmes available on media platforms   |                         | 9                         | 9                       | 10                      | 10                      |
| No of additional services offered for private sector clients or non-government  |                         | 8                         | 8                       | 8                       | 8                       |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme) |                         |                           |                         |                         |                         |
| % increase in revenue from advertisers and clients  |                         | 35%                       | 40%                     | 45%                     | 45%                     |
| Improved reliability of transmission  |                         | 6,385.50hrs               | 6,385.50hrs             | 6,385.50hrs             | 6,385.50hrs             |

**PROGRAMME 153: EXTERNAL AFFAIRS**

**PROGRAMME OBJECTIVE:**

Engaging the diaspora and coordinating relations with foreign governments and regional and international organizations to create opportunities for Montserrat

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
|                              |                        |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 15</b> |                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 59,296               | 129,200                            | 78,200                            | 119,500                          | 119,500                           | 119,500                           |
| 216                             | Allowances                         | 9,600                | 23,600                             | 13,300                            | 23,600                           | 23,600                            | 23,600                            |
| <b>Total Salaries</b>           |                                    | <b>68,896</b>        | <b>152,800</b>                     | <b>91,500</b>                     | <b>143,100</b>                   | <b>143,100</b>                    | <b>143,100</b>                    |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 222                             | International Travel & Subsistence | 16,999               | 17,000                             | 14,500                            | 15,000                           | 15,000                            | 15,000                            |
| 228                             | Supplies & Materials               | 955                  | 1,500                              | 1,000                             | 1,500                            | 1,500                             | 1,500                             |
| 260                             | Grants & Contribution              | 4,056,404            | 3,915,700                          | 3,535,700                         | 3,929,300                        | 3,929,300                         | 3,929,300                         |
| 275                             | Sundry Expenses                    | 1,100                | 1,100                              | 1,100                             | 1,100                            | 1,100                             | 1,100                             |
| <b>Total Goods and Services</b> |                                    | <b>4,075,458</b>     | <b>3,935,300</b>                   | <b>3,552,300</b>                  | <b>3,946,900</b>                 | <b>3,946,900</b>                  | <b>3,946,900</b>                  |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>4,144,354</b>     | <b>4,088,100</b>                   | <b>3,643,800</b>                  | <b>4,090,000</b>                 | <b>4,090,000</b>                  | <b>4,090,000</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS                          | Scale  | Count    |  |  |  |  |  |
|--------------------------------------|--------|----------|--|--|--|--|--|
| Director, Regional, Diaspora Affairs | R7     | 1        |  |  |  |  |  |
| Trade & Investment Policy Officer    | R22-16 | 1        |  |  |  |  |  |
| <b>TOTAL STAFF</b>                   |        | <b>2</b> |  |  |  |  |  |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |  |                         |                            |  |  |  |
|--|--|-------------------------|----------------------------|--|--|--|
| <b>KEY STRATEGIES FOR 2018/19:</b>   |  |                         |                            |  |  |  |
| Redefine the role and functions of the Montserrat UK Office to enhance their capability to promote and support Montserrat economically and politically. (1.1)              |  |                         |                            |  |  |  |
| Promote the benefits available under the Returning Montserratian's Incentives Policy to improve public understanding and awareness. (1.6)                                  |  |                         |                            |  |  |  |
| Develop and implement a Diaspora Policy to strengthen ties between Montserratians on island and those in the diaspora to encourage a return of Montserratians and          |  |                         |                            |  |  |  |
| Maximize Montserrat's potential for Foreign Direct Investment by strengthening regulatory and institutional frameworks to create an enabling investment environment. (1.2) |  |                         |                            |  |  |  |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |  |                         |                            |  |  |  |
| Develop a migration policy to protect Montserrat's borders, attract necessary skills and support population growth (5.1)   |  |                         |                            |  |  |  |
| <b>KEY PERFORMANCE INDICATORS</b>  |  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b>  | <b>Target 2018-2019</b>                        | <b>Target 2019-2020</b>                        | <b>Target 2020-2021</b>                        |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |  |                         |                            |  |  |  |
| Migration Policy developed   |  |                         |                            | Draft Policy developed                         | Draft policy submitted to Cabinet for approval | Draft policy submitted to Cabinet for approval |
| Diaspora Handbook updated  |  |                         | Updated handbook published |  |  |  |
| Development of Diaspora Policy   |  |                         | Draft Policy created       | Draft policy submitted to Cabinet for approval |  |  |
| Number of requests for information and assistance in the areas of business development or investment   |  |                         | 15                         | 15   |  |  |
| Montserrat UK Office restructured  |  |                         |                            | -  |  |  |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)          |  |                         |                            |  |  |  |
| Number of persons benefiting from the Returning Montserratians Incentive   |  |                         | 10                         |  |  |  |
| Degree of satisfaction of the Premier with programme services using a 1 – 5 ranking  |  |                         | 4                          | 4  |  |  |

**PROGRAMME 154: DEVELOPMENT PLANNING & POLICY COORDINATION**

**PROGRAMME OBJECTIVE:**

To develop and co-ordinate appropriate plans and policies to promote sustainable development

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
|                              |                        |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 15</b> |                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure         | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|--------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                       | 156,632              |                                    |                                   |                                  |                                   |                                   |
| 212                             | Wages                          | -                    |                                    |                                   |                                  |                                   |                                   |
| 216                             | Allowances                     | 31,841               |                                    |                                   |                                  |                                   |                                   |
| 218                             | Pensions and Gratuities        | -                    |                                    |                                   |                                  |                                   |                                   |
| <b>Total Salaries</b>           |                                | <b>188,473</b>       | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>GOODS AND SERVICES</b>       |                                |                      |                                    |                                   |                                  |                                   |                                   |
| 228                             | Supplies & Materials           | 3,946                |                                    |                                   |                                  |                                   |                                   |
| 236                             | Professional Services and Fees | 9,000                |                                    |                                   |                                  |                                   |                                   |
| 246                             | Printing & Binding             | 3,600                |                                    |                                   |                                  |                                   |                                   |
| 275                             | Sundry Expenses                | 9,902                |                                    |                                   |                                  |                                   |                                   |
| <b>Total Goods and Services</b> |                                | <b>3,682</b>         | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>RECURRENT EXPENDITURE</b>    |                                | <b>192,156</b>       | -                                  | -                                 | -                                | -                                 | -                                 |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             | -                    | -                                  | -                                 |                                  |                                   |                                   |
|                            |       |             | -                    | -                                  | -                                 |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS        | Scale | Count | STAFF POSTS | Scale | Count    |
|--------------------|-------|-------|-------------|-------|----------|
|                    |       |       |             |       |          |
| <b>TOTAL STAFF</b> |       |       |             |       | <b>0</b> |

| PROGRAMME PERFORMANCE INFORMATION   |                  |                    |                  |                  |                  |
|---|------------------|--------------------|------------------|------------------|------------------|
| KEY STRATEGIES FOR 2017/18:   |                  |                    |                  |                  |                  |
|   |                  |                    |                  |                  |                  |
|   |                  |                    |                  |                  |                  |
| KEY STRATEGIES FOR 2018/19-20   |                  |                    |                  |                  |                  |
|   |                  |                    |                  |                  |                  |
|   |                  |                    |                  |                  |                  |
| KEY PERFORMANCE INDICATORS  | Actual 2016-2017 | Estimate 2017-2018 | Target 2018-2019 | Target 2019-2020 | Target 2020-2021 |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                  |                    |                  |                  |                  |
| Number of training programmes developed in support of public policy   |                  |                    |                  |                  |                  |
| Number of initiatives developed to promote improved public awareness of   |                  |                    |                  |                  |                  |
| Annual updated Policy Register  |                  |                    |                  |                  |                  |
| Number of Trainings delivered   |                  |                    |                  |                  |                  |
| Number of consultations conducted (per policy)  |                  |                    |                  |                  |                  |
| Number of instances of formal participation in policy development process   |                  |                    |                  |                  |                  |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme) |                  |                    |                  |                  |                  |
| Knowledge of the policy development process across GoM  |                  |                    |                  |                  |                  |
| Ease of use of the policy development tools   |                  |                    |                  |                  |                  |
| Increase in the number of persons trained in public policy formulation and implementation   |                  |                    |                  |                  |                  |
| Increase in the number of initiatives undertaken to promote improved public awareness of GoM's development planning process                                       | -                | -                  | -                |                  |                  |
|   |                  |                    |                  |                  |                  |

**PROGRAMME 155: INFORMATION TECHNOLOGY & E-GOVERNMENT SERVICES**

**PROGRAMME OBJECTIVE:**  
To formulate ICT strategy and engage in the delivery and support of world class IT and e-Government services across the Government of Montserrat.

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
|                              |                        | -                    | -                                  | -                                 |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 15</b> |                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 511,434              | 497,500                            | 502,900                           | 496,200                          | 499,000                           | 501,900                           |
| 216                             | Allowances                         | 86,640               | 86,800                             | 89,000                            | 86,700                           | 86,700                            | 86,700                            |
| <b>Total Salaries</b>           |                                    | <b>598,074</b>       | <b>584,300</b>                     | <b>591,900</b>                    | <b>582,900</b>                   | <b>585,700</b>                    | <b>588,600</b>                    |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 226                             | Communication Expenses             | 242,087              | 251,000                            | 241,800                           | 186,000                          | 186,000                           | 186,000                           |
| 228                             | Supplies & Materials               | 3,516                | 6,000                              | 6,000                             | 6,000                            | 6,000                             | 6,000                             |
| <b>230</b>                      | <b>Uniform/Protective Clothing</b> | -                    | -                                  | -                                 | <b>6,000</b>                     | <b>6,000</b>                      | <b>6,000</b>                      |
| 232                             | Maintenance Services               | 164,978              | 165,000                            | 165,000                           | 165,000                          | 165,000                           | 165,000                           |
| 236                             | Professional Services and Fees     | 845,353              | 769,000                            | 1,002,600                         | 908,000                          | 908,000                           | 908,000                           |
| 275                             | Sundry Expenses                    | 1,000                | 1,000                              | 1,000                             | 1,000                            | 1,000                             | 1,000                             |
| <b>Total Goods and Services</b> |                                    | <b>1,256,933</b>     | <b>1,192,000</b>                   | <b>1,416,400</b>                  | <b>1,272,000</b>                 | <b>1,272,000</b>                  | <b>1,272,000</b>                  |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>1,855,007</b>     | <b>1,776,300</b>                   | <b>2,008,300</b>                  | <b>1,854,900</b>                 | <b>1,857,700</b>                  | <b>1,860,600</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS           | Scale        | Count | STAFF POSTS            | Scale  | Count     |
|-----------------------|--------------|-------|------------------------|--------|-----------|
| Director              | R7           | 1     | IT Technician 1        | R22-18 | 4         |
| Systems Administrator | R22-16/17-13 | 1     | Clerical Officer (Snr) | R33-29 | 1         |
| Programmer            | R22-16/17-13 | 1     | Help Desk Officer      | R33-29 | 1         |
| Systems Engineer      | R22-16/17-13 | 1     | IT Technician II       | R40-34 | 2         |
| Systems Analyst       | R22-16/17-13 | 1     |                        |        |           |
| <b>TOTAL STAFF</b>    |              |       |                        |        | <b>13</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |  |                         |                           |                         |                         |                         |
|---|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |  |                         |                           |                         |                         |                         |
| Support government departments in the development and implementation of e-government applications to streamline internal operations and improve efficiency. (1.3)   |  |                         |                           |                         |                         |                         |
| Upgrade the data centre to provide better data retention and security, by installing new servers and data storage equipment, installing faster fibre connections to the Internet Service Providers to enable better access to cloud services. (1.4)   |  |                         |                           |                         |                         |                         |
| Develop and Implement new IT Policy Documents for Business Continuity, Disaster Recovery, etc.; to establish Standard Operating Procedures for the smooth functioning of the department. (1.3)  |  |                         |                           |                         |                         |                         |
| Maintain and upgrade government ICT equipment and network infrastructure by replacing older equipment with new and improved technology; this includes the replacement of some of the wireless radio links that connect the data center to GoM offices across the island with fibre optic links. (1.4) |  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |  |                         |                           |                         |                         |                         |
| Support the delivery of the Montserrat submarine fibre, to enhance the island's international telecommunications connectivity by increasing the bandwidth capacity and lowering the vulnerability to hurricanes etc. in order to improve the reliability of networking services on island. (PA 1.4)*  |  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |  |                         |                           |                         |                         |                         |
| No of service calls responded to  |  |                         | 1200                      | 1250                    | 1250                    | 1250                    |
| No. of Policies Developed and implemented   |  |                         | 1                         | 0                       |                         |                         |
| No. of e-Government Applications Developed  |  |                         | 1                         | 1                       |                         |                         |
| No. of service calls responded to   |  |                         | 1250                      | 1250                    |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)   |  |                         |                           |                         |                         |                         |
| Number of new applications to enable government business to be transacted by electronic means   |  |                         | 1                         | 1                       |                         |                         |
| Average resolution time for service calls   |  |                         | 1 day                     | 1 day                   |                         |                         |
| Average resolution time for service calls   |  |                         | 1 day                     | 1 day                   | 1 day                   | 1 day                   |
| Number of new applications to enable government business to be transacted by electronic means   |  |                         | 2                         | 2                       | 2                       | 2                       |
| Number of IT Policies developed and implemented   |  |                         | 3                         | 3                       | 3                       | 3                       |
| Number of Network links changed from Wireless Radio to Fibre Optic Cable  |  |                         | 3                         | 3                       | 3                       | 3                       |

**SUMMARY OF REVENUES (by Subheads)**

| CATEGORIES                                    | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 110 Taxes on Income, Profits                  | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 115 Property Tax                              | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 120 Taxes on Domestic Goods and Services      | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 122 Licenses                                  | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 125 Taxes on International Trade and Transact | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 129 Arrears of Taxes                          | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 130 Fees, Fines and Permits                   | 193,496              | 210,000                            | 210,000                           | 210,000                          | 210,000                           | 210,000                           |
| 135 Rents, Interest and Dividends             | 5,150                | -                                  | -                                 | -                                | -                                 | -                                 |
| 140 ECCB Profits                              | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 145 Reimbursements                            | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 150 Budgetary Aid/Grants                      | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 160 Other Revenue                             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>Total Revenues</b>                         | <b>198,646</b>       | <b>210,000</b>                     | <b>210,000</b>                    | <b>210,000</b>                   | <b>210,000</b>                    | <b>210,000</b>                    |

**SUMMARY OF EXPENDITURE (by Classification)**

E05

| SUBHDS & DETAILS                      | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                       |                      |                                    |                                   |                                  |                                   |                                   |
| STRATEGIC MANAGEMENT & ADMINISTRATIO  | 796,914              | 780,500                            | 801,300                           | 852,400                          | 857,900                           | 862,200                           |
| BROADCASTING                          | 532,818              | 561,100                            | 607,900                           | 568,000                          | 570,800                           | 573,700                           |
| EXTERNAL AFFAIRS & TRADE              | 59,296               | 129,200                            | 78,200                            | 119,500                          | 119,500                           | 119,500                           |
| DEVELOPMENT PLANNING & POLICY COORDIN | 156,632              | -                                  | -                                 | -                                | -                                 | -                                 |
| INFORMATION TECHNOLOGY & E-GOVERNME   | 511,434              | 497,500                            | 502,900                           | 496,200                          | 499,000                           | 501,900                           |
| <b>TOTAL P.E</b>                      | <b>2,057,094</b>     | <b>1,968,300</b>                   | <b>1,990,300</b>                  | <b>2,036,100</b>                 | <b>2,047,200</b>                  | <b>2,057,300</b>                  |
| <b>WAGES</b>                          |                      |                                    |                                   |                                  |                                   |                                   |
| STRATEGIC MANAGEMENT & ADMINISTRATIO  | 27,372               | 18,600                             | 28,700                            | 17,700                           | 17,700                            | 17,700                            |
| BROADCASTING                          | 10,426               | 39,900                             | 10,500                            | 38,300                           | 39,400                            | 40,600                            |
| EXTERNAL AFFAIRS & TRADE              | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| DEVELOPMENT PLANNING & POLICY COORDIN | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| INFORMATION TECHNOLOGY & E-GOVERNME   | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL WAGES</b>                    | <b>37,798</b>        | <b>58,500</b>                      | <b>39,200</b>                     | <b>56,000</b>                    | <b>57,100</b>                     | <b>58,300</b>                     |
| <b>ALLOWANCES</b>                     |                      |                                    |                                   |                                  |                                   |                                   |
| STRATEGIC MANAGEMENT & ADMINISTRATIO  | 252,883              | 261,800                            | 268,100                           | 275,400                          | 275,400                           | 275,400                           |
| BROADCASTING                          | 36,617               | 30,800                             | 30,800                            | 30,800                           | 30,800                            | 30,800                            |
| EXTERNAL AFFAIRS & TRADE              | 9,600                | 23,600                             | 13,300                            | 23,600                           | 23,600                            | 23,600                            |
| DEVELOPMENT PLANNING & POLICY COORDIN | 31,841               | -                                  | -                                 | -                                | -                                 | -                                 |
| INFORMATION TECHNOLOGY & E-GOVERNME   | 86,640               | 86,800                             | 89,000                            | 86,700                           | 86,700                            | 86,700                            |
| <b>TOTAL ALLOWANCES</b>               | <b>417,582</b>       | <b>403,000</b>                     | <b>401,200</b>                    | <b>416,500</b>                   | <b>416,500</b>                    | <b>416,500</b>                    |

| <b>BENEFITS</b>                      |               |          |          |          |          |          |
|--------------------------------------|---------------|----------|----------|----------|----------|----------|
| STRATEGIC MANAGEMENT & ADMINISTRATIO | 17,118        | -        | -        | -        | -        | -        |
| BROADCASTING                         | -             | -        | -        | -        | -        | -        |
| EXTERNAL AFFAIRS & TRADE             | -             | -        | -        | -        | -        | -        |
| DEVELOPMENT PLANNING & POLICY COORDI | -             | -        | -        | -        | -        | -        |
| INFORMATION TECHNOLOGY & E-GOVERNME  | -             | -        | -        | -        | -        | -        |
| <b>TOTAL BENEFITS</b>                | <b>17,118</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

| <b>GOODS AND SERVICES</b>            |                   |                   |                   |                   |                   |                   |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| STRATEGIC MANAGEMENT & ADMINISTRATIO | 8,885,333         | 9,030,400         | 9,687,600         | 9,059,100         | 9,059,100         | 9,059,100         |
| BROADCASTING                         | 590,452           | 421,400           | 428,500           | 421,400           | 421,400           | 421,400           |
| EXTERNAL AFFAIRS & TRADE             | 4,075,458         | 3,935,300         | 3,552,300         | 3,946,900         | 3,946,900         | 3,946,900         |
| DEVELOPMENT PLANNING & POLICY COORDI | 3,682             | -                 | -                 | -                 | -                 | -                 |
| INFORMATION TECHNOLOGY & E-GOVERNME  | 1,256,933         | 1,192,000         | 1,416,400         | 1,272,000         | 1,272,000         | 1,272,000         |
| <b>TOTAL</b>                         | <b>14,811,859</b> | <b>14,579,100</b> | <b>15,084,800</b> | <b>14,699,400</b> | <b>14,699,400</b> | <b>14,699,400</b> |

| <b>CAPITAL EXPENDITURE</b>           |                |                  |                  |                  |          |          |
|--------------------------------------|----------------|------------------|------------------|------------------|----------|----------|
| STRATEGIC MANAGEMENT & ADMINISTRATIO | 909,997        | 4,189,300        | 4,440,300        | 3,741,900        | -        | -        |
| BROADCASTING                         | -              | -                | -                | -                | -        | -        |
| EXTERNAL AFFAIRS & TRADE             | -              | -                | -                | -                | -        | -        |
| DEVELOPMENT PLANNING & POLICY COORDI | -              | -                | -                | -                | -        | -        |
| INFORMATION TECHNOLOGY & E-GOVERNME  | -              | -                | -                | -                | -        | -        |
| <b>TOTAL CAPITAL EXPENDITURE</b>     | <b>909,997</b> | <b>4,189,300</b> | <b>4,440,300</b> | <b>3,741,900</b> | <b>-</b> | <b>-</b> |

**SUMMARY OF EXPENDITURE (by Subheads)**

|     |                                    |                   |                   |                   |                   |                   |                   |
|-----|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 210 | Salaries                           | 2,057,094         | 1,968,300         | 1,990,300         | 2,036,100         | 2,047,200         | 2,057,300         |
| 213 | Public Sector Reform Initiatives   | -                 | -                 | -                 | -                 | -                 | -                 |
| 216 | Allowances                         | 417,582           | 403,000           | 401,200           | 416,500           | 416,500           | 416,500           |
| 219 | Other Benefits                     | -                 | -                 | -                 | -                 | -                 | -                 |
| 220 | Local Travel                       | 1,421             | 2,000             | 4,800             | 4,700             | 4,700             | 4,700             |
| 222 | International Travel & Subsistence | 207,700           | 143,900           | 176,200           | 141,900           | 141,900           | 141,900           |
| 224 | Utilities                          | 86,584            | 90,000            | 82,500            | 90,000            | 90,000            | 90,000            |
| 226 | Communication Expenses             | 314,790           | 318,000           | 325,800           | 253,000           | 253,000           | 253,000           |
| 228 | Supplies & Materials               | 43,228            | 38,000            | 45,500            | 38,000            | 38,000            | 38,000            |
| 229 | Furniture Equipment and Resources  | 342,906           | 232,200           | 232,200           | 265,200           | 265,200           | 265,200           |
| 230 | Uniform/Protective Clothing        | 2,500             | 2,500             | -                 | 11,500            | 11,500            | 11,500            |
| 232 | Maintenance Services               | 261,842           | 245,800           | 256,800           | 245,800           | 245,800           | 245,800           |
| 234 | Rental of Assets                   | 171,800           | 139,200           | 286,600           | 175,200           | 175,200           | 175,200           |
| 238 | Insurance                          | -                 | -                 | -                 | -                 | -                 | -                 |
| 242 | Training                           | -                 | -                 | -                 | -                 | -                 | -                 |
| 244 | Advertising                        | 142,843           | 145,000           | 161,000           | 265,000           | 265,000           | 265,000           |
| 247 | Investment Promotions              | -                 | -                 | -                 | -                 | -                 | -                 |
| 260 | Grants & Contributions             | 4,676,403         | 4,520,700         | 4,106,700         | 4,534,300         | 4,534,300         | 4,534,300         |
| 274 | Emergency Expenditure              | -                 | -                 | -                 | -                 | -                 | -                 |
| 279 | Operation of Plant & Workshop      | -                 | -                 | -                 | -                 | -                 | -                 |
| 280 | Programme Production & Promotion   | 65,600            | 61,900            | 61,900            | 61,900            | 61,900            | 61,900            |
| 293 | Debt Servicing - Interest          | -                 | -                 | -                 | -                 | -                 | -                 |
|     | <b>TOTAL VOTE 15</b>               | <b>17,364,216</b> | <b>17,008,900</b> | <b>17,515,500</b> | <b>17,208,000</b> | <b>17,220,200</b> | <b>17,231,500</b> |

**BUDGET AND FORWARD ESTIMATES****VOTE: 20 MINISTRY OF FINANCE & ECONOMIC MANAGEMENT – SUMMARY**

|    |  |                     |
|----|--|---------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the Ministry of Finance, Statistics, Treasury, and Customs and Revenue Departments, the General Post Office, and the Internal Audit Unit<br>Thirty-three million, nine hundred, seventy-five thousand, five hundred dollars. | <b>\$33,975,500</b> |
| B. | ACCOUNTING OFFICER: Deputy Financial Secretary   |                     |
| C. | SUB-HEADS which under this vote will be accounted for by the Deputy Financial Secretary  |                     |

**STRATEGIC PRIORITIES**

An environment that fosters prudent economic management, sustained growth, a diversified economy and the generation of employment opportunities  
Enhanced human development and improved quality of life for all people on Montserrat

**NATIONAL OUTCOMES**

A vibrant and diverse economy that supports sustainable private sector led economic activity and generates employment  
A transparent and effective accountability framework for government and public sector  
Public Administration is efficient and responsive

**VISION**

To be the pre-eminent financial services organisation supporting the achievement of a financially stable and independent Montserrat.

**MISSION STATEMENT**

To secure and allocate appropriate levels of financial resources to fund public programmes and provide a strong but enabling framework to ensure that government's financial and other resources are managed in an economically wise manner.

**BUDGET SUMMARY**

| SHD                                     | Details of Expenditure                | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|---------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b> |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| 200                                     | Strategic Management & Administration | -                    | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 203                                     | Fiscal Policy & Economic Management   | 75,097,220           | 79,025,000                         | 79,025,000                        | 79,487,000                       | 79,375,000                        | 79,375,000                        |
| 204                                     | Statistical Management                | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 205                                     | Treasury Management                   | 461,166              | 207,500                            | 207,500                           | 207,500                          | 207,500                           | 207,500                           |
| 206                                     | Customs & Revenue Service             | 41,492,767           | 41,985,600                         | 41,985,600                        | 44,464,900                       | 45,399,800                        | 46,353,200                        |
| 207                                     | General Post Office                   | 410,040              | 330,500                            | 330,500                           | 330,500                          | 330,500                           | 330,500                           |
| 208                                     | Internal Audit                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 20</b>            |                                       | <b>117,461,193</b>   | <b>121,558,600</b>                 | <b>121,558,600</b>                | <b>124,499,900</b>               | <b>125,322,800</b>                | <b>126,276,200</b>                |

| SUMMARY OF EXPENDITURE BY PROGRAMME               |                                       |  |                      |                                    |                                   |                                  |                                   |                                   |
|---|---------------------------------------|--|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 200   | Strategic Management & Administration | 2,791,180                              | 9,581,600            | 9,165,900                          | 10,023,700                        | 10,033,700                       | 10,365,700                        |                                   |
| 203   | Fiscal Policy & Economic Management   | 11,443,764                             | 16,464,700           | 13,299,600                         | 16,838,700                        | 4,003,400                        | 4,131,800                         |                                   |
| 204   | Statistical Management                | 523,680                                | 742,200              | 745,800                            | 765,900                           | 773,200                          | 780,700                           |                                   |
| 205   | Treasury Management                   | 997,595                                | 1,032,600            | 1,033,600                          | 1,033,300                         | 1,044,000                        | 1,054,700                         |                                   |
| 206   | Customs & Revenue Service             | 3,740,325                              | 4,100,700            | 4,195,700                          | 4,297,900                         | 4,348,000                        | 4,357,700                         |                                   |
| 207   | General Post Office                   | 475,684                                | 511,400              | 683,400                            | 606,200                           | 610,700                          | 615,800                           |                                   |
| 208   | Internal Audit                        | 357,111                                | 403,500              | 399,900                            | 409,800                           | 432,200                          | 438,100                           |                                   |
| <b>TOTAL EXPENDITURE VOTE 20</b>                  |                                       | <b>20,329,339</b>                      | <b>32,836,700</b>    | <b>29,523,900</b>                  | <b>33,975,500</b>                 | <b>21,245,200</b>                | <b>21,744,500</b>                 |                                   |
| SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION |                                       |  |                      |                                    |                                   |                                  |                                   |                                   |
| RECURRENT EXPENDITURE                             |                                       |  |                      |                                    |                                   |                                  |                                   |                                   |
|   | Salaries                              | 3,789,827                              | 4,159,000            | 4,064,100                          | 4,194,900                         | 4,267,200                        | 4,331,100                         |                                   |
|   | WAGES                                 | -                                      | -                    | -                                  | -                                 | -                                | -                                 |                                   |
|   | ALLOWANCES                            | 711,245                                | 920,400              | 861,800                            | 811,300                           | 799,300                          | 799,300                           |                                   |
|   | BENEFITS                              | -                                      | -                    | -                                  | -                                 | 15,600                           | -                                 |                                   |
|   | GOOD AND SERVICES                     | 7,556,716                              | 15,078,000           | 14,753,300                         | 16,136,600                        | 16,163,100                       | 16,614,100                        |                                   |
| <b>TOTAL RECURRENT EXPENDITURE</b>                |                                       | <b>12,057,788</b>                      | <b>20,157,400</b>    | <b>19,679,200</b>                  | <b>21,142,800</b>                 | <b>21,245,200</b>                | <b>21,744,500</b>                 |                                   |
| SUMMARY OF CAPITAL EXPENDITURE                    |                                       |  |                      |                                    |                                   |                                  |                                   |                                   |
| SHD   | Donor                                 | Description                            | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| 78A   | EU                                    | Project Management                     | 354,102              | 800,000                            | 273,800                           | 250,000                          | -                                 | -                                 |
| 32A   | DFID                                  | Education Infrastructure               | 6,000                | -                                  | -                                 | -                                | -                                 | -                                 |
| 61A   | DFID                                  | Government Accomodation                | 83,184               | -                                  | 41,500                            | -                                | -                                 | -                                 |
| 33A   | DFID                                  | Census 2012                            | -                    | 157,400                            | 157,400                           | 99,500                           | -                                 | -                                 |
| 37A   | DFID                                  | Hospital Redevelopment                 | 121,903              | 78,100                             | 78,100                            | 35,700                           | -                                 | -                                 |
| 70A   | EU                                    | Miscellaneous 14                       | 187,739              | 677,200                            | 677,200                           | 548,800                          | -                                 | -                                 |
| 71A   | DFID                                  | MUL GENSET                             | 6,795,053            | 4,091,000                          | 4,717,600                         | -                                | -                                 | -                                 |
| 72A   | EU                                    | LookOut Housing Force 10               | -                    | 393,200                            | 393,200                           | 393,200                          | -                                 | -                                 |
| 74A   | EU                                    | Davy Hill                              | -                    | 1,300,000                          | -                                 | -                                | -                                 | -                                 |
| 78A   | EU                                    | Port Development                       | -                    | 1,026,100                          | -                                 | -                                | -                                 | -                                 |
| 77A   | EU                                    | Economic Infrastructure Development    | 671,463              | 1,500,000                          | 800,000                           | 691,600                          | -                                 | -                                 |
| 00A   | DFID                                  | M/Rat Priority Infrastructure Needs -R | 52,107               | 660,000                            | 660,000                           | 675,600                          | -                                 | -                                 |
| 08A   | DFID                                  | PSR2/3                                 | -                    | -                                  | 2,013,200                         | 50,000                           | -                                 | -                                 |
| 98A   | DFID                                  | Sea Defences                           | -                    | 1,996,300                          | 100                               | -                                | -                                 | -                                 |
| 17A   | UNICEF                                | Child Safeguarding Budgeting & Finan   | -                    | -                                  | 32,600                            | -                                | -                                 | -                                 |
| 21A   | EU                                    | LED/Solar Street -Lighting Project     | -                    | -                                  | -                                 | 3,522,000                        | -                                 | -                                 |
| 23A   | EU                                    | Protect and Enhance the Natural Envir  | -                    | -                                  | -                                 | 1,100,000                        | -                                 | -                                 |
| 24A   | EU                                    | Expand and Diversity the Tourism Pro   | -                    | -                                  | -                                 | 845,000                          | -                                 | -                                 |
| 25A   | EU                                    | Develop Visitors Attraction and Amenit | -                    | -                                  | -                                 | 4,621,300                        | -                                 | -                                 |
| <b>TOTAL CAPITAL EXPENDITURE</b>                  |                                       |  | <b>8,271,551</b>     | <b>12,679,300</b>                  | <b>9,844,700</b>                  | <b>12,832,700</b>                | <b>-</b>                          | <b>-</b>                          |
| <b>TOTAL EXPENDITURE VOTE 20</b>                  |                                       |  | <b>20,329,339</b>    | <b>32,836,700</b>                  | <b>29,523,900</b>                 | <b>33,975,500</b>                | <b>21,245,200</b>                 | <b>21,744,500</b>                 |
| STAFFING RESOURCES                                |                                       |  |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL STAFFING</b>                             |                                       |  |                      |                                    |                                   |                                  |                                   |                                   |

**PROGRAMME 200: STRATEGIC MANAGEMENT & ADMINISTRATION**

**PROGRAMME OBJECTIVE:**

Provide timely and high quality budget planning and advice to Government to enable it to allocate resources to its highest priority economic and social goals

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|--------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 160                          | Sale of Condemned Stores | -                    | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| <b>TOTAL REVENUE VOTE 20</b> |                          | <b>-</b>             | <b>10,000</b>                      | <b>10,000</b>                     | <b>10,000</b>                    | <b>10,000</b>                     | <b>10,000</b>                     |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 364,401              | 303,300                            | 306,100                           | 299,500                          | 302,900                           | 306,300                           |
| 216                             | Allowances                         | 173,357              | 169,000                            | 166,200                           | 76,400                           | 73,000                            | 73,000                            |
| <b>Total Salaries</b>           |                                    | <b>537,758</b>       | <b>472,300</b>                     | <b>472,300</b>                    | <b>375,900</b>                   | <b>375,900</b>                    | <b>379,300</b>                    |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 222                             | International Travel & Subsistence | 219,759              | 220,000                            | 345,000                           | 170,000                          | 170,000                           | 170,000                           |
| 226                             | Communication Expenses             | 12,699               | 18,500                             | 18,500                            | 18,500                           | 18,500                            | 18,500                            |
| 228                             | Supplies & Materials               | 14,827               | 19,000                             | 25,200                            | 17,000                           | 17,000                            | 17,000                            |
| 229                             | Furniture Equipment and Resources  | 536,656              | 80,000                             | 144,500                           | 55,000                           | 55,000                            | 55,000                            |
| 232                             | Maintenance Services               | 6,385                | 12,000                             | 12,000                            | 12,000                           | 12,000                            | 12,000                            |
| 236                             | Professional Services and Fees     | 144,717              | 322,000                            | 327,000                           | 89,000                           | 99,000                            | 300,000                           |
| 238                             | Insurance                          | -                    | 44,800                             | 44,800                            | 394,800                          | 394,800                           | 394,800                           |
| 240                             | Hosting & Entertainment            | -                    | 10,000                             | 10,000                            | 5,000                            | 5,000                             | 5,000                             |
| 246                             | Printing & Binding                 | -                    | 5,000                              | 5,000                             | 5,000                            | 5,000                             | 5,000                             |
| 261                             | Subventions                        | 1,038,730            | 8,075,200                          | 7,575,200                         | 8,586,700                        | 8,586,700                         | 8,586,700                         |
| 272                             | Claims against Government          | 265,145              | 275,800                            | 159,400                           | 275,800                          | 275,800                           | 403,400                           |
| 275                             | Sundry Expenses                    | 1,942                | 12,000                             | 12,000                            | 9,000                            | 9,000                             | 9,000                             |
| 281                             | Minor Works                        | 12,563               | 15,000                             | 15,000                            | 10,000                           | 10,000                            | 10,000                            |
| <b>Total Goods and Services</b> |                                    | <b>2,253,422</b>     | <b>9,109,300</b>                   | <b>8,693,600</b>                  | <b>9,647,800</b>                 | <b>9,657,800</b>                  | <b>9,986,400</b>                  |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>2,791,180</b>     | <b>9,581,600</b>                   | <b>9,165,900</b>                  | <b>10,023,700</b>                | <b>10,033,700</b>                 | <b>10,365,700</b>                 |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

| STAFFING RESOURCES  |                         |                           |                                       |                         |                         |
|---|-------------------------|---------------------------|---------------------------------------|-------------------------|-------------------------|
| STAFF POSTS   | Scale                   | Count                     | STAFF POSTS                           | Scale                   | Count                   |
| Financial Secretary   | R1                      | 1                         | Procurement Officer I                 | R28-22                  | 1                       |
| Deputy Financial Secretary  | R5                      | 1                         | Executive Officer/Assistant Secretary | R28-22                  | 1                       |
| Head of Procurement & Commercial  | R6                      | 1                         | Senior Clerical                       | R33-29                  | 1                       |
| Chief Procurement Officer   | R7                      | 1                         | Clerical Officer                      | R46-34                  | 1                       |
| Procurement Officer II  | R17-13                  | 1                         |                                       |                         |                         |
| <b>TOTAL STAFF</b>  |                         |                           |                                       |                         | <b>9</b>                |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |                         |                           |                                       |                         |                         |
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                         |                           |                                       |                         |                         |
| Establish tax revenue and incentives working group to streamline incentives for sectors and industries identified in economic strategy (1.4).   |                         |                           |                                       |                         |                         |
| Ensure the legislative framework broadly supports enabling environment for business development including financial services and taxes (3.1).   |                         |                           |                                       |                         |                         |
| Modernise the Public Finance Management and Accountability Act (PFMA) to ensure that government's financial management operations conform to international standards (4.1).   |                         |                           |                                       |                         |                         |
| Improve efficiency and effectiveness of the procurements processes across the Government Service through oversight of implementation of the revised procurement regulations   |                         |                           |                                       |                         |                         |
| Enhance capacity of stakeholders to understand regulations and use procurement tools through training and the production of a user guide and a procurement handbook following the incorporation of new regulations. |                         |                           |                                       |                         |                         |
| Improve efficiency and effectiveness of the procurement processes through the implementation and use of an electronic procurement system (e procurement).   |                         |                           |                                       |                         |                         |
| To improve value for money, increase the level of early market engagement in relation to tender processes   |                         |                           |                                       |                         |                         |
| Establish a project management framework to improve the process through which priority infrastructure is being developed, assessed, managed and implemented (1.4).  |                         |                           |                                       |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |                         |                           |                                       |                         |                         |
|   |                         |                           |                                       |                         |                         |
|   |                         |                           |                                       |                         |                         |
|   |                         |                           |                                       |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |                         |                           |                                       |                         |                         |
|   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b>               | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |                           |                                       |                         |                         |
| Implementation of e-procurement   | 0                       | 0                         | 1                                     | 1                       | 1                       |
| Development and Implementation of new Procurement Regulations   |                         | 0                         | 1                                     |                         |                         |
| Increased early market engagement for Procurement Exercises   |                         |                           |                                       |                         |                         |
| Production of procurement handbook  | 0                       | 0                         | 1                                     | 0                       | 0                       |
| Number of training session on procurement held  | 0                       | 2                         | 5                                     | 10                      | 10                      |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)                                       |                         |                           |                                       |                         |                         |
| No of Tenders Awarded   | 0                       | 20                        | 25                                    | 25                      | 25                      |
| No of Tenders awarded through e-procurement   |                         | 5                         | 10                                    | 10                      | 10                      |
| No of tenders awarded following Early Market Engagement   |                         | 4                         | 10                                    | 10                      | 10                      |

**PROGRAMME 203: FISCAL POLICY & ECONOMIC MANAGEMENT**

**PROGRAMME OBJECTIVE:**

To provide timely Financial Forecasts and Economic Advice to enable Government to prepare a fiscally responsible Budget that allocates resources to its highest priorities and social and economic goals

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure           | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 122                          | Other Licenses                   | -                    | 100                                | 100                               | 100                              | 100                               | 100                               |
| 130                          | Fines on Gov't Officers          | -                    | 2,300                              | 2,300                             | 2,300                            | 2,300                             | 2,300                             |
| 130                          | Weights and Measures             | -                    | 600                                | 600                               | 600                              | 600                               | 600                               |
| 130                          | Company Registration             | 107,936              | 150,000                            | 150,000                           | 150,000                          | 150,000                           | 150,000                           |
| 130                          | Trade Marks and Patents          | 96,013               | 90,000                             | 90,000                            | 90,000                           | 90,000                            | 90,000                            |
| 135                          | Bank of Mont. Interest (CDB)     | -                    | 44,000                             | 44,000                            | 44,000                           | 44,000                            | 44,000                            |
| 135                          | Port Auth. CDB INT#1 SFR-ORM     | 164,693              | 160,000                            | 160,000                           | 160,000                          | 160,000                           | 160,000                           |
| 135                          | Other Interest                   | -                    | 55,000                             | 55,000                            | 55,000                           | 55,000                            | 55,000                            |
| 135                          | Misc Rents, Interests, Dividends | 141,372              | 120,000                            | 120,000                           | 120,000                          | 120,000                           | 120,000                           |
| 150                          | Budgetary Assistance             | 74,393,435           | 78,000,000                         | 78,000,000                        | 78,462,000                       | 78,350,000                        | 78,350,000                        |
| 160                          | Gains on Exchange                | -                    | 4,000                              | 4,000                             | 4,000                            | 4,000                             | 4,000                             |
| 160                          | Port Auth. Princ #1 SFR-ORM      | 191,956              | 385,000                            | 385,000                           | 385,000                          | 385,000                           | 385,000                           |
| 160                          | Disposal of Vehicles             | 1,814                | 14,000                             | 14,000                            | 14,000                           | 14,000                            | 14,000                            |
| <b>TOTAL REVENUE VOTE 20</b> |                                  | <b>75,097,220</b>    | <b>79,025,000</b>                  | <b>79,025,000</b>                 | <b>79,487,000</b>                | <b>79,375,000</b>                 | <b>79,375,000</b>                 |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 326,487              | 685,100                            | 422,100                           | 612,300                          | 618,300                           | 624,300                           |
| 216                             | Allowances                         | 78,843               | 142,600                            | 132,600                           | 117,100                          | 108,500                           | 108,500                           |
| <b>Total Salaries</b>           |                                    | <b>405,330</b>       | <b>827,700</b>                     | <b>554,700</b>                    | <b>729,400</b>                   | <b>726,800</b>                    | <b>732,800</b>                    |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 222                             | International Travel & Subsistence | 7,470                | 18,000                             | 18,000                            | 25,000                           | 25,000                            | 25,000                            |
| 229                             | Furniture Equipment and Resources  | 1,593,656            | 1,600,000                          | 1,600,000                         | 1,794,200                        | 1,794,200                         | 1,794,200                         |
| 236                             | Professional Services and Fees     | 114,210              | 116,000                            | 116,000                           | 116,000                          | 116,000                           | 166,000                           |
| 274                             | Emergency Expenditure              | -                    | 150,000                            | 92,500                            | 130,000                          | 130,000                           | 202,400                           |
| 290                             | Debt Servicing - Domestic          | 324,328              | 324,400                            | 324,400                           | 329,400                          | 329,400                           | 329,400                           |
| 292                             | Debt Servicing - Foreign           | 501,689              | 502,000                            | 504,500                           | 502,000                          | 502,000                           | 502,000                           |
| 293                             | Debt Servicing -Interest           | 225,530              | 247,300                            | 244,800                           | 380,000                          | 380,000                           | 380,000                           |
| <b>Total Goods and Services</b> |                                    | <b>2,766,883</b>     | <b>2,957,700</b>                   | <b>2,900,200</b>                  | <b>3,276,600</b>                 | <b>3,276,600</b>                  | <b>3,399,000</b>                  |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>3,172,213</b>     | <b>3,785,400</b>                   | <b>3,454,900</b>                  | <b>4,006,000</b>                 | <b>4,003,400</b>                  | <b>4,131,800</b>                  |

| CAPITAL EXPENDITURE        |        |  |                      |                                    |                                   |                                  |                                   |                                   |
|----------------------------|--------|--|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| Details of Expenditure     |        |  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD                        | Donor  | Description                            |                      |                                    |                                   |                                  |                                   |                                   |
| 2007078A                   | EU     | Project Management                     | 354,102              | 800,000                            | 273,800                           | 250,000                          | -                                 | -                                 |
| 2008032A                   | DFID   | Education Infrastructure               | 6,000                | -                                  | -                                 | -                                | -                                 | -                                 |
| 2009061A                   | DFID   | Government Accomodation                | 83,184               | -                                  | 41,500                            | -                                | -                                 | -                                 |
| 2012033A                   | DFID   | Census 2012                            | -                    | 157,400                            | 157,400                           | 99,500                           | -                                 | -                                 |
| 2014037A                   | DFID   | Hospital Redevelopment                 | 121,903              | 78,100                             | 78,100                            | 35,700                           | -                                 | -                                 |
| 2014070A                   | EU     | Miscellaneous 14                       | 187,739              | 677,200                            | 677,200                           | 548,800                          | -                                 | -                                 |
| 2014071A                   | DFID   | MUL GENSET                             | 6,795,053            | 4,091,000                          | 4,717,600                         | -                                | -                                 | -                                 |
| 2014072A                   | EU     | LookOut Housing Force 10               | -                    | 393,200                            | 393,200                           | 393,200                          | -                                 | -                                 |
| 2014074A                   | EU     | Davy Hill                              | -                    | 1,300,000                          | -                                 | -                                | -                                 | -                                 |
| 2015078A                   | EU     | Port Development                       | -                    | 1,026,100                          | -                                 | -                                | -                                 | -                                 |
| 2015077A                   | EU     | Economic Infrastructure Development    | 671,463              | 1,500,000                          | 800,000                           | 691,600                          | -                                 | -                                 |
| 2016100A                   | DFID   | M/Rat Priority Infrastructure Needs -R | 52,107               | 660,000                            | 660,000                           | 675,600                          | -                                 | -                                 |
| 2018108A                   | DFID   | PSR2/3                                 | -                    | -                                  | 2,013,200                         | 50,000                           | -                                 | -                                 |
| 2016098A                   | DFID   | Sea Defences                           | -                    | 1,996,300                          | 100                               | -                                | -                                 | -                                 |
| 2018117A                   | UNICEF | Child Safeguarding Budgeting & Finan   | -                    | -                                  | 32,600                            | -                                | -                                 | -                                 |
| 2019121A                   | EU     | LED/Solar Street -Lighting Project     | -                    | -                                  | -                                 | 3,522,000                        | -                                 | -                                 |
| 2019123A                   | EU     | Protect and Enhance the Natural Envir  | -                    | -                                  | -                                 | 1,100,000                        | -                                 | -                                 |
| 2019124A                   | EU     | Expand and Diversity the Tourism Pro   | -                    | -                                  | -                                 | 845,000                          | -                                 | -                                 |
| 2019125A                   | EU     | Develop Visitors Attraction and Amenit | -                    | -                                  | -                                 | 4,621,300                        | -                                 | -                                 |
| <b>CAPITAL EXPENDITURE</b> |        |  | <b>8,271,551</b>     | <b>12,679,300</b>                  | <b>9,844,700</b>                  | <b>12,832,700</b>                | -                                 | -                                 |

| STAFFING RESOURCES                      |              |       |                           |              |           |
|---|--------------|-------|---------------------------|--------------|-----------|
| STAFF POSTS                             | Scale        | Count | STAFF POSTS               | Scale        | Count     |
| Head Programme Management Officer       | R6           | 1     | Policy Analyst Snr        | R17-13       | 1         |
| Budget Director                         | R7           | 1     | Development Planner       | R17-13       | 1         |
| Director, Economic Management           | R7           | 1     | Budget Analyst            | R22-16/17-13 | 2         |
| Director, Development Planning & Policy | R7           | 1     | Project Officer I         | R22-16/17-13 | 1         |
| Chief Economist                         | R17-13       | 1     | Policy & Planning Officer | R22-16       | 1         |
| Senior Economist                        | R22-16/17-13 | 1     |                           |              |           |
| <b>TOTAL STAFF</b>                      |              |       |                           |              | <b>12</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |                         |                           |                         |                         |                         |
|---|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                         |                           |                         |                         |                         |
| Strengthen the culture of evidence based policy making through the conducting of comprehensive economic appraisals on policies and projects to improve effectiveness and efficiency (CBA & Multi-criteria)(4.1)                     |                         |                           |                         |                         |                         |
| Strengthen the framework for public financial management and oversight by implementing reforms to link policy to strategic planning and resource allocation (4.1)   |                         |                           |                         |                         |                         |
| Improve transparency and accountability for the whole of government with the annual estimates and through regular reporting on activities by State Owned Enterprises (4.1) and the publication of the citizens guide to the Budget; |                         |                           |                         |                         |                         |
| Manage and monitor Montserrat's Public Debt to ensure its payment obligations are met at the lowest possible cost over the medium to long run consistent with a prudent degree of risk. (1.1; 4.1)                                  |                         |                           |                         |                         |                         |
| Identify additional funding sources and secure additional financing to fund initiatives identified in the Economic Growth Strategy (1.4) (1.5)  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |                         |                           |                         |                         |                         |
|   |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |                         |                           |                         |                         |                         |
|   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |                           |                         |                         |                         |
| Number of projects subjected to CBA.  | 0                       | 2                         | 4                       | 6                       |                         |
| Number of reports accepted by Cabinet   | 1                       | 5                         | 4                       | 4                       | 4                       |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)   |                         |                           |                         |                         |                         |
| % of Reports accepted by Cabinet  | 0%                      | 100%                      | 100%                    | 100%                    | 100%                    |
| Number of project evaluations meeting PEFA PI II-Dimension I standards  | 0                       | 2                         | 4                       | 6                       |                         |
|   |                         |                           |                         |                         |                         |

**PROGRAMME 204: STATISTICAL MANAGEMENT**

**PROGRAMME OBJECTIVE:**

To collect, compile, analyse and publish statistical information on the economic, social and general conditions of Montserrat, while protecting the confidentiality of information provided

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
|                              |                        |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 20</b> |                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                   | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|-----------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>       |                        |                      |                                    |                                   |                                  |                                   |                                   |
| 210                   | Salaries               | 350,953              | 332,900                            | 339,800                           | 340,800                          | 348,200                           | 355,700                           |
| 216                   | Allowances             | 50,890               | 42,800                             | 33,800                            | 52,400                           | 52,400                            | 52,400                            |
| <b>Total Salaries</b> |                        | <b>401,843</b>       | <b>375,700</b>                     | <b>373,600</b>                    | <b>393,200</b>                   | <b>400,600</b>                    | <b>408,100</b>                    |

**GOODS AND SERVICES**

|                                 |                                    |                |                |                |                |                |                |
|---------------------------------|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 222                             | International Travel & Subsistence | 8,629          | 20,000         | 48,100         | 20,000         | 20,000         | 20,000         |
| 224                             | Utilities                          | 13,200         | 25,500         | 22,500         | 25,500         | 25,500         | 25,500         |
| 226                             | Communication Expenses             | 4,709          | 8,000          | 8,000          | 8,000          | 8,000          | 8,000          |
| 228                             | Supplies & Materials               | 6,716          | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         |
| 229                             | Furniture Equipment and Resources  | 925            | 6,500          | 6,500          | 6,500          | 6,500          | 6,500          |
| 232                             | Maintenance Services               | 3,251          | 5,000          | 5,000          | 5,000          | 5,000          | 5,000          |
| 234                             | Rental of Assets                   | 72,000         | 72,000         | 72,000         | 84,000         | 84,000         | 84,000         |
| 236                             | Professional Services and Fees     | 8,843          | 9,000          | 11,800         | 9,000          | 9,000          | 9,000          |
| 246                             | Printing & Binding                 | -              | 15,000         | 15,000         | 15,000         | 15,000         | 15,000         |
| 275                             | Sundry Expenses                    | 3,564          | 195,500        | 173,300        | 189,700        | 189,600        | 189,600        |
| <b>Total Goods and Services</b> |                                    | <b>121,837</b> | <b>366,500</b> | <b>372,200</b> | <b>372,700</b> | <b>372,600</b> | <b>372,600</b> |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>523,680</b> | <b>742,200</b> | <b>745,800</b> | <b>765,900</b> | <b>773,200</b> | <b>780,700</b> |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

| STAFFING RESOURCES   |                         |                           |                          |                         |                         |
|--|-------------------------|---------------------------|--------------------------|-------------------------|-------------------------|
| STAFF POSTS  | Scale                   | Count                     | STAFF POSTS              | Scale                   | Count                   |
| Head of Statistics   | R6                      | 1                         | Assistant Statistician   | R28-22                  | 2                       |
| Director, Statistics   | R7                      | 1                         | Computer Systems Officer | R28-22                  | 1                       |
| Statistician   | R22-16                  | 3                         | Clerical Officer (Snr)   | R22-16                  | 1                       |
| <b>TOTAL STAFF</b>   |                         |                           |                          |                         | <b>9</b>                |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |                         |                           |                          |                         |                         |
| <b>KEY STRATEGIES FOR 2018/19:</b>   |                         |                           |                          |                         |                         |
| Improve the quality of statistical data/information through conduct of national survey, compilation analysis and publishing of data/information.   |                         |                           |                          |                         |                         |
| Enhance quality of decision making by providing timely, relevant and reliable data.  |                         |                           |                          |                         |                         |
| Increase the availability of statistical data/information to the public through the production and publication of economic, social, environment, and multi-domain statistics to improve transparency of government financing. Dissemination includes local, regional and international stakeholders. |                         |                           |                          |                         |                         |
| Development and implementation of an awareness and advocacy programme to strengthen confidence in the official statistics to inform future policies and strategic planning.  |                         |                           |                          |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |                         |                           |                          |                         |                         |
|  |                         |                           |                          |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>  |                         |                           |                          |                         |                         |
|  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b>  | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                         |                           |                          |                         |                         |
| No. of Census releases and publications  | 0                       | 1                         | 2                        | 2                       | 1                       |
| No. of new data series developed   | 1                       | 2                         | 1                        | 1                       | 1                       |
| No. of surveys conducted   |                         | 3                         | 2                        | 1                       | 3                       |
| No. of requests received   | 317                     | 266                       | 300                      | 350                     | 400                     |
| No. of regional statistical projects implemented   | 1                       | 1                         | 2                        | 2                       | 2                       |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)  |                         |                           |                          |                         |                         |
| No. of statistical publications distributed  | 1                       | 0                         | 1                        | 1                       | 1                       |
| Survey response rates (over time)  | 47%                     | 54%                       | 55%                      | 57%                     | 60%                     |

**PROGRAMME 205: TREASURY MANAGEMENT**

| <b>PROGRAMME OBJECTIVE:</b>  |                                   |                              |   |  |   |  |  |
|--|-----------------------------------|------------------------------|---|--|---|--|--|
| To provide effective and accountable Treasury Management and Accounting Services to the Government |                                   |                              |   |  |   |  |  |
| <b>RECURRENT REVENUE</b>   |                                   |                              |   |  |   |  |  |
| <b>SHD</b>   | <b>Details of Expenditure</b>     | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
| 120  | Stamp Duty                        | 111,439                      | 100,000                                     | 100,000                                    | 100,000                                   | 100,000                                    | 100,000                                    |
| 122  | Other Business                    | 15                           | -   | -  | -   | -  | -  |
| 135  | Other Interests                   | 15,742                       | -   | -  | -   | -  | -  |
| 135  | Personal Advances                 | 26,263                       | 48,500                                      | 48,500                                     | 48,500                                    | 48,500                                     | 48,500                                     |
| 145  | Overpayments Recovered            | 10,921                       | 15,000                                      | 15,000                                     | 15,000                                    | 15,000                                     | 15,000                                     |
| 145  | Previous Years Reimbursement      | 265,168                      | 20,000                                      | 20,000                                     | 20,000                                    | 20,000                                     | 20,000                                     |
| 160  | Gains on Exchange                 | 1,169                        | -   | -  | -   | -  | -  |
| 160  | Petty Receipts                    | 5,874                        | 24,000                                      | 24,000                                     | 24,000                                    | 24,000                                     | 24,000                                     |
| 160  | Election Candidate Fees           | 2,000                        | -   | -  | -   | -  | -  |
| 160  | Miscellaneous Receipts            | 22,575                       | -   | -  | -   | -  | -  |
| <b>TOTAL REVENUE VOTE 20</b>   |                                   | <b>461,166</b>               | <b>207,500</b>                              | <b>207,500</b>                             | <b>207,500</b>                            | <b>207,500</b>                             | <b>207,500</b>                             |
| <b>RECURRENT EXPENDITURE</b>   |                                   |                              |   |  |   |  |  |
| <b>SHD</b>   | <b>Details of Expenditure</b>     | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
| <b>Salaries</b>  |                                   |                              |   |  |   |  |  |
| 210  | Salaries                          | 554,434                      | 573,600                                     | 573,600                                    | 574,300                                   | 585,000                                    | 595,700                                    |
| 216  | Allowances                        | 57,085                       | 59,700                                      | 57,900                                     | 59,700                                    | 59,700                                     | 59,700                                     |
| <b>Total Salaries</b>  |                                   | <b>611,519</b>               | <b>633,300</b>                              | <b>631,500</b>                             | <b>634,000</b>                            | <b>644,700</b>                             | <b>655,400</b>                             |
| <b>GOODS AND SERVICES</b>  |                                   |                              |   |  |   |  |  |
| 220  | Local Travel                      | 12,500                       | 16,600                                      | 16,600                                     | 16,600                                    | 16,600                                     | 16,600                                     |
| 226  | Communication Expenses            | 3,526                        | 5,000                                       | 5,000                                      | 5,000                                     | 5,000                                      | 5,000                                      |
| 228  | Supplies & Materials              | 6,390                        | 7,500                                       | 8,500                                      | 7,500                                     | 7,500                                      | 7,500                                      |
| 229  | Furniture Equipment and Resources | 3,295                        | 4,000                                       | 2,500                                      | 4,000                                     | 4,000                                      | 4,000                                      |
| 232  | Maintenance Services              | 1,850                        | 2,000                                       | 2,000                                      | 2,000                                     | 2,000                                      | 2,000                                      |
| 236  | Professional Services and Fees    | -                            | 8,000                                       | 14,000                                     | 8,000                                     | 8,000                                      | 8,000                                      |
| 238  | Insurance                         | 315,049                      | 319,200                                     | 321,000                                    | 319,200                                   | 319,200                                    | 319,200                                    |
| 246  | Printing & Binding                | 36,213                       | 27,000                                      | 27,000                                     | 27,000                                    | 27,000                                     | 27,000                                     |
| 270  | Revenue Refunds                   | -                            | 5,000                                       | 2,000                                      | 5,000                                     | 5,000                                      | 5,000                                      |
| 275  | Sundry Expenses                   | 2,734                        | 5,000                                       | 3,500                                      | 5,000                                     | 5,000                                      | 5,000                                      |
| 290  | Debt Servicing - Domestic         | 4,520                        | -   | -  | -   | -  | -  |
| <b>Total Goods and Services</b>  |                                   | <b>386,077</b>               | <b>399,300</b>                              | <b>402,100</b>                             | <b>399,300</b>                            | <b>399,300</b>                             | <b>399,300</b>                             |
| <b>RECURRENT EXPENDITURE</b>   |                                   | <b>997,595</b>               | <b>1,032,600</b>                            | <b>1,033,600</b>                           | <b>1,033,300</b>                          | <b>1,044,000</b>                           | <b>1,054,700</b>                           |

| CAPITAL EXPENDITURE   |       |              |                      |                                    |                                   |                                  |                                   |                                   |
|---|-------|--------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| Details of Expenditure  |       |              | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD   | Donor | Description  |                      |                                    |                                   |                                  |                                   |                                   |
|   |       |              |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b>  |       |              | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>STAFFING RESOURCES</b>   |       |              |                      |                                    |                                   |                                  |                                   |                                   |
| STAFF POSTS   |       | Scale        | Count                | STAFF POSTS                        |                                   | Scale                            | Count                             |                                   |
| Accountant General  |       | R7           | 1                    | Accounting Technician (Snr)        |                                   | R33-29/28-22                     | 5                                 |                                   |
| Deputy Accountant General   |       | R17-13/14-10 | 1                    | Accounting Technician              |                                   | R46-34/33-29                     | 1                                 |                                   |
| Accountant  |       | R22-16/17-13 | 2                    | Clerical Officer (Snr)             |                                   | R33-29                           | 1                                 |                                   |
| Assistant Accountant  |       | R28-22/22-16 | 2                    | Office Attendant                   |                                   | R51-45                           | 1                                 |                                   |
| <b>TOTAL STAFF</b>  |       |              |                      |                                    |                                   |                                  | <b>14</b>                         |                                   |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |       |              |                      |                                    |                                   |                                  |                                   |                                   |
| <b>KEY STRATEGIES FOR 2018/19:</b>  |       |              |                      |                                    |                                   |                                  |                                   |                                   |
| Upgrade accounting systems to meet international standards to improve management of public funds.   |       |              |                      |                                    |                                   |                                  |                                   |                                   |
| Streamline business processes to make payments easier (payment methods - corporate credit card, customers can pay at any collection point, bank deposits) to reduce barriers to doing business. |       |              |                      |                                    |                                   |                                  |                                   |                                   |
| Introduce asset management system to better track and control public assets.  |       |              |                      |                                    |                                   |                                  |                                   |                                   |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |       |              |                      |                                    |                                   |                                  |                                   |                                   |
| <b>KEY PERFORMANCE INDICATORS</b>   |       |              |                      |                                    |                                   |                                  |                                   |                                   |
|   |       |              | Actual 2016-<br>2017 | Estimate 2017-<br>2018             | Target 2018-<br>2019              | Target 2019-<br>2020             | Target 2020-<br>2021              |                                   |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |       |              |                      |                                    |                                   |                                  |                                   |                                   |
| No. of complete financial reports   |       |              | 1                    | 1                                  | 1                                 | 1                                | 1                                 |                                   |
| No. of Point of Sales Terminals installed   |       |              |                      | 2                                  | 3                                 | 3                                | 3                                 |                                   |
| No of bank reconciliations  |       |              |                      | 84                                 | 84                                | 84                               | 84                                |                                   |
|   |       |              |                      |                                    |                                   |                                  |                                   |                                   |
| <b>Outcome Indicators</b> (quantifiable measures of outcomes, impact and/or effectiveness of the programme with reference to the above strategic goals and programme)                           |       |              |                      |                                    |                                   |                                  |                                   |                                   |
| Average time taken to submit annual reports   |       |              |                      | 6mths                              | 6mths                             | 6mths                            | 6mths                             |                                   |
| Average time to process payroll   |       |              |                      | 15 days                            | 15 days                           | 15 days                          | 15 days                           |                                   |
| % of transactions processed electronically  |       |              |                      |                                    |                                   |                                  |                                   |                                   |
| Publish Asset Depreciation Policy   |       |              |                      |                                    | 1                                 |                                  |                                   |                                   |

**PROGRAMME 206: CUSTOMS & REVENUE SERVICE**

| <b>PROGRAMME OBJECTIVE:</b>                                   |   |                              |   |  |   |  |  |
|---|---|------------------------------|---|--|---|--|--|
| To administer tax and customs control fairly and efficiently. |   |                              |   |  |   |  |  |
| <b>RECURRENT REVENUE</b>                                      |   |                              |   |  |   |  |  |
| <b>SHD</b>  | <b>Details of Expenditure</b>                 | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
| 110   | Company Tax                                   | 4,752,983                    | 3,500,000                                   | 3,500,000                                  | 3,338,200                                 | 3,479,200                                  | 3,614,100                                  |
| 110   | Income Tax (Personal)                         | 12,406,866                   | 13,000,000                                  | 13,000,000                                 | 15,091,900                                | 15,436,300                                 | 15,788,100                                 |
| 110   | Withholding Tax                               | 943,009                      | 940,000                                     | 940,000                                    | 800,000                                   | 800,000                                    | 800,000                                    |
| 115   | Property Tax                                  | 692,308                      | 720,000                                     | 720,000                                    | 725,000                                   | 730,000                                    | 735,000                                    |
| 120   | Hotel/Residential Occupancy Tax               | 45,591                       | 65,000                                      | 65,000                                     | 75,000                                    | 85,000                                     | 95,000                                     |
| 120   | Insurance Company Levy                        | 257,386                      | 255,000                                     | 255,000                                    | 231,300                                   | 240,200                                    | 248,800                                    |
| 120   | Embarkation Tax                               | 420,705                      | 450,000                                     | 450,000                                    | 389,600                                   | 389,600                                    | 389,600                                    |
| 120   | Bank Interest Levy                            | 1,247,354                    | 1,850,000                                   | 1,850,000                                  | 1,500,000                                 | 1,500,000                                  | 1,500,000                                  |
| 125   | Import Duties                                 | 7,083,802                    | 6,735,000                                   | 6,735,000                                  | 6,892,200                                 | 7,046,100                                  | 7,206,300                                  |
| 125   | Consumption Tax                               | 11,579,040                   | 11,920,000                                  | 11,920,000                                 | 12,171,100                                | 12,442,800                                 | 12,725,700                                 |
| 125   | Customs Processing Fee                        | 820,556                      | 910,000                                     | 910,000                                    | 910,000                                   | 910,000                                    | 910,000                                    |
| 129   | Arrears of Taxes                              | 619,363                      | 800,000                                     | 800,000                                    | 1,500,000                                 | 1,500,000                                  | 1,500,000                                  |
| 130   | Customs Fines                                 | 7,700                        | 3,600                                       | 3,600                                      | 3,600                                     | 3,600                                      | 3,600                                      |
| 130   | Customs Officers Fees                         | 251,783                      | 237,000                                     | 237,000                                    | 237,000                                   | 237,000                                    | 237,000                                    |
| 130   | Shipping Fees                                 | 2,300                        | -   | -  | -   | -  | -  |
| 135   | Royalties - Quarries                          | 361,620                      | 600,000                                     | 600,000                                    | <b>600,000</b>                            | <b>600,000</b>                             | <b>600,000</b>                             |
| 160   | Customs Auction                               | -                            | -   | -  | -   | -  | -  |
| 160   | Other Receipts                                | 400                          | -   | -  | -   | -  | -  |
| <b>TOTAL REVENUE VOTE 20</b>                                  |   | <b>41,492,767</b>            | <b>41,985,600</b>                           | <b>41,985,600</b>                          | <b>44,464,900</b>                         | <b>45,399,800</b>                          | <b>46,353,200</b>                          |
| <b>RECURRENT EXPENDITURE</b>                                  |   |                              |   |  |   |  |  |
| <b>SHD</b>  | <b>Details of Expenditure</b>                 | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
| <b>Salaries</b>   |   |                              |   |  |   |  |  |
| 210   | Salaries                                      | 1,672,530                    | 1,625,200                                   | 1,755,200                                  | 1,768,000                                 | 1,802,500                                  | 1,827,800                                  |
| 216   | Allowances                                    | 296,796                      | 427,000                                     | 392,000                                    | 426,400                                   | 426,400                                    | 426,400                                    |
| 218   | Pensions and Gratuities                       | -                            | -   | -  | -   | 15,600                                     | -  |
| <b>Total Salaries</b>   |   | <b>1,969,327</b>             | <b>2,052,200</b>                            | <b>2,147,200</b>                           | <b>2,194,400</b>                          | <b>2,244,500</b>                           | <b>2,254,200</b>                           |
| <b>GOODS AND SERVICES</b>                                     |   |                              |   |  |   |  |  |
| 222   | <b>International Travel &amp; Subsistence</b> | -                            | -   | -  | <b>40,000</b>                             | <b>40,000</b>                              | <b>40,000</b>                              |
| 226   | Communication Expenses                        | 22,500                       | 22,500                                      | 25,000                                     | 22,500                                    | 22,500                                     | 22,500                                     |
| 228   | Supplies & Materials                          | 39,998                       | 30,000                                      | 32,000                                     | 30,000                                    | 30,000                                     | 30,000                                     |
| 229   | <b>Furniture Equipment and Resources</b>      | -                            | -   | -  | <b>15,000</b>                             | <b>15,000</b>                              | <b>15,000</b>                              |
| 230   | Uniform/Protective Clothing                   | 15,698                       | 15,000                                      | 19,100                                     | 15,000                                    | 15,000                                     | 15,000                                     |
| 232   | Maintenance Services                          | 28,877                       | 15,000                                      | 20,000                                     | 15,000                                    | 15,000                                     | 15,000                                     |
| 236   | Professional and Consultancy Services         | 64,840                       | 350,000                                     | 350,000                                    | 350,000                                   | 350,000                                    | 350,000                                    |
| 244   | Advertising                                   | 1,180                        | 3,500                                       | 3,500                                      | 3,500                                     | 3,500                                      | 3,500                                      |
| 246   | Printing & Binding                            | 44,702                       | 70,000                                      | 65,500                                     | 70,000                                    | 70,000                                     | 70,000                                     |
| 270   | Revenue Refunds                               | 1,511,600                    | 1,500,500                                   | 1,500,500                                  | 1,500,500                                 | 1,500,500                                  | 1,500,500                                  |
| 275   | Sundry Expenses                               | 11,604                       | 12,000                                      | 12,000                                     | 12,000                                    | 12,000                                     | 12,000                                     |
| 284   | Law Enforcement                               | 29,999                       | 30,000                                      | 20,900                                     | 30,000                                    | 30,000                                     | 30,000                                     |
| <b>Total Goods and Services</b>                               |   | <b>1,770,998</b>             | <b>2,048,500</b>                            | <b>2,048,500</b>                           | <b>2,103,500</b>                          | <b>2,103,500</b>                           | <b>2,103,500</b>                           |
| <b>RECURRENT EXPENDITURE</b>                                  |   | <b>3,740,325</b>             | <b>4,100,700</b>                            | <b>4,195,700</b>                           | <b>4,297,900</b>                          | <b>4,348,000</b>                           | <b>4,357,700</b>                           |

| CAPITAL EXPENDITURE              |              |             |                                     |                                    |                                   |                                  |                                   |                                   |
|----------------------------------|--------------|-------------|-------------------------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| Details of Expenditure           |              |             | Actuals<br>2016-2017                | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD                              | Donor        | Description |                                     |                                    |                                   |                                  |                                   |                                   |
|                                  |              |             |                                     |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b>       |              |             | -                                   | -                                  | -                                 | -                                | -                                 | -                                 |
|                                  |              |             |                                     |                                    |                                   |                                  |                                   |                                   |
| STAFFING RESOURCES               |              |             |                                     |                                    |                                   |                                  |                                   |                                   |
| STAFF POSTS                      | Scale        | Count       | STAFF POSTS                         | Scale                              | Count                             |                                  |                                   |                                   |
| Director General                 | R5           | 1           | Customs Officer I                   | R48-34                             | 4                                 |                                  |                                   |                                   |
| Comptrollers                     | R6           | 2           | Customs Clerk                       | R48-34                             | 1                                 |                                  |                                   |                                   |
| Deputy Comptroller               | R17-13       | 2           | Office & Tax Payer Services Officer | R28-22                             | 1                                 |                                  |                                   |                                   |
| Valuation Officer                | R28-22/22-16 | 1           | Clerical Officer (Snr)              | R33-29                             | 1                                 |                                  |                                   |                                   |
| Valuation Officer/Assistant      | R22-16       | 1           | Cashier                             | R33-29                             | 1                                 |                                  |                                   |                                   |
| Audit Manager                    | R22-16/14-10 | 1           | Clerical Officers                   | R46-34                             | 2                                 |                                  |                                   |                                   |
| Tax Information Exchange Officer | R28-22       | 1           | Filing /Data Entry Clerk            | R51-45                             | 1                                 |                                  |                                   |                                   |
| Inspector of Taxes II            | R28-22       | 2           | Office Attendant                    | R51-45                             | 1                                 |                                  |                                   |                                   |
| Inspector of Taxes I             | R33-29       | 1           | Revenue Officer                     | R46-34                             | 3                                 |                                  |                                   |                                   |
| Customs Officer Snr              | R22-18       | 4           | Revenue Assistant                   | R46-34                             | 3                                 |                                  |                                   |                                   |
| Customs Officer III              | R28-22       | 4           | Bailiff                             | R27                                | 1                                 |                                  |                                   |                                   |
| Customs Officer II               | R33-29       | 6           |                                     |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL STAFF</b>               |              |             |                                     |                                    | <b>45</b>                         |                                  |                                   |                                   |

| PROGRAMME PERFORMANCE INFORMATION  |   |  |   |   |   |
|--|---|--|---|---|---|
| KEY STRATEGIES FOR 2018/19:  |   |  |   |   |   |
| Introduce tax administration computer system to provide an efficient and responsive service to the taxpayer and improve compliance.  |   |  |   |   |   |
| Enforce the elements of the tax arrears reduction strategy to improve collections by \$940,000.  |   |  |   |   |   |
| Introduce an electronic data base for all tax archive files, this would improve staff working conditions and improve tax administration by reducing the reliance on the regular accessing of (25,000) old deteriorating papers file folders. |   |  |   |   |   |
| Develop capacity to fulfil regional and international obligations, including facilitating automatic exchange of tax information and CSME obligations for facilitation of free-trade.   |   |  |   |   |   |
| Strengthen public information relating to tax administration (processes, procedures, obligations, timelines) to increase transparency and accountability.  |   |  |   |   |   |
| KEY STRATEGIES FOR 2019/20-21  |   |  |   |   |   |
|  |   |  |   |   |   |
|  |   |  |   |   |   |
| KEY PERFORMANCE INDICATORS   | Actual 2016-2017  | Estimate 2017-2018   | Target 2018-2019  | Target 2019-2020  | Target 2020-2021                                |
| Output Indicators (Specify what has been/will be produced or delivered by the programme.)  |   |  |   |   |   |
| No of examinations of accounts   |   | 6 per week   | 6 per week  | 6 per week  | 6 per week                                      |
| No of examinations of passengers, cargo and baggage  | Random-Passengers & Baggage-54%<br>Risk Base-Cargo- 50% | Random-Passengers & Baggage-54%<br>Risk Base-Cargo- 50%<br>(Introduction of Risk Base analysis for all examinations) | 100% risk base  | 100% risk base  | 100% risk base                                  |
| No. of Tax Audits Completed  | 2   | 1 per week<br>(PAYE only until Audit Manager position is filed)  | 1 per week<br>(PAYE only until Audit Manager position is filed)           | 1 per week<br>(PAYE only until Audit Manager position is filed) | 4 per week<br>(Once Audit Manager in in post.)  |
| No. of site visits and patrols   |   | Customs Div.- 12 pa<br>Revenue Div.- 3 per week  | Customs Div.- 12 pa<br>Revenue Div.- 3 per week                           | Customs Div.- 12 pa<br>Revenue Div.- 3 per week                 | Customs Div.- 12 pa<br>Revenue Div.- 3 per week |
| No. of persons registered under TIN system   | 0   | Stakeholder and expert Consultation, review and Implementation of system.  | Stakeholder and expert Consultation, review and Implementation of system. | System development and data migration for all tax payers.       | 75% of income and company tax payers            |
| Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)   |   |  |   |   |   |
| No. of controlled goods seized   | 100% of detected items                                  | 100% of detected items   | 100% of detected items  | 100% of detected items  | 100% of detected items                          |
| % of persons registered/ assessed through new electronic means   | 0   | 0  | 0   | 60%   | 75%   |
| No. of outstanding assessments   |   |  | <500  | <500  | <50   |
| No. of taxpayers with outstanding accounts   |   | 6000 [Income, Property and Company]  | 6000 [Income, Property and Company]                                       | 5600 [Income, Property and Company]                             | 5,000 [Income, Property and Company]            |
| Amount of tax arrears  | \$9,015,423   |  |   |   |   |

**PROGRAMME 207: GENERAL POST OFFICE**

**PROGRAMME OBJECTIVE:**  
To be a more innovative, customer focused & sustainable Postal Services

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure      | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|-----------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 130                          | Commissions on Money Order  | 499                  | 500                                | 500                               | 500                              | 500                               | 500                               |
| 160                          | Parcel Post                 | 10,050               | 7,000                              | 7,000                             | 7,000                            | 7,000                             | 7,000                             |
| 160                          | Stamp Sales                 | 266,314              | 255,000                            | 255,000                           | 255,000                          | 255,000                           | 255,000                           |
| 160                          | Post Office Box Fees & Keys | 30,440               | -                                  | -                                 | -                                | -                                 | -                                 |
| 160                          | Other Receipts              | 102,737              | 68,000                             | 68,000                            | 68,000                           | 68,000                            | 68,000                            |
| <b>TOTAL REVENUE VOTE 20</b> |                             | <b>410,040</b>       | <b>330,500</b>                     | <b>330,500</b>                    | <b>330,500</b>                   | <b>330,500</b>                    | <b>330,500</b>                    |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure            | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|-----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                          | 321,066              | 349,600                            | 381,600                           | 304,400                          | 308,900                           | 314,000                           |
| 216                             | Allowances                        | 29,953               | 36,600                             | 36,600                            | 36,600                           | 36,600                            | 36,600                            |
| <b>Total Salaries</b>           |                                   | <b>351,020</b>       | <b>386,200</b>                     | <b>418,200</b>                    | <b>341,000</b>                   | <b>345,500</b>                    | <b>350,600</b>                    |
| <b>GOODS AND SERVICES</b>       |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 226                             | Communication Expenses            | 3,000                | 3,000                              | 3,000                             | 3,000                            | 3,000                             | 3,000                             |
| 228                             | Supplies & Materials              | 9,909                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 229                             | Furniture Equipment and Resources | 8,000                | 7,000                              | 7,000                             | 7,000                            | 7,000                             | 7,000                             |
| 230                             | Uniform/Protective Clothing       | 1,500                | 1,000                              | 1,000                             | 1,000                            | 1,000                             | 1,000                             |
| 232                             | Maintenance Services              | 19,652               | 15,000                             | 15,500                            | 15,000                           | 15,000                            | 15,000                            |
| 234                             | Rental of Assets                  | 8,700                | 7,960                              | 8,000                             | 8,000                            | 8,000                             | 8,000                             |
| 236                             | Professional Services and Fees    | 54,940               | 56,240                             | 53,600                            | 56,200                           | 56,200                            | 56,200                            |
| 275                             | Sundry Expenses                   | 18,963               | 25,000                             | 167,100                           | 165,000                          | 165,000                           | 165,000                           |
| <b>Total Goods and Services</b> |                                   | <b>124,664</b>       | <b>125,200</b>                     | <b>265,200</b>                    | <b>265,200</b>                   | <b>265,200</b>                    | <b>265,200</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                   | <b>475,684</b>       | <b>511,400</b>                     | <b>683,400</b>                    | <b>606,200</b>                   | <b>610,700</b>                    | <b>615,800</b>                    |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**STAFFING RESOURCES**

| STAFF POSTS        | Scale    | Count | STAFF POSTS      | Scale  | Count     |
|--------------------|----------|-------|------------------|--------|-----------|
| Director           | R14-10/7 | 1     | Clerical Officer | R46-34 | 5         |
| Deputy Director    | R22-16   | 1     | Postman          | R48-38 | 1         |
| Executive Officer  | R28-22   | 1     | Office Attendant | R51-45 | 1         |
| <b>TOTAL STAFF</b> |          |       |                  |        | <b>10</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |                         |                           |                         |                         |                         |
|---|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                         |                           |                         |                         |                         |
| Improve facilities to enable the expansion of services being offered to customers (1.3, 1.4, 4.1, 4.2)  |                         |                           |                         |                         |                         |
| Implement systems to improve the security and traceability of mail to enhance service efficiency (1.3, 1.4, 4.1, 4.2)   |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |                         |                           |                         |                         |                         |
| Reorganise services to incorporate Philatelic Services to improve efficiency and expansion of stamp sales and philatelic operations (1.3, 1.4, 4.1, 4.2)                      |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |                           |                         |                         |                         |
| No of post boxes installed  | 93                      | 198                       | 300                     | 300                     | 300                     |
| Track & trace system installed  | 1                       | 1                         | 2                       | 50                      | 50                      |
| Security system installed   | 0                       | 1                         | 2                       | 2                       | 2                       |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |                         |                           |                         |                         |                         |
| Total # of post boxes rented  | 93                      | 198                       | 300                     | 300                     | 300                     |
| Revenue generated from post box rental  | \$30,440                | \$21,000                  | \$30,000                | \$27,000                | \$27,000                |

**PROGRAMME 208: INTERNAL AUDIT UNIT**

| <b>PROGRAMME OBJECTIVE:</b>   |                                    |                    |                              |   |  |   |  |  |
|---|------------------------------------|--------------------|------------------------------|---|--|---|--|--|
| To deliver independent and objective quality assurance and consulting services to increase the value proposition to clients and other stakeholders regarding governance, risk management and compliance processes |                                    |                    |                              |   |  |   |  |  |
| <b>RECURRENT REVENUE</b>  |                                    |                    |                              |   |  |   |  |  |
| <b>SHD</b>  | <b>Details of Expenditure</b>      |                    | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
|   |                                    |                    |                              |   |  |   |  |  |
| <b>TOTAL REVENUE VOTE 20</b>  |                                    |                    | -                            | -   | -  | -   | -  | -  |
| <b>RECURRENT EXPENDITURE</b>  |                                    |                    |                              |   |  |   |  |  |
| <b>SHD</b>  | <b>Details of Expenditure</b>      |                    | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
| <b>Salaries</b>   |                                    |                    |                              |   |  |   |  |  |
| 210   | Salaries                           |                    | 199,956                      | 289,300                                     | 285,700                                    | 295,600                                   | 301,400                                    | 307,300                                    |
| 216   | Allowances                         |                    | 24,320                       | 42,700                                      | 42,700                                     | 42,700                                    | 42,700                                     | 42,700                                     |
| <b>Total Salaries</b>   |                                    |                    | <b>224,276</b>               | <b>332,000</b>                              | <b>328,400</b>                             | <b>338,300</b>                            | <b>344,100</b>                             | <b>350,000</b>                             |
| <b>GOODS AND SERVICES</b>   |                                    |                    |                              |   |  |   |  |  |
| 220   | Local Travel                       |                    | 496                          | 1,200                                       | 1,500                                      | 1,200                                     | 1,200                                      | 1,200                                      |
| 222   | International Travel & Subsistence |                    | 26,811                       | 22,000                                      | 25,600                                     | 22,000                                    | 22,000                                     | 22,000                                     |
| 224   | Utilities                          |                    | 10,656                       | 14,400                                      | 14,400                                     | 13,500                                    | 13,000                                     | 13,000                                     |
| 226   | Communication Expenses             |                    | 2,096                        | 4,200                                       | 2,900                                      | 2,700                                     | 2,200                                      | 2,200                                      |
| 228   | Supplies & Materials               |                    | 4,848                        | 5,200                                       | 3,600                                      | 7,400                                     | 6,400                                      | 6,400                                      |
| 229   | Furniture Equipment and Resources  |                    | -                            | 3,200                                       | 3,200                                      | 1,000                                     | 20,400                                     | 20,400                                     |
| 232   | Maintenance Services               |                    | 1,020                        | 1,800                                       | 1,800                                      | 1,300                                     | 2,400                                      | 2,400                                      |
| 236   | Professional Services and Fees     |                    | 85,683                       | 17,000                                      | 16,000                                     | 19,000                                    | 19,000                                     | 19,000                                     |
| 246   | Printing & Binding                 |                    | 1,000                        | 1,000                                       | 1,000                                      | 400                                       | 1,000                                      | 1,000                                      |
| 275   | Sundry Expenses                    |                    | 225                          | 1,500                                       | 1,500                                      | 3,000                                     | 500  | 500  |
| <b>Total Goods and Services</b>   |                                    |                    | <b>132,835</b>               | <b>71,500</b>                               | <b>71,500</b>                              | <b>71,500</b>                             | <b>88,100</b>                              | <b>88,100</b>                              |
| <b>RECURRENT EXPENDITURE</b>  |                                    |                    | <b>357,111</b>               | <b>403,500</b>                              | <b>399,900</b>                             | <b>409,800</b>                            | <b>432,200</b>                             | <b>438,100</b>                             |
| <b>CAPITAL EXPENDITURE</b>  |                                    |                    |                              |   |  |   |  |  |
| <b>Details of Expenditure</b>   |                                    |                    | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
| <b>SHD</b>  | <b>Donor</b>                       | <b>Description</b> |                              |   |  |   |  |  |
|   |                                    |                    |                              |   |  |   |  |  |
| <b>CAPITAL EXPENDITURE</b>  |                                    |                    | -                            | -   | -  | -   | -  | -  |
| <b>STAFFING RESOURCES</b>   |                                    |                    |                              |   |  |   |  |  |
| <b>STAFF POSTS</b>  |                                    | <b>Scale</b>       | <b>Count</b>                 |   |  |   |  |  |
| Head of Internal Audit  |                                    | R6                 | 1                            |   |  |   |  |  |
| Chief Internal Auditor  |                                    | R7                 | 1                            |   |  |   |  |  |
| Audit Manager   |                                    | R22-16/17-13       | 2                            |   |  |   |  |  |
| Internal Auditor  |                                    | R28-22             | 4                            |   |  |   |  |  |
| <b>TOTAL STAFF</b>  |                                    |                    | <b>8</b>                     |   |  |   |  |  |

| PROGRAMME PERFORMANCE INFORMATION  |  |                  |                    |                  |                  |                  |
|--|--|------------------|--------------------|------------------|------------------|------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>   |  |                  |                    |                  |                  |                  |
| Market the Internal Audit Function within GOM to foster greater collaboration to improve transparency and accountability within the public sector. (4.1)                                       |  |                  |                    |                  |                  |                  |
| Improve the independence of Internal Audit through establishing the Audit Committee within a strategic framework to contribute to better governance and address risk and control issues. (4.1) |  |                  |                    |                  |                  |                  |
| Improve systems for a more responsive and accountable system of governance through the delivery of timely reporting and by monitoring implementation of audit recommendations. (4.1)           |  |                  |                    |                  |                  |                  |
| To have adequately skilled and knowledgeable staff to perform the function by building core competencies required for delivery of the programme objectives.                                    |  |                  |                    |                  |                  |                  |
|  |  |                  |                    |                  |                  |                  |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |  |                  |                    |                  |                  |                  |
|  |  |                  |                    |                  |                  |                  |
|  |  |                  |                    |                  |                  |                  |
| KEY PERFORMANCE INDICATORS   |  | Actual 2016-2017 | Estimate 2017-2018 | Target 2018-2019 | Target 2019-2020 | Target 2020-2021 |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |  |                  |                    |                  |                  |                  |
| Number of communication methods used to inform stakeholders  |  | 1                | 4                  | 4                | 4                | 4                |
| Number of audits conducted   |  | 4                | 8                  | 10               | 12               | 14               |
|  |  |                  |                    |                  |                  |                  |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)                  |  |                  |                    |                  |                  |                  |
| Number of Audit Committee meetings   |  | 0                | 4                  | 4                | 4                | 4                |
| Days from end of fieldwork to report issuance  |  | 100              | 30                 | 30               | 25               | 20               |
|  |  |                  |                    |                  |                  |                  |

**SUMMARY OF REVENUES (by Subheads)**

| CATEGORIES            |   | Actuals 2016-2017  | Approved Estimates 2017-2018 | Revised Estimates 2017-2018 | Budget Estimates 2018-2019 | Forward Estimates 2019-2020 | Forward Estimates 2020-2021 |
|-----------------------|---|--------------------|------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|
| 110                   | Taxes on Income, Profits                  | 18,102,859         | 17,440,000                   | 17,440,000                  | 19,230,100                 | 19,715,500                  | 20,202,200                  |
| 115                   | Property Tax                              | 692,308            | 720,000                      | 720,000                     | 725,000                    | 730,000                     | 735,000                     |
| 120                   | Taxes on Domestic Goods and Services      | 2,082,476          | 2,720,000                    | 2,720,000                   | 2,295,900                  | 2,314,800                   | 2,333,400                   |
| 122                   | Licenses                                  | 15                 | 100                          | 100                         | 100                        | 100                         | 100                         |
| 125                   | Taxes on International Trade and Transact | 19,483,398         | 19,565,000                   | 19,565,000                  | 19,973,300                 | 20,398,900                  | 20,842,000                  |
| 129                   | Arrears of Taxes                          | 619,363            | 800,000                      | 800,000                     | 1,500,000                  | 1,500,000                   | 1,500,000                   |
| 130                   | Fees, Fines and Permits                   | 466,231            | 484,000                      | 484,000                     | 484,000                    | 484,000                     | 484,000                     |
| 135                   | Rents, Interest and Dividends             | 709,690            | 1,027,500                    | 1,027,500                   | 1,027,500                  | 1,027,500                   | 1,027,500                   |
| 140                   | ECCB Profits                              | -                  | -                            | -                           | -                          | -                           | -                           |
| 145                   | Reimbursements                            | 276,089            | 35,000                       | 35,000                      | 35,000                     | 35,000                      | 35,000                      |
| 150                   | Budgetary Aid/Grants                      | 74,393,435         | 78,000,000                   | 78,000,000                  | 78,462,000                 | 78,350,000                  | 78,350,000                  |
| 160                   | Other Revenue                             | 635,329            | 767,000                      | 767,000                     | 767,000                    | 767,000                     | 767,000                     |
| <b>Total Revenues</b> |   | <b>117,461,193</b> | <b>121,558,600</b>           | <b>121,558,600</b>          | <b>124,499,900</b>         | <b>125,322,800</b>          | <b>126,276,200</b>          |

**SUMMARY OF EXPENDITURE (by Classification)**

| <b>SUBHDS &amp; DETAILS</b>           | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
|---------------------------------------|------------------------------|---|--|---|--|--|
| <b>Salaries</b>                       |                              |   |  |   |  |  |
| Strategic Management & Administration | 364,401                      | 303,300                                     | 306,100                                    | 299,500                                   | 302,900                                    | 306,300                                    |
| Fiscal Policy & Economic Management   | 326,487                      | 685,100                                     | 422,100                                    | 612,300                                   | 618,300                                    | 624,300                                    |
| Statistical Management                | 350,953                      | 332,900                                     | 339,800                                    | 340,800                                   | 348,200                                    | 355,700                                    |
| Treasury Management                   | 554,434                      | 573,600                                     | 573,600                                    | 574,300                                   | 585,000                                    | 595,700                                    |
| Customs & Revenue Service             | 1,672,530                    | 1,625,200                                   | 1,755,200                                  | 1,768,000                                 | 1,802,500                                  | 1,827,800                                  |
| General Post Office                   | 321,066                      | 349,600                                     | 381,600                                    | 304,400                                   | 308,900                                    | 314,000                                    |
| Internal Audit                        | 199,956                      | 289,300                                     | 285,700                                    | 295,600                                   | 301,400                                    | 307,300                                    |
| <b>TOTAL P.E</b>                      | <b>3,789,827</b>             | <b>4,159,000</b>                            | <b>4,064,100</b>                           | <b>4,194,900</b>                          | <b>4,267,200</b>                           | <b>4,331,100</b>                           |
| <b>WAGES</b>                          |                              |   |  |   |  |  |
| Strategic Management & Administration | -                            | -   | -  | -   | -  | -  |
| Fiscal Policy & Economic Management   | -                            | -   | -  | -   | -  | -  |
| Statistical Management                | -                            | -   | -  | -   | -  | -  |
| Treasury Management                   | -                            | -   | -  | -   | -  | -  |
| Customs & Revenue Service             | -                            | -   | -  | -   | -  | -  |
| General Post Office                   | -                            | -   | -  | -   | -  | -  |
| Internal Audit                        | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL WAGES</b>                    | <b>-</b>                     | <b>-</b>                                    | <b>-</b>                                   | <b>-</b>                                  | <b>-</b>                                   | <b>-</b>                                   |
| <b>ALLOWANCES</b>                     |                              |   |  |   |  |  |
| Strategic Management & Administration | 173,357                      | 169,000                                     | 166,200                                    | 76,400                                    | 73,000                                     | 73,000                                     |
| Fiscal Policy & Economic Management   | 78,843                       | 142,600                                     | 132,600                                    | 117,100                                   | 108,500                                    | 108,500                                    |
| Statistical Management                | 50,890                       | 42,800                                      | 33,800                                     | 52,400                                    | 52,400                                     | 52,400                                     |
| Treasury Management                   | 57,085                       | 59,700                                      | 57,900                                     | 59,700                                    | 59,700                                     | 59,700                                     |
| Customs & Revenue Service             | 296,796                      | 427,000                                     | 392,000                                    | 426,400                                   | 426,400                                    | 426,400                                    |
| General Post Office                   | 29,953                       | 36,600                                      | 36,600                                     | 36,600                                    | 36,600                                     | 36,600                                     |
| Internal Audit                        | 24,320                       | 42,700                                      | 42,700                                     | 42,700                                    | 42,700                                     | 42,700                                     |
| <b>TOTAL ALLOWANCES</b>               | <b>711,245</b>               | <b>920,400</b>                              | <b>861,800</b>                             | <b>811,300</b>                            | <b>799,300</b>                             | <b>799,300</b>                             |
| <b>BENEFITS</b>                       |                              |   |  |   |  |  |
| Strategic Management & Administration | -                            | -   | -  | -   | -  | -  |
| Fiscal Policy & Economic Management   | -                            | -   | -  | -   | -  | -  |
| Statistical Management                | -                            | -   | -  | -   | -  | -  |
| Treasury Management                   | -                            | -   | -  | -   | -  | -  |
| Customs & Revenue Service             | -                            | -   | -  | -   | 15,600                                     | -  |
| General Post Office                   | -                            | -   | -  | -   | -  | -  |
| Internal Audit                        | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL BENEFITS</b>                 | <b>-</b>                     | <b>-</b>                                    | <b>-</b>                                   | <b>-</b>                                  | <b>15,600</b>                              | <b>-</b>                                   |
| <b>GOODS AND SERVICES</b>             |                              |   |  |   |  |  |
| Strategic Management & Administration | 2,253,422                    | 9,109,300                                   | 8,693,600                                  | 9,647,800                                 | 9,657,800                                  | 9,986,400                                  |
| Fiscal Policy & Economic Management   | 2,766,883                    | 2,957,700                                   | 2,900,200                                  | 3,276,600                                 | 3,276,600                                  | 3,399,000                                  |
| Statistical Management                | 121,837                      | 366,500                                     | 372,200                                    | 372,700                                   | 372,600                                    | 372,600                                    |
| Treasury Management                   | 386,077                      | 399,300                                     | 402,100                                    | 399,300                                   | 399,300                                    | 399,300                                    |
| Customs & Revenue Service             | 1,770,998                    | 2,048,500                                   | 2,048,500                                  | 2,103,500                                 | 2,103,500                                  | 2,103,500                                  |
| General Post Office                   | 124,664                      | 125,200                                     | 265,200                                    | 265,200                                   | 265,200                                    | 265,200                                    |
| Internal Audit                        | 132,835                      | 71,500                                      | 71,500                                     | 71,500                                    | 88,100                                     | 88,100                                     |
| <b>TOTAL</b>                          | <b>7,556,716</b>             | <b>15,078,000</b>                           | <b>14,753,300</b>                          | <b>16,136,600</b>                         | <b>16,163,100</b>                          | <b>16,614,100</b>                          |
| <b>CAPITAL EXPENDITURE</b>            |                              |   |  |   |  |  |
| Strategic Management & Administration | -                            | -   | -  | -   | -  | -  |
| Fiscal Policy & Economic Management   | 8,271,551                    | 12,679,300                                  | 9,844,700                                  | 12,832,700                                | -  | -  |
| Statistical Management                | -                            | -   | -  | -   | -  | -  |
| Treasury Management                   | -                            | -   | -  | -   | -  | -  |
| Customs & Revenue Service             | -                            | -   | -  | -   | -  | -  |
| General Post Office                   | -                            | -   | -  | -   | -  | -  |
| Internal Audit                        | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL CAPITAL EXPENDITURE</b>      | <b>8,271,551</b>             | <b>12,679,300</b>                           | <b>9,844,700</b>                           | <b>12,832,700</b>                         | <b>-</b>                                   | <b>-</b>                                   |

**SUMMARY OF EXPENDITURE (by Subheads)**

|     |                                    |                   |                   |                   |                   |                   |                   |
|-----|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 210 | Salaries                           | 3,789,827         | 4,159,000         | 4,064,100         | 4,194,900         | 4,267,200         | 4,331,100         |
| 216 | Allowances                         | 711,245           | 920,400           | 861,800           | 811,300           | 799,300           | 799,300           |
| 218 | Pensions & Gratuities              | -                 | -                 | -                 | -                 | 15,600            | -                 |
| 220 | Local Travel                       | 12,996            | 17,800            | 18,100            | 17,800            | 17,800            | 17,800            |
| 222 | International Travel & Subsistence | 262,670           | 280,000           | 436,700           | 277,000           | 277,000           | 277,000           |
| 224 | Utilities                          | 23,855            | 39,900            | 36,900            | 39,000            | 38,500            | 38,500            |
| 226 | Communication Expenses             | 48,529            | 61,200            | 62,400            | 59,700            | 59,200            | 59,200            |
| 228 | Supplies & Materials               | 82,688            | 81,700            | 89,300            | 81,900            | 80,900            | 80,900            |
| 229 | Furniture Equipment and Resources  | 2,142,531         | 1,700,700         | 1,763,700         | 1,882,700         | 1,902,100         | 1,902,100         |
| 230 | Uniform/Protective Clothing        | 17,198            | 16,000            | 20,100            | 16,000            | 16,000            | 16,000            |
| 232 | Maintenance Services               | 61,036            | 50,800            | 56,300            | 50,300            | 51,400            | 51,400            |
| 234 | Rental of Assets                   | 80,700            | 79,960            | 80,000            | 92,000            | 92,000            | 92,000            |
| 236 | Professional Services and Fees     | 473,233           | 878,240           | 888,400           | 647,200           | 657,200           | 908,200           |
| 238 | Insurance                          | 315,049           | 364,000           | 365,800           | 714,000           | 714,000           | 714,000           |
| 240 | Hosting & Entertainment            | -                 | 10,000            | 10,000            | 5,000             | 5,000             | 5,000             |
| 244 | Advertising                        | 1,180             | 3,500             | 3,500             | 3,500             | 3,500             | 3,500             |
| 246 | Printing & Binding                 | 81,915            | 118,000           | 113,500           | 117,400           | 118,000           | 118,000           |
| 261 | Subventions                        | 1,038,730         | 8,075,200         | 7,575,200         | 8,586,700         | 8,586,700         | 8,586,700         |
| 270 | Revenue Refunds                    | 1,511,600         | 1,505,500         | 1,502,500         | 1,505,500         | 1,505,500         | 1,505,500         |
| 272 | Claims against Government          | 265,145           | 275,800           | 159,400           | 275,800           | 275,800           | 403,400           |
| 274 | Emergency Expenditure              | -                 | 150,000           | 92,500            | 130,000           | 130,000           | 202,400           |
| 275 | Sundry Expenses                    | 39,032            | 251,000           | 369,400           | 383,700           | 381,100           | 381,100           |
| 281 | Minor Works                        | 12,563            | 15,000            | 15,000            | 10,000            | 10,000            | 10,000            |
| 284 | Law Enforcement                    | 29,999            | 30,000            | 20,900            | 30,000            | 30,000            | 30,000            |
| 290 | Debt Servicing - Domestic          | 328,849           | 324,400           | 324,400           | 329,400           | 329,400           | 329,400           |
| 292 | Debt Servicing - Foreign           | 501,689           | 502,000           | 504,500           | 502,000           | 502,000           | 502,000           |
| 293 | Debt Servicing - Interest          | 225,530           | 247,300           | 244,800           | 380,000           | 380,000           | 380,000           |
|     | <b>TOTAL VOTE 20</b>               | <b>12,057,788</b> | <b>20,157,400</b> | <b>19,679,200</b> | <b>21,142,800</b> | <b>21,245,200</b> | <b>21,744,500</b> |

**BUDGET AND FORWARD ESTIMATES**

**VOTE: 30 MINISTRY OF AGRICULTURE, LANDS, HOUSING, ENVIRONMENT & TRADE- SUMMARY**

|    |  |                    |
|----|--|--------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the Ministry HQ, Agricultural Services, Lands Administration, Physical Planning, Environment Management, Housing and Trade & Quality Infrastructure - Eight million, five hundred thirty-six thousand, five hundred dollars. | <b>\$8,536,500</b> |
| B. | ACCOUNTING OFFICER: Permanent Secretary  |                    |
| C. | SUB-HEADS which under this vote will be accounted for by the Permanent Secretary   |                    |

**STRATEGIC PRIORITIES**

|     |   |
|-----|---|
| 1.1 | To change the development focus from post-volcano mode to developing and implementing plans focused on sustainable self-sufficiency that capture the spirit of Montserrat's past and preserve Montserrat's culture including enhancing relationships within the region and with key development partners; |
| 1.2 | Priority sectors for generating foreign direct investment identified including those that leverage Montserrat's unique assets and character and implement appropriate sector strategies;  |
| 1.3 | Identification of obstacles to doing business and sequenced plans implemented for their removal and mitigation;   |
| 1.4 | Priority infrastructure for generating economic growth identified and plans put in place to deliver;  |
| 1.5 | Local resources unlocked to stimulate growth in domestic business;  |
| 2.6 | Improved access to affordable housing for low and middle income residents;  |
| 2.7 | Increased social housing stock supported by an equitable allocation policy;   |
| 2.9 | Increased protection of our children and vulnerable youth;  |
| 3.1 | Improved legislation, governance framework, capacity, scientific monitoring and outreach to sustainably manage environmental resources (terrestrial and marine) and make the island a centre of excellence in environmental and volcanic research;  |
| 3.3 | Physical infrastructure, including housing, designed and built for resilience against disasters and climate change conditions;  |
| 4.1 | Strengthened transparency, accountability and public engagement within the national Governance Framework, and;  |
| 4.2 | Public Service reformed to improve efficiency and effectiveness in the provision of essential public services.  |

**NATIONAL OUTCOMES**

|  |
|--|
| A vibrant and diverse economy that supports sustainable private sector led economic activity and generates employment. |
| Improve food security  |
| Physical infrastructure in place to support development.   |
| Sustainable use and management of the environment and natural resources.   |
| Effective social protection to enhance the well-being for the vulnerable population.                                   |
| Access to decent and affordable housing solutions.   |

**VISION**

A modern ministry that contributes to the development of Montserrat benefitting present and future generations by enabling the sustainable use of natural resources.

**MISSION STATEMENT**

To formulate policy, plan programs and manage resources to support the appropriate usage of land, natural resources and the provision of affordable housing opportunities, in order to contribute to individual well-being and economic growth.

**BUDGET SUMMARY**

| SHD                                     | Details of Expenditure                | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|---------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b> |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| 300                                     | Strategic Management & Administration | 150,120              | 318,000                            | 318,000                           | 318,000                          | 318,000                           | 318,000                           |
| 301                                     | Agricultural Services                 | 89,530               | 70,200                             | 70,200                            | 82,200                           | 82,200                            | 82,200                            |
| 302                                     | Land Administration                   | 733,829              | 624,000                            | 624,000                           | 624,000                          | 624,000                           | 624,000                           |
| 303                                     | Physical Planning & Development       | 42,658               | 55,200                             | 55,200                            | 57,400                           | 57,400                            | 57,800                            |
| 304                                     | Environmental Management              | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 305                                     | Housing Policy & Support Services     | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 306                                     | Trade                                 | 8,744                | 7,400                              | 7,400                             | 7,400                            | 7,400                             | 7,400                             |
| <b>TOTAL REVENUE VOTE 30</b>            |                                       | <b>1,024,881</b>     | <b>1,074,800</b>                   | <b>1,074,800</b>                  | <b>1,089,000</b>                 | <b>1,089,000</b>                  | <b>1,089,400</b>                  |

| SUMMARY OF EXPENDITURE BY PROGRAMME               |                                       |  |                  |                   |                  |                  |                  |
|---|---------------------------------------|--|------------------|-------------------|------------------|------------------|------------------|
| 300   | Strategic Management & Administration | 2,470,296                              | 5,086,600        | 5,673,700         | 3,817,900        | 1,373,100        | 1,382,000        |
| 301   | Agricultural Services                 | 1,659,875                              | 1,630,100        | 2,034,300         | 1,661,300        | 1,746,100        | 1,738,600        |
| 302   | Land Administration                   | 508,405                                | 560,400          | 528,300           | 695,300          | 693,500          | 789,900          |
| 303   | Physical Planning & Development       | 548,543                                | 603,200          | 623,700           | 666,700          | 676,000          | 684,000          |
| 304   | Environmental Management              | 758,845                                | 871,800          | 861,600           | 891,000          | 914,900          | 907,300          |
| 305   | Housing Policy & Support Services     | 496,756                                | 574,500          | 739,500           | 575,000          | 579,500          | 585,200          |
| 306   | Trade                                 | 76,000                                 | 232,800          | 207,800           | 229,300          | 232,400          | 235,400          |
| <b>TOTAL EXPENDITURE VOTE 30</b>                  |                                       | <b>6,518,720</b>                       | <b>9,559,400</b> | <b>10,668,900</b> | <b>8,536,500</b> | <b>6,215,500</b> | <b>6,322,400</b> |
| SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION |                                       |  |                  |                   |                  |                  |                  |
| RECURRENT EXPENDITURE                             |                                       |  |                  |                   |                  |                  |                  |
|   | Salaries                              | 2,949,907                              | 3,310,400        | 3,251,500         | 3,729,300        | 3,834,700        | 3,945,200        |
|   | WAGES                                 | 17,211                                 | 19,200           | 19,200            | -                | -                | -                |
|   | ALLOWANCES                            | 556,271                                | 646,800          | 588,800           | 632,000          | 632,400          | 637,400          |
|   | BENEFITS                              | 6,345                                  | 40,600           | 56,500            | 10,600           | 37,500           | 28,900           |
|   | GOOD AND SERVICES                     | 2,125,012                              | 1,735,800        | 2,331,800         | 1,710,900        | 1,710,900        | 1,710,900        |
| <b>TOTAL RECURRENT EXPENDITURE</b>                |                                       | <b>5,654,746</b>                       | <b>5,752,800</b> | <b>6,247,800</b>  | <b>6,082,800</b> | <b>6,215,500</b> | <b>6,322,400</b> |
| CAPITAL EXPENDITURE                               |                                       |  |                  |                   |                  |                  |                  |
| SHD   | Donor                                 | Description                            |                  |                   |                  |                  |                  |
| 58A   | OPEP                                  | Overseas Territories Environmental     | -                | -                 | -                | 60,000           | -                |
| 60A   | DARWIN                                | DARWIN Initiatives Post Project        | -                | -                 | -                | 80,000           | -                |
| 62A   | EU                                    | Abattoir (Mahle) (Equipping Abattoir)  | 89,907           | 3,600             | 3,600            | 1,200            | -                |
| 63A   | EU                                    | Social Housing Programme               | 594,625          | -                 | 1,300,000        | 262,500          | -                |
| 93A   | DFID                                  | Emergency Shelters                     | 48,039           | 500,000           | 500,000          | 232,200          | -                |
| 96A   | DFID                                  | Social Housing                         | 19,129           | 3,276,800         | 2,591,300        | 1,801,300        | -                |
| 10A   | GWG                                   | Tree Seed                              | -                | 7,500             | 7,500            | 7,100            | -                |
| 01A   | EU                                    | Agriculture Infrastructure Development | 91,134           | 8,800             | 8,800            | 8,800            | -                |
| 05A   | RSPB                                  | Embedding Capacity for Invasive Ali    | 21,141           | 9,900             | 9,900            | 600              | -                |
| <b>TOTAL CAPITAL EXPENDITURE</b>                  |                                       | <b>863,974</b>                         | <b>3,806,600</b> | <b>4,421,100</b>  | <b>2,453,700</b> | <b>-</b>         | <b>-</b>         |
| <b>TOTAL EXPENDITURE VOTE 30</b>                  |                                       | <b>6,518,720</b>                       | <b>9,559,400</b> | <b>10,668,900</b> | <b>8,536,500</b> | <b>6,215,500</b> | <b>6,322,400</b> |
| STAFFING RESOURCES                                |                                       |  |                  |                   |                  |                  |                  |
| <b>TOTAL STAFFING</b>                             |                                       |  |                  |                   |                  |                  |                  |

**PROGRAMME 300: STRATEGIC MANAGEMENT & ADMINISTRATION**

**PROGRAMME OBJECTIVE:**

To guide and co-ordinate policy formulation, programme implementation and resource management for MATLHE's Units

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|--------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 122                          | Landholding Licenses     | 139,650              | 300,000                            | 300,000                           | 300,000                          | 300,000                           | 300,000                           |
| 122                          | Mining Licences          | 720                  | -                                  | -                                 | -                                | -                                 | -                                 |
| 130                          | Real Est. Agents Regis . | 9,750                | 18,000                             | 18,000                            | 18,000                           | 18,000                            | 18,000                            |
| 160                          | General Receipts         | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 30</b> |                          | <b>150,120</b>       | <b>318,000</b>                     | <b>318,000</b>                    | <b>318,000</b>                   | <b>318,000</b>                    | <b>318,000</b>                    |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 443,091              | 520,500                            | 475,600                           | 633,100                          | 642,000                           | 650,900                           |
| 212                             | Wages                              | 17,211               | 19,200                             | 19,200                            | -                                | -                                 | -                                 |
| 216                             | Allowances                         | 181,239              | 183,100                            | 180,400                           | 182,900                          | 182,900                           | 182,900                           |
| 218                             | Pensions and Gratuities            | 6,345                | 6,900                              | 24,000                            | 3,200                            | 3,200                             | 3,200                             |
| <b>Total Salaries</b>           |                                    | <b>647,886</b>       | <b>729,700</b>                     | <b>699,200</b>                    | <b>819,200</b>                   | <b>828,100</b>                    | <b>837,000</b>                    |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 222                             | International Travel & Subsistence | 68,244               | 70,000                             | 68,500                            | 70,000                           | 70,000                            | 70,000                            |
| 224                             | Utilities                          | 164,533              | 198,500                            | 188,500                           | 200,000                          | 200,000                           | 200,000                           |
| 226                             | Communication Expenses             | 64,137               | 50,000                             | 52,000                            | 60,000                           | 60,000                            | 60,000                            |
| 228                             | Supplies & Materials               | 8,369                | 6,700                              | 6,700                             | 8,000                            | 8,000                             | 8,000                             |
| 229                             | Furniture Equipment and Resources  | 94,523               | 56,100                             | 105,600                           | 75,000                           | 75,000                            | 75,000                            |
| 232                             | Maintenance Services               | 102,100              | 55,000                             | 55,000                            | 80,000                           | 80,000                            | 80,000                            |
| 234                             | Rental of Assets                   | 72,000               | 72,000                             | 36,000                            | -                                | -                                 | -                                 |
| 236                             | Professional Services and Fees     | 28,054               | 8,000                              | 7,300                             | 16,000                           | 16,000                            | 16,000                            |
| 261                             | Subventions                        | 330,000              | -                                  | -                                 | -                                | -                                 | -                                 |
| 275                             | Sundry Expenses                    | 3,917                | 4,000                              | 3,800                             | 6,000                            | 6,000                             | 6,000                             |
| 281                             | Minor Works                        | 22,557               | 30,000                             | 30,000                            | 30,000                           | 30,000                            | 30,000                            |
| <b>Total Goods and Services</b> |                                    | <b>958,435</b>       | <b>550,300</b>                     | <b>553,400</b>                    | <b>545,000</b>                   | <b>545,000</b>                    | <b>545,000</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>1,606,322</b>     | <b>1,280,000</b>                   | <b>1,252,600</b>                  | <b>1,364,200</b>                 | <b>1,373,100</b>                  | <b>1,382,000</b>                  |

| CAPITAL EXPENDITURE   |        |                                       |                      |                                    |                                   |                                  |                                   |                                   |
|---|--------|---------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| Details of Expenditure  |        |                                       | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD   | Donor  | Description                           |                      |                                    |                                   |                                  |                                   |                                   |
| 58A   | OTEP   | Overseas Territories Environmental    | -                    | -                                  | -                                 | 60,000                           | -                                 | -                                 |
| 60A   | DARWIN | DARWIN Initiatives Post Project       | -                    | -                                  | -                                 | 80,000                           | -                                 | -                                 |
| 3014062A  | EU     | Abattoir (Mahle) (Equipping Abattoir) | 89,907               | 3,600                              | 3,600                             | 1,200                            | -                                 | -                                 |
| 3015063A  | EU     | Social Housing Programme              | 594,625              | -                                  | 1,300,000                         | 262,500                          | -                                 | -                                 |
| 3016093A  | DFID   | Emergency Shelters                    | 48,039               | 500,000                            | 500,000                           | 232,200                          | -                                 | -                                 |
| 3016096A  | DFID   | Social Housing                        | 19,129               | 3,276,800                          | 2,591,300                         | 1,801,300                        | -                                 | -                                 |
| 3018110A  | GWG    | Tree Seed                             | -                    | 7,500                              | 7,500                             | 7,100                            | -                                 | -                                 |
| 3016101A  | EU     | Agriculture Infrastructure Developmen | 91,134               | 8,800                              | 8,800                             | 8,800                            | -                                 | -                                 |
| 3017105A  | RSPB   | Embedding Capacity for Invasive Ali   | 21,141               | 9,900                              | 9,900                             | 600                              | -                                 | -                                 |
| <b>CAPITAL EXPENDITURE</b>  |        |                                       | <b>863,974</b>       | <b>3,806,600</b>                   | <b>4,421,100</b>                  | <b>2,453,700</b>                 | -                                 | -                                 |
| STAFFING RESOURCES  |        |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| STAFF POSTS   |        | Scale                                 | Count                | STAFF POSTS                        |                                   | Scale                            | Count                             |                                   |
| Minister  |        | -                                     | 1                    | Executive Officer                  |                                   | R28-22                           | 1                                 |                                   |
| Permanent Secretary   |        | R5                                    | 1                    | Clerical Officer (Snr)             |                                   | R33-29                           | 2                                 |                                   |
| Senior Assistant Secretary  |        | R17 - 13                              | 1                    | Clerical Officer                   |                                   | R46-34                           | 2                                 |                                   |
| Assistant Secretary   |        | R22-16                                | 1                    | Maintenance Officer/Handyman       |                                   | R42-36                           | 1                                 |                                   |
| Information Systems & Technology  |        | R22-16                                | 1                    | Security Officer                   |                                   | R42-36                           | 2                                 |                                   |
| Database Officer  |        | R28-22                                | 1                    |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL STAFF</b>  |        |                                       |                      |                                    |                                   |                                  | <b>14</b>                         |                                   |
| PROGRAMME PERFORMANCE INFORMATION   |        |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| KEY STRATEGIES FOR 2018/19:   |        |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| Broaden the talent management strategies, including job enlargement/enrichment, rotation, and overseas work attachments, to improve skill levels and service delivery. (PA 4.2)     |        |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| Implement a financial strategy, focused on outsourcing of non-core functions, streamlining operations to create efficiencies and examining avenues for revenue generation. (PA 1.5) |        |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| Expand online presence and media programming, to improve stakeholder outreach and visibility of the Ministry. (PA 4.1)  |        |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| KEY STRATEGIES FOR 2019/20-21   |        |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| 4. Improve customer relationship management with the establishment and implementation of customer support facilities, such as help desk and information packs (PA 4)                |        |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| 5. Expand knowledge management infrastructure, including information systems, to enhance policy formulation, decision making and service delivery (PA 4.1)                          |        |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| KEY PERFORMANCE INDICATORS  |        |                                       | Actual 2016-2017     | Estimate 2017-2018                 | Target 2018-2019                  | Target 2019-2020                 | Target 2020-2021                  |                                   |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |        |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| No of business process improvements implemented (e.g. revenue measure, cost saving, reengineering of service delivery)  |        |                                       | 5                    | 3                                  | 3                                 | 3                                | 3                                 |                                   |
| No of successful nominations for technical and management capacity building programmes  |        |                                       | 15                   | 15                                 | 20                                | 20                               | 20                                |                                   |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)       |        |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| Percent variation between actual expenditure compared to original approved recurrent budget   |        |                                       | -3%                  | -5%                                | -5%                               | -5%                              | -5%                               |                                   |
| % of Annual Performance and Development Reviews (APDRs) signed-off  |        |                                       | 77%                  | 75%                                | 80%                               | 82%                              | 85%                               |                                   |

**PROGRAMME 301: AGRICULTURAL SERVICES**

**PROGRAMME OBJECTIVE:**

To redevelop agriculture (crop, livestock, aquaculture and marine resources) to satisfy local demand and to target specific markets for export.

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure      | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|-----------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 160                          | Fisheries Receipts          | 11,050               | -                                  | -                                 | 12,000                           | 12,000                            | 12,000                            |
| 160                          | Hire of Agricultural Equip. | 7,017                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 160                          | Plant Propagation           | 13,685               | 16,200                             | 16,200                            | 16,200                           | 16,200                            | 16,200                            |
| 160                          | Sale of Trees               | 6,160                | 4,000                              | 4,000                             | 4,000                            | 4,000                             | 4,000                             |
| 160                          | Livestock Slaughtering Fees | -                    | 20,000                             | 20,000                            | 20,000                           | 20,000                            | 20,000                            |
| 160                          | Other Receipts              | 51,619               | 20,000                             | 20,000                            | 20,000                           | 20,000                            | 20,000                            |
| <b>TOTAL REVENUE VOTE 30</b> |                             | <b>89,530</b>        | <b>70,200</b>                      | <b>70,200</b>                     | <b>82,200</b>                    | <b>82,200</b>                     | <b>82,200</b>                     |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure       | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                              |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                     | 886,244              | 870,800                            | 923,200                           | 933,800                          | 1,002,600                         | 1,011,100                         |
| 216                             | Allowances                   | 144,043              | 162,700                            | 169,200                           | 162,500                          | 162,500                           | 162,500                           |
| 218                             | Pensions and Gratuities      | -                    | 16,600                             | 16,600                            | -                                | 16,000                            | -                                 |
| <b>Total Salaries</b>           |                              | <b>1,030,287</b>     | <b>1,050,100</b>                   | <b>1,109,000</b>                  | <b>1,096,300</b>                 | <b>1,181,100</b>                  | <b>1,173,600</b>                  |
| <b>GOODS AND SERVICES</b>       |                              |                      |                                    |                                   |                                  |                                   |                                   |
| 228                             | Supplies & Materials         | 27,343               | 30,000                             | 30,000                            | 30,000                           | 30,000                            | 30,000                            |
| 230                             | Uniform/Protective Clothing  | 7,935                | 8,000                              | 8,000                             | 8,000                            | 8,000                             | 8,000                             |
| 232                             | Maintenance Services         | 157,980              | 150,000                            | 150,000                           | 120,000                          | 120,000                           | 120,000                           |
| 236                             | Professional Services & Fees | 146,933              | 134,000                            | 174,300                           | 184,000                          | 184,000                           | 184,000                           |
| 273                             | MALHE Activities             | 287,679              | 255,000                            | 560,000                           | 220,000                          | 220,000                           | 220,000                           |
| 275                             | Sundry Expenses              | 1,719                | 3,000                              | 3,000                             | 3,000                            | 3,000                             | 3,000                             |
| <b>Total Goods and Services</b> |                              | <b>629,588</b>       | <b>580,000</b>                     | <b>925,300</b>                    | <b>565,000</b>                   | <b>565,000</b>                    | <b>565,000</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                              | <b>1,659,875</b>     | <b>1,630,100</b>                   | <b>2,034,300</b>                  | <b>1,661,300</b>                 | <b>1,746,100</b>                  | <b>1,738,600</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

| STAFFING RESOURCES  |                         |                           |                                   |                         |                         |
|---|-------------------------|---------------------------|-----------------------------------|-------------------------|-------------------------|
| STAFF POSTS   | Scale                   | Count                     | STAFF POSTS                       | Scale                   | Count                   |
| Director  | R7                      | 1                         | Extension Officer                 | R28 -22                 | 1                       |
| Chief Veterinary Officer  | R12-8                   | 1                         | Extension & Irrigation Technician | R33-29/R28-22           | 1                       |
| Chief Fisheries (Ocean Governance) Officer  | R17-13/R14-10           | 1                         | Animal Husbandry Technician       | R33-29/R28-22           | 1                       |
| Veterinary Officer  | R17-13                  | 1                         | Clerical Officer (Snr)            | R33-29                  | 1                       |
| Veterinary Assistant (Snr)  | R22-16                  | 1                         | Clerical Officer                  | R46-34                  | 1                       |
| Principal Agricultural Officer  | R22-16                  | 1                         | Animal Husbandry Assistant        | R46-34                  | 4                       |
| Agricultural Officer  | R22-16                  | 2                         | Data Collector                    | R46-34                  | 2                       |
| Fisheries Officer   | R22-16                  | 1                         | Plant Propagator                  | R42-36                  | 1                       |
| Fisheries Assistant   | R28-22                  | 1                         | Nursery Worker                    | R48-38                  | 1                       |
| <b>TOTAL STAFF</b>  |                         |                           |                                   |                         | <b>23</b>               |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |                         |                           |                                   |                         |                         |
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                         |                           |                                   |                         |                         |
| Increase production of and access to targeted products (crops, livestock, poultry and fish), through research and education, outreach services, training and incentives and the implementation of specialized programmes and projects. (PA 1.1) |                         |                           |                                   |                         |                         |
| Improve access to farm lands, through establishing and maintaining agricultural infrastructure (roads, drains, irrigation systems, dams etc.). (PA 1.1 & 1.4)*  |                         |                           |                                   |                         |                         |
| Incentivize and support the production of high quality processed and semi-processed food products for local use and export, through the operations of the abattoir and food processing facilities. (PA 1.4 & 1.5)                               |                         |                           |                                   |                         |                         |
| Conserve and sustainably manage environmentally-sensitive marine resources through improved data gathering and monitoring systems (PA 1.1)  |                         |                           |                                   |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |                         |                           |                                   |                         |                         |
| Extend the availability of local food products, through increased chill and dry storage capacity (PA 1.4)   |                         |                           |                                   |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |                         |                           |                                   |                         |                         |
|   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b>           | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |                           |                                   |                         |                         |
| Number of training programmes for stakeholders carried out  | 3                       | 4                         | 4                                 | 4                       | 4                       |
| Number of school visits conducted   |                         | 90                        | 110                               | 110                     | 110                     |
| Number of broiler chicks imported   | 12,050                  | 14,000                    | 14,000                            | 14,000                  | 14,000                  |
| Number of sheltered production units established  | 17                      | 15                        | 15                                | 10                      | 10                      |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)   |                         |                           |                                   |                         |                         |
| Pounds of fish landed   | 68,384                  | 80,000                    | 80,000                            | 80,000                  | 80,000                  |
| No of schools with established gardens  | 2                       | 4                         | 5                                 | 5                       | 5                       |
| Pounds of broiler meat produced   | 54,716                  | 56,000                    | 56,000                            | 56,000                  | 56,000                  |

**PROGRAMME 302: LAND ADMINISTRATION**

**PROGRAMME OBJECTIVE:**

Provide a modern, skilled and efficient service in land surveying, mapping and registration to support the administration of land in Montserrat

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure    | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|---------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 120                          | Stamp Duty                | 382,370              | 360,000                            | 360,000                           | 360,000                          | 360,000                           | 360,000                           |
| 130                          | Advertising Fees          | 7,112                | 7,000                              | 7,000                             | 7,000                            | 7,000                             | 7,000                             |
| 130                          | Registration of Titles    | 136,077              | 150,000                            | 150,000                           | 150,000                          | 150,000                           | 150,000                           |
| 160                          | Sale of Government Lands  | 120,360              | 30,000                             | 30,000                            | 30,000                           | 30,000                            | 30,000                            |
| 160                          | Sale of Maps etc.         | 9,259                | 17,000                             | 17,000                            | 17,000                           | 17,000                            | 17,000                            |
| 160                          | Lease of Government Lands | 78,652               | 60,000                             | 60,000                            | 60,000                           | 60,000                            | 60,000                            |
| <b>TOTAL REVENUE VOTE 30</b> |                           | <b>733,829</b>       | <b>624,000</b>                     | <b>624,000</b>                    | <b>624,000</b>                   | <b>624,000</b>                    | <b>624,000</b>                    |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure         | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|--------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                       | 363,744              | 396,700                            | 384,600                           | 522,600                          | 528,200                           | 598,900                           |
| 216                             | Allowances                     | 89,887               | 100,800                            | 80,800                            | 114,600                          | 114,600                           | 114,600                           |
| 218                             | Pensions and Gratuities        |                      | 7,600                              | 7,600                             | 7,400                            | -                                 | 25,700                            |
| <b>Total Salaries</b>           |                                | <b>453,631</b>       | <b>505,100</b>                     | <b>473,000</b>                    | <b>644,600</b>                   | <b>642,800</b>                    | <b>739,200</b>                    |
| <b>GOODS AND SERVICES</b>       |                                |                      |                                    |                                   |                                  |                                   |                                   |
| 228                             | Supplies & Materials           | 6,993                | 7,000                              | 7,000                             | 8,000                            | 8,000                             | 8,000                             |
| 230                             | Uniform/Protective Clothing    | 2,800                | 2,800                              | 2,800                             | 5,000                            | 5,000                             | 5,000                             |
| 232                             | Maintenance Services           | 17,063               | 16,500                             | 16,500                            | 17,500                           | 17,500                            | 17,500                            |
| 236                             | Professional Services and Fees | 500                  | 14,400                             | 14,400                            | 7,200                            | 7,200                             | 7,200                             |
| 244                             | Advertising                    | 10,228               | 10,600                             | 10,600                            | 5,000                            | 5,000                             | 5,000                             |
| 246                             | Printing & Binding             | 16,321               | 2,000                              | 2,000                             | 5,000                            | 5,000                             | 5,000                             |
| 275                             | Sundry Expenses                | 869                  | 2,000                              | 2,000                             | 3,000                            | 3,000                             | 3,000                             |
| <b>Total Goods and Services</b> |                                | <b>54,774</b>        | <b>55,300</b>                      | <b>55,300</b>                     | <b>50,700</b>                    | <b>50,700</b>                     | <b>50,700</b>                     |
| <b>RECURRENT EXPENDITURE</b>    |                                | <b>508,405</b>       | <b>560,400</b>                     | <b>528,300</b>                    | <b>695,300</b>                   | <b>693,500</b>                    | <b>789,900</b>                    |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |        |                                  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|--------|----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor  | Description                      |                      |                                    |                                   |                                  |                                   |                                   |
| 3006050<br>A               | DFID   | Technical Assistance for Housing | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 3008058<br>A               | OTEP   | Overseas Territories Environment | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 3009060<br>A               | Darwin | Darwin Initiative Post Project   | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>CAPITAL EXPENDITURE</b> |        |                                  | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

| STAFFING RESOURCES   |                         |                           |                                  |                         |                         |
|--|-------------------------|---------------------------|----------------------------------|-------------------------|-------------------------|
| STAFF POSTS  | Scale                   | Count                     |                                  |                         |                         |
| Director of Land Management  | R7                      | 1                         | Survey Technician                | R28-22                  | 1                       |
| Chief Surveyor   | R7                      | 1                         | Survey Assistants/Chainmen       | R46-34                  | 3                       |
| Registrar of Lands   | R17-13/R12-8            | 1                         | Trainee Survey Technician        | R46-34                  | 1                       |
| Land Officer   | R22-16                  | 1                         | Clerical Officer (Snr)           | R33-29                  | 1                       |
| Surveyor   | R22-16                  | 2                         | Clerical Officer                 | R46-34                  | 1                       |
| Registration Officer   | R22-18                  | 1                         | Cadastral Clerk/Office Attendant | R46-34                  | 1                       |
| <b>TOTAL STAFF</b>   |                         |                           |                                  |                         | <b>15</b>               |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |                         |                           |                                  |                         |                         |
| <b>KEY STRATEGIES FOR 2018/19:</b>   |                         |                           |                                  |                         |                         |
| Improve preservation of and access to land information through the implementation of an online registration and cadastral system. (PA 1.3)   |                         |                           |                                  |                         |                         |
| Improve the administration, monitoring, enforcement and legal framework in the management of Crown Lands, through updating of legislation and increased use of information systems. (PA 1.4) |                         |                           |                                  |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |                         |                           |                                  |                         |                         |
| Identify opportunities for increasing revenue through the amendment of existing fees and introduction of new user charges. (PA 1.3)  |                         |                           |                                  |                         |                         |
| Improve ability of local stakeholders in the use of GIS data and to manage the national transformation to GIS applications, through the provision of training. (PA 3.3)                      |                         |                           |                                  |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>  |                         |                           |                                  |                         |                         |
|  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b>          | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                         |                           |                                  |                         |                         |
| No of surveys checked and authenticated by Chief Surveyor  | 12                      | 24                        | 24                               | 24                      | 24                      |
| No of surveys completed  | 5                       | 5                         | 6                                | 6                       | 6                       |
| No of Mutations completed  | 12                      | 24                        | 24                               | 24                      | 24                      |
| No of land transactions (transfers, cautions, charges..) recorded by the Registry  | 316                     | 810                       | 821                              | 850                     | 850                     |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)                            |                         |                           |                                  |                         |                         |
| No. of boundary disputes amicably resolved   | 1                       | 1                         | 1                                | 1                       | 1                       |

**PROGRAMME 303: PHYSICAL PLANNING & DEVELOPMENT**

**PROGRAMME OBJECTIVE:**

To formulate policy and implement programmes, to support and ensure the sustainable usage of the built environment

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure       | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 130                          | Electricity Inspection Fees  | 15,750               | 29,600                             | 29,600                            | 29,700                           | 29,700                            | 29,700                            |
| 130                          | Planning Application Fees    | 24,635               | 20,600                             | 20,600                            | 22,700                           | 22,700                            | 23,100                            |
| 130                          | Sand Mining Fees             |                      | 2,000                              | 2,000                             | 2,000                            | 2,000                             | 2,000                             |
| 130                          | GIS User Fees                | 2,273                | 1,000                              | 1,000                             | 1,000                            | 1,000                             | 1,000                             |
| 130                          | Other Fees Fines and Permits |                      | 2,000                              | 2,000                             | 2,000                            | 2,000                             | 2,000                             |
| <b>TOTAL REVENUE VOTE 30</b> |                              | <b>42,658</b>        | <b>55,200</b>                      | <b>55,200</b>                     | <b>57,400</b>                    | <b>57,400</b>                     | <b>57,800</b>                     |

**RECURRENT EXPENDITURE**

| SHD                   | Details of Expenditure  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|-----------------------|-------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>       |                         |                      |                                    |                                   |                                  |                                   |                                   |
| 210                   | Salaries                | 456,364              | 488,100                            | 501,400                           | 551,700                          | 561,000                           | 569,000                           |
| 216                   | Allowances              | 62,802               | 70,900                             | 78,100                            | 70,800                           | 70,800                            | 70,800                            |
| 218                   | Pensions and Gratuities |                      | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>Total Salaries</b> |                         | <b>519,166</b>       | <b>559,000</b>                     | <b>579,500</b>                    | <b>622,500</b>                   | <b>631,800</b>                    | <b>639,800</b>                    |

**GOODS AND SERVICES**

|                                 |                                |               |               |               |               |               |               |
|---------------------------------|--------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 228                             | Supplies & Materials           | 5,698         | 7,000         | 10,900        | 10,000        | 10,000        | 10,000        |
| 232                             | Maintenance Services           | 11,129        | 7,500         | 7,500         | 7,500         | 7,500         | 7,500         |
| 236                             | Professional Services and Fees | 3,200         | 19,200        | 15,300        | 16,200        | 16,200        | 16,200        |
| 244                             | Advertising                    | 200           | 500           | 500           | 500           | 500           | 500           |
| 273                             | Agriculture Activities         | 5,630         | 6,000         | 6,000         | 6,000         | 6,000         | 6,000         |
| 275                             | Sundry Expenses                | 3,521         | 4,000         | 4,000         | 4,000         | 4,000         | 4,000         |
| <b>Total Goods and Services</b> |                                | <b>29,377</b> | <b>44,200</b> | <b>44,200</b> | <b>44,200</b> | <b>44,200</b> | <b>44,200</b> |

|                              |  |                |                |                |                |                |                |
|------------------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>RECURRENT EXPENDITURE</b> |  | <b>548,543</b> | <b>603,200</b> | <b>623,700</b> | <b>666,700</b> | <b>676,000</b> | <b>684,000</b> |
|------------------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|

**CAPITAL EXPENDITURE**

| Details of Expenditure       |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                          | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                              |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                              |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>RECURRENT EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**STAFFING RESOURCES**

| STAFF POSTS                | Scale         | Count | STAFF POSTS          | Scale         | Count     |
|----------------------------|---------------|-------|----------------------|---------------|-----------|
| Chief Physical Planner     | R14-10        | 1     | Building Inspector   | R28-22        | 1         |
| Physical Planner           | R17-13        | 1     | Electrical Inspector | R28-22        | 1         |
| GIS Systems Manager        | R22-16/R17-13 | 1     | GIS Officer          | R28-22/R22-16 | 1         |
| Building Inspector (Snr)   | R22-16        | 1     | GIS Technician       | R46-34/R33-29 | 1         |
| Electrical Inspector (Snr) | R22-16        | 1     | Clerical Officer     | R46-34        | 2         |
| Physical Planning Officer  | R28-22        | 1     |                      |               |           |
| <b>TOTAL STAFF</b>         |               |       |                      |               | <b>12</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |                         |                           |                         |                         |                         |
|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>   |                         |                           |                         |                         |                         |
| Facilitate and promote compliance of building construction standards through implementation of newly enacted Montserrat Building Code and educational awareness programmes. (PA 3.3) |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |                         |                           |                         |                         |                         |
| Identify opportunities for increasing revenue through the amendment of existing fees and introduction of new user charges. (PA 1.3)  |                         |                           |                         |                         |                         |
| Improve ability of local stakeholders in the use of GIS data and to manage the national transformation to GIS applications, through the provision of training. (PA 3.3)              |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                         |                           |                         |                         |                         |
| No of approved plans   |                         | 170                       | 170                     | 175                     | 175                     |
| Number of Building inspections completed   |                         | 160                       | 160                     | 165                     | 170                     |
| Number of Electrical Inspections completed   |                         | 160                       | 170                     | 170                     | 170                     |
| No of persons receiving appropriate training in GIS  |                         | 8                         | 10                      | 10                      | 10                      |
| No of public awareness programmes  |                         | 5                         | 6                       | 6                       | 8                       |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)                    |                         |                           |                         |                         |                         |
| % of land use plans approved within time frame   |                         | 92%                       | 92%                     | 92%                     | 92%                     |
| % of applications vetted within prescribed timeframe   |                         | 95%                       | 95%                     | 96%                     | 96%                     |
| % of buildings in conformity with Code   |                         | 94%                       | 96%                     | 98%                     | 98%                     |
| Number of online hits (Land Info website)  |                         | 170                       | 175                     | 180                     | 180                     |

**PROGRAMME 304: ENVIRONMENTAL MANAGEMENT**

**PROGRAMME OBJECTIVE:**  
To formulate policy and implement programmes, to support and ensure the sustainable usage of the natural environment

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | 2012/13 Actual Exp | 2013/14 Approved Budget | 2013/14 Revised Estimate | 2014/15 Budget Estimates | 2015/16 Forward Estimates | 2016/17 Forward Estimates |
|------------------------------|------------------------|--------------------|-------------------------|--------------------------|--------------------------|---------------------------|---------------------------|
|                              |                        |                    |                         |                          |                          |                           |                           |
| <b>TOTAL REVENUE VOTE 30</b> |                        | -                  | -                       | -                        | -                        | -                         | -                         |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure         | Actuals 2016-2017 | Approved Estimates 2017-2018 | Revised Estimates 2017-2018 | Budget Estimates 2018-2019 | Forward Estimates 2019-2020 | Forward Estimates 2020-2021 |
|---------------------------------|--------------------------------|-------------------|------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|
| <b>Salaries</b>                 |                                |                   |                              |                             |                            |                             |                             |
| 210                             | Salaries                       | 499,746           | 568,400                      | 511,400                     | 629,400                    | 635,000                     | 640,700                     |
| 216                             | Allowances                     | 47,233            | 60,800                       | 18,800                      | 28,500                     | 28,500                      | 33,500                      |
| 218                             | Pensions and Gratuities        |                   | 9,500                        | 8,300                       | -                          | 18,300                      | -                           |
| <b>Total Salaries</b>           |                                | <b>546,979</b>    | <b>638,700</b>               | <b>538,500</b>              | <b>657,900</b>             | <b>681,800</b>              | <b>674,200</b>              |
| <b>GOODS AND SERVICES</b>       |                                |                   |                              |                             |                            |                             |                             |
| 228                             | Supplies & Materials           | 7,985             | 10,000                       | 13,800                      | 10,000                     | 10,000                      | 10,000                      |
| 230                             | Uniform/Protective Clothing    | 5,440             | 5,500                        | 5,500                       | 5,500                      | 5,500                       | 5,500                       |
| 232                             | Maintenance Services           | 25,600            | 25,600                       | 25,600                      | 20,600                     | 20,600                      | 20,600                      |
| 236                             | Professional Services and Fees | 12,150            | 30,000                       | 30,000                      | 35,000                     | 35,000                      | 35,000                      |
| 273                             | MALHE Activities               | 159,679           | 160,000                      | 246,200                     | 160,000                    | 160,000                     | 160,000                     |
| 275                             | Sundry Expenses                | 1,012             | 2,000                        | 2,000                       | 2,000                      | 2,000                       | 2,000                       |
| <b>Total Goods and Services</b> |                                | <b>211,866</b>    | <b>233,100</b>               | <b>323,100</b>              | <b>233,100</b>             | <b>233,100</b>              | <b>233,100</b>              |
| <b>RECURRENT EXPENDITURE</b>    |                                | <b>758,845</b>    | <b>871,800</b>               | <b>861,600</b>              | <b>891,000</b>             | <b>914,900</b>              | <b>907,300</b>              |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals 2016-2017 | Approved Estimates 2017-2018 | Revised Estimates 2017-2018 | Budget Estimates 2018-2019 | Forward Estimates 2019-2020 | Forward Estimates 2020-2021 |
|----------------------------|-------|-------------|-------------------|------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|
| SHD                        | Donor | Description |                   |                              |                             |                            |                             |                             |
|                            |       |             |                   |                              |                             |                            |                             |                             |
|                            |       |             |                   |                              |                             |                            |                             |                             |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                 | -                            | -                           | -                          | -                           | -                           |

**STAFFING RESOURCES**

| STAFF POSTS                     | Scale         | Count | STAFF POSTS            | Scale  | Count     |
|---------------------------------|---------------|-------|------------------------|--------|-----------|
| Director                        | R7            | 1     | Environmental Worker   | R39-32 | 1         |
| Principal Environmental Officer | R17-13/R14-10 | 1     | Clerical Officer (Snr) | R33-29 | 1         |
| Environmental Officer           | R22-16        | 2     | Plant Propagator       | R42-36 | 1         |
| Forest Technician               | R28-22        | 3     | Nursery Worker         | R48-38 | 2         |
| Forest Rangers                  | R33-29        | 2     | Gardener               | R48-38 | 1         |
| <b>TOTAL STAFF</b>              |               |       |                        |        | <b>15</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |                         |                           |                         |                         |                         |
|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>   |                         |                           |                         |                         |                         |
| Support sustainable environmental management through the enactment and enforcement of the Conservation and Environmental Management Act and development of associated regulations. (PA 3.1)                          |                         |                           |                         |                         |                         |
| Manage invasive alien species through the development and implementation of action plans and strategies in collaboration with regional and international partners. (PA 3.1)  |                         |                           |                         |                         |                         |
| Protect, conserve and manage the sustainable use of biodiversity through the implementation of the Conservation and Environmental Management Act. (PA 3.1)   |                         |                           |                         |                         |                         |
| Strengthen the island's resilience to environmental degradation and climate change by monitoring and servicing international obligations.  |                         |                           |                         |                         |                         |
| Strengthen public awareness in environmental, natural resources, climate change and conservation matters, through the use of lectures, public discussion, radio, print and other forms of media. (PA 3.1)            |                         |                           |                         |                         |                         |
| Facilitate and assist the management of marine scientific and other research efforts, through the administration of permits and protocols required under the Conservation and Environmental Management Act. (PA 3.1) |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>  |                         |                           |                         |                         |                         |
|  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                         |                           |                         |                         |                         |
| No. of awareness and promotional materials disseminated  | 37                      | 50                        | 70                      | 100                     | 130                     |
| No. of scheduled forest patrols undertaken   | 23                      | 24                        | 24                      | 24                      | 24                      |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)  |                         |                           |                         |                         |                         |
| Percentage of key stakeholders aware of environmental, natural resources, climate change and conservation matters  | 20                      | 27                        | 80                      | 120                     | 160                     |
| Percentage of protected forest effectively managed   | 100%                    | 100%                      | 100%                    | 100%                    | 100%                    |

**PROGRAMME 305: HOUSING POLICY & SUPPORT SERVICES**

**PROGRAMME OBJECTIVE:**

To develop and administer housing policies that support the sustainable development of Montserrat and ensure adequate and decent housing for the most vulnerable is achieved through the administration of a transparent social housing registration and allocation mechanism

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
|                              |                        |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 30</b> |                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure         | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|--------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                       | 264,598              | 322,200                            | 329,200                           | 318,500                          | 322,600                           | 328,300                           |
| 216                             | Allowances                     | 23,924               | 48,500                             | 41,500                            | 52,700                           | 53,100                            | 53,100                            |
| <b>Total Salaries</b>           |                                | <b>288,522</b>       | <b>370,700</b>                     | <b>370,700</b>                    | <b>371,200</b>                   | <b>375,700</b>                    | <b>381,400</b>                    |
| <b>GOODS AND SERVICES</b>       |                                |                      |                                    |                                   |                                  |                                   |                                   |
| 228                             | Supplies & Materials           | 5,998                | 6,000                              | 6,000                             | 6,000                            | 6,000                             | 6,000                             |
| 232                             | Maintenance Services           | 95,000               | 95,000                             | 95,000                            | 65,000                           | 65,000                            | 65,000                            |
| 236                             | Professional Services and Fees | 9,500                | 5,000                              | 5,000                             | 5,000                            | 5,000                             | 5,000                             |
| 273                             | MALHE Activities               | 94,994               | 95,000                             | 260,000                           | 125,000                          | 125,000                           | 125,000                           |
| 275                             | Sundry Expenses                | 2,742                | 2,800                              | 2,800                             | 2,800                            | 2,800                             | 2,800                             |
| <b>Total Goods and Services</b> |                                | <b>208,234</b>       | <b>203,800</b>                     | <b>368,800</b>                    | <b>203,800</b>                   | <b>203,800</b>                    | <b>203,800</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                | <b>496,756</b>       | <b>574,500</b>                     | <b>739,500</b>                    | <b>575,000</b>                   | <b>579,500</b>                    | <b>585,200</b>                    |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS         | Scale        | Count | STAFF POSTS                                | Scale        | Count    |
|---------------------|--------------|-------|--|--------------|----------|
| Director of Housing | R7           | 1     | Clerical Officer (Snr)                     | R33-29       | 1        |
| Housing Officer I   | R17-13/14-10 | 1     | Housing Apprentice/Trainee Housing Officer | R33-24/28-22 | 1        |
| Housing Officer II  | R22-16       | 3     |  |              |          |
| <b>TOTAL STAFF</b>  |              |       |  |              | <b>7</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |                         |                           |                         |                         |                         |
|---|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                         |                           |                         |                         |                         |
| Implement a comprehensive Housing Strategy and legislation with emphasis on safeguarding of vulnerable groups. (PA 2.7)   |                         |                           |                         |                         |                         |
| Develop and promote child safeguarding by supporting solutions for separation of opposite genders in same households and address overcrowding through incentives which facilitate home expansions e.g., Materials Grant of Financial Assistance. (PA 2.9) |                         |                           |                         |                         |                         |
| Expand access to home ownership for qualified low to middle income residents through Public/private partnerships to include HOME Programme, Serviced Residential lots and New Direct builds. (PA 2.6)*  |                         |                           |                         |                         |                         |
| Provide incentives for home improvements to include security against weather and climate change conditions for homes over 25 years. (PA 2.7)*   |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2018/20-21</b>  |                         |                           |                         |                         |                         |
| Provide a sanctuary home or homes to safeguard vulnerable children and adolescents against abuse. (PA 2.9)  |                         |                           |                         |                         |                         |
| Develop an appropriate allocation Policy Framework to facilitate the expansion of the social housing stock. (PA 2.7 & 2.9)  |                         |                           |                         |                         |                         |
| Provide decent and resilient housing through rehabilitation and regeneration in targeted locations including Lookout, Davy Hill and Shinnland. (PA 2.7)   |                         |                           |                         |                         |                         |
| Acquire lands and facilitate public/private partnerships that leads to the addition of serviced lots to the housing market. (PA 2.6)  |                         |                           |                         |                         |                         |
| Establish and improve sanitary and decent living standards for private/public rented properties and encourage adherence island wide, through the housing legal framework. (PA 2.6)  |                         |                           |                         |                         |                         |
| Extend the provisions for fiscal incentive such as grants, duty free concessions, and access to public/private partnerships to create new housing developments. (PA 2.6)  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |                         |                           |                         |                         |                         |
|   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |                           |                         |                         |                         |
| No of new houses added to the social housing stock (home construction)  |                         | 10                        | 9                       | 5                       | 5                       |
| No of housing incentive grants awarded to construct, complete and upgrade homes   |                         | 10                        | 10                      | 10                      | 10                      |
| No of home improvement grants awarded to bring homes to a decent standard   |                         | 10                        | 10                      | 10                      | 10                      |
| No of housing applications received, updated and assessed   |                         | 85                        | 90                      | 90                      | 90                      |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)   |                         |                           |                         |                         |                         |
| Percentage of housing units meeting basic standards   |                         |                           |                         |                         |                         |

**PROGRAMME 306: TRADE, INVESTMENT & BUREAU FOR STANDARDS & QUALITY**

**PROGRAMME OBJECTIVE:**

To enhance the competition and quality infrastructure and improve the environment for facilitation and regulation of domestic trade and inward investment

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals 2013-2014 | Approved Estimates 2014-2015 | Revised Estimates 2014-2015 | Budget Estimates 2015-2016 | Forward Estimates 2016-2017 | Forward Estimates 2017-2018 |
|------------------------------|------------------------|-------------------|------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|
| 122                          | Trade Licenses         | 8,744             | 7,000                        | 7,000                       | 7,000                      | 7,000                       | 7,000                       |
| 122                          | Import Licenses        | -                 | 400                          | 400                         | 400                        | 400                         | 400                         |
| <b>TOTAL REVENUE VOTE 30</b> |                        | <b>8,744</b>      | <b>7,400</b>                 | <b>7,400</b>                | <b>7,400</b>               | <b>7,400</b>                | <b>7,400</b>                |

**RECURRENT EXPENDITURE**

| SHD                              | Details of Expenditure             | Actuals 2013- | Approved       | Revised        | Budget         | Forward        | Forward        |
|----------------------------------|------------------------------------|---------------|----------------|----------------|----------------|----------------|----------------|
| <b>PERSONAL EMOLUMENTS</b>       |                                    |               |                |                |                |                |                |
| 210                              | Salaries                           | 36,120        | 143,700        | 126,100        | 140,200        | 143,300        | 146,300        |
| 216                              | Allowances                         | 7,143         | 20,000         | 20,000         | 20,000         | 20,000         | 20,000         |
| <b>Total Personal Emoluments</b> |                                    | <b>43,263</b> | <b>163,700</b> | <b>146,100</b> | <b>160,200</b> | <b>163,300</b> | <b>166,300</b> |
| <b>GOODS AND SERVICES</b>        |                                    |               |                |                |                |                |                |
| 222                              | International Travel & Subsistence | -             | -              | -              | -              | -              | -              |
| 228                              | Supplies & Materials               | 1,505         | 2,000          | 2,000          | 2,000          | 2,000          | 2,000          |
| 236                              | Professional Services and Fees     | 600           | 45,000         | 37,600         | 45,000         | 45,000         | 45,000         |
| 275                              | Sundry Expenses                    | 1,230         | 2,100          | 2,100          | 2,100          | 2,100          | 2,100          |
| 280                              | Programme Production and Promotion | 29,402        | 20,000         | 20,000         | 20,000         | 20,000         | 20,000         |
| <b>Total Goods and Services</b>  |                                    | <b>32,737</b> | <b>69,100</b>  | <b>61,700</b>  | <b>69,100</b>  | <b>69,100</b>  | <b>69,100</b>  |
| <b>RECURRENT EXPENDITURE</b>     |                                    | <b>76,000</b> | <b>232,800</b> | <b>207,800</b> | <b>229,300</b> | <b>232,400</b> | <b>235,400</b> |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals 2013-2014 | Approved Estimates 2014- | Revised Estimates 2014- | Budget Estimates 2015- | Forward Estimates 2016- | Forward Estimates 2017- |
|----------------------------|-------|-------------|-------------------|--------------------------|-------------------------|------------------------|-------------------------|-------------------------|
| SHD                        | Donor | Description |                   |                          |                         |                        |                         |                         |
|                            |       |             |                   |                          |                         |                        |                         |                         |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>          | <b>-</b>                 | <b>-</b>                | <b>-</b>               | <b>-</b>                | <b>-</b>                |

**STAFFING RESOURCES**

| STAFF POSTS                              | Scale  | Count    |
|--|--------|----------|
| Principal Trade & Quality Infrastructure | R7     | 1        |
| Trade & Quality Infrastructure Officer   | R22-16 | 1        |
| Clerical Officer (Snr)                   | R33-29 | 1        |
| <b>TOTAL STAFF</b>                       |        | <b>3</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |                         |                           |                         |                         |                         |
|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>   |                         |                           |                         |                         |                         |
| Enhance competition and quality infrastructure, by implementing appropriate legislation. (1.1 & 1.2)   |                         |                           |                         |                         |                         |
| Establish and oversee the operations of a National Standards Bureau, as fundamental for market access and the reduction of technical barriers to trade. (1.3 & 1.4)  |                         |                           |                         |                         |                         |
| Strengthen public sensitization through the development and execution of educational and awareness programmes, that outline the social and economic benefits of the national quality infrastructure. (1.3) |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |                         |                           |                         |                         |                         |
| Utilize regional co-operation agreements, to enable effective regional trade and consumer protection. (1.2 & 1.3)  |                         |                           |                         |                         |                         |
| Create an enabling environment for business competitiveness, through the establishment of national or adaptation of regional programmes and policies. (1.3)  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                         |                           |                         |                         |                         |
| No of price calculations of essential petroleum products   |                         | 32                        | 32                      | 32                      | 32                      |
| No of public awareness activities/seminars on earmarked days for quality infrastructure components   |                         | 3                         | 3                       | 3                       | 3                       |
| No of fiscal incentives processed for domestic, inward investors and business owners   |                         | 20                        | 25                      | 25                      | 25                      |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)                              |                         |                           |                         |                         |                         |
| No of cooperation agreements signed  |                         | 1                         | 1                       | 2                       | 2                       |

**SUMMARY OF REVENUES (by Subheads)**

| <b>CATEGORIES</b>                             | <b>Actuals 2016-2017</b> | <b>Approved Estimates 2017-2018</b> | <b>Revised Estimates 2017-2018</b> | <b>Budget Estimates 2018-2019</b> | <b>Forward Estimates 2019-2020</b> | <b>Forward Estimates 2020-2021</b> |
|---|--------------------------|-------------------------------------|------------------------------------|-----------------------------------|------------------------------------|------------------------------------|
| 110 Taxes on Income, Profits                  | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 115 Property Tax                              | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 120 Taxes on Domestic Goods and Services      | 382,370                  | 360,000                             | 360,000                            | 360,000                           | 360,000                            | 360,000                            |
| 122 Licenses                                  | 149,114                  | 307,400                             | 307,400                            | 307,400                           | 307,400                            | 307,400                            |
| 125 Taxes on International Trade and Transact | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 129 Arrears of Taxes                          | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 130 Fees, Fines and Permits                   | 195,597                  | 230,200                             | 230,200                            | 232,400                           | 232,400                            | 232,800                            |
| 135 Rents, Interest and Dividends             | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 140 ECCB Profits                              | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 145 Reimbursements                            | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 150 Budgetary Aid/Grants                      | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 160 Other Revenue                             | 297,801                  | 177,200                             | 177,200                            | 189,200                           | 189,200                            | 189,200                            |
| <b>Total Revenues</b>                         | <b>1,024,881</b>         | <b>1,074,800</b>                    | <b>1,074,800</b>                   | <b>1,089,000</b>                  | <b>1,089,000</b>                   | <b>1,089,400</b>                   |

**SUMMARY OF EXPENDITURE (by Classification)**

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| <b>SUBHDS &amp; DETAILS</b>           | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
|---------------------------------------|------------------------------|---|--|---|--|--|
| <b>Salaries</b>                       |                              |   |  |   |  |  |
| Strategic Management & Administration | 443,091                      | 520,500                                     | 475,600                                    | 633,100                                   | 642,000                                    | 650,900                                    |
| Agricultural Services                 | 886,244                      | 870,800                                     | 923,200                                    | 933,800                                   | 1,002,600                                  | 1,011,100                                  |
| Land Administration                   | 363,744                      | 396,700                                     | 384,600                                    | 522,600                                   | 528,200                                    | 598,900                                    |
| Physical Planning & Development       | 456,364                      | 488,100                                     | 501,400                                    | 551,700                                   | 561,000                                    | 569,000                                    |
| Environmental Management              | 499,746                      | 568,400                                     | 511,400                                    | 629,400                                   | 635,000                                    | 640,700                                    |
| Housing Policy & Support Services     | 264,598                      | 322,200                                     | 329,200                                    | 318,500                                   | 322,600                                    | 328,300                                    |
| Trade                                 | 36,120                       | 143,700                                     | 126,100                                    | 140,200                                   | 143,300                                    | 146,300                                    |
| <b>TOTAL P.E</b>                      | <b>2,949,907</b>             | <b>3,310,400</b>                            | <b>3,251,500</b>                           | <b>3,729,300</b>                          | <b>3,834,700</b>                           | <b>3,945,200</b>                           |
| <b>WAGES</b>                          |                              |   |  |   |  |  |
| Strategic Management & Administration | 17,211                       | 19,200                                      | 19,200                                     | -   | -  | -  |
| Agricultural Services                 | -                            | -   | -  | -   | -  | -  |
| Land Administration                   | -                            | -   | -  | -   | -  | -  |
| Physical Planning & Development       | -                            | -   | -  | -   | -  | -  |
| Environmental Management              | -                            | -   | -  | -   | -  | -  |
| Housing Policy & Support Services     | -                            | -   | -  | -   | -  | -  |
| Trade                                 | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL WAGES</b>                    | <b>17,211</b>                | <b>19,200</b>                               | <b>19,200</b>                              | <b>-</b>                                  | <b>-</b>                                   | <b>-</b>                                   |
| <b>ALLOWANCES</b>                     |                              |   |  |   |  |  |
| Strategic Management & Administration | 181,239                      | 183,100                                     | 180,400                                    | 182,900                                   | 182,900                                    | 182,900                                    |
| Agricultural Services                 | 144,043                      | 162,700                                     | 169,200                                    | 162,500                                   | 162,500                                    | 162,500                                    |
| Land Administration                   | 89,887                       | 100,800                                     | 80,800                                     | 114,600                                   | 114,600                                    | 114,600                                    |
| Physical Planning & Development       | 62,802                       | 70,900                                      | 78,100                                     | 70,800                                    | 70,800                                     | 70,800                                     |
| Environmental Management              | 47,233                       | 60,800                                      | 18,800                                     | 28,500                                    | 28,500                                     | 33,500                                     |
| Housing Policy & Support Services     | 23,924                       | 48,500                                      | 41,500                                     | 52,700                                    | 53,100                                     | 53,100                                     |
| Trade                                 | 7,143                        | 20,000                                      | 20,000                                     | 20,000                                    | 20,000                                     | 20,000                                     |
| <b>TOTAL ALLOWANCES</b>               | <b>556,271</b>               | <b>646,800</b>                              | <b>588,800</b>                             | <b>632,000</b>                            | <b>632,400</b>                             | <b>637,400</b>                             |

| <b>BENEFITS</b>                       |                  |                  |                  |                  |                  |                  |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Strategic Management & Administration | 6,345            | 6,900            | 24,000           | 3,200            | 3,200            | 3,200            |
| Agricultural Services                 | -                | 16,600           | 16,600           | -                | 16,000           | -                |
| Land Administration                   | -                | 7,600            | 7,600            | 7,400            | -                | 25,700           |
| Physical Planning & Development       | -                | -                | -                | -                | -                | -                |
| Environmental Management              | -                | 9,500            | 8,300            | -                | 18,300           | -                |
| Housing Policy & Support Services     | -                | -                | -                | -                | -                | -                |
| Trade                                 | -                | -                | -                | -                | -                | -                |
| <b>TOTAL BENEFITS</b>                 | <b>6,345</b>     | <b>40,600</b>    | <b>56,500</b>    | <b>10,600</b>    | <b>37,500</b>    | <b>28,900</b>    |
| <b>GOODS AND SERVICES</b>             |                  |                  |                  |                  |                  |                  |
| Strategic Management & Administration | 958,435          | 550,300          | 553,400          | 545,000          | 545,000          | 545,000          |
| Agricultural Services                 | 629,588          | 580,000          | 925,300          | 565,000          | 565,000          | 565,000          |
| Land Administration                   | 54,774           | 55,300           | 55,300           | 50,700           | 50,700           | 50,700           |
| Physical Planning & Development       | 29,377           | 44,200           | 44,200           | 44,200           | 44,200           | 44,200           |
| Environmental Management              | 211,866          | 233,100          | 323,100          | 233,100          | 233,100          | 233,100          |
| Housing Policy & Support Services     | 208,234          | 203,800          | 368,800          | 203,800          | 203,800          | 203,800          |
| Trade                                 | 32,737           | 69,100           | 61,700           | 69,100           | 69,100           | 69,100           |
| <b>TOTAL</b>                          | <b>2,125,012</b> | <b>1,735,800</b> | <b>2,331,800</b> | <b>1,710,900</b> | <b>1,710,900</b> | <b>1,710,900</b> |
| <b>CAPITAL EXPENDITURE</b>            |                  |                  |                  |                  |                  |                  |
| Strategic Management & Administration | 863,974          | 3,806,600        | 4,421,100        | 2,453,700        | -                | -                |
| Agricultural Services                 | -                | -                | -                | -                | -                | -                |
| Land Administration                   | -                | -                | -                | -                | -                | -                |
| Physical Planning & Development       | -                | -                | -                | -                | -                | -                |
| Environmental Management              | -                | -                | -                | -                | -                | -                |
| Housing Policy & Support Services     | -                | -                | -                | -                | -                | -                |
| Trade                                 | -                | -                | -                | -                | -                | -                |
| <b>TOTAL CAPITAL EXPENDITURE</b>      | <b>863,974</b>   | <b>3,806,600</b> | <b>4,421,100</b> | <b>2,453,700</b> | <b>-</b>         | <b>-</b>         |

**SUMMARY OF EXPENDITURE (by Subheads)**

|     |                                    |                  |                  |                  |                  |                  |                  |
|-----|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 210 | Salaries                           | 2,949,907        | 3,310,400        | 3,251,500        | 3,729,300        | 3,834,700        | 3,945,200        |
| 212 | Wages                              | 17,211           | 19,200           | 19,200           | -                | -                | -                |
| 216 | Allowances                         | 556,271          | 646,800          | 588,800          | 632,000          | 632,400          | 637,400          |
| 218 | Pensions & Gratuities              | 6,345            | 40,600           | 56,500           | 10,600           | 37,500           | 28,900           |
| 220 | Local Travel                       | -                | -                | -                | -                | -                | -                |
| 222 | International Travel & Subsistence | 68,244           | 70,000           | 68,500           | 70,000           | 70,000           | 70,000           |
| 224 | Utilities                          | 164,533          | 198,500          | 188,500          | 200,000          | 200,000          | 200,000          |
| 226 | Communication Expenses             | 64,137           | 50,000           | 52,000           | 60,000           | 60,000           | 60,000           |
| 228 | Supplies & Materials               | 63,891           | 68,700           | 76,400           | 74,000           | 74,000           | 74,000           |
| 229 | Furniture Equipment and Resources  | 94,523           | 56,100           | 105,600          | 75,000           | 75,000           | 75,000           |
| 230 | Uniform/Protective Clothing        | 16,175           | 16,300           | 16,300           | 18,500           | 18,500           | 18,500           |
| 232 | Maintenance Services               | 408,872          | 349,600          | 349,600          | 310,600          | 310,600          | 310,600          |
| 234 | Rental of Assets                   | 72,000           | 72,000           | 36,000           | -                | -                | -                |
| 236 | Professional Services and Fees     | 200,938          | 255,600          | 283,900          | 308,400          | 308,400          | 308,400          |
| 244 | Advertising                        | 10,428           | 11,100           | 11,100           | 5,500            | 5,500            | 5,500            |
| 246 | Printing & Binding                 | 16,321           | 2,000            | 2,000            | 5,000            | 5,000            | 5,000            |
| 247 | Investment Promotions              | -                | -                | -                | -                | -                | -                |
| 260 | Grants & Contributions             | -                | -                | -                | -                | -                | -                |
| 261 | Subventions                        | 330,000          | -                | -                | -                | -                | -                |
| 273 | MALHE Activities                   | 547,982          | 516,000          | 1,072,200        | 511,000          | 511,000          | 511,000          |
| 275 | Sundry Expenses                    | 15,010           | 19,900           | 19,700           | 22,900           | 22,900           | 22,900           |
| 280 | Programme Production & Promotion   | 29,402           | 20,000           | 20,000           | 20,000           | 20,000           | 20,000           |
| 281 | Minor Works                        | 22,557           | 30,000           | 30,000           | 30,000           | 30,000           | 30,000           |
|     | <b>TOTAL VOTE 30</b>               | <b>5,654,746</b> | <b>5,752,800</b> | <b>6,247,800</b> | <b>6,082,800</b> | <b>6,215,500</b> | <b>6,322,400</b> |

**BUDGET AND FORWARD ESTIMATES**

**VOTE: 35 MINISTRY OF COMMUNICATIONS, WORKS & LABOUR – SUMMARY**

|    |   |                     |
|----|---|---------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the Ministry Headquarters, Public Works Department, Mechanical Workshop, Airport and the Labour Office -<br>Twenty-six million, three hundred and three thousand, four hundred dollars. | <b>\$26,303,400</b> |
| B. | ACCOUNTING OFFICER: Permanent Secretary   |                     |
| C. | SUB-HEADS which under this vote will be accounted for by the Permanent Secretary  |                     |

**STRATEGIC PRIORITIES**

An environment that fosters prudent economic management, sustained growth, a diversified economy and the generation of employment opportunities

Enhanced human development and improved quality of life for all people on Montserrat

Natural and heritage resources conserved through environmentally sustainable development and appropriate strategies for disaster mitigation

An efficient, responsive and accountable system of Governance and Public Service

**NATIONAL OUTCOMES**

A vibrant and diverse economy that supports sustainable private sectoral economic activity and generates employment;

Improve energy security;

Physical infrastructure and transport facilities in place to support development

**VISION**

To be an excellent organization recognized as a model for the region, within a harmonious environment.

**MISSION STATEMENT**

The Ministry of Communication, Works and Labour (MCWL) is mandated to promote the goals and objectives of Government of Montserrat; by ensuring the enhancement of the quality of life for its residents through delivery of cost effective, safe, reliable and sustainable projects, programmes and quality services in the Communications, Labour, Infrastructure and Access Sectors.

**BUDGET SUMMARY**

| SHD                                     | Details of Expenditure                     | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|--|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b> |  |                      |                                    |                                   |                                  |                                   |                                   |
| 350                                     | Strategic Management & Administration      | 2,388,975            | 2,729,100                          | 2,729,100                         | 2,739,100                        | 2,739,100                         | 2,739,100                         |
| 351                                     | Infrastructure Services                    | 1,020                | 50,000                             | 50,000                            | 50,000                           | 50,000                            | 50,000                            |
| 352                                     | Plant Hire & Mechanical Spares             | 690,767              | 680,000                            | 680,000                           | 680,000                          | 680,000                           | 680,000                           |
| 353                                     | Airport Management & Operation             | 283,721              | 377,000                            | 377,000                           | 277,000                          | 277,000                           | 277,000                           |
| 355                                     | Industrial Relations & Employment Services | 205,775              | 170,000                            | 170,000                           | 170,000                          | 170,000                           | 170,000                           |
| <b>TOTAL REVENUE VOTE 35</b>            |  | <b>3,570,258</b>     | <b>4,006,100</b>                   | <b>4,006,100</b>                  | <b>3,916,100</b>                 | <b>3,916,100</b>                  | <b>3,916,100</b>                  |

| SUMMARY OF EXPENDITURE BY PROGRAMME               |  |   |                   |                   |                   |                   |                   |
|---|--|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| 350   | Strategic Management & Administration      | 9,484,394                               | 10,269,200        | 14,066,800        | 15,258,100        | 13,328,300        | 4,240,700         |
| 351   | Infrastructure Services                    | 5,325,463                               | 5,313,600         | 5,267,000         | 5,475,900         | 5,474,500         | 5,534,300         |
| 352   | Plant Hire & Mechanical Spares             | 3,105,010                               | 3,090,000         | 3,352,700         | 3,122,900         | 3,140,900         | 3,169,900         |
| 353   | Airport Management & Operation             | 1,974,551                               | 2,039,300         | 1,948,500         | 2,145,100         | 2,171,500         | 2,193,900         |
| 355   | Industrial Relations & Employment Services | 299,707                                 | 301,500           | 312,300           | 301,400           | 307,300           | 310,400           |
| <b>TOTAL EXPENDITURE VOTE 35</b>                  |  | <b>20,189,125</b>                       | <b>21,013,600</b> | <b>24,947,300</b> | <b>26,303,400</b> | <b>24,422,500</b> | <b>15,449,200</b> |
|   |  |   |                   |                   |                   |                   |                   |
| SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION |  |   |                   |                   |                   |                   |                   |
| RECURRENT EXPENDITURE                             |  |   |                   |                   |                   |                   |                   |
|   | Salaries                                   | 5,237,107                               | 5,429,900         | 5,538,900         | 5,789,900         | 5,903,300         | 5,984,700         |
|   | WAGES                                      | -                                       | -                 | -                 | -                 | -                 | -                 |
|   | ALLOWANCES                                 | 938,610                                 | 1,000,800         | 910,300           | 980,000           | 933,500           | 933,500           |
|   | BENEFITS                                   | 44,247                                  | 75,200            | 64,200            | 72,900            | 67,700            | 12,000            |
|   | GOOD AND SERVICES                          | 7,223,373                               | 6,887,400         | 6,879,900         | 6,746,000         | 6,746,000         | 6,846,000         |
| <b>TOTAL RECURRENT EXPENDITURE</b>                |  | <b>13,443,337</b>                       | <b>13,393,300</b> | <b>13,393,300</b> | <b>13,588,800</b> | <b>13,650,500</b> | <b>13,776,200</b> |
| CAPITAL EXPENDITURE                               |  |   |                   |                   |                   |                   |                   |
| SHD   | Donor                                      | Description                             |                   |                   |                   |                   |                   |
| 71A   | DFID                                       | Geothermal Exploration                  | 3,231,438         | 631,100           | 631,100           | 479,200           | -                 |
| 76A   | DFID                                       | Support to Public Works Strategic Dev   | 260,663           | -                 | 13,700            | -                 | -                 |
| 78A   | DFID                                       | Aeronautical Project                    | 238,288           | 214,300           | 214,300           | -                 | -                 |
| 79A   | EU   | Energy                                  | 312,645           | 2,687,400         | 2,687,400         | 2,510,500         | -                 |
| 22A   | EU   | 750 KW Solar PV and Storage Project     | -                 | -                 | -                 | 4,053,000         | 6,000,000         |
| 90A   | DFID                                       | Water Supply Infrastructure Upgrade     | 441,362           | 185,600           | 185,600           | -                 | -                 |
| 92A   | DFID                                       | Liquid Waste Management                 | 411,878           | 1,802,700         | 1,020,000         | 800,000           | -                 |
| 88A   | DFID                                       | Roads & Bridges                         | 1,436,519         | 631,600           | 1,414,300         | 525,000           | -                 |
| 89A   | DFID                                       | Electricity Distribution Network Upgrad | 300,000           | 512,200           | 512,200           | 155,100           | -                 |
| 06A   | CDB  | Infrastructure Improvement Assist.      | 112,996           | -                 | -                 | -                 | -                 |
| 07A   | LOCAL                                      | National, Information, Communication    | -                 | 955,400           | 955,400           | 279,500           | -                 |
| 74A   | EU   | Information, Communication and Tech     | -                 | -                 | -                 | 115,700           | -                 |
| 13A   | DFID                                       | Airport Improvement Project - DFID      | -                 | -                 | 1,483,900         | 903,000           | -                 |
| 13A   | EU   | Airport Improvement Project - EU        | -                 | -                 | 516,100           | 516,100           | -                 |
| 12A   | DFID                                       | MPA Port Roof & Ferry Terminal Refur    | -                 | -                 | 1,100,000         | 1,046,000         | -                 |
| 19A   | GOM  | Hurricane relief-Road Clean Up          | -                 | -                 | 320,000           | 148,500           | -                 |
| 20A   | GOM  | Island Support-Carrs Bay Bridge         | -                 | -                 | 500,000           | 500,000           | -                 |
| 78A   | EU   | Port Development                        | -                 | -                 | -                 | 683,000           | 4,772,000         |
| <b>TOTAL CAPITAL EXPENDITURE</b>                  |  | <b>6,745,788</b>                        | <b>7,620,300</b>  | <b>11,554,000</b> | <b>12,714,600</b> | <b>10,772,000</b> | <b>1,673,000</b>  |
| <b>TOTAL EXPENDITURE VOTE 35</b>                  |  | <b>20,189,125</b>                       | <b>21,013,600</b> | <b>24,947,300</b> | <b>26,303,400</b> | <b>24,422,500</b> | <b>15,449,200</b> |
| STAFFING RESOURCES                                |  |   |                   |                   |                   |                   |                   |
| <b>TOTAL STAFFING</b>                             |  |   |                   |                   |                   |                   |                   |

**PROGRAMME 350: STRATEGIC MANAGEMENT & ADMINISTRATION**

**PROGRAMME OBJECTIVE:**

To provide policy, planning and administrative support to all Departments, Divisions and Units as well as oversight of agencies: MICA, MUL, Port and Access

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure      | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|-----------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 122                          | Driver's Licenses           | 249,890              | 300,000                            | 300,000                           | 300,000                          | 300,000                           | 300,000                           |
| 122                          | Motor Vehicle Licenses      | 1,239,375            | 1,300,000                          | 1,300,000                         | 1,310,000                        | 1,310,000                         | 1,310,000                         |
| 122                          | Telecom. Licenses           | 721,709              | 750,000                            | 750,000                           | 750,000                          | 750,000                           | 750,000                           |
| 125                          | Int'l Communication         | 104,665              | 150,000                            | 150,000                           | 150,000                          | 150,000                           | 150,000                           |
| 130                          | Royalties: Internet Domain  | -                    | 200,000                            | 200,000                           | 200,000                          | 200,000                           | 200,000                           |
| 135                          | Rents, Interests, Dividends | 42,000               | 6,000                              | 6,000                             | 6,000                            | 6,000                             | 6,000                             |
| 160                          | Sale of Condemned Stores    | 10,050               | 3,000                              | 3,000                             | 3,000                            | 3,000                             | 3,000                             |
| 160                          | Sale of Unallocated Stores  | -                    | 100                                | 100                               | 100                              | 100                               | 100                               |
| 160                          | Re-saleable Stock           | 21,286               | 20,000                             | 20,000                            | 20,000                           | 20,000                            | 20,000                            |
| <b>TOTAL REVENUE VOTE 35</b> |                             | <b>2,388,975</b>     | <b>2,729,100</b>                   | <b>2,729,100</b>                  | <b>2,739,100</b>                 | <b>2,739,100</b>                  | <b>2,739,100</b>                  |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 679,959              | 719,400                            | 740,600                           | 774,000                          | 786,800                           | 798,200                           |
| 216                             | Allowances                         | 197,185              | 199,300                            | 222,700                           | 209,300                          | 209,300                           | 209,300                           |
| <b>Total Salaries</b>           |                                    | <b>877,144</b>       | <b>918,700</b>                     | <b>963,300</b>                    | <b>983,300</b>                   | <b>996,100</b>                    | <b>1,007,500</b>                  |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 222                             | International Travel & Subsistence | 63,600               | 40,000                             | 63,300                            | 40,000                           | 40,000                            | 40,000                            |
| 224                             | Utilities                          | 289,000              | 370,800                            | 370,800                           | 370,800                          | 370,800                           | 370,800                           |
| 226                             | Communication Expenses             | 43,598               | 60,000                             | 60,000                            | 60,000                           | 60,000                            | 60,000                            |
| 228                             | Supplies & Materials               | 24,999               | 25,000                             | 37,000                            | 25,000                           | 25,000                            | 25,000                            |
| 229                             | Furniture Equipment and Resources  | 181,965              | 100,000                            | 285,000                           | 100,000                          | 100,000                           | 100,000                           |
| 230                             | Uniform/Protective Clothing        | 10,000               | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 232                             | Maintenance Services               | 8,813                | 8,000                              | 8,000                             | 8,000                            | 8,000                             | 8,000                             |
| 234                             | Rental of Assets                   | -                    | 61,200                             | 90,200                            | 61,200                           | 61,200                            | 61,200                            |
| 236                             | Professional Services and Fees     | 88,602               | 102,000                            | 133,500                           | 112,000                          | 112,000                           | 112,000                           |
| 246                             | Printing & Binding                 | 12,915               | 13,000                             | 13,000                            | 13,000                           | 13,000                            | 13,000                            |
| 260                             | Grants & Contributions             | 584,242              | 780,200                            | 302,800                           | 610,200                          | 610,200                           | 610,200                           |
| 261                             | Subventions                        | 400,000              | -                                  | -                                 | -                                | -                                 | -                                 |
| 272                             | Claims against Government          | 2,374                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 275                             | Sundry Expenses                    | 38,994               | 40,000                             | 55,900                            | 30,000                           | 30,000                            | 30,000                            |
| 281                             | Minor Works                        | 29,995               | 30,000                             | 30,000                            | 30,000                           | 30,000                            | 30,000                            |
| 282                             | Re-saleable Stock                  | 82,366               | 80,000                             | 80,000                            | 80,000                           | 80,000                            | 80,000                            |
| <b>Total Goods and Services</b> |                                    | <b>1,861,462</b>     | <b>1,730,200</b>                   | <b>1,549,500</b>                  | <b>1,560,200</b>                 | <b>1,560,200</b>                  | <b>1,560,200</b>                  |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>2,738,606</b>     | <b>2,648,900</b>                   | <b>2,512,800</b>                  | <b>2,543,500</b>                 | <b>2,556,300</b>                  | <b>2,567,700</b>                  |

| CAPITAL EXPENDITURE   |       |   |                      |                                    |                                   |                                  |                                   |                                   |
|---|-------|---|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| Details of Expenditure  |       |   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD   | Donor | Description                             |                      |                                    |                                   |                                  |                                   |                                   |
| 3508071A  | DFID  | Geothermal Exploration                  | 3,231,438            | 631,100                            | 631,100                           | 479,200                          | -                                 | -                                 |
| 3510076A  | DFID  | Support to Public Works Strategic Dev   | 260,663              | -                                  | 13,700                            | -                                | -                                 | -                                 |
| 3511078A  | DFID  | Aeronautical Project                    | 238,288              | 214,300                            | 214,300                           | -                                | -                                 | -                                 |
| 3515079A  | EU    | Energy                                  | 312,645              | 2,687,400                          | 2,687,400                         | 2,510,500                        | -                                 | -                                 |
| 2019122A  | EU    | 750 KW Solar PV and Storage Project     | -                    | -                                  | -                                 | 4,053,000                        | 6,000,000                         | -                                 |
| 3516090A  | DFID  | Water Supply Infrastructure Upgrade     | 441,362              | 185,600                            | 185,600                           | -                                | -                                 | -                                 |
| 3516092A  | DFID  | Liquid Waste Management                 | 411,878              | 1,802,700                          | 1,020,000                         | 800,000                          | -                                 | -                                 |
| 3516088A  | DFID  | Roads & Bridges                         | 1,436,519            | 631,600                            | 1,414,300                         | 525,000                          | -                                 | -                                 |
| 3516089A  | DFID  | Electricity Distribution Network Upgrad | 300,000              | 512,200                            | 512,200                           | 155,100                          | -                                 | -                                 |
| 3517106A  | CDB   | Infrastructure Improvement Assist.      | 112,996              | -                                  | -                                 | -                                | -                                 | -                                 |
| 35350107A   | LOCAL | National, Information, Communication    | -                    | 955,400                            | 955,400                           | 279,500                          | -                                 | -                                 |
| 74A   | EU    | Information, Communication and Tech     | -                    | -                                  | -                                 | 115,700                          | -                                 | -                                 |
| 3518113A  | DFID  | Airport Improvement Project - DFID      | -                    | -                                  | 1,483,900                         | 903,000                          | -                                 | -                                 |
| 3518113A  | EU    | Airport Improvement Project - EU        | -                    | -                                  | 516,100                           | 516,100                          | -                                 | -                                 |
| 3518112A  | DFID  | MPA Port Roof & Ferry Terminal Refur    | -                    | -                                  | 1,100,000                         | 1,046,000                        |                                   |                                   |
| 3518119A  | GOM   | Hurricane relief-Road Clean Up          | -                    | -                                  | 320,000                           | 148,500                          |                                   |                                   |
| 3518120A  | GOM   | Island Support-Carrs Bay Bridge         | -                    | -                                  | 500,000                           | 500,000                          |                                   |                                   |
| 78A   | EU    | Port Development                        | -                    | -                                  | -                                 | 683,000                          | 4,772,000                         | 1,673,000                         |
| <b>CAPITAL EXPENDITURE</b>  |       |   | <b>6,745,788</b>     | <b>7,620,300</b>                   | <b>11,554,000</b>                 | <b>12,714,600</b>                | <b>10,772,000</b>                 | <b>1,673,000</b>                  |
| STAFFING RESOURCES  |       |   |                      |                                    |                                   |                                  |                                   |                                   |
| STAFF POSTS   |       | Scale                                   | Count                | STAFF POSTS                        |                                   | Scale                            | Count                             |                                   |
| Minister  |       | 0                                       | 1                    | Storekeeper                        |                                   | R28-22                           | 1                                 |                                   |
| Permanent Secretary   |       | R5                                      | 1                    | Vehicle Tester                     |                                   | R28-22                           | 1                                 |                                   |
| Director  |       | R7                                      | 1                    | Clerical Officer (Snr)             |                                   | R33-29                           | 3                                 |                                   |
| Assistant Secretary   |       | R22-16                                  | 2                    | Security Officer                   |                                   | R39-32                           | 1                                 |                                   |
| Executive Officer   |       | R28-22                                  | 1                    | Clerical Officer                   |                                   | R46-34                           | 6                                 |                                   |
| <b>TOTAL STAFF</b>  |       |   |                      |                                    |                                   |                                  |                                   | <b>18</b>                         |
| PROGRAMME PERFORMANCE INFORMATION   |       |   |                      |                                    |                                   |                                  |                                   |                                   |
| KEY STRATEGIES FOR 2018/19:   |       |   |                      |                                    |                                   |                                  |                                   |                                   |
| Implement Cabinet decisions in a timely manner to foster good governance within the Ministry.   |       |   |                      |                                    |                                   |                                  |                                   |                                   |
| Expand administration of the licensing requirements in accordance with the Road Traffic Act to improve road safety through assurances of roadworthiness.  |       |   |                      |                                    |                                   |                                  |                                   |                                   |
| Implement appropriate mechanisms to ensure compliance with the Public Financial Management Accountability Act to promote value for money and transparency.  |       |   |                      |                                    |                                   |                                  |                                   |                                   |
| Implementation of the Updated National Information Communication Technology Policy and Plan to encourage ICT culture and advance economic growth, development and sustainability.*                                |       |   |                      |                                    |                                   |                                  |                                   |                                   |
| Adopt and implement appropriate Human Resources Development and Management strategies within the Ministry to enhance human development, build human capacity so that efficient delivery of services are achieved. |       |   |                      |                                    |                                   |                                  |                                   |                                   |
| Implement legislative, regulatory and institutional framework for renewable energy and more specifically geothermal energy to foster a green affordable and efficient industry.*                                  |       |   |                      |                                    |                                   |                                  |                                   |                                   |
| Ensure GoM has constant representation on boards governing the following entities: Port Authority, MUL, and MICA to ensure Policy Agenda is achieved.   |       |   |                      |                                    |                                   |                                  |                                   |                                   |

| ADDITIONAL KEY STRATEGIES FOR 2019/20-21  |                  |                    |                  |                  |                  |
|---|------------------|--------------------|------------------|------------------|------------------|
|   |                  |                    |                  |                  |                  |
|   |                  |                    |                  |                  |                  |
| KEY PERFORMANCE INDICATORS  | Actual 2016-2017 | Estimate 2017-2018 | Target 2018-2019 | Target 2019-2020 | Target 2020-2021 |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                  |                    |                  |                  |                  |
| No. of Cabinet Memorandum submitted for approval  | 25               | 20                 | 15               | 15               | 15               |
| No. of days to process payments/ documents  | 5                | 4                  | 4                | 4                | 4                |
| No of training implemented for capacity development   | 6                | 8                  | 8                | 8                | 8                |
|   |                  |                    |                  |                  |                  |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |                  |                    |                  |                  |                  |
|   |                  | 90                 | 90               | 90               | 90               |
| Percent of recommendations implemented (based on funding available)   |                  | 95%                | 95%              | 95%              | 95%              |
| Level of satisfaction of Ministers/Cabinet with policy advice provided  |                  | 80%                | 80%              | 80%              | 80%              |
| Level of satisfaction of agency staff with support services provided  |                  | 4                  | 4                | 4                | 4                |
| Average time to process invoice   |                  |                    |                  |                  |                  |
|   |                  |                    |                  |                  |                  |

**PROGRAMME 351: INFRASTRUCTURE SERVICES**

**PROGRAMME OBJECTIVE:**

To design, build and maintain Montserrat's public infrastructure and management of the national's infrastructural assets

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|-------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 160                          | Hot Mix Plant Operation | 1,020                | 50,000                             | 50,000                            | 50,000                           | 50,000                            | 50,000                            |
| <b>TOTAL REVENUE VOTE 35</b> |                         | <b>1,020</b>         | <b>50,000</b>                      | <b>50,000</b>                     | <b>50,000</b>                    | <b>50,000</b>                     | <b>50,000</b>                     |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|-------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                         |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                | 1,791,467            | 1,849,300                          | 1,862,200                         | 2,000,300                        | 2,038,400                         | 2,053,900                         |
| 216                             | Allowances              | 520,006              | 589,900                            | 521,400                           | 607,300                          | 560,800                           | 560,800                           |
| 218                             | Pensions and Gratuities | 32,247               | 50,200                             | 39,200                            | 48,700                           | 55,700                            | -                                 |
| <b>Total Salaries</b>           |                         | <b>2,343,719</b>     | <b>2,489,400</b>                   | <b>2,422,800</b>                  | <b>2,656,300</b>                 | <b>2,654,900</b>                  | <b>2,614,700</b>                  |
| <b>GOODS AND SERVICES</b>       |                         |                      |                                    |                                   |                                  |                                   |                                   |
| 232                             | Maintenance Services    | 2,976,748            | 2,819,200                          | 2,839,200                         | 2,814,600                        | 2,814,600                         | 2,914,600                         |
| 275                             | Sundry Expenses         | 4,996                | 5,000                              | 5,000                             | 5,000                            | 5,000                             | 5,000                             |
| <b>Total Goods and Services</b> |                         | <b>2,981,744</b>     | <b>2,824,200</b>                   | <b>2,844,200</b>                  | <b>2,819,600</b>                 | <b>2,819,600</b>                  | <b>2,919,600</b>                  |
| <b>RECURRENT EXPENDITURE</b>    |                         | <b>5,325,463</b>     | <b>5,313,600</b>                   | <b>5,267,000</b>                  | <b>5,475,900</b>                 | <b>5,474,500</b>                  | <b>5,534,300</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**STAFFING RESOURCES**

| STAFF POSTS                 | Scale        | Count | STAFF POSTS                      | Scale  | Count |
|-----------------------------|--------------|-------|----------------------------------|--------|-------|
| Director of Public Works    | R7           | 1     | Engineering Technician           | R22-18 | 1     |
| Civil Engineer              | R9           | 1     | Group Foreman                    | R22-18 | 1     |
| Government Architect        | R9           | 1     | Electrician(Snr)                 | R22-18 | 1     |
| PWD Architect               | R10          | 1     | Electrician                      | R28-22 | 1     |
| Architect                   | R17-13       | 1     | Foreman (Snr)                    | R28-22 | 3     |
| Structural Engineer         | R10          | 1     | Charge Hand II                   | R30-28 | 2     |
| Quantity Surveyor           | R10          | 1     | Charge Hand I                    | R33-30 | 5     |
| Assistant Quantity Surveyor | R22-16/17-13 | 1     | Lab Assistant                    | R33-29 | 1     |
| Assistant Civil Engineer    | R17-13       | 2     | Lab Technician                   | R28-22 | 1     |
| Clerk of Works              | R22-16/17-13 | 2     | Security Officer                 | R36-32 | 3     |
| Assistant Clerk of Works    | R46-34/33-29 | 1     | Assistant Engineering Technician | R38-36 | 2     |
| Head of Laboratory          | R22-16/17-13 | 1     | Skilled Labourer                 | R38-34 | 2     |
| CAD Operator                | R22-16       | 1     | Semi-Skilled Labourer            | R42-36 | 9     |

**TOTAL STAFF**

**47**

| PROGRAMME PERFORMANCE INFORMATION  |  |                  |                    |                  |                  |                  |
|--|--|------------------|--------------------|------------------|------------------|------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>   |  |                  |                    |                  |                  |                  |
| Develop a financing plan and supporting documents including business case, project briefs for donor and government financing in accordance with the Physical Development Plan of 2012-2022 and the MCWL Infrastructural Review document of 2014.                                     |  |                  |                    |                  |                  |                  |
| Develop more efficient and modern approaches to building maintenance programme to preserve public infrastructural assets, design life expectancy.  |  |                  |                    |                  |                  |                  |
| Implement new strategies using road asset management and other modern software and equipment/machinery for road construction and maintenance to increase public safety, economic development, extension of the life expectancy, commerce, and preserve public infrastructure assets. |  |                  |                    |                  |                  |                  |
| Implementation of the Energy Policy and Action Plan to promote a more green, affordable and efficient industry.  |  |                  |                    |                  |                  |                  |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |  |                  |                    |                  |                  |                  |
|  |  |                  |                    |                  |                  |                  |
|  |  |                  |                    |                  |                  |                  |
| KEY PERFORMANCE INDICATORS   |  | Actual 2016-2017 | Estimate 2017-2018 | Target 2018-2019 | Target 2019-2020 | Target 2020-2021 |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |  |                  |                    |                  |                  |                  |
| No. of business case developed for infrastructure development funding  |  |                  | 3                  | 3                |                  |                  |
| No. of road maintenance projects valued over \$20,000 completed.   |  |                  | 16                 | 18               |                  |                  |
| No. of public buildings maintenance request valued over \$5000 received and addressed.   |  |                  | 21                 | 12               |                  |                  |
| No. of capital projects valued over 100k approved & in progress.   |  |                  | 4                  | 4                |                  |                  |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)  |  |                  |                    |                  |                  |                  |
| % of infrastructure projects developed, financed and completed.  |  |                  | 85                 | 85               | 85               | 85               |
| % of maintenance projects completed.   |  |                  | 95                 | 95               | 95               | 95               |
|  |  |                  |                    |                  |                  |                  |

**PROGRAMME 352: PLANT HIRE & MECHANICAL SPARES**

**PROGRAMME OBJECTIVE:**

To provide plant hire and mechanical services to the public and private

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 130                          | PWD Laboratory         | 9,740                | 20,000                             | 20,000                            | 20,000                           | 20,000                            | 20,000                            |
| 160                          | Mechanical Spares      | 12,778               | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 160                          | Plant & Workshop       | 668,249              | 650,000                            | 650,000                           | 650,000                          | 650,000                           | 650,000                           |
| <b>TOTAL REVENUE VOTE 35</b> |                        | <b>690,767</b>       | <b>680,000</b>                     | <b>680,000</b>                    | <b>680,000</b>                   | <b>680,000</b>                    | <b>680,000</b>                    |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure      | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|-----------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                             |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                    | 1,347,733            | 1,421,200                          | 1,504,200                         | 1,523,500                        | 1,553,700                         | 1,582,700                         |
| 216                             | Allowances                  | 125,147              | 111,200                            | 116,200                           | 111,100                          | 111,100                           | 111,100                           |
| 218                             | Pensions and Gratuities     | -                    | 12,600                             | 12,600                            | 12,200                           | -                                 | -                                 |
| <b>Total Salaries</b>           |                             | <b>1,472,881</b>     | <b>1,545,000</b>                   | <b>1,633,000</b>                  | <b>1,646,800</b>                 | <b>1,664,800</b>                  | <b>1,693,800</b>                  |
| <b>GOODS AND SERVICES</b>       |                             |                      |                                    |                                   |                                  |                                   |                                   |
| 230                             | Uniform/Protective Clothing | 44,957               | 45,000                             | 45,000                            | 45,000                           | 45,000                            | 45,000                            |
| 232                             | Maintenance Services        | 1,310,135            | 1,200,000                          | 1,386,700                         | 1,131,100                        | 1,131,100                         | 1,131,100                         |
| 283                             | Environmental Protection    | 277,038              | 300,000                            | 288,000                           | 300,000                          | 300,000                           | 300,000                           |
| <b>Total Goods and Services</b> |                             | <b>1,632,129</b>     | <b>1,545,000</b>                   | <b>1,719,700</b>                  | <b>1,476,100</b>                 | <b>1,476,100</b>                  | <b>1,476,100</b>                  |
| <b>RECURRENT EXPENDITURE</b>    |                             | <b>3,105,010</b>     | <b>3,090,000</b>                   | <b>3,352,700</b>                  | <b>3,122,900</b>                 | <b>3,140,900</b>                  | <b>3,169,900</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**STAFFING RESOURCES**

| STAFF POSTS                              | Scale  | Count | STAFF POSTS       | Scale        | Count     |
|--|--------|-------|-------------------|--------------|-----------|
| Plant Superintendent                     | R17-13 | 1     | Mechanic II       | R33-29       | 3         |
| Senior Foreman - Mechanics               | R28-22 | 1     | Mechanic I        | R39-32       | 3         |
| Plant Distribution Officer               | R28-22 | 1     | Cesspool Operator | R46-34/33-29 | 2         |
| Senior Foreman - Plant Hire & Mechanical | R28-22 | 1     | Cesspool Driver   | R33-29/28-22 | 1         |
| Snr Mechanic/Tractor Foreman             | R28-22 | 1     | Security          | R33-29       | 1         |
| Heavy Equipment Operator                 | R28-22 | 8     | Welder (Snr)      | R28-22       | 1         |
| Light Equipment Operator                 | R33-29 | 5     | Welder            | R33-29       | 1         |
| Driver                                   | R39-32 | 1     | Tractor Mechanic  | R39-29/28-22 | 1         |
| Mechanic Handyman                        | R33-29 | 1     | Tractor Operator  | R33-29       | 3         |
| <b>TOTAL STAFF</b>                       |        |       |                   |              | <b>36</b> |

| PROGRAMME PERFORMANCE INFORMATION  |                  |                    |                  |                  |                  |
|--|------------------|--------------------|------------------|------------------|------------------|
| KEY STRATEGIES FOR 2018/19:  |                  |                    |                  |                  |                  |
| Expand and operationalize systems and plans for a more cost effective and efficient operation of the PWD workshop.   |                  |                    |                  |                  |                  |
| Implement systems for the management of Government of Montserrat's Fleet to increase efficiency in operations.   |                  |                    |                  |                  |                  |
| ADDITIONAL KEY STRATEGIES FOR 2019/20-21   |                  |                    |                  |                  |                  |
|  |                  |                    |                  |                  |                  |
|  |                  |                    |                  |                  |                  |
| KEY PERFORMANCE INDICATORS   | Actual 2016-2017 | Estimate 2017-2018 | Target 2018-2019 | Target 2019-2020 | Target 2020-2021 |
| Output Indicators (Specify what has been/will be produced or delivered by the programme.)  |                  |                    |                  |                  |                  |
| No. of vehicles maintained   | 115              | 115                | 120              | 120              | 120              |
| Average annual hours of Plant hire utilization   | 4056             | 3500               | 3500             | 3500             | 3500             |
| Average Annual revenue   | 668K             | 500K               | 500K             | 500K             | 500K             |
| Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |                  |                    |                  |                  |                  |
| % Plant utilization rate.  | 10               | 15                 | 15               | 15               | 15               |
| % Plant mechanical down time   | 39               | 30                 | 25               | 22               | 20               |
| % of costs recovered through hire charges  | 56%              | 30%                | 30%              | 30%              | 30%              |
|  |                  |                    |                  |                  |                  |

**PROGRAMME 353: AIRPORT MANAGEMENT & OPERATION**

**PROGRAMME OBJECTIVE:**

To ensure safe, reliable and affordable air access

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure      | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|-----------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 130                          | Aircraft Landing Charges    | 55,166               | 55,000                             | 55,000                            | 55,000                           | 55,000                            | 55,000                            |
| 130                          | Airport Security Charge     | 125,790              | 110,000                            | 110,000                           | 110,000                          | 110,000                           | 110,000                           |
| 130                          | Scenic Flights              | -                    | 150,000                            | 150,000                           | 50,000                           | 50,000                            | 50,000                            |
| 135                          | Concessions Rental- Airport | 31,395               | 12,000                             | 12,000                            | 12,000                           | 12,000                            | 12,000                            |
| 160                          | Navigational Charges        | 71,370               | 50,000                             | 50,000                            | 50,000                           | 50,000                            | 50,000                            |
| <b>TOTAL REVENUE VOTE 35</b> |                             | <b>283,721</b>       | <b>377,000</b>                     | <b>377,000</b>                    | <b>277,000</b>                   | <b>277,000</b>                    | <b>277,000</b>                    |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure      | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|-----------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                             |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                    | 1,219,180            | 1,239,600                          | 1,222,500                         | 1,291,800                        | 1,318,200                         | 1,340,600                         |
| 216                             | Allowances                  | 66,752               | 69,800                             | 19,400                            | 21,700                           | 21,700                            | 21,700                            |
| 218                             | Pensions and Gratuities     | 12,000               | 12,400                             | 12,400                            | 12,000                           | 12,000                            | 12,000                            |
| <b>Total Salaries</b>           |                             | <b>1,297,932</b>     | <b>1,321,800</b>                   | <b>1,254,300</b>                  | <b>1,325,500</b>                 | <b>1,351,900</b>                  | <b>1,374,300</b>                  |
| <b>GOODS AND SERVICES</b>       |                             |                      |                                    |                                   |                                  |                                   |                                   |
| 224                             | Utilities                   | 61,167               | 100,000                            | 100,000                           | 100,000                          | 100,000                           | 100,000                           |
| 226                             | Communication Expenses      | 9,149                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 228                             | Supplies & Materials        | 13,991               | 15,000                             | 15,000                            | 15,000                           | 15,000                            | 15,000                            |
| 230                             | Uniform/Protective Clothing | 18,975               | 19,000                             | 19,000                            | 19,000                           | 19,000                            | 19,000                            |
| 232                             | Maintenance Services        | 174,931              | 175,000                            | 175,000                           | 277,100                          | 277,100                           | 277,100                           |
| 238                             | Insurance                   | 110,000              | 110,000                            | 110,000                           | 110,000                          | 110,000                           | 110,000                           |
| 246                             | Printing & Binding          | 3,914                | 4,000                              | 4,000                             | 4,000                            | 4,000                             | 4,000                             |
| 260                             | Grants & Contributions      | 281,992              | 282,000                            | 258,700                           | 282,000                          | 282,000                           | 282,000                           |
| 275                             | Sundry Expenses             | 2,499                | 2,500                              | 2,500                             | 2,500                            | 2,500                             | 2,500                             |
| <b>Total Goods and Services</b> |                             | <b>676,619</b>       | <b>717,500</b>                     | <b>694,200</b>                    | <b>819,600</b>                   | <b>819,600</b>                    | <b>819,600</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                             | <b>1,974,551</b>     | <b>2,039,300</b>                   | <b>1,948,500</b>                  | <b>2,145,100</b>                 | <b>2,171,500</b>                  | <b>2,193,900</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS                       | Scale  | Count | STAFF POSTS                   | Scale  | Count     |
|-----------------------------------|--------|-------|-------------------------------|--------|-----------|
| Airport Manager                   | R12-8  | 1     | Security Officer (Supervisor) | R33-29 | 3         |
| Operations Manager                | R14-10 | 1     | Security Officer              | R39-32 | 12        |
| Senior Air Traffic Controller     | R17-13 | 1     | Maintenance Handyman          | R42-36 | 2         |
| Air Traffic Shift Supervisor      | R22-18 | 3     | Night Security Officer        | R33-29 | 2         |
| Air Traffic Controller            | R28-20 | 3     | Sub Night Security Officer    | R33-29 | 1         |
| Air Traffic Controller(Designate) | R39-32 | 2     | Clerical Officer (Snr)        | R33-29 | 1         |
| Security Officer (Chief)          | R28-22 | 1     |                               |        |           |
| <b>TOTAL STAFF</b>                |        |       |                               |        | <b>33</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |                         |                           |                         |                         |                         |
|---|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                         |                           |                         |                         |                         |
| Improve general airport security to comply with international standards via CCTV cameras, expansion of the perimeter fence and additional security check point at the airport.  |                         |                           |                         |                         |                         |
| Improve the level of Airport utilization. (Night Operations certification revised target now 30th April 2019).  |                         |                           |                         |                         |                         |
| Meet Safety & Security Regulatory Requirements in order to maintain the currency of the aerodrome certificate by conducting periodic reviews of all Airport Manuals and Procedures.   |                         |                           |                         |                         |                         |
| Implementing internal quality control systems through engaging in regular internal airport audits to improve operating standards and in preparation for regulatory audits and inspections.  |                         |                           |                         |                         |                         |
| Improve Airport Facility to extend useful life span of the asset; seek funding to undertake the construction of second garage for fire trucks and housing for   |                         |                           |                         |                         |                         |
| Improve the environmental aesthetics of the airport compound and introduce an additional revenue stream through a Public Car Park upgrade. This is in line with the national Tourism and infrastructural policy.  |                         |                           |                         |                         |                         |
| Extend the airport property and make the airport more user friendly. Making a case for the acquisition of land north of the existing car part to create a modern commercial park with covered walk ways leading to the airport terminal building. This envisages the transformation of the area in question which has definitely outgrown its temporary status after more than 10 years).         |                         |                           |                         |                         |                         |
| <b>ADDITIONAL KEY STRATEGIES FOR 2019/20-21</b>   |                         |                           |                         |                         |                         |
| Facilities upgrade to encourage good customer service via upgrade of the Airport Terminal Building to cater for a new Control Tower and Administration Block along with provisions for VIP facilities and the creation of more commercial space for a proper restaurant and retail business.  |                         |                           |                         |                         |                         |
| Improving the environment aesthetics of the airport compound and introduce an addition revenue stream through a Public Car Park Upgrade.  |                         |                           |                         |                         |                         |
| Extension of the airport property and make the airport more user friendly. Making a case for the acquisition of land north of the existing car park to create a modern commercial park with covered walk ways leading to the airport terminal building. This envisages the transformation of the area in question which has definitely outgrown its "temporary" status after more than 10 years). |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |                         |                           |                         |                         |                         |
|   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |                           |                         |                         |                         |
| No. of flights  | 7,173                   | 12,000                    | 13,000                  | 13,000                  | 13,000                  |
| No. of passenger movements  | 24,021                  | 24,000                    | 24,500                  | 24,500                  | 24,500                  |
|   |                         |                           |                         |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)   |                         |                           |                         |                         |                         |
| Average delay in departure/landing (Hours)  | 0                       | 0                         | 0                       | 0                       | 0                       |
| No. of days airport is not operational  | 0                       | 5                         | 5                       | 0                       | 0                       |
|   |                         |                           |                         |                         |                         |

**PROGRAMME 355: INDUSTRIAL RELATIONS & EMPLOYMENT SERVICES**

**PROGRAMME OBJECTIVE:**  
To promote a safe, fair and harmonious working environment

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 130                          | Work Permit Fees       | 205,775              | 170,000                            | 170,000                           | 170,000                          | 170,000                           | 170,000                           |
| <b>TOTAL REVENUE VOTE 35</b> |                        | <b>205,775</b>       | <b>170,000</b>                     | <b>170,000</b>                    | <b>170,000</b>                   | <b>170,000</b>                    | <b>170,000</b>                    |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure         | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|--------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                       | 198,768              | 200,400                            | 209,400                           | 200,300                          | 206,200                           | 209,300                           |
| 216                             | Allowances                     | 29,520               | 30,600                             | 30,600                            | 30,600                           | 30,600                            | 30,600                            |
| <b>Total Salaries</b>           |                                | <b>228,288</b>       | <b>231,000</b>                     | <b>240,000</b>                    | <b>230,900</b>                   | <b>236,800</b>                    | <b>239,900</b>                    |
| <b>GOODS AND SERVICES</b>       |                                |                      |                                    |                                   |                                  |                                   |                                   |
| 228                             | Supplies & Materials           | 4,967                | 5,000                              | 5,700                             | 5,000                            | 5,000                             | 5,000                             |
| 236                             | Professional Services and Fees | 29,911               | 25,000                             | 25,000                            | 25,000                           | 25,000                            | 25,000                            |
| 242                             | Training                       | 26,156               | 30,000                             | 31,800                            | 30,000                           | 30,000                            | 30,000                            |
| 246                             | Printing & Binding             | 3,389                | 3,500                              | 2,800                             | 3,500                            | 3,500                             | 3,500                             |
| 275                             | Sundry Expenses                | 6,995                | 7,000                              | 7,000                             | 7,000                            | 7,000                             | 7,000                             |
| <b>Total Goods and Services</b> |                                | <b>71,419</b>        | <b>70,500</b>                      | <b>72,300</b>                     | <b>70,500</b>                    | <b>70,500</b>                     | <b>70,500</b>                     |
| <b>RECURRENT EXPENDITURE</b>    |                                | <b>299,707</b>       | <b>301,500</b>                     | <b>312,300</b>                    | <b>301,400</b>                   | <b>307,300</b>                    | <b>310,400</b>                    |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**STAFFING RESOURCES**

| STAFF POSTS         | Scale  | Count | STAFF POSTS            | Scale         | Count    |
|---------------------|--------|-------|------------------------|---------------|----------|
| Labour Commissioner | R14-10 | 1     | Labour Inspector       | R28-22/R22-18 | 1        |
| Labour Officer      | R22-16 | 1     | Clerical Officer (Snr) | R33-29        | 1        |
| <b>TOTAL STAFF</b>  |        |       |                        |               | <b>4</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |                         |                           |                         |                         |                         |
|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>   |                         |                           |                         |                         |                         |
| To update the labour laws, policies and practices to ensure that they are equitable and in line with modern international standards.   |                         |                           |                         |                         |                         |
| Prepare and distribute a concise user friendly version of the Labour Code – to encourage more compliance with the labour Code (printed & soft copy).   |                         |                           |                         |                         |                         |
| Develop educational programs to fill the short term needs identified in the Labour Market Needs Assessment and Survey and implementation of the LMNA&S.  |                         |                           |                         |                         |                         |
| <b>ADDITIONAL KEY STRATEGIES FOR 2019/20-21</b>  |                         |                           |                         |                         |                         |
| Advance Workplace Health and Safety awareness within the Public and Private Sector. This will be done through surveys and on the job training programs to Promote Occupational health and Safety Aspect of the Labour Code |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>  |                         |                           |                         |                         |                         |
|  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                         |                           |                         |                         |                         |
| No. of (Labour related complaints) cases reported to the Department  |                         | 40                        | 42                      | 42                      | 42                      |
| No. of workplaces inspections  |                         | 45                        | 45                      | 45                      | 45                      |
| No. of health care awareness campaigns conducted   |                         | 45                        | 45                      | 45                      | 45                      |
|  |                         |                           |                         |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)  |                         |                           |                         |                         |                         |
| Percent resolution for cases submitted to the Department (resolved)  |                         | 90                        | 90                      | 90                      | 90                      |
| Percent Workplaces inspections completed (compliance)  |                         | 85                        | 85                      | 85                      | 85                      |
| Percent of health care awareness campaigns completed. (worker awareness)   |                         | 70                        | 70                      | 75                      | 75                      |
|  |                         |                           |                         |                         |                         |

**SUMMARY OF REVENUES (by Subheads)**

| CATEGORIES |   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------|---|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 110        | Taxes on Income, Profits                  | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 115        | Property Tax                              | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 120        | Taxes on Domestic Goods and Services      | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 122        | Licenses                                  | 2,210,974            | 2,350,000                          | 2,350,000                         | 2,360,000                        | 2,360,000                         | 2,360,000                         |
| 125        | Taxes on International Trade and Transact | 104,665              | 150,000                            | 150,000                           | 150,000                          | 150,000                           | 150,000                           |
| 129        | Arrears of Taxes                          | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 130        | Fees, Fines and Permits                   | 396,471              | 705,000                            | 705,000                           | 605,000                          | 605,000                           | 605,000                           |
| 135        | Rents, Interest and Dividends             | 73,395               | 18,000                             | 18,000                            | 18,000                           | 18,000                            | 18,000                            |
| 140        | ECCB Profits                              | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 145        | Reimbursements                            | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 150        | Budgetary Aid/Grants                      | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 160        | Other Revenue                             | 784,753              | 783,100                            | 783,100                           | 783,100                          | 783,100                           | 783,100                           |
|            | <b>Total Revenues</b>                     | <b>3,570,258</b>     | <b>4,006,100</b>                   | <b>4,006,100</b>                  | <b>3,916,100</b>                 | <b>3,916,100</b>                  | <b>3,916,100</b>                  |

**SUMMARY OF EXPENDITURE (by Classification)**

| SUBHDS & DETAILS  |  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|-------------------|--|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>   |  |                      |                                    |                                   |                                  |                                   |                                   |
|                   | Strategic Management & Administration      | 679,959              | 719,400                            | 740,600                           | 774,000                          | 786,800                           | 798,200                           |
|                   | Infrastructure Services                    | 1,791,467            | 1,849,300                          | 1,862,200                         | 2,000,300                        | 2,038,400                         | 2,053,900                         |
|                   | Plant Hire & Mechanical Spares             | 1,347,733            | 1,421,200                          | 1,504,200                         | 1,523,500                        | 1,553,700                         | 1,582,700                         |
|                   | Airport Management & Operation             | 1,219,180            | 1,239,600                          | 1,222,500                         | 1,291,800                        | 1,318,200                         | 1,340,600                         |
|                   | Industrial Relations & Employment Services | 198,768              | 200,400                            | 209,400                           | 200,300                          | 206,200                           | 209,300                           |
|                   | <b>TOTAL P.E</b>                           | <b>5,237,107</b>     | <b>5,429,900</b>                   | <b>5,538,900</b>                  | <b>5,789,900</b>                 | <b>5,903,300</b>                  | <b>5,984,700</b>                  |
| <b>WAGES</b>      |  |                      |                                    |                                   |                                  |                                   |                                   |
|                   | Strategic Management & Administration      | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
|                   | Infrastructure Services                    | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
|                   | Plant Hire & Mechanical Spares             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
|                   | Airport Management & Operation             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
|                   | Industrial Relations & Employment Services | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
|                   | <b>TOTAL WAGES</b>                         | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |
| <b>ALLOWANCES</b> |  |                      |                                    |                                   |                                  |                                   |                                   |
|                   | Strategic Management & Administration      | 197,185              | 199,300                            | 222,700                           | 209,300                          | 209,300                           | 209,300                           |
|                   | Infrastructure Services                    | 520,006              | 589,900                            | 521,400                           | 607,300                          | 560,800                           | 560,800                           |
|                   | Plant Hire & Mechanical Spares             | 125,147              | 111,200                            | 116,200                           | 111,100                          | 111,100                           | 111,100                           |
|                   | Airport Management & Operation             | 66,752               | 69,800                             | 19,400                            | 21,700                           | 21,700                            | 21,700                            |
|                   | Industrial Relations & Employment Services | 29,520               | 30,600                             | 30,600                            | 30,600                           | 30,600                            | 30,600                            |
|                   | <b>TOTAL ALLOWANCES</b>                    | <b>938,610</b>       | <b>1,000,800</b>                   | <b>910,300</b>                    | <b>980,000</b>                   | <b>933,500</b>                    | <b>933,500</b>                    |
| <b>BENEFITS</b>   |  |                      |                                    |                                   |                                  |                                   |                                   |
|                   | Strategic Management & Administration      | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
|                   | Infrastructure Services                    | 32,247               | 50,200                             | 39,200                            | 48,700                           | 55,700                            | -                                 |
|                   | Plant Hire & Mechanical Spares             | -                    | 12,600                             | 12,600                            | 12,200                           | -                                 | -                                 |
|                   | Airport Management & Operation             | 12,000               | 12,400                             | 12,400                            | 12,000                           | 12,000                            | 12,000                            |
|                   | Industrial Relations & Employment Services | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
|                   | <b>TOTAL BENEFITS</b>                      | <b>44,247</b>        | <b>75,200</b>                      | <b>64,200</b>                     | <b>72,900</b>                    | <b>67,700</b>                     | <b>12,000</b>                     |

**GOODS AND SERVICES**

|  |                  |                  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Strategic Management & Administration      | 1,861,462        | 1,730,200        | 1,549,500        | 1,560,200        | 1,560,200        | 1,560,200        |
| Infrastructure Services                    | 2,981,744        | 2,824,200        | 2,844,200        | 2,819,600        | 2,819,600        | 2,919,600        |
| Plant Hire & Mechanical Spares             | 1,632,129        | 1,545,000        | 1,719,700        | 1,476,100        | 1,476,100        | 1,476,100        |
| Airport Management & Operation             | 676,619          | 717,500          | 694,200          | 819,600          | 819,600          | 819,600          |
| Industrial Relations & Employment Services | 71,419           | 70,500           | 72,300           | 70,500           | 70,500           | 70,500           |
| <b>TOTAL</b>                               | <b>7,223,373</b> | <b>6,887,400</b> | <b>6,879,900</b> | <b>6,746,000</b> | <b>6,746,000</b> | <b>6,846,000</b> |

**CAPITAL EXPENDITURE**

|  |                  |                  |                   |                   |                   |                  |
|--|------------------|------------------|-------------------|-------------------|-------------------|------------------|
| Strategic Management & Administration      | 6,745,788        | 7,620,300        | 11,554,000        | 12,714,600        | 10,772,000        | 1,673,000        |
| Infrastructure Services                    | -                | -                | -                 | -                 | -                 | -                |
| Plant Hire & Mechanical Spares             | -                | -                | -                 | -                 | -                 | -                |
| Airport Management & Operation             | -                | -                | -                 | -                 | -                 | -                |
| Industrial Relations & Employment Services | -                | -                | -                 | -                 | -                 | -                |
| <b>TOTAL CAPITAL EXPENDITURE</b>           | <b>6,745,788</b> | <b>7,620,300</b> | <b>11,554,000</b> | <b>12,714,600</b> | <b>10,772,000</b> | <b>1,673,000</b> |

**SUMMARY OF EXPENDITURE (by Subheads)**

|     |                                    |                   |                   |                   |                   |                   |                   |
|-----|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 210 | Salaries                           | 5,237,107         | 5,429,900         | 5,538,900         | 5,789,900         | 5,903,300         | 5,984,700         |
| 216 | Allowances                         | 938,610           | 1,000,800         | 910,300           | 980,000           | 933,500           | 933,500           |
| 218 | Pensions & Gratuities              | 44,247            | 75,200            | 64,200            | 72,900            | 67,700            | 12,000            |
| 222 | International Travel & Subsistence | 63,600            | 40,000            | 63,300            | 40,000            | 40,000            | 40,000            |
| 224 | Utilities                          | 350,167           | 470,800           | 470,800           | 470,800           | 470,800           | 470,800           |
| 226 | Communication Expenses             | 52,748            | 70,000            | 70,000            | 70,000            | 70,000            | 70,000            |
| 228 | Supplies & Materials               | 43,958            | 45,000            | 57,700            | 45,000            | 45,000            | 45,000            |
| 229 | Furniture Equipment and Resources  | 181,965           | 100,000           | 285,000           | 100,000           | 100,000           | 100,000           |
| 230 | Uniform/Protective Clothing        | 73,932            | 74,000            | 74,000            | 74,000            | 74,000            | 74,000            |
| 232 | Maintenance Services               | 4,470,626         | 4,202,200         | 4,408,900         | 4,230,800         | 4,230,800         | 4,330,800         |
| 234 | Rental of Assets                   | -                 | 61,200            | 90,200            | 61,200            | 61,200            | 61,200            |
| 236 | Professional Services and Fees     | 118,513           | 127,000           | 158,500           | 137,000           | 137,000           | 137,000           |
| 238 | Insurance                          | 110,000           | 110,000           | 110,000           | 110,000           | 110,000           | 110,000           |
| 242 | Training                           | 26,156            | 30,000            | 31,800            | 30,000            | 30,000            | 30,000            |
| 246 | Printing & Binding                 | 20,218            | 20,500            | 19,800            | 20,500            | 20,500            | 20,500            |
| 260 | Grants & Contributions             | 866,234           | 1,062,200         | 561,500           | 892,200           | 892,200           | 892,200           |
| 261 | Subventions                        | 400,000           | -                 | -                 | -                 | -                 | -                 |
| 272 | Claims against Government          | 2,374             | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            |
| 275 | Sundry Expenses                    | 53,485            | 54,500            | 70,400            | 44,500            | 44,500            | 44,500            |
| 281 | Minor Works                        | 29,995            | 30,000            | 30,000            | 30,000            | 30,000            | 30,000            |
| 282 | Re-saleable Stock                  | 82,366            | 80,000            | 80,000            | 80,000            | 80,000            | 80,000            |
| 283 | Environmental Protection           | 277,038           | 300,000           | 288,000           | 300,000           | 300,000           | 300,000           |
|     | <b>TOTAL VOTE 35</b>               | <b>13,443,337</b> | <b>13,393,300</b> | <b>13,393,300</b> | <b>13,588,800</b> | <b>13,650,500</b> | <b>13,776,200</b> |

**BUDGET AND FORWARD ESTIMATES**

**VOTE: 40 MINISTRY OF EDUCATION, YOUTH AFFAIRS & SPORTS – SUMMARY**

|    |  |                     |
|----|--|---------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the Office the Minister, Education, and Library, Community Development, Youth Affairs and Sports - Twelve million four hundred, sixty-two thousand, one hundred dollars. | <b>\$12,462,100</b> |
| B. | ACCOUNTING OFFICER: Permanent Secretary  |                     |
| C. | SUB-HEADS which under this vote will be accounted for by the Permanent Secretary   |                     |

**STRATEGIC PRIORITIES**

|  |
|--|
| Leadership and Management: Excellence for all students, achieved by effective education leadership and management at Ministry and school levels  |
| Teaching Standards: Teaching shows continuous improvement as determined by quality assurance mechanisms  |
| Curriculum Reform: Learning, teaching and assessment are planned effectively against a coherent and relevant curriculum that focuses on progression in learning outcomes for each level of education           |
| The Teaching learning Environment: A modern, enriching, child centred learning community, with a nurturing teaching and learning environment, created to respond to the changing and diverse school population |
| Education Partnership: Partnerships and involvement with parents and other stakeholders strengthened, to determine goals and provide resources for the delivery of educational services and programmes         |

**NATIONAL OUTCOMES**

|   |
|---|
| An education system that effectively supports social and economic development, creating citizens who are globally competitive |
| Effective social protection to enhance the well-being of the vulnerable population  |
| Achieve social integration, well-being and national identity  |

**VISION**

|  |
|--|
| Developing the ideal Montserrat citizen. |
|--|

**MISSION STATEMENT**

To focus relentlessly on raising standards in learning and teaching so that students will be successful in the knowledge, functional skills and understandings, essential to the pursuit of their career aspirations. Students will possess the values, attitudes and behaviours which will enable them to choose healthy and fulfilled lives; make a positive contribution to society and national development; and adapt to a constantly changing local and global environment.

**BUDGET SUMMARY**

| SHD                                     | Details of Expenditure                | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|---------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b> |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| 400                                     | Strategic Management & Administration | 271,358              | 390,000                            | 390,000                           | 295,500                          | 295,500                           | 295,500                           |
| 401                                     | Primary Education                     | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 402                                     | Secondary Education                   | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 403                                     | Library & Information Services        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 404                                     | Early Childhood Education             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 406                                     | Youth Affairs & Sports                | 4,460                | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 40</b>            |                                       | <b>275,818</b>       | <b>390,000</b>                     | <b>390,000</b>                    | <b>295,500</b>                   | <b>295,500</b>                    | <b>295,500</b>                    |

| SUMMARY OF EXPENDITURE BY PROGRAMME               |                                       |   |                  |                   |                   |                   |                   |
|---|---------------------------------------|---|------------------|-------------------|-------------------|-------------------|-------------------|
| 400   | Strategic Management & Administration | 3,444,870                               | 2,216,000        | 3,955,900         | 4,045,600         | 2,486,800         | 2,493,700         |
| 401   | Primary Education                     | 1,571,764                               | 1,803,000        | 1,879,000         | 2,057,800         | 2,090,600         | 2,138,500         |
| 402   | Secondary Education                   | 3,118,691                               | 3,300,800        | 3,343,100         | 3,458,700         | 3,424,000         | 3,443,500         |
| 403   | Library & Information Services        | 312,712                                 | 347,300          | 346,200           | 398,500           | 401,900           | 406,000           |
| 404   | Early Childhood Education             | 817,200                                 | 844,800          | 873,300           | 920,300           | 933,200           | 944,100           |
| 406   | Youth Affairs & Sports                | 1,574,615                               | 1,454,100        | 1,515,600         | 1,581,200         | 1,584,900         | 1,587,900         |
| <b>TOTAL EXPENDITURE VOTE 40</b>                  |                                       | <b>10,839,853</b>                       | <b>9,966,000</b> | <b>11,913,100</b> | <b>12,462,100</b> | <b>10,921,400</b> | <b>11,013,700</b> |
|   |                                       |   |                  |                   |                   |                   |                   |
| SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION |                                       |   |                  |                   |                   |                   |                   |
| RECURRENT EXPENDITURE                             |                                       |   |                  |                   |                   |                   |                   |
|   | Salaries                              | 5,579,074                               | 5,876,300        | 5,911,000         | 6,162,200         | 6,241,800         | 6,316,200         |
|   | WAGES                                 | 195,826                                 | 236,200          | 169,200           | 198,500           | 198,500           | 198,500           |
|   | ALLOWANCES                            | 397,321                                 | 389,500          | 412,000           | 444,800           | 444,800           | 444,800           |
|   | BENEFITS                              | 149,010                                 | 71,900           | 71,900            | 142,200           | 69,800            | 69,800            |
|   | GOOD AND SERVICES                     | 4,518,622                               | 3,280,300        | 3,500,100         | 3,967,700         | 3,966,500         | 3,984,400         |
| <b>TOTAL RECURRENT EXPENDITURE</b>                |                                       | <b>10,839,853</b>                       | <b>9,854,200</b> | <b>10,064,200</b> | <b>10,915,400</b> | <b>10,921,400</b> | <b>11,013,700</b> |
|   |                                       |   |                  |                   |                   |                   |                   |
| CAPITAL EXPENDITURE                               |                                       |   |                  |                   |                   |                   |                   |
| SHD   | Donor                                 | Description                             |                  |                   |                   |                   |                   |
| 09A   | CDB                                   | Teacher Enhancement Project             | -                | -                 | 27,100            | 8,000             | -                 |
| 15A   | EU                                    | Rehabilitation of Salem Primary School  | -                | -                 | 425,000           | 405,500           | -                 |
| 16A   | EU                                    | Rehabilitation of Brades Primary School | -                | -                 | 785,000           | 383,200           | -                 |
| 04A   | EU                                    | Youth Programme                         | -                | 111,800           | 611,800           | 750,000           | -                 |
| <b>TOTAL CAPITAL EXPENDITURE</b>                  |                                       | <b>-</b>                                | <b>111,800</b>   | <b>1,848,900</b>  | <b>1,546,700</b>  | <b>-</b>          | <b>-</b>          |
|   |                                       |   |                  |                   |                   |                   |                   |
| <b>TOTAL EXPENDITURE VOTE 40</b>                  |                                       | <b>10,839,853</b>                       | <b>9,966,000</b> | <b>11,913,100</b> | <b>12,462,100</b> | <b>10,921,400</b> | <b>11,013,700</b> |
|   |                                       |   |                  |                   |                   |                   |                   |
| STAFFING RESOURCES                                |                                       |   |                  |                   |                   |                   |                   |
| <b>TOTAL STAFFING</b>                             |                                       |   |                  |                   |                   |                   |                   |
|   |                                       |   |                  |                   |                   |                   |                   |

**PROGRAMME 400: STRATEGIC MANAGEMENT & ADMINISTRATION**

**PROGRAMME OBJECTIVE:**

To provide strategic direction and portfolio management services in support of education policy and programmes implementation

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure                   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|--|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 120                          | Student Permit Fees                      | 6,009                | -                                  | -                                 | 26,000                           | 26,000                            | 26,000                            |
| 122                          | Universities & Colleges                  | 13,438               | -                                  | -                                 | 26,000                           | 26,000                            | 26,000                            |
| 135                          | Miscellaneous Rents, Interest, Dividends | -                    | 80,000                             | 80,000                            | 1,000                            | 1,000                             | 1,000                             |
| 160                          | Nursery School Receipts                  | 79,064               | 105,000                            | 105,000                           | 75,000                           | 75,000                            | 75,000                            |
| 160                          | School Bus Receipts                      | 75,327               | 80,000                             | 80,000                            | 58,000                           | 58,000                            | 58,000                            |
| 160                          | School Feeding                           | 42,617               | 60,000                             | 60,000                            | 55,000                           | 55,000                            | 55,000                            |
| 160                          | Sale of Government Buildings/Proper      | 40,000               | 60,000                             | 60,000                            | 35,000                           | 35,000                            | 35,000                            |
| 160                          | Other Revenue                            | 14,903               | 5,000                              | 5,000                             | 19,500                           | 19,500                            | 19,500                            |
| <b>TOTAL REVENUE VOTE 40</b> |  | <b>271,358</b>       | <b>390,000</b>                     | <b>390,000</b>                    | <b>295,500</b>                   | <b>295,500</b>                    | <b>295,500</b>                    |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 771,609              | 818,400                            | 705,400                           | 743,100                          | 749,300                           | 756,200                           |
| 216                             | Allowances                         | 255,698              | 250,900                            | 229,900                           | 257,900                          | 257,900                           | 257,900                           |
| 218                             | Pensions and Gratuities            | 62,910               | -                                  | -                                 | 18,300                           | -                                 | -                                 |
| <b>Total Salaries</b>           |                                    | <b>1,090,217</b>     | <b>1,069,300</b>                   | <b>935,300</b>                    | <b>1,019,300</b>                 | <b>1,007,200</b>                  | <b>1,014,100</b>                  |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 220                             | Local Travel                       | 3,150                | 8,500                              | 4,000                             | 3,500                            | 3,500                             | 3,500                             |
| 222                             | International Travel & Subsistence | 39,570               | 25,000                             | 25,000                            | 30,000                           | 30,000                            | 30,000                            |
| 224                             | Utilities                          | -                    | -                                  | 6,800                             | -                                | -                                 | -                                 |
| 226                             | Communication Expenses             | 11,213               | 20,000                             | 21,300                            | 20,000                           | 20,000                            | 20,000                            |
| 228                             | Supplies & Materials               | 33,280               | 35,000                             | 35,000                            | 40,000                           | 40,000                            | 40,000                            |
| 229                             | Furniture Equipment and Resources  | 120,000              | 10,000                             | 9,900                             | 275,000                          | 275,000                           | 275,000                           |
| 230                             | Uniform/Protective Clothing        | 2,000                | 2,000                              | 1,500                             | 7,000                            | 7,000                             | 7,000                             |
| 232                             | Maintenance Services               | 266,319              | 266,400                            | 260,400                           | 290,000                          | 290,000                           | 290,000                           |
| 236                             | Professional Services and Fees     | 464,507              | 510,000                            | 570,000                           | 570,000                          | 570,000                           | 570,000                           |
| 246                             | Printing & Binding                 | 626                  | 4,500                              | 5,500                             | 2,000                            | 2,000                             | 2,000                             |
| 260                             | Grants & Contributions             | 8,322                | 8,500                              | 8,500                             | 8,500                            | 8,500                             | 8,500                             |
| 261                             | Subventions                        | 1,245,000            | -                                  | -                                 | -                                | -                                 | -                                 |
| 266                             | Health Care Promotion              | 121,319              | 105,000                            | 185,000                           | 185,000                          | 185,000                           | 185,000                           |
| 275                             | Sundry Expenses                    | 9,976                | 5,000                              | 8,800                             | 8,600                            | 8,600                             | 8,600                             |
| 276                             | Culture                            | 9,372                | 10,000                             | 10,000                            | 20,000                           | 20,000                            | 20,000                            |
| 281                             | Minor Works                        | 20,000               | 25,000                             | 20,000                            | 20,000                           | 20,000                            | 20,000                            |
| <b>Total Goods and Services</b> |                                    | <b>2,354,654</b>     | <b>1,034,900</b>                   | <b>1,171,700</b>                  | <b>1,479,600</b>                 | <b>1,479,600</b>                  | <b>1,479,600</b>                  |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>3,444,870</b>     | <b>2,104,200</b>                   | <b>2,107,000</b>                  | <b>2,498,900</b>                 | <b>2,486,800</b>                  | <b>2,493,700</b>                  |

| CAPITAL EXPENDITURE  |       |   |                      |                                    |                                   |                                   |                                   |                                   |
|--|-------|---|----------------------|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Details of Expenditure   |       |   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019  | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD  | Donor | Description                             |                      |                                    |                                   |                                   |                                   |                                   |
| 4012009A   | CDB   | Teacher Enhancement Project             | -                    | -                                  | 27,100                            | 8,000                             |                                   |                                   |
| 4018115A   | EU    | Rehabilitation of Salem Primary School  | -                    | -                                  | 425,000                           | 405,500                           |                                   |                                   |
| 4018116A   | EU    | Rehabilitation of Brades Primary School | -                    | -                                  | 785,000                           | 383,200                           |                                   |                                   |
| 4017104A   | EU    | Youth Programme                         | -                    | 111,800                            | 611,800                           | 750,000                           |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b>   |       |   | <b>-</b>             | <b>111,800</b>                     | <b>1,848,900</b>                  | <b>1,546,700</b>                  | <b>-</b>                          | <b>-</b>                          |
| STAFFING RESOURCES   |       |   |                      |                                    |                                   |                                   |                                   |                                   |
| STAFF POSTS  |       | Scale                                   | Count                | STAFF POSTS                        |                                   | Scale                             | Count                             |                                   |
| Minister   |       | 0                                       | 1                    | Assistant Secretary                |                                   | R22-16                            | 1                                 |                                   |
| Permanent Secretary  |       | R5                                      | 1                    | Computer Technician                |                                   | R28-22                            | 1                                 |                                   |
| Director of Education  |       | R7                                      | 1                    | Executive Officer                  |                                   | R28-22                            | 1                                 |                                   |
| Education Officer  |       | R12-8                                   | 1                    | Clerical Officer (Snr)             |                                   | R33-29                            | 1                                 |                                   |
| School Psychologist  |       | R12-8                                   | 1                    | Driver/Office Assistant            |                                   | R38-31                            | 1                                 |                                   |
| Education Planner  |       | R12-8                                   | 1                    | Clerical Officer                   |                                   | R46-34                            | 1                                 |                                   |
| Operations Officer/Contracts Officer   |       | R14-10                                  | 1                    |                                    |                                   |                                   |                                   |                                   |
| <b>TOTAL STAFF</b>   |       |   |                      |                                    |                                   |                                   | <b>13</b>                         |                                   |
| PROGRAMME PERFORMANCE INFORMATION  |       |   |                      |                                    |                                   |                                   |                                   |                                   |
| KEY STRATEGIES FOR 2018/19:  |       |   |                      |                                    |                                   |                                   |                                   |                                   |
| To embed performance management system at the organisational and individual levels towards improving governance in the public service. (4.1; 4.2)  |       |   |                      |                                    |                                   |                                   |                                   |                                   |
| To manage the available resources so that the country gets maximum value for the money expended. (4.1; 4.2)  |       |   |                      |                                    |                                   |                                   |                                   |                                   |
| To build capacity for the use of ICT for teaching and learning and for management in all of our schools. (4.1; 4.2; 2.4; 2.9)  |       |   |                      |                                    |                                   |                                   |                                   |                                   |
| Ensure that teaching and learning are driven by well-articulated curricula which is an essential prerequisite to achieve. (2.4)  |       |   |                      |                                    |                                   |                                   |                                   |                                   |
| KEY STRATEGIES FOR 2019/20-21  |       |   |                      |                                    |                                   |                                   |                                   |                                   |
| To improve the environment for teaching and learning by providing improved accommodation (building, furniture and equipment) for more effective delivery of education and educational services. This is in line with 4.1 under Governance of the Policy Agenda 2016/17 in terms serving the public well. However this is to be partly (New HQ but not New MSS Campus) funded from the Deputy Governor's budget.* |       |   |                      |                                    |                                   |                                   |                                   |                                   |
| KEY PERFORMANCE INDICATORS   |       |   | Actual 2016-<br>2017 | Estimate 2017-<br>2018             | Target 2018-<br>2019              | Target 2019-<br>2020              | Target 2020-<br>2021              |                                   |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |       |   |                      |                                    |                                   |                                   |                                   |                                   |
| % of new curriculum documents agreed and placed in use in both primary and secondary   |       |   |                      | 0.76                               | 0.78                              | 0.78                              | 0.78                              |                                   |
| No of computers in schools for pupil use   |       |   |                      | SECONDARY<br>70 PRIMARY 38         | SECONDARY<br>70 PRIMARY 39        | SECONDARY<br>80 PRIMARY<br>39     | SECONDARY<br>80 PRIMARY 39        |                                   |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)  |       |   |                      |                                    |                                   |                                   |                                   |                                   |
| proportion of subjects at MSS for which curriculum exist in lower school   |       |   |                      | 100%                               | 100%                              | 100%                              | 100%                              |                                   |
| The ratio of computers to pupils   |       |   |                      | SECONDARY<br>0.21 PRIMARY<br>0.15  | SECONDARY<br>0.21 PRIMARY<br>0.16 | SECONDARY<br>0.22 PRIMARY<br>0.17 | SECONDARY<br>0.22 PRIMARY<br>0.17 |                                   |
| No. of subjects offered to all candidates  |       |   |                      | CSEC 25 CAPE<br>25                 | CSEC 26 CAPE<br>28                | CSEC 26 CAPE<br>28                | CSEC 26 CAPE<br>28                |                                   |
| pass rate (passes/units sat) of MCC students by programme classification   |       |   |                      | 90%                                | 90%                               | 80%                               | 80%                               |                                   |

**PROGRAMME 401: PRIMARY EDUCATION**

**PROGRAMME OBJECTIVE:**

To provide holistic education for children ages 5-11+ to enable them to access secondary education.

|                              |   |   |   |   |   |   |
|------------------------------|---|---|---|---|---|---|
| <b>TOTAL REVENUE VOTE 40</b> | - | - | - | - | - | - |
|------------------------------|---|---|---|---|---|---|

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure            | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|-----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                          | 1,354,138            | 1,296,700                          | 1,389,700                         | 1,427,600                        | 1,460,400                         | 1,488,300                         |
| 212                             | Wages                             | 56,766               | 68,200                             | 42,200                            | 64,800                           | 64,800                            | 64,800                            |
| 216                             | Allowances                        | 10,920               | 17,600                             | 17,600                            | 27,100                           | 27,100                            | 27,100                            |
| <b>Total Salaries</b>           |                                   | <b>1,421,824</b>     | <b>1,382,500</b>                   | <b>1,449,500</b>                  | <b>1,519,500</b>                 | <b>1,552,300</b>                  | <b>1,580,200</b>                  |
| <b>GOODS AND SERVICES</b>       |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 220                             | Local Travel                      | 8,268                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 224                             | Utilities                         | 44,957               | 45,000                             | 49,000                            | 45,000                           | 45,000                            | 45,000                            |
| 226                             | Communication Expenses            | 3,906                | 5,500                              | 5,500                             | 5,500                            | 5,500                             | 5,500                             |
| 228                             | Supplies & Materials              | 43,084               | 40,000                             | 40,000                            | 70,000                           | 70,000                            | 70,000                            |
| 229                             | Furniture Equipment and Resources | 17,505               | 20,000                             | 20,000                            | 35,000                           | 35,000                            | 35,000                            |
| 232                             | Maintenance Services              | 22,363               | 30,000                             | 30,000                            | 60,000                           | 60,000                            | 80,000                            |
| 260                             | Grants & Contributions            | -                    | 260,000                            | 260,000                           | 300,000                          | 300,000                           | 300,000                           |
| 275                             | Sundry Expenses                   | 9,858                | 10,000                             | 15,000                            | 12,800                           | 12,800                            | 12,800                            |
| <b>Total Goods and Services</b> |                                   | <b>149,940</b>       | <b>420,500</b>                     | <b>429,500</b>                    | <b>538,300</b>                   | <b>538,300</b>                    | <b>558,300</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                   | <b>1,571,764</b>     | <b>1,803,000</b>                   | <b>1,879,000</b>                  | <b>2,057,800</b>                 | <b>2,090,600</b>                  | <b>2,138,500</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS         | Scale     | Count | STAFF POSTS                 | Scale        | Count     |
|---------------------|-----------|-------|-----------------------------|--------------|-----------|
| Education Officer   | R12-8     | 1     | Dance Teacher               | R28-22/22-16 | 1         |
| Head Teacher        | R22-14    | 2     | Personal Assistant/Janitors | R38-31       | 2         |
| Teacher (Graduate)  | R22-16/14 | 8     | Groundsman                  | R51-45       | 1         |
| Teacher (Trained)   | R33-21    | 8     | Clerical Officer            | R46-34       | 2         |
| Teacher (Untrained) | R38-36/34 | 8     | Cleaner/Helper              | 0            | 1         |
| Guidance Counsellor | R22-16    | 1     |                             |              |           |
| <b>TOTAL STAFF</b>  |           |       |                             |              | <b>35</b> |

| PROGRAMME PERFORMANCE INFORMATION   |                  |                                       |                                       |                                       |                                       |
|---|------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                  |                                       |                                       |                                       |                                       |
| To ensure that sound planning and reporting mechanisms are embedded in school operations. (2.4, 2.8, 2.9, 4.1,4.2,4.3)  |                  |                                       |                                       |                                       |                                       |
| To apply sound performance management principles with respect to teachers. (2.4, 2.8,2.9,4.1,4.2,4.3)   |                  |                                       |                                       |                                       |                                       |
| To create the facilitating environment for teachers to effectively use ICT to improve the learning experiences of pupils. (2.4, 2.8, 4.2)                         |                  |                                       |                                       |                                       |                                       |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |                  |                                       |                                       |                                       |                                       |
|   |                  |                                       |                                       |                                       |                                       |
|   |                  |                                       |                                       |                                       |                                       |
| KEY PERFORMANCE INDICATORS  | Actual 2016-2017 | Estimate 2017-2018                    | Target 2018-2019                      | Target 2019-2020                      | Target 2020-2021                      |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                  |                                       |                                       |                                       |                                       |
| No of students enrolled   |                  | 289                                   | 295                                   | 300                                   | 300                                   |
| No of school days per academic year   |                  | 193                                   | 191                                   | 190                                   | 190                                   |
|   |                  |                                       |                                       |                                       |                                       |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme) |                  |                                       |                                       |                                       |                                       |
| National average in Math and Language Arts Grade 3 and Grade 5 assessments  |                  | G3 M 60% G5 M 59% G3 LA 57% G5 LA 57% | G3 M 64% G5 M 55% G3 LA 56% G5 LA 62% | G3 M 68% G5 M 57% G3 LA 60% G5 LA 63% | G3 M 68% G5 M 57% G3 LA 60% G5 LA 63% |
|   |                  |                                       |                                       |                                       |                                       |

**PROGRAMME 402: SECONDARY EDUCATION**

| <b>PROGRAMME OBJECTIVE:</b>  |                                   |                              |   |  |   |  |  |
|--|-----------------------------------|------------------------------|---|--|---|--|--|
| To provide appropriate learning experiences which prepare young persons for the world of work or to access tertiary education opportunities. |                                   |                              |   |  |   |  |  |
| <b>TOTAL REVENUE VOTE 40</b>   |                                   | -                            | -   | -  | -   | -  | -  |
| <b>RECURRENT EXPENDITURE</b>   |                                   |                              |   |  |   |  |  |
| <b>SHD</b>   | <b>Details of Expenditure</b>     | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
| <b>Salaries</b>  |                                   |                              |   |  |   |  |  |
| 210  | Salaries                          | 2,222,351                    | 2,476,600                                   | 2,504,800                                  | 2,553,500                                 | 2,572,900                                  | 2,592,400                                  |
| 212  | Wages                             | 139,060                      | 168,000                                     | 127,000                                    | 133,700                                   | 133,700                                    | 133,700                                    |
| 216  | Allowances                        | 56,626                       | 34,800                                      | 80,800                                     | 63,600                                    | 63,600                                     | 63,600                                     |
| 218  | Pensions and Gratuities           | 86,100                       | 71,900                                      | 71,900                                     | 123,900                                   | 69,800                                     | 69,800                                     |
| <b>Total Salaries</b>  |                                   | <b>2,504,136</b>             | <b>2,751,300</b>                            | <b>2,784,500</b>                           | <b>2,874,700</b>                          | <b>2,840,000</b>                           | <b>2,859,500</b>                           |
| <b>GOODS AND SERVICES</b>  |                                   |                              |   |  |   |  |  |
| 224  | Utilities                         | 75,129                       | 70,000                                      | 70,000                                     | 70,000                                    | 70,000                                     | 70,000                                     |
| 226  | Communication Expenses            | 17,280                       | 20,000                                      | 20,500                                     | 20,000                                    | 20,000                                     | 20,000                                     |
| 228  | Supplies & Materials              | 93,985                       | 75,000                                      | 74,500                                     | 85,000                                    | 85,000                                     | 85,000                                     |
| 229  | Furniture Equipment and Resources | 46,520                       | 75,000                                      | 72,600                                     | 75,000                                    | 75,000                                     | 75,000                                     |
| 232  | Maintenance Services              | 126,327                      | 110,000                                     | 110,000                                    | 120,000                                   | 120,000                                    | 120,000                                    |
| 234  | Rental of Assets                  | 50,582                       | 68,000                                      | 68,000                                     | 68,000                                    | 68,000                                     | 68,000                                     |
| 236  | Professional Services and Fees    | 50,510                       | 1,500                                       | 13,000                                     | 1,500                                     | 1,500                                      | 1,500                                      |
| 260  | Grants and Contribution           | 97,000                       | 70,000                                      | 70,000                                     | 80,000                                    | 80,000                                     | 80,000                                     |
| 275  | Sundry Expenses                   | 57,222                       | 60,000                                      | 60,000                                     | 64,500                                    | 64,500                                     | 64,500                                     |
| <b>Total Goods and Services</b>  |                                   | <b>614,555</b>               | <b>549,500</b>                              | <b>558,600</b>                             | <b>584,000</b>                            | <b>584,000</b>                             | <b>584,000</b>                             |
| <b>RECURRENT EXPENDITURE</b>   |                                   | <b>3,118,691</b>             | <b>3,300,800</b>                            | <b>3,343,100</b>                           | <b>3,458,700</b>                          | <b>3,424,000</b>                           | <b>3,443,500</b>                           |
| <b>CAPITAL EXPENDITURE</b>   |                                   |                              |   |  |   |  |  |
| <b>Details of Expenditure</b>  |                                   | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
| <b>SHD</b>   | <b>Donor</b>                      | <b>Description</b>           |   |  |   |  |  |
|  |                                   |                              |   |  |   |  |  |
|  |                                   |                              |   |  |   |  |  |
| <b>CAPITAL EXPENDITURE</b>   |                                   | -                            | -   | -  | -   | -  | -  |
| <b>STAFFING RESOURCES</b>  |                                   |                              |   |  |   |  |  |
| <b>STAFF POSTS</b>   | <b>Scale</b>                      | <b>Count</b>                 | <b>STAFF POSTS</b>                          | <b>Scale</b>                               | <b>Count</b>                              |  |  |
| Principal  | R8                                | 1                            | Teaching Assistant                          | R38-36                                     | 1   |  |  |
| Principal (Vice)   | R12-10/9                          | 1                            | Executive Officer                           | R38-36                                     | 1   |  |  |
| Teachers (Graduate Untrained/Trained)  | R22-16/14                         | 25                           | Clerical Officer                            | R28-22                                     | 1   |  |  |
| Drama Teacher  | R22-16                            | 1                            | Lab Assistant                               | R46-34                                     | 1   |  |  |
| Physical Education Teacher   | R22-16                            | 1                            | Groundsman                                  | R46-34                                     | 1   |  |  |
| Guidance Counsellor  | R22-16                            | 2                            | Office Attendant                            | R51-45                                     | 1   |  |  |
| SEN Teacher  | R22-16                            | 1                            | Head, Pupil Support Unit                    | R28-22/22-16                               | 1   |  |  |
| Technical II   | R28-22                            | 6                            | Teacher Assistant                           | R38-36                                     | 2   |  |  |
| School Safety Officer  | R28-22                            | 2                            | Teacher (Special Education/LEAP)            | R33-21                                     | 1   |  |  |
| Communication Liaison Officer  | R28-22                            | 1                            | Teacher (SEN Support)                       | R33-21                                     | 1   |  |  |
| Music Teacher  | R28-22                            | 1                            | Safety Officer                              | R38-36                                     | 1   |  |  |
| Teacher (Trained)  | R33-21                            | 2                            |   |  |   |  |  |
| <b>TOTAL STAFF</b>   |                                   |                              |   |  | <b>56</b>                                 |  |  |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |                         |                           |                         |                         |                         |
|---|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                         |                           |                         |                         |                         |
| To improve teaching by implementing appropriate performance management initiatives. (4.1, 4.2)  |                         |                           |                         |                         |                         |
| To review and adjust lower school curriculum in core subject areas. In order to deliver on GoM Policy Agenda 2016/17: 2.4, this element of the strategy is a necessary prerequisite |                         |                           |                         |                         |                         |
| To develop and implement a comprehensive whole school behaviour management strategy. (2.4, 2.8,2.9)   |                         |                           |                         |                         |                         |
| To provide appropriate learning interventions to struggling students. (2.4)   |                         |                           |                         |                         |                         |
| To expand availability of ICT and computer-based systems in order to improve education outcomes in secondary education (2.4)  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |                         |                           |                         |                         |                         |
| Implement a crop production course leading to the granting of CVQs by CXC (to be funded by BNTF). (2.4, 1.1, 1.2,1.3,22)  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |                         |                           |                         |                         |                         |
|   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |                           |                         |                         |                         |
| No. of students enrolled  |                         | 325                       | 320                     | 365                     | 365                     |
| Number of students in Lower Education Achievement Program 1 and 2 (LEAP)  |                         | 10                        | 0                       | 5                       | 5                       |
|   |                         |                           |                         |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)       |                         |                           |                         |                         |                         |
| % of final year cohort of students with passes in 5 CSEC's or equivalent, including Math & English  |                         | 39%                       | 40%                     | 43%                     | 43%                     |
| % of trained primary and secondary teachers   |                         | *91%                      | 94%                     | 85%                     | 85%                     |
|   |                         |                           |                         |                         |                         |

**PROGRAMME 403: LIBRARY & INFORMATION SERVICES**

**PROGRAMME OBJECTIVE:**

To provide library and information services to people of all ages, encouraging lifelong learning, in addition to preserving and promoting national identity

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
|                              |                        |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 40</b> |                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure                            | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|---|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |   |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries  | 146,784              | 168,600                            | 161,100                           | 178,500                          | 181,900                           | 186,000                           |
| 216                             | Allowances  | 9,600                | 9,700                              | 9,700                             | 9,600                            | 9,600                             | 9,600                             |
| <b>Total Salaries</b>           |   | <b>156,384</b>       | <b>178,300</b>                     | <b>170,800</b>                    | <b>188,100</b>                   | <b>191,500</b>                    | <b>195,600</b>                    |
| <b>GOODS AND SERVICES</b>       |   |                      |                                    |                                   |                                  |                                   |                                   |
| 224                             | Utilities   | 18,975               | 23,000                             | 22,500                            | 23,000                           | 23,000                            | 23,000                            |
| 226                             | Communication Expenses                            | 7,411                | 8,000                              | 8,500                             | 8,000                            | 8,000                             | 8,000                             |
| 228                             | Supplies & Materials                              | 8,526                | 8,000                              | 8,000                             | 8,000                            | 8,000                             | 8,000                             |
| 229                             | Furniture Equipment and Resources                 | 23,945               | 20,000                             | 20,400                            | 35,000                           | 35,000                            | 35,000                            |
| 232                             | Maintenance Services                              | 9,739                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 234                             | Rental of Assets                                  | 72,000               | 72,000                             | 86,400                            | 72,000                           | 72,000                            | 72,000                            |
| 236                             | Professional Services and Fees                    | 4,195                | 6,000                              | 6,000                             | 12,000                           | 12,000                            | 12,000                            |
| 246                             | Printing & Binding                                | 6,900                | 7,000                              | 7,000                             | 7,000                            | 7,000                             | 7,000                             |
| 275                             | Sundry Expenses                                   | 4,637                | 15,000                             | 6,600                             | 15,400                           | 15,400                            | 15,400                            |
| 280                             | <b>Programme Production &amp; Promotion (NEW)</b> | -                    | -                                  | -                                 | 20,000                           | 20,000                            | 20,000                            |
| <b>Total Goods and Services</b> |   | <b>156,328</b>       | <b>169,000</b>                     | <b>175,400</b>                    | <b>210,400</b>                   | <b>210,400</b>                    | <b>210,400</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |   | <b>312,712</b>       | <b>347,300</b>                     | <b>346,200</b>                    | <b>398,500</b>                   | <b>401,900</b>                    | <b>406,000</b>                    |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS             | Scale        | Count | STAFF POSTS                               | Scale  | Count    |
|-------------------------|--------------|-------|---|--------|----------|
| Librarian               | R22-16/17-13 | 1     | Senior Clerical Officer/Library Assistant | R33-29 | 1        |
| Library Assistant (Snr) | R28-22       | 1     | Clerical Officer                          | R46-34 | 1        |
| <b>TOTAL STAFF</b>      |              |       |   |        | <b>4</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |  |                         |                           |                         |                         |                         |
|---|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |  |                         |                           |                         |                         |                         |
| To advance lifelong learning by implementing Adult Reading & Computer Literacy Programmes: (2.4)  |  |                         |                           |                         |                         |                         |
| To improve the efficiency of the library in responding to the research needs of the public. (2.4)   |  |                         |                           |                         |                         |                         |
| To develop and implement a primary school outreach programme as supported by #2.8 of the Policy Agenda;   |  |                         |                           |                         |                         |                         |
| To develop and implement training/learning programmes to assist those who are aspiring authors and business owners (2.4)  |  |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2018/19-20</b>  |  |                         |                           |                         |                         |                         |
| To improve the efficiency and effectiveness of the Library in the delivery of the services it provides to its patrons through improved and adequate accommodation. (2.4, 4.2) |  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>   |  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |  |                         |                           |                         |                         |                         |
| No. of persons enrolled in literacy programmes  |  |                         | 10-15                     | 15-20                   | 15-17                   | 15-17                   |
| No. of materials circulated   |  |                         | 6500                      | 6800                    | 6900                    | 6900                    |
|   |  |                         |                           |                         |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |  |                         |                           |                         |                         |                         |
| % participation rate of literacy programmes   |  |                         | 80                        | 100                     | 90                      | 90                      |
| % of population who are library patrons   |  |                         | 50                        | 52                      | 51                      | 51                      |
|   |  |                         |                           |                         |                         |                         |

**PROGRAMME 404: EARLY CHILDHOOD EDUCATION**

**PROGRAMME OBJECTIVE:**  
To provide access to developmentally appropriate early childhood care and education to pre-primary aged children

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
|                              |                        |                      |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL REVENUE VOTE 40</b> |                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure            | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|-----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                          | 688,323              | 709,400                            | 730,400                           | 767,800                          | 780,700                           | 791,600                           |
| 216                             | Allowances                        | 5,438                | 4,500                              | 12,000                            | 4,400                            | 4,400                             | 4,400                             |
| <b>Total Salaries</b>           |                                   | <b>693,761</b>       | <b>713,900</b>                     | <b>742,400</b>                    | <b>772,200</b>                   | <b>785,100</b>                    | <b>796,000</b>                    |
| <b>GOODS AND SERVICES</b>       |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 224                             | Utilities                         | 20,938               | 25,000                             | 25,000                            | 25,000                           | 25,000                            | 25,000                            |
| 226                             | Communication Expenses            | 8,187                | 8,400                              | 8,400                             | 8,400                            | 8,400                             | 8,400                             |
| 228                             | Supplies & Materials              | 24,373               | 25,000                             | 25,000                            | 30,000                           | 30,000                            | 30,000                            |
| 229                             | Furniture Equipment and Resources | 24,343               | 25,000                             | 25,000                            | 25,000                           | 25,000                            | 25,000                            |
| 232                             | Maintenance Services              | 19,282               | 20,000                             | 20,000                            | 30,000                           | 30,000                            | 30,000                            |
| 266                             | Health Care Promotion             | 24,663               | 25,000                             | 25,000                            | 25,000                           | 25,000                            | 25,000                            |
| 275                             | Sundry Expenses                   | 1,652                | 2,500                              | 2,500                             | 4,700                            | 4,700                             | 4,700                             |
| <b>Total Goods and Services</b> |                                   | <b>123,438</b>       | <b>130,900</b>                     | <b>130,900</b>                    | <b>148,100</b>                   | <b>148,100</b>                    | <b>148,100</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                   | <b>817,200</b>       | <b>844,800</b>                     | <b>873,300</b>                    | <b>920,300</b>                   | <b>933,200</b>                    | <b>944,100</b>                    |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS         | Scale        | Count | STAFF POSTS     | Scale  | Count     |
|---------------------|--------------|-------|-----------------|--------|-----------|
| Education Officer   | R12-8        | 1     | Nursery Teacher | R46-36 | 12        |
| Nursery Head        | R28-22/22-16 | 3     | Helper          | R46-36 | 2         |
| Nursery Nurse (Snr) | R33-29       | 2     | Cook Helper     | R46-36 | 1         |
| Nursery Nurse       | R38-36/34    | 3     | Nursery Cook    | R51-45 | 3         |
| <b>TOTAL STAFF</b>  |              |       |                 |        | <b>27</b> |

| PROGRAMME PERFORMANCE INFORMATION   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |  |  |  |  |  |  |
| To train practitioners to provide appropriate early stimulation and readiness skills. (2.4)   |  |  |  |  |  |  |
| To observe and monitor early stimulation techniques. (2.4)  |  |  |  |  |  |  |
| To conduct public awareness programmes on Early Childhood Education Policy and Standards.   |  |  |  |  |  |  |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |  |  |  |  |  |  |
|   |  |  |  |  |  |  |
|   |  |  |  |  |  |  |
| KEY PERFORMANCE INDICATORS  |  | Actual 2016-2017                       | Estimate 2017-2018                     | Target 2018-2019                       | Target 2019-2020                       | Target 2020-2021                       |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |  |  |  |  |  |  |
| No. of children enrolled by category (public centres)   |  | NURSERY M – 42 F – 43 DC M – 27 F – 28 | NURSERY M – 45 F – 45 DC M – 29 F – 31 | NURSERY M – 45 F – 45 DC M – 29 F – 31 | NURSERY M – 45 F – 45 DC M – 29 F – 31 | NURSERY M – 45 F – 45 DC M – 29 F – 31 |
| Number of days opened to deliver service (public centres)   |  | N – 190 DC – 194                       | N – 191 DC – 195                       |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |  |  |  |  |  |  |
| % of children achieving pre-primary readiness skills  |  | 88%                                    | 90%                                    | 90%                                    | 90%                                    | 90%                                    |
|   |  |  |  |  |  |  |

**PROGRAMME 406: YOUTH AFFAIRS & SPORTS**

**PROGRAMME OBJECTIVE:**

Creating and maintaining an enabling environment for all our young people and the wider community, while maximizing the benefits, health and otherwise of policies, programs and projects from government and our social partners.

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure          | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|---------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 160                          | Annual Summer Workshop Receipts | 4,460                | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 40</b> |                                 | <b>4,460</b>         | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 395,868              | 406,600                            | 419,600                           | 491,700                          | 496,600                           | 501,700                           |
| 216                             | Allowances                         | 59,040               | 72,000                             | 62,000                            | 82,200                           | 82,200                            | 82,200                            |
| <b>Total Salaries</b>           |                                    | <b>454,908</b>       | <b>478,600</b>                     | <b>481,600</b>                    | <b>573,900</b>                   | <b>578,800</b>                    | <b>583,900</b>                    |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 220                             | Local Travel                       | 6,082                | 8,000                              | 8,000                             | 8,000                            | 8,000                             | 8,000                             |
| 222                             | International Travel & Subsistence | 13,677               | 15,000                             | 7,100                             | 30,000                           | 30,000                            | 30,000                            |
| 224                             | Utilities                          | 37,673               | 38,000                             | 38,000                            | 38,000                           | 38,000                            | 38,000                            |
| 226                             | Communication Expenses             | 8,816                | 12,000                             | 8,500                             | 12,000                           | 12,000                            | 12,000                            |
| 228                             | Supplies & Materials               | 10,111               | 10,500                             | 10,500                            | 20,000                           | 20,000                            | 20,000                            |
| 229                             | Furniture Equipment and Resources  | 19,312               | 20,000                             | 20,000                            | 20,000                           | 20,000                            | 20,000                            |
| <b>230</b>                      | <b>Uniform/Protective Clothing</b> | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>3,000</b>                     | <b>3,000</b>                      | <b>3,000</b>                      |
| 232                             | Maintenance Services               | 261,611              | 265,000                            | 261,000                           | 233,300                          | 232,100                           | 230,000                           |
| 234                             | Rental of Assets                   | 77,910               | 78,000                             | 78,000                            | 78,000                           | 78,000                            | 78,000                            |
| 236                             | Professional Services and Fees     | 87,028               | 90,000                             | 78,500                            | 95,000                           | 95,000                            | 95,000                            |
| 246                             | Printing & Binding                 | 412                  | 2,000                              | 1,000                             | 2,000                            | 2,000                             | 2,000                             |
| 260                             | Grants & Contributions             | 301,500              | 410,000                            | 140,000                           | 170,000                          | 170,000                           | 170,000                           |
| 261                             | Subventions                        | 268,757              | -                                  | -                                 | -                                | -                                 | -                                 |
| 275                             | Sundry Expenses                    | 1,992                | 2,000                              | 5,600                             | 3,000                            | 3,000                             | 3,000                             |
| 280                             | Programme Production & Promotion   | 24,826               | 25,000                             | 377,800                           | 295,000                          | 295,000                           | 295,000                           |
| <b>Total Goods and Services</b> |                                    | <b>1,119,707</b>     | <b>975,500</b>                     | <b>1,034,000</b>                  | <b>1,007,300</b>                 | <b>1,006,100</b>                  | <b>1,004,000</b>                  |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>1,574,615</b>     | <b>1,454,100</b>                   | <b>1,515,600</b>                  | <b>1,581,200</b>                 | <b>1,584,900</b>                  | <b>1,587,900</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

| STAFFING RESOURCES   |                         |                           |                         |                         |                         |
|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| STAFF POSTS  | Scale                   | Count                     | STAFF POSTS             | Scale                   | Count                   |
| Youth & Sports Officer   | R14-10                  | 1                         | Sports Coach Trainee    | R46-34                  | 1                       |
| Youth Development Officer  | R22-16                  | 1                         | Youth Officer           | R28-22                  | 1                       |
| Sports Officer   | R22-16                  | 1                         | Clerical Officer (Snr)  | R33-29                  | 0                       |
| Sports Therapist   | R22-16                  | 1                         | Clerical Officer        | R46-34                  | 1                       |
| Sports Coach   | R33-29                  | 4                         | Office Attendant        | R51-45                  | 1                       |
| <b>TOTAL STAFF</b>   |                         |                           |                         |                         | <b>12</b>               |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2018/19:</b>   |                         |                           |                         |                         |                         |
| Review/Develop and implement Youth Development Programs to better equip youth to gain employment and become successful adults. (2.8, 2.9)  |                         |                           |                         |                         |                         |
| Provide support to community organisations and sporting bodies which promote sporting and youth activities to help them to promote the adoption of healthy lifestyles by youths, to youth engaged in community and social activities and to promote regional and international sporting competitions; the authority to engage in these |                         |                           |                         |                         |                         |
| To provide expanded and enhanced sporting facilities thereby affording increased opportunities for youth and public to develop their sporting talents and increasing opportunities for individuals to stay fit and healthy; (2.8)  |                         |                           |                         |                         |                         |
| To provide adequate materials, equipment and supplies for the effective delivery of youth & sports programs. (2.8)   |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |                         |                           |                         |                         |                         |
|  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>  |                         |                           |                         |                         |                         |
|  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                         |                           |                         |                         |                         |
| No. of young persons who have completed the training on the HYPE program   |                         | 30                        | 30                      | 30                      | 30                      |
| Number of non-school sporting competitions supported   |                         | 4                         | 4                       | 4                       | 4                       |
|  |                         |                           |                         |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)  |                         |                           |                         |                         |                         |
| No. of young people who have gained employment within a year of completing the HYPE training   |                         | 6                         | 8                       | 7                       | 7                       |
| No. of sporting competitions in which Montserrat fielded teams   |                         | 6                         | 6                       | 6                       | 6                       |

**SUMMARY OF REVENUES (by Subheads)**

| CATEGORIES                                    | Actuals 2016-2017 | Approved Estimates 2017-2018 | Revised Estimates 2017-2018 | Budget Estimates 2018-2019 | Forward Estimates 2019-2020 | Forward Estimates 2020-2021 |
|---|-------------------|------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|
| 110 Taxes on Income, Profits                  | -                 | -                            | -                           | -                          | -                           | -                           |
| 115 Property Tax                              | -                 | -                            | -                           | -                          | -                           | -                           |
| 120 Taxes on Domestic Goods and Services      | 6,009             | -                            | -                           | 26,000                     | 26,000                      | 26,000                      |
| 122 Licenses                                  | 13,438            | -                            | -                           | 26,000                     | 26,000                      | 26,000                      |
| 125 Taxes on International Trade and Transact | -                 | -                            | -                           | -                          | -                           | -                           |
| 129 Arrears of Taxes                          | -                 | -                            | -                           | -                          | -                           | -                           |
| 130 Fees, Fines and Permits                   | -                 | -                            | -                           | -                          | -                           | -                           |
| 135 Rents, Interest and Dividends             | -                 | 80,000                       | 80,000                      | 1,000                      | 1,000                       | 1,000                       |
| 140 ECCB Profits                              | -                 | -                            | -                           | -                          | -                           | -                           |
| 145 Reimbursements                            | -                 | -                            | -                           | -                          | -                           | -                           |
| 150 Budgetary Aid/Grants                      | -                 | -                            | -                           | -                          | -                           | -                           |
| 160 Other Revenue                             | 256,371           | 310,000                      | 310,000                     | 242,500                    | 242,500                     | 242,500                     |
| <b>Total Revenues</b>                         | <b>275,818</b>    | <b>390,000</b>               | <b>390,000</b>              | <b>295,500</b>             | <b>295,500</b>              | <b>295,500</b>              |

**SUMMARY OF EXPENDITURE (by Classification)**

| <b>SUBHDS &amp; DETAILS</b>           | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
|---------------------------------------|------------------------------|---|--|---|--|--|
| <b>Salaries</b>                       |                              |   |  |   |  |  |
| Strategic Management & Administration | 771,609                      | 818,400                                     | 705,400                                    | 743,100                                   | 749,300                                    | 756,200                                    |
| Primary Education                     | 1,354,138                    | 1,296,700                                   | 1,389,700                                  | 1,427,600                                 | 1,460,400                                  | 1,488,300                                  |
| Secondary Education                   | 2,222,351                    | 2,476,600                                   | 2,504,800                                  | 2,553,500                                 | 2,572,900                                  | 2,592,400                                  |
| Library & Information Services        | 146,784                      | 168,600                                     | 161,100                                    | 178,500                                   | 181,900                                    | 186,000                                    |
| Early Childhood Education             | 688,323                      | 709,400                                     | 730,400                                    | 767,800                                   | 780,700                                    | 791,600                                    |
| Youth Affairs & Sports                | 395,868                      | 406,600                                     | 419,600                                    | 491,700                                   | 496,600                                    | 501,700                                    |
| <b>TOTAL P.E</b>                      | <b>5,579,074</b>             | <b>5,876,300</b>                            | <b>5,911,000</b>                           | <b>6,162,200</b>                          | <b>6,241,800</b>                           | <b>6,316,200</b>                           |
| <b>WAGES</b>                          |                              |   |  |   |  |  |
| Strategic Management & Administration | -                            | -   | -  | -   | -  | -  |
| Primary Education                     | 56,766                       | 68,200                                      | 42,200                                     | 64,800                                    | 64,800                                     | 64,800                                     |
| Secondary Education                   | 139,060                      | 168,000                                     | 127,000                                    | 133,700                                   | 133,700                                    | 133,700                                    |
| Library & Information Services        | -                            | -   | -  | -   | -  | -  |
| Early Childhood Education             | -                            | -   | -  | -   | -  | -  |
| Youth Affairs & Sports                | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL WAGES</b>                    | <b>195,826</b>               | <b>236,200</b>                              | <b>169,200</b>                             | <b>198,500</b>                            | <b>198,500</b>                             | <b>198,500</b>                             |
| <b>ALLOWANCES</b>                     |                              |   |  |   |  |  |
| Strategic Management & Administration | 255,698                      | 250,900                                     | 229,900                                    | 257,900                                   | 257,900                                    | 257,900                                    |
| Primary Education                     | 10,920                       | 17,600                                      | 17,600                                     | 27,100                                    | 27,100                                     | 27,100                                     |
| Secondary Education                   | 56,626                       | 34,800                                      | 80,800                                     | 63,600                                    | 63,600                                     | 63,600                                     |
| Library & Information Services        | 9,600                        | 9,700                                       | 9,700                                      | 9,600                                     | 9,600                                      | 9,600                                      |
| Early Childhood Education             | 5,438                        | 4,500                                       | 12,000                                     | 4,400                                     | 4,400                                      | 4,400                                      |
| Youth Affairs & Sports                | 59,040                       | 72,000                                      | 62,000                                     | 82,200                                    | 82,200                                     | 82,200                                     |
| <b>TOTAL ALLOWANCES</b>               | <b>397,321</b>               | <b>389,500</b>                              | <b>412,000</b>                             | <b>444,800</b>                            | <b>444,800</b>                             | <b>444,800</b>                             |
| <b>BENEFITS</b>                       |                              |   |  |   |  |  |
| Strategic Management & Administration | 62,910                       | -   | -  | 18,300                                    | -  | -  |
| Primary Education                     | -                            | -   | -  | -   | -  | -  |
| Secondary Education                   | 86,100                       | 71,900                                      | 71,900                                     | 123,900                                   | 69,800                                     | 69,800                                     |
| Library & Information Services        | -                            | -   | -  | -   | -  | -  |
| Early Childhood Education             | -                            | -   | -  | -   | -  | -  |
| Youth Affairs & Sports                | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL BENEFITS</b>                 | <b>149,010</b>               | <b>71,900</b>                               | <b>71,900</b>                              | <b>142,200</b>                            | <b>69,800</b>                              | <b>69,800</b>                              |
| <b>GOODS AND SERVICES</b>             |                              |   |  |   |  |  |
| Strategic Management & Administration | 2,354,654                    | 1,034,900                                   | 1,171,700                                  | 1,479,600                                 | 1,479,600                                  | 1,479,600                                  |
| Primary Education                     | 149,940                      | 420,500                                     | 429,500                                    | 538,300                                   | 538,300                                    | 558,300                                    |
| Secondary Education                   | 614,555                      | 549,500                                     | 558,600                                    | 584,000                                   | 584,000                                    | 584,000                                    |
| Library & Information Services        | 156,328                      | 169,000                                     | 175,400                                    | 210,400                                   | 210,400                                    | 210,400                                    |
| Early Childhood Education             | 123,438                      | 130,900                                     | 130,900                                    | 148,100                                   | 148,100                                    | 148,100                                    |
| Youth Affairs & Sports                | 1,119,707                    | 975,500                                     | 1,034,000                                  | 1,007,300                                 | 1,006,100                                  | 1,004,000                                  |
| <b>TOTAL</b>                          | <b>4,518,622</b>             | <b>3,280,300</b>                            | <b>3,500,100</b>                           | <b>3,967,700</b>                          | <b>3,966,500</b>                           | <b>3,984,400</b>                           |
| <b>CAPITAL EXPENDITURE</b>            |                              |   |  |   |  |  |
| Strategic Management & Administration | -                            | 111,800                                     | 1,848,900                                  | 1,546,700                                 | -  | -  |
| Primary Education                     | -                            | -   | -  | -   | -  | -  |
| Secondary Education                   | -                            | -   | -  | -   | -  | -  |
| Library & Information Services        | -                            | -   | -  | -   | -  | -  |
| Early Childhood Education             | -                            | -   | -  | -   | -  | -  |
| Youth Affairs & Sports                | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL CAPITAL EXPENDITURE</b>      | <b>-</b>                     | <b>111,800</b>                              | <b>1,848,900</b>                           | <b>1,546,700</b>                          | <b>-</b>                                   | <b>-</b>                                   |

**SUMMARY OF EXPENDITURE (by Subheads)**

|     |                                    |                   |                  |                   |                   |                   |                   |
|-----|------------------------------------|-------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 210 | Salaries                           | 5,579,074         | 5,876,300        | 5,911,000         | 6,162,200         | 6,241,800         | 6,316,200         |
| 213 | Public Sector Reform Initiatives   | -                 | -                | -                 | -                 | -                 | -                 |
| 216 | Allowances                         | 397,321           | 389,500          | 412,000           | 444,800           | 444,800           | 444,800           |
| 219 | Other Benefits                     | -                 | -                | -                 | -                 | -                 | -                 |
| 220 | Local Travel                       | 17,499            | 26,500           | 22,000            | 21,500            | 21,500            | 21,500            |
| 222 | International Travel & Subsistence | 53,248            | 40,000           | 32,100            | 60,000            | 60,000            | 60,000            |
| 224 | Utilities                          | 197,673           | 201,000          | 211,300           | 201,000           | 201,000           | 201,000           |
| 226 | Communication Expenses             | 56,812            | 73,900           | 72,700            | 73,900            | 73,900            | 73,900            |
| 228 | Supplies & Materials               | 213,360           | 193,500          | 193,000           | 253,000           | 253,000           | 253,000           |
| 229 | Furniture Equipment and Resources  | 251,624           | 170,000          | 167,900           | 465,000           | 465,000           | 465,000           |
| 230 | Uniform/Protective Clothing        | 2,000             | 2,000            | 1,500             | 10,000            | 10,000            | 10,000            |
| 232 | Maintenance Services               | 705,641           | 701,400          | 691,400           | 743,300           | 742,100           | 760,000           |
| 234 | Rental of Assets                   | 200,492           | 218,000          | 232,400           | 218,000           | 218,000           | 218,000           |
| 244 | Advertising                        | -                 | -                | -                 | -                 | -                 | -                 |
| 247 | Investment Promotions              | -                 | -                | -                 | -                 | -                 | -                 |
| 260 | Grants & Contributions             | 406,822           | 748,500          | 478,500           | 558,500           | 558,500           | 558,500           |
| 261 | Subventions                        | 1,513,757         | -                | -                 | -                 | -                 | -                 |
| 265 | Social Protection                  | -                 | -                | -                 | -                 | -                 | -                 |
| 274 | Emergency Expenditure              | -                 | -                | -                 | -                 | -                 | -                 |
| 275 | Sundry Expenses                    | 85,336            | 94,500           | 98,500            | 109,000           | 109,000           | 109,000           |
| 279 | Operation of Plant & Workshop      | -                 | -                | -                 | -                 | -                 | -                 |
| 280 | Programme Production & Promotion   | 24,826            | 25,000           | 377,800           | 315,000           | 315,000           | 315,000           |
| 281 | Minor Works                        | 20,000            | 25,000           | 20,000            | 20,000            | 20,000            | 20,000            |
|     | <b>TOTAL VOTE 40</b>               | <b>10,839,853</b> | <b>9,854,200</b> | <b>10,064,200</b> | <b>10,915,400</b> | <b>10,921,400</b> | <b>11,013,700</b> |

**BUDGET AND FORWARD ESTIMATES**

**VOTE: 45 MINISTRY OF HEALTH & SOCIAL SERVICES – SUMMARY**

|    |   |                     |
|----|---|---------------------|
| A. | ESTIMATES of Revenue and Expenditure for the period 1st April 2018 to 31st March, 2019 for salaries and the expenses of the Ministry of Health and Social Services - Nineteen million, nine hundred, sixteen thousand, eight hundred dollars. | <b>\$19,916,800</b> |
| B. | ACCOUNTING OFFICER: Permanent Secretary   |                     |
| C. | SUB-HEADS which under this vote will be accounted for by the Permanent Secretary  |                     |

**STRATEGIC PRIORITIES**

Enhanced human development and improved quality of life for all the people on Montserrat  
 An environment that fosters prudent economic management, sustained growth, a diversified economy and the generation of employment

**NATIONAL OUTCOMES**

A Healthy population with full access to required healthcare  
 A vibrant and diverse economy that supports sustainable private sector led economic activity and generates employment  
 Effective Social protection to enhance the well-being of the vulnerable population  
 Achieve social integration, well-being and national identity

**VISION**

The Ministry of Health & Social Services' Vision is to be recognized as a national health & social care provider that enhances personal responsibility for self-care and the quality of life of people living on Montserrat.

**MISSION STATEMENT**

To promote health and well-being by empowering individuals as well as communities and assuring access to quality preventative, curative and rehabilitative health and social care services in partnership with other stakeholders.

**BUDGET SUMMARY**

| SHD                                     | Details of Expenditure                | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|---------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>SUMMARY OF REVENUES BY PROGRAMME</b> |                                       |                      |                                    |                                   |                                  |                                   |                                   |
| 450                                     | Strategic Management & Administration | 425,842              | 425,800                            | 425,800                           | 425,800                          | 425,800                           | 425,800                           |
| 451                                     | Primary Healthcare                    | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 452                                     | Secondary Healthcare                  | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| 454                                     | Social Services                       | 169,656              | 80,000                             | 80,000                            | 80,000                           | 80,000                            | 80,000                            |
| 455                                     | Environmental Health Services         | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 45</b>            |                                       | <b>595,498</b>       | <b>505,800</b>                     | <b>505,800</b>                    | <b>505,800</b>                   | <b>505,800</b>                    | <b>505,800</b>                    |

| SUMMARY OF EXPENDITURE BY PROGRAMME               |                                       |                                   |                   |                   |                   |                   |                   |
|---|---------------------------------------|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 450   | Strategic Management & Administration | 2,865,717                         | 1,609,700         | 1,768,400         | 1,282,000         | 1,150,600         | 1,135,100         |
| 451   | Primary Healthcare                    | 2,171,932                         | 2,329,700         | 2,140,100         | 2,450,500         | 2,425,400         | 2,464,800         |
| 452   | Secondary Healthcare                  | 8,331,733                         | 8,351,500         | 8,541,300         | 8,607,500         | 8,636,200         | 8,695,700         |
| 454   | Social Services                       | 5,626,956                         | 5,949,600         | 6,024,500         | 6,041,200         | 6,135,600         | 6,151,600         |
| 455   | Environmental Health Services         | 1,498,066                         | 1,515,500         | 1,736,000         | 1,535,600         | 1,541,900         | 1,548,000         |
| <b>TOTAL EXPENDITURE VOTE 45</b>                  |                                       | <b>20,494,403</b>                 | <b>19,756,000</b> | <b>20,210,300</b> | <b>19,916,800</b> | <b>19,889,700</b> | <b>19,995,200</b> |
|   |                                       |                                   |                   |                   |                   |                   |                   |
| SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION |                                       |                                   |                   |                   |                   |                   |                   |
| RECURRENT EXPENDITURE                             |                                       |                                   |                   |                   |                   |                   |                   |
|   | Salaries                              | 6,524,129                         | 7,146,700         | 7,010,500         | 7,530,300         | 7,641,600         | 7,725,500         |
|   | WAGES                                 | 37,634                            | 47,000            | 34,500            | 44,600            | 44,600            | 44,600            |
|   | ALLOWANCES                            | 1,198,739                         | 1,463,600         | 1,250,500         | 1,461,900         | 1,461,900         | 1,461,900         |
|   | BENEFITS                              | 130,134                           | 143,900           | 106,300           | 139,700           | 159,500           | 181,100           |
|   | GOOD AND SERVICES                     | 12,585,490                        | 10,419,100        | 11,175,000        | 10,582,100        | 10,582,100        | 10,582,100        |
| <b>TOTAL RECURRENT EXPENDITURE</b>                |                                       | <b>20,476,126</b>                 | <b>19,220,300</b> | <b>19,576,800</b> | <b>19,758,600</b> | <b>19,889,700</b> | <b>19,995,200</b> |
| CAPITAL EXPENDITURE                               |                                       |                                   |                   |                   |                   |                   |                   |
| SHD   | Donor                                 | Description                       |                   |                   |                   |                   |                   |
| 44A   | UNICEF                                | Child Safeguarding and Protection | 18,277            | 66,000            | 66,000            | -                 | -                 |
| 91A   | DFID                                  | Solid Waste Management            | -                 | 319,600           | 319,600           | 154,400           | -                 |
| 09A   | PAHO                                  | Health Development Programme      | -                 | 150,100           | 150,100           | 3,800             | -                 |
| 14A   | DFID                                  | Golden Years Home Improvement     | -                 | -                 | 97,800            | -                 | -                 |
| <b>TOTAL CAPITAL EXPENDITURE</b>                  |                                       | <b>18,277</b>                     | <b>535,700</b>    | <b>633,500</b>    | <b>158,200</b>    | <b>-</b>          | <b>-</b>          |
| <b>TOTAL EXPENDITURE VOTE 45</b>                  |                                       | <b>20,494,403</b>                 | <b>19,756,000</b> | <b>20,210,300</b> | <b>19,916,800</b> | <b>19,889,700</b> | <b>19,995,200</b> |
|   |                                       |                                   |                   |                   |                   |                   |                   |
| STAFFING RESOURCES                                |                                       |                                   |                   |                   |                   |                   |                   |
| <b>TOTAL STAFFING</b>                             |                                       |                                   |                   |                   |                   |                   |                   |

**PROGRAMME 450: STRATEGIC MANAGEMENT & ADMINISTRATION**

**PROGRAMME OBJECTIVE:**  
To provide strategic policy direction, financial management and administrative services to support the efficient and effective operation of the Ministry Programs

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 130                          | Cemetery Dues          | 380                  | 800                                | 800                               | 800                              | 800                               | 800                               |
| 160                          | Hospital Receipts      | 425,462              | 425,000                            | 425,000                           | 425,000                          | 425,000                           | 425,000                           |
| <b>TOTAL REVENUE VOTE 45</b> |                        | <b>425,842</b>       | <b>425,800</b>                     | <b>425,800</b>                    | <b>425,800</b>                   | <b>425,800</b>                    | <b>425,800</b>                    |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|------------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                           | 419,910              | 378,500                            | 410,200                           | 399,500                          | 405,100                           | 410,800                           |
| 216                             | Allowances                         | 55,525               | 150,600                            | 76,800                            | 150,400                          | 150,400                           | 150,400                           |
| <b>Total Salaries</b>           |                                    | <b>475,434</b>       | <b>529,100</b>                     | <b>487,000</b>                    | <b>549,900</b>                   | <b>576,700</b>                    | <b>561,200</b>                    |
| <b>GOODS AND SERVICES</b>       |                                    |                      |                                    |                                   |                                  |                                   |                                   |
| 220                             | Local Travel                       | 958                  | 1,000                              | 7,000                             | 5,000                            | 5,000                             | 5,000                             |
| 222                             | International Travel & Subsistence | 52,101               | 55,000                             | 53,400                            | 55,000                           | 55,000                            | 55,000                            |
| 226                             | Communication Expenses             | 89,994               | 90,000                             | 87,600                            | 90,000                           | 90,000                            | 90,000                            |
| 228                             | Supplies & Materials               | 9,992                | 10,000                             | 10,000                            | 10,000                           | 10,000                            | 10,000                            |
| 229                             | Furniture Equipment and Resources  | 1,119,652            | 20,000                             | 37,000                            | 40,000                           | 35,000                            | 35,000                            |
| 232                             | Maintenance Services               | 218,053              | 187,400                            | 187,400                           | 187,400                          | 187,400                           | 187,400                           |
| 234                             | Rental of Assets                   | 85,869               | 80,000                             | 104,100                           | 80,000                           | 90,000                            | 90,000                            |
| 236                             | Professional Services and Fees     | 777,988              | 50,000                             | 148,900                           | 45,000                           | 50,000                            | 50,000                            |
| 246                             | Printing & Binding                 | 2,481                | 2,500                              | 2,500                             | 2,500                            | 2,500                             | 2,500                             |
| 266                             | Health Promotion                   | -                    | 34,000                             | 5,000                             | 34,000                           | 34,000                            | 34,000                            |
| 275                             | Sundry Expenses                    | 4,917                | 5,000                              | 5,000                             | 15,000                           | 5,000                             | 5,000                             |
| 281                             | Minor Works                        | 10,000               | 10,000                             | -                                 | 10,000                           | 10,000                            | 10,000                            |
| <b>Total Goods and Services</b> |                                    | <b>2,372,006</b>     | <b>544,900</b>                     | <b>647,900</b>                    | <b>573,900</b>                   | <b>573,900</b>                    | <b>573,900</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>2,847,440</b>     | <b>1,074,000</b>                   | <b>1,134,900</b>                  | <b>1,123,800</b>                 | <b>1,150,600</b>                  | <b>1,135,100</b>                  |

| CAPITAL EXPENDITURE   |        |                                   |                      |                                    |                                   |                                  |                                   |                                   |
|---|--------|-----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| Details of Expenditure  |        |                                   | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
| SHD   | Donor  | Description                       |                      |                                    |                                   |                                  |                                   |                                   |
| 4515044A  | UNICEF | Child Safeguarding and Protection | 18,277               | 66,000                             | 66,000                            | -                                |                                   |                                   |
| 4516091A  | DFID   | Solid Waste Management            | -                    | 319,600                            | 319,600                           | 154,400                          | -                                 | -                                 |
| 4517109A  | PAHO   | Health Development Programme      | -                    | 150,100                            | 150,100                           | 3,800                            |                                   |                                   |
| 4518114A  | DFID   | Golden Years Home Improvement     | -                    | -                                  | 97,800                            | -                                |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b>  |        |                                   | <b>18,277</b>        | <b>535,700</b>                     | <b>633,500</b>                    | <b>158,200</b>                   | <b>-</b>                          | <b>-</b>                          |
| STAFFING RESOURCES  |        |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| STAFF POSTS   |        | Scale                             | Count                | STAFF POSTS                        |                                   | Scale                            | Count                             |                                   |
| Permanent Secretary   |        | R5                                | 1                    | Health Information Officer         |                                   | R28-22                           | 1                                 |                                   |
| Chief Medical Officer/Director  |        | R2                                | 1                    | Clerical Officer (Snr)             |                                   | R33-29                           | 2                                 |                                   |
| Health Planner/Epidemiologist   |        | R14-10                            | 1                    | Clerical Officer                   |                                   | R46-34                           | 1                                 |                                   |
| Assistant Secretary   |        | R22-16                            | 2                    |                                    |                                   |                                  |                                   |                                   |
| <b>TOTAL STAFF</b>  |        |                                   |                      |                                    |                                   |                                  | <b>9</b>                          |                                   |
| PROGRAMME PERFORMANCE INFORMATION   |        |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| KEY STRATEGIES FOR 2018/19:   |        |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| Support and facilitate the provision of adequate human resources to deliver the mandate of the MoHSS by collaborating with Ministry programme areas and other key stakeholders. [2.1, 2,2, 4.2] |        |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| Provide prudent financial oversight of the resources allocated in the budget in each programme area. [4.2]  |        |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| Improve the effectiveness of agreed strategies and programmes by designing and implementing appropriate monitoring and evaluation frameworks.   |        |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| Manage the maintenance schedule of the Ministry's plant, equipment and assets, thereby retaining them in a state to provide efficient service and longevity of operational life. [2.1, 4.2]     |        |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| KEY STRATEGIES FOR 2019/20-21   |        |                                   |                      |                                    |                                   |                                  |                                   |                                   |
|   |        |                                   |                      |                                    |                                   |                                  |                                   |                                   |
|   |        |                                   |                      |                                    |                                   |                                  |                                   |                                   |
|   |        |                                   |                      |                                    |                                   |                                  |                                   |                                   |

| KEY PERFORMANCE INDICATORS  | Actual 2016-2017 | Estimate 2017-2018   | Target 2018-2019                  | Target 2019-2020                  | Target 2020-2021                  |
|---|------------------|--|-----------------------------------|-----------------------------------|-----------------------------------|
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                  |  |                                   |                                   |                                   |
| Percent of staff with agreed PDAs by the stipulated deadline  |                  | 80%  | 80%                               |                                   |                                   |
| Number of Learning & Development initiatives undertaken during the year   |                  | At least one in-service per month  | At least one in-service per month | At least one in-service per month | At least one in-service per month |
| Number of virement applications made to MoFEM   |                  | 500%   | 500%                              |                                   |                                   |
| Percent of prioritised maintenance issues addressed per year  |                  | >50%   | >50%                              | >50%                              | >50%                              |
| Number of documents approved by Cabinet   |                  | >95% of submissions  | >95% of submissions               | >95% of submissions               | >95% of submissions               |
|   |                  |  |                                   |                                   |                                   |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |                  |  |                                   |                                   |                                   |
| Actual expenditure as a percent of Budgeted expenditure   |                  | 100%   | 100%                              | 100%                              | 100%                              |
| Uninterrupted availability of diagnostic testing services throughout the year.  |                  | No down time of critical equipment                                       | TBD                               | TBD                               | TBD                               |
|   |                  |  |                                   |                                   |                                   |
| Uninterrupted availability of surgical services   |                  | Procurement of additional items on the approved list of needed equipment |                                   |                                   |                                   |

**PROGRAMME 451: PRIMARY HEALTHCARE**

**PROGRAMME OBJECTIVE:**

To improve health outcomes from equal access and utilisation of an increasing range of quality primary health services

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure            | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|-----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                          | 1,215,535            | 1,422,200                          | 1,331,200                         | 1,497,000                        | 1,519,200                         | 1,536,300                         |
| 212                             | Wages                             | 32,954               | 37,300                             | 29,300                            | 35,400                           | 35,400                            | 35,400                            |
| 216                             | Allowances                        | 403,626              | 453,400                            | 373,400                           | 452,900                          | 452,900                           | 452,900                           |
| 218                             | Pensions and Gratuities           | 34,236               | 53,800                             | 53,800                            | 52,200                           | 29,900                            | 52,200                            |
| <b>Total Salaries</b>           |                                   | <b>1,686,351</b>     | <b>1,966,700</b>                   | <b>1,787,700</b>                  | <b>2,037,500</b>                 | <b>2,037,400</b>                  | <b>2,076,800</b>                  |
| <b>GOODS AND SERVICES</b>       |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 224                             | Utilities                         | 22,997               | 23,000                             | 23,000                            | 58,000                           | 48,000                            | 48,000                            |
| 228                             | Supplies & Materials              | 74,966               | 75,000                             | 75,000                            | 80,000                           | 50,000                            | 50,000                            |
| 229                             | Furniture Equipment and Resources | 123,319              | 10,000                             | 10,000                            | 20,000                           | 25,000                            | 25,000                            |
| 232                             | Maintenance Services              | 64,941               | 65,000                             | 65,000                            | 65,000                           | 65,000                            | 65,000                            |
| 236                             | Professional Services and Fees    | 153,992              | 150,000                            | 162,000                           | 150,000                          | 150,000                           | 150,000                           |
| 266                             | Health Care Promotion             | 45,365               | 40,000                             | 17,400                            | 40,000                           | 50,000                            | 50,000                            |
| <b>Total Goods and Services</b> |                                   | <b>485,581</b>       | <b>363,000</b>                     | <b>352,400</b>                    | <b>413,000</b>                   | <b>388,000</b>                    | <b>388,000</b>                    |
| <b>RECURRENT EXPENDITURE</b>    |                                   | <b>2,171,932</b>     | <b>2,329,700</b>                   | <b>2,140,100</b>                  | <b>2,450,500</b>                 | <b>2,425,400</b>                  | <b>2,464,800</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| STAFF POSTS                          | Scale   | Count | STAFF POSTS                       | Scale        | Count     |
|--------------------------------------|---------|-------|-----------------------------------|--------------|-----------|
| Pediatrician                         | R12-8   | 1     | Psychiatric Nurse                 | R28-22       | 1         |
| District Medical Officer/Anesthetist | R12-8/6 | 1     | Staff /District Nurse             | R28-22       | 5         |
| Medical Officer                      | R12-8   | 1     | Dental Nurse                      | R28-22       | 1         |
| Dental Surgeon                       | R12-8/6 | 1     | Graduate/Registered Nurse         | R37-35/32-30 | 2         |
| Health Promotion Coordinator         | R17-13  | 1     | Senior Enrolled Nursing Assistant | R33-31       | 1         |
| Community Nursing Manager            | R18-16  | 1     | Enrolled Nursing Assistant        | R46-34/39-34 | 2         |
| Public Health Nurse                  | R22-18  | 2     | Mental Health Warden              | R33-29       | 2         |
| Physiotherapist                      | R22-16  | 1     | Dental Assistant                  | R39-34       | 2         |
| Family Nurse Practitioner            | R22-16  | 1     | Clerical Officer                  | R46-34       | 2         |
| Community Mental Health Officer      | R22-16  | 1     | Community Health Aides            | 0            | 6         |
| Senior Mental Health Warden          | R22-16  | 1     | Cleaner                           | 0            | 3         |
| Community Psychiatric Nurse          | R22-18  | 1     |                                   |              |           |
| <b>TOTAL STAFF</b>                   |         |       |                                   |              | <b>40</b> |

| <b>PROGRAMME PERFORMANCE INFORMATION</b>  |                         |                                 |                                 |                                 |                                 |
|---|-------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>  |                         |                                 |                                 |                                 |                                 |
| Improve the early detection and effective management of persons living with non-communicable diseases through building capacity in best practice for disease management among staff and engaging clients and their family members in understanding and managing their conditions. [2.2] |                         |                                 |                                 |                                 |                                 |
| Increase access to mental health services by building capacity of health care workers throughout the health care system and enhancing care processes and procedures. [2.3]  |                         |                                 |                                 |                                 |                                 |
| Work with internal and external stakeholders to conceptualize and deliver primary and secondary prevention strategies, as well as health education & promotion programmes in line with MoHSS Key Strategies and Essential Public Health Functions. [2.1, 2.2]                           |                         |                                 |                                 |                                 |                                 |
| <b>KEY STRATEGIES FOR 2019/20-21</b>  |                         |                                 |                                 |                                 |                                 |
|   |                         |                                 |                                 |                                 |                                 |
|   |                         |                                 |                                 |                                 |                                 |
| <b>KEY PERFORMANCE INDICATORS</b>   | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b>       | <b>Target 2018-2019</b>         | <b>Target 2019-2020</b>         | <b>Target 2020-2021</b>         |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)  |                         |                                 |                                 |                                 |                                 |
| Number of capacity building opportunities designed to address prevention & n  |                         | 1 training activity per quarter |
| Number of persons reached through Workplace Screening   |                         | 5% increase on previous year    |
| Number of psychiatric cases treated in the Primary Care setting   |                         | 5% increase on previous year    | 10% increase on previous year   | 10% Increase on previous year   | 10% Increase on previous year   |
|   |                         |                                 |                                 |                                 |                                 |

| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.) |  |   |   |   |   |
|---|--|---|---|---|---|
|   |  | Number of live births in 2016                     | Number of live births in 2017                     | Number of live births in 2018                     | Number of live births in 2018                     |
| Number of Pentavalent vaccines administered   |  |   |   |   |   |
| % of children identified during school health assessment as being overweight who receive support through a structured intervention.   |  | >70%  | >75%  | >75%  | >75%  |
| % of children reached with dental sealant programme (6 – 7 year olds)   |  | 90% for application of sealant; 70% for follow-up | 90% for application of sealant, 70% for follow-up | 90% for application of sealant, 70% for follow-up | 90% for application of sealant, 70% for follow-up |
| % of registered diabetic patients who complete an annual physical   |  | 0.3   | 0.4   | 0.5   | 0.5   |
| % of registered hypertensives who complete an annual physical   |  | TBD   | TBD   | TBD   | TBD   |
| % of registered diabetics whose HbA1c is <7.5 at last visit   |  | 35%   | 40%   | 50%   | 50%   |
| % of registered diabetics-hypertensives whose BP is < 130/80 at last visit  |  | 0%  | 45%   | 50%   | 50%   |
| % of registered hypertensives whose BP was <140/90 at last visit  |  | 50%   | 60%   |   |   |
| % of registered infants covered by Pentavalent vaccination  |  | 100%  | 100%  |   |   |
|   |  |   |   |   |   |

**PROGRAMME 452: SECONDARY HEALTHCARE**

**PROGRAMME OBJECTIVE:**

To provide timely, affordable and accessible defined secondary health care services

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 160                          | Hospital Receipts      | -                    | -                                  | -                                 | -                                | -                                 | -                                 |
| <b>TOTAL REVENUE VOTE 45</b> |                        | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure            | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---------------------------------|-----------------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>                 |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 210                             | Salaries                          | 4,037,599            | 4,145,500                          | 4,286,800                         | 4,370,800                        | 4,413,600                         | 4,452,600                         |
| 216                             | Allowances                        | 622,900              | 665,100                            | 658,300                           | 664,300                          | 664,300                           | 664,300                           |
| 218                             | Pensions and Gratuities           | 75,576               | 52,700                             | 46,700                            | 51,200                           | 72,100                            | 92,600                            |
| <b>Total Salaries</b>           |                                   | <b>4,736,075</b>     | <b>4,863,300</b>                   | <b>4,991,800</b>                  | <b>5,086,300</b>                 | <b>5,150,000</b>                  | <b>5,209,500</b>                  |
| <b>GOODS AND SERVICES</b>       |                                   |                      |                                    |                                   |                                  |                                   |                                   |
| 220                             | Local Travel                      | 5,000                | 5,000                              | 5,000                             | 7,000                            | 7,000                             | 7,000                             |
| 224                             | Utilities                         | 72,000               | 72,000                             | 124,700                           | 107,000                          | 72,000                            | 72,000                            |
| 226                             | Communication Expenses            | 7,000                | 7,000                              | 5,600                             | 5,000                            | 5,000                             | 5,000                             |
| 228                             | Supplies & Materials              | 2,225,815            | 2,063,000                          | 2,063,000                         | 2,063,000                        | 2,063,000                         | 2,063,000                         |
| 229                             | Furniture Equipment and Resources | 531,935              | 436,000                            | 436,000                           | 436,000                          | 436,000                           | 436,000                           |
| 230                             | Uniform/Protective Clothing       | 24,000               | 24,000                             | 24,000                            | 24,000                           | 24,000                            | 24,000                            |
| 232                             | Maintenance Services              | 458,180              | 608,200                            | 608,200                           | 608,200                          | 608,200                           | 608,200                           |
| 236                             | Professional Services and Fees    | 253,228              | 250,000                            | 250,000                           | 255,000                          | 255,000                           | 255,000                           |
| 246                             | Printing & Binding                | 17,000               | 17,000                             | 17,000                            | 15,000                           | 15,000                            | 15,000                            |
| 275                             | Sundry Expenses                   | 1,500                | 6,000                              | 16,000                            | 1,000                            | 1,000                             | 1,000                             |
| <b>Total Goods and Services</b> |                                   | <b>3,595,657</b>     | <b>3,488,200</b>                   | <b>3,549,500</b>                  | <b>3,521,200</b>                 | <b>3,486,200</b>                  | <b>3,486,200</b>                  |
| <b>RECURRENT EXPENDITURE</b>    |                                   | <b>8,331,733</b>     | <b>8,351,500</b>                   | <b>8,541,300</b>                  | <b>8,607,500</b>                 | <b>8,636,200</b>                  | <b>8,695,700</b>                  |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
|                            |       |             |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                    | -                                  | -                                 | -                                | -                                 | -                                 |

**STAFFING RESOURCES**

| <b>STAFF POSTS</b>               | <b>Scale</b> | <b>Count</b> | <b>STAFF POSTS</b>               | <b>Scale</b> | <b>Count</b> |
|----------------------------------|--------------|--------------|----------------------------------|--------------|--------------|
| Surgeon Specialist               | R3           | 1            | Clerical Officer (Snr)           | R33-29       | 2            |
| Physician Specialist             | R12-8/6      | 1            | Clerical Officer                 | R46-34       | 2            |
| Medical Officer                  | R12-8/6      | 2            | Health Information Officer (Snr) | R22-16       | 1            |
| Secondary Care Manager           | R12-8        | 1            | Health Information Officer       | R28-22       | 1            |
| Principal Nursing Officer        | R14-10       | 1            | Supervisor of Housekeeping       | R33-29       | 1            |
| Hospital Nursing Manager         | R20-16/17-13 | 1            | Seamstress                       | R39-36       | 1            |
| Nurse Tutor                      | R20-16       | 1            | Head Cook                        | R38-31       | 2            |
| Nurse Anesthetist                | R22-18       | 1            | Cook                             | R48-38       | 5            |
| Ward Sister                      | R24-20       | 3            | Cook's Assistant                 | R51-45       | 2            |
| Charge Nurse/Home Manager        | R24-20       | 1            | Dietetics Technician             | R28-22       | 1            |
| Staff/District Nurse             | R28-22       | 8            | Diet Clerk/Storekeeper           | R48-38       | 1            |
| Graduate/Registered Nurse        | R37-35/32-30 | 9            | Assistant Storekeeper            | R48-38       | 1            |
| Enrolled Nursing Assistant (Snr) | R33-31       | 2            | Health Facilities Manager        | R28-22       | 1            |
| Enrolled Nursing Assistant       | R46-34/39-34 | 6            | Maintenance Assistant            | R28-22       | 1            |
| Pharmacist (Snr)                 | R22-16       | 1            | Driver                           | R48-38       | 6            |
| Pharmacist                       | R28-22       | 2            | Orderly                          | R48-38       | 6            |
| Lab Technologist (Snr)           | R22-16       | 1            | Geriatric Aide (Snr)             | R48-38       | 1            |
| Lab Technologist                 | R28-22       | 3            | Geriatric Aide                   | R51-45       | 27           |
| Nutrition Officer                | R22-16       | 1            | Maid                             | R51-45       | 19           |
| Radiographer                     | R28-22/22-16 | 1            | Washer                           | R51-45       | 5            |
| Radiographic Assistant           | R46-34       | 1            |                                  |              |              |
| <b>TOTAL STAFF</b>               |              |              |                                  |              | <b>134</b>   |

| PROGRAMME PERFORMANCE INFORMATION  |                  |  |                                      |                                      |                                      |
|--|------------------|--|--------------------------------------|--------------------------------------|--------------------------------------|
| <b>KEY STRATEGIES FOR 2018/19:</b>   |                  |  |                                      |                                      |                                      |
| Improve the management of persons living with Non-Communicable Diseases through the development of individualized Care and Educational Plans and the continuous availability of relevant supplies and diagnostic tests. [2.1, 2.2] |                  |  |                                      |                                      |                                      |
| Reduce the risk of healthcare associated infections through the review, adoption and implementation of Infection Control Policies & Procedures. [2.1]  |                  |  |                                      |                                      |                                      |
| Provide fit for purpose hospital infrastructure and equipment* [2.1]   |                  |  |                                      |                                      |                                      |
| Improve the care of residents of the Margetson Memorial Home, with special emphasis on those assessed as being nutritionally vulnerable and those living with chronic issues. [2.2, 2.3]   |                  |  |                                      |                                      |                                      |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |                  |  |                                      |                                      |                                      |
|  |                  |  |                                      |                                      |                                      |
|  |                  |  |                                      |                                      |                                      |
| KEY PERFORMANCE INDICATORS   | Actual 2016-2017 | Estimate 2017-2018                     | Target 2018-2019                     | Target 2019-2020                     | Target 2020-2021                     |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                  |  |                                      |                                      |                                      |
| Number of stock-outs of drugs used to treat NCDs during the year   |                  | TBD                                    | TBD                                  |                                      |                                      |
| Number of stock-outs of reagents required to monitor the status of persons living with NCDs during the year  |                  | TBD                                    | TBD                                  |                                      |                                      |
| % of MMH residents who have a documented Care Plan   |                  | 100%                                   | 100%                                 |                                      |                                      |
| Status of the Business Case for the new Hospital   |                  | -                                      | -                                    |                                      |                                      |
|  |                  |  |                                      |                                      |                                      |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)  |                  |  |                                      |                                      |                                      |
| Diabetes re-admission  |                  | <5%                                    | <5%                                  | <5%                                  | <5%                                  |
| Hypertension re-admission  |                  | <5%                                    | <5%                                  | <5%                                  | <5%                                  |
| Improved Infection Control Practice  |                  | Establishment of baseline for Hospital | Reduction in number HAIs compared to | Reduction in number HAIs compared to | Reduction in number HAIs compared to |
|  |                  |  |                                      |                                      |                                      |

**PROGRAMME454: SOCIAL SERVICES**

**PROGRAMME OBJECTIVE:**

To empower persons, strengthen the fabric of community and to provide care to the most vulnerable persons on Montserrat

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|------------------------------|------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| 145                          | Reimbursements         | 169,656              | 80,000                             | 80,000                            | 80,000                           | 80,000                            | 80,000                            |
| <b>TOTAL REVENUE VOTE 45</b> |                        | <b>169,656</b>       | <b>80,000</b>                      | <b>80,000</b>                     | <b>80,000</b>                    | <b>80,000</b>                     | <b>80,000</b>                     |

**RECURRENT EXPENDITURE**

| SHD                   | Details of Expenditure  | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|-----------------------|-------------------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>Salaries</b>       |                         |                      |                                    |                                   |                                  |                                   |                                   |
| 210                   | Salaries                | 469,244              | 838,200                            | 599,500                           | 878,900                          | 913,300                           | 929,300                           |
| 212                   | Wages                   | 4,680                | 9,700                              | 5,200                             | 9,200                            | 9,200                             | 9,200                             |
| 216                   | Allowances              | 74,471               | 151,500                            | 99,000                            | 151,300                          | 151,300                           | 151,300                           |
| 218                   | Pensions and Gratuities | -                    | 31,600                             | -                                 | 30,700                           | 30,700                            | 30,700                            |
| <b>Total Salaries</b> |                         | <b>548,395</b>       | <b>1,031,000</b>                   | <b>703,700</b>                    | <b>1,070,100</b>                 | <b>1,104,500</b>                  | <b>1,120,500</b>                  |

**GOODS AND SERVICES**

|                                 |                                    |                  |                  |                  |                  |                  |                  |
|---------------------------------|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 222                             | International Travel & Subsistence | 19,400           | 20,000           | 17,000           | 20,000           | 20,000           | 20,000           |
| 224                             | Utilities                          | 33,297           | 33,300           | 33,300           | 33,600           | 93,600           | 93,600           |
| 226                             | Communication Expenses             | 26,963           | 32,800           | 23,100           | 25,000           | 32,800           | 32,800           |
| 228                             | Supplies & Materials               | 16,751           | 22,000           | 22,000           | 22,000           | 22,000           | 22,000           |
| 229                             | Furniture Equipment and Resources  | 70,599           | 25,700           | 57,300           | 58,500           | 50,700           | 50,700           |
| 232                             | Maintenance Services               | 35,999           | 96,000           | 96,000           | 96,000           | 96,000           | 96,000           |
| 234                             | Rental of Assets                   | 76,640           | 17,800           | 117,800          | 30,000           | 30,000           | 30,000           |
| 236                             | Professional Services and Fee      | 17,480           | 117,800          | 59,800           | 32,800           | 32,800           | 32,800           |
| 238                             | Insurance                          | 6,825            | 6,900            | 6,900            | 6,900            | 6,900            | 6,900            |
| 246                             | Printing & Binding                 | 2,948            | 3,000            | 3,000            | 3,000            | 3,000            | 3,000            |
| 260                             | Grants & Contributions             | 11,000           | 194,000          | 264,000          | 194,000          | 194,000          | 194,000          |
| 261                             | Subventions                        | 660,000          | 600,000          | 600,000          | 600,000          | 600,000          | 600,000          |
| 265                             | Social Protection                  | 4,075,033        | 3,721,300        | 4,000,300        | 3,821,300        | 3,821,300        | 3,821,300        |
| 275                             | Sundry Expenses                    | 2,344            | 3,000            | 3,000            | 3,000            | 3,000            | 3,000            |
| 280                             | Programme Production & Promotion   | 23,282           | 25,000           | 17,300           | 25,000           | 25,000           | 25,000           |
| <b>Total Goods and Services</b> |                                    | <b>5,078,561</b> | <b>4,918,600</b> | <b>5,320,800</b> | <b>4,971,100</b> | <b>5,031,100</b> | <b>5,031,100</b> |
| <b>RECURRENT EXPENDITURE</b>    |                                    | <b>5,626,956</b> | <b>5,949,600</b> | <b>6,024,500</b> | <b>6,041,200</b> | <b>6,135,600</b> | <b>6,151,600</b> |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals<br>2016-2017 | Approved<br>Estimates<br>2017-2018 | Revised<br>Estimates<br>2017-2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|----------------------------|-------|-------------|----------------------|------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| SHD                        | Donor | Description |                      |                                    |                                   |                                  |                                   |                                   |
| <b>CAPITAL EXPENDITURE</b> |       |             | <b>-</b>             | <b>-</b>                           | <b>-</b>                          | <b>-</b>                         | <b>-</b>                          | <b>-</b>                          |

| STAFFING RESOURCES   |                         |                           |                         |                         |                         |
|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| STAFF POSTS  | Scale                   | Count                     | STAFF POSTS             | Scale                   | Count                   |
| Director, Social Services  | R7                      | 1                         | Social Worker Assistant | R28-22                  | 4                       |
| Principal Assistant Secretary  | R14-10                  | 1                         | Clerical Officer (Snr)  | R33-29                  | 1                       |
| Counsellor   | R17-13                  | 1                         | Family Support Worker   | R39-34                  | 1                       |
| Senior Probation Officer   | R17-13                  | 1                         | Warden/Caregiver (Snr)  | R39-34                  | 1                       |
| Probation Officer  | R22-16                  | 1                         | Warden/Caregiver        | R48-38                  | 2                       |
| Social Worker (Snr)  | R22-16/17-13            | 2                         | Cleaner                 | 0                       | 1                       |
| Social Worker  | R28-22/22-16            | 4                         |                         |                         |                         |
| <b>TOTAL STAFF</b>   |                         |                           |                         |                         | <b>21</b>               |
| <b>PROGRAMME PERFORMANCE INFORMATION</b>   |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2018/19:</b>   |                         |                           |                         |                         |                         |
| Continue efforts to safeguard and protect the children of Montserrat by putting in place the necessary legislative and policy framework and programmes. [2.9]  |                         |                           |                         |                         |                         |
| Review and update the existing Social Welfare Act to enhance the Ministry's ability to identify and respond to socially vulnerable persons. [2.2, 2.3, 2.5, 2.9]   |                         |                           |                         |                         |                         |
| Develop and implement evidence-based Policies and Frameworks for the improvement of the quality of life of vulnerable groups. [2.2, 2.3, 2.9].   |                         |                           |                         |                         |                         |
| Promote and improve gender development through the development of a gender strategy in consideration of the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and other related gender plans. [2.3] |                         |                           |                         |                         |                         |
| Promote and improve the services offered to probationers and parolees through the development of a policy framework [2.2, 2.3]   |                         |                           |                         |                         |                         |
| <b>KEY STRATEGIES FOR 2019/20-21</b>   |                         |                           |                         |                         |                         |
| Promote and improve the services offered to probationers and parolees through the development of a policy framework [2.2, 2.3]   |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>  |                         |                           |                         |                         |                         |
|  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |                         |                           |                         |                         |                         |
| Number of items of Legislation & Policy on child protection developed  |                         | 2                         | -                       |                         |                         |
| Percent of child abuse referrals that have a completed Assessment and Care Plan  |                         | TBD                       | TBD                     |                         |                         |
| Number of child abuse cases taken before the Child Protection Board  |                         | TBD                       | TBD                     |                         |                         |
| An updated Social Welfare Act submitted to Cabinet   |                         | -                         | -                       |                         |                         |
| An Older Persons/ Senior Citizens Policy submitted to Cabinet  |                         | -                         | -                       |                         |                         |
| A Disability Policy submitted to Cabinet   |                         | -                         | -                       |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)  |                         |                           |                         |                         |                         |
| Number of vulnerable children placed in a protected environment  |                         | 4                         | 4                       |                         |                         |
| Number of standardized Care Plans provided to older persons  |                         | As per demand             | As per demand           |                         |                         |
| Number of standardized Care Plans provided to residents living with disabilities   |                         | As per demand             | As per demand           |                         |                         |
| Number of Legislation enacted  |                         | 1                         | -                       |                         |                         |

**PROGRAMME 455: ENVIRONMENTAL HEALTH SERVICES**

**PROGRAMME OBJECTIVE:**

Provide an effective Environmental Health protection service, which efficiently addresses the public needs and empowerment

**RECURRENT REVENUE**

| SHD                          | Details of Expenditure | 2012/13 Actual Exp | 2013/14 Approved Budget | 2013/14 Revised Estimate | 2014/15 Budget Estimates | 2015/16 Forward Estimates | 2016/17 Forward Estimates |
|------------------------------|------------------------|--------------------|-------------------------|--------------------------|--------------------------|---------------------------|---------------------------|
|                              |                        |                    |                         |                          |                          |                           |                           |
| <b>TOTAL REVENUE VOTE 45</b> |                        | -                  | -                       | -                        | -                        | -                         | -                         |

**RECURRENT EXPENDITURE**

| SHD                             | Details of Expenditure            | Actuals 2016-2017 | Approved Estimates 2017-2018 | Revised Estimates 2017-2018 | Budget Estimates 2018-2019 | Forward Estimates 2019-2020 | Forward Estimates 2020-2021 |
|---------------------------------|-----------------------------------|-------------------|------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|
| <b>Salaries</b>                 |                                   |                   |                              |                             |                            |                             |                             |
| 210                             | Salaries                          | 381,841           | 362,300                      | 382,800                     | 384,100                    | 390,400                     | 396,500                     |
| 212                             | Wages                             | -                 | -                            | -                           | -                          | -                           | -                           |
| 216                             | Allowances                        | 42,218            | 43,000                       | 43,000                      | 43,000                     | 43,000                      | 43,000                      |
| 218                             | Pensions and Gratuities           | 20,322            | 5,800                        | 5,800                       | 5,600                      | 5,600                       | 5,600                       |
| <b>Total Salaries</b>           |                                   | <b>444,381</b>    | <b>411,100</b>               | <b>431,600</b>              | <b>432,700</b>             | <b>439,000</b>              | <b>445,100</b>              |
| <b>GOODS AND SERVICES</b>       |                                   |                   |                              |                             |                            |                             |                             |
| 224                             | Utilities                         | 54,468            | 55,000                       | 55,000                      | 45,000                     | 45,000                      | 45,000                      |
| 228                             | Supplies & Materials              | 9,988             | 10,000                       | 10,000                      | 10,000                     | 10,000                      | 10,000                      |
| 229                             | Furniture Equipment and Resources | 3,911             | 10,000                       | 10,000                      | 15,000                     | 15,000                      | 15,000                      |
| 230                             | Uniform/Protective Clothing       | 8,921             | 9,000                        | 9,000                       | 9,000                      | 9,000                       | 9,000                       |
| 232                             | Maintenance Services              | 43,400            | 37,400                       | 37,400                      | 37,400                     | 37,400                      | 37,400                      |
| 236                             | Professional Services and Fees    | 932,997           | 983,000                      | 1,183,000                   | 986,500                    | 986,500                     | 986,500                     |
| <b>Total Goods and Services</b> |                                   | <b>1,053,685</b>  | <b>1,104,400</b>             | <b>1,304,400</b>            | <b>1,102,900</b>           | <b>1,102,900</b>            | <b>1,102,900</b>            |
| <b>RECURRENT EXPENDITURE</b>    |                                   | <b>1,498,066</b>  | <b>1,515,500</b>             | <b>1,736,000</b>            | <b>1,535,600</b>           | <b>1,541,900</b>            | <b>1,548,000</b>            |

**CAPITAL EXPENDITURE**

| Details of Expenditure     |       |             | Actuals 2016-2017 | Approved Estimates 2017-2018 | Revised Estimates 2017-2018 | Budget Estimates 2018-2019 | Forward Estimates 2019-2020 | Forward Estimates 2020-2021 |
|----------------------------|-------|-------------|-------------------|------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|
| SHD                        | Donor | Description |                   |                              |                             |                            |                             |                             |
|                            |       |             |                   |                              |                             |                            |                             |                             |
| <b>CAPITAL EXPENDITURE</b> |       |             | -                 | -                            | -                           | -                          | -                           | -                           |

**STAFFING RESOURCES**

| STAFF POSTS                              | Scale  | Count | STAFF POSTS     | Scale  | Count     |
|--|--------|-------|-----------------|--------|-----------|
| Environmental Health Officer (Principal) | R22-16 | 1     | Cemetery Worker | R28-22 | 2         |
| Environmental Health Officer             | R28-22 | 2     | Tip Man         | R39-34 | 1         |
| Vector Control Leader                    | R39-34 | 1     | Driver          | R48-38 | 3         |
| Vector Worker                            | R48-38 | 3     |                 |        |           |
| <b>TOTAL STAFF</b>                       |        |       |                 |        | <b>13</b> |

| <b>KEY STRATEGIES FOR 2018/19:</b>   |  |                         |                           |                         |                         |                         |
|--|--|-------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| Protect the public from foodborne illnesses by strengthening the food safety legislative framework and continuous training of relevant stakeholders. [2.2]           |  |                         |                           |                         |                         |                         |
| Protect the public from vector borne illnesses through stakeholder engagement and updating of existing Mosquito Control Regulations including bulk waste collection. |  |                         |                           |                         |                         |                         |
| Promote the safe and dignified management of the dead through the completion of the Look Out Cemetery facilities. [2.2]  |  |                         |                           |                         |                         |                         |
|  |  |                         |                           |                         |                         |                         |
| <b>ADDITIONAL KEY STRATEGIES FOR 2019/20-21:</b>   |  |                         |                           |                         |                         |                         |
|  |  |                         |                           |                         |                         |                         |
|  |  |                         |                           |                         |                         |                         |
| <b>KEY PERFORMANCE INDICATORS</b>  |  | <b>Actual 2016-2017</b> | <b>Estimate 2017-2018</b> | <b>Target 2018-2019</b> | <b>Target 2019-2020</b> | <b>Target 2020-2021</b> |
| <b>Output Indicators</b> (Specify what has been/will be produced or delivered by the programme.)   |  |                         |                           |                         |                         |                         |
| Food Hygiene Legislation completed and submitted to Cabinet  |  |                         | -                         | -                       |                         |                         |
| Number of food safety inspections conducted  |  |                         | 180                       | 180                     |                         |                         |
| Number of Training Sessions conducted for food handlers.   |  |                         | >6                        | >6                      |                         |                         |
| Number of Mosquito Inspection Cycles completed   |  |                         | 2                         | 2                       |                         |                         |
| <b>Outcome Indicators</b> (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)    |  |                         |                           |                         |                         |                         |
| Reduced Mosquito Index   |  |                         | 4%                        | 4%                      |                         |                         |
| Low reported levels of Vector Borne diseases   |  |                         | <10 cases                 | < 10 cases              |                         |                         |

**SUMMARY OF REVENUES (by Subheads)**

| <b>CATEGORIES</b>                             | <b>Actuals 2016-2017</b> | <b>Approved Estimates 2017-2018</b> | <b>Revised Estimates 2017-2018</b> | <b>Budget Estimates 2018-2019</b> | <b>Forward Estimates 2019-2020</b> | <b>Forward Estimates 2020-2021</b> |
|---|--------------------------|-------------------------------------|------------------------------------|-----------------------------------|------------------------------------|------------------------------------|
| 110 Taxes on Income, Profits                  | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 115 Property Tax                              | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 120 Taxes on Domestic Goods and Services      | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 122 Licenses                                  | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 125 Taxes on International Trade and Transact | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 129 Arrears of Taxes                          | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 130 Fees, Fines and Permits                   | 380                      | 800                                 | 800                                | 800                               | 800                                | 800                                |
| 135 Rents, Interest and Dividends             | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 140 ECCB Profits                              | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 145 Reimbursements                            | 169,656                  | 80,000                              | 80,000                             | 80,000                            | 80,000                             | 80,000                             |
| 150 Budgetary Aid/Grants                      | -                        | -                                   | -                                  | -                                 | -                                  | -                                  |
| 160 Other Revenue                             | 425,462                  | 425,000                             | 425,000                            | 425,000                           | 425,000                            | 425,000                            |
| <b>Total Revenues</b>                         | <b>595,498</b>           | <b>505,800</b>                      | <b>505,800</b>                     | <b>505,800</b>                    | <b>505,800</b>                     | <b>505,800</b>                     |

**SUMMARY OF EXPENDITURE (by Classification)**

| <b>SUBHDS &amp; DETAILS</b>           | <b>Actuals<br/>2016-2017</b> | <b>Approved<br/>Estimates<br/>2017-2018</b> | <b>Revised<br/>Estimates<br/>2017-2018</b> | <b>Budget<br/>Estimates<br/>2018-2019</b> | <b>Forward<br/>Estimates<br/>2019-2020</b> | <b>Forward<br/>Estimates<br/>2020-2021</b> |
|---------------------------------------|------------------------------|---|--|---|--|--|
| <b>Salaries</b>                       |                              |   |  |   |  |  |
| Strategic Management & Administration | 419,910                      | 378,500                                     | 410,200                                    | 399,500                                   | 405,100                                    | 410,800                                    |
| Primary Healthcare                    | 1,215,535                    | 1,422,200                                   | 1,331,200                                  | 1,497,000                                 | 1,519,200                                  | 1,536,300                                  |
| Secondary Healthcare                  | 4,037,599                    | 4,145,500                                   | 4,286,800                                  | 4,370,800                                 | 4,413,600                                  | 4,452,600                                  |
| Social Services                       | 469,244                      | 838,200                                     | 599,500                                    | 878,900                                   | 913,300                                    | 929,300                                    |
| Environmental Health Services         | 381,841                      | 362,300                                     | 382,800                                    | 384,100                                   | 390,400                                    | 396,500                                    |
| <b>TOTAL P.E</b>                      | <b>6,524,129</b>             | <b>7,146,700</b>                            | <b>7,010,500</b>                           | <b>7,530,300</b>                          | <b>7,641,600</b>                           | <b>7,725,500</b>                           |
| <b>WAGES</b>                          |                              |   |  |   |  |  |
| Strategic Management & Administration | -                            | -   | -  | -   | -  | -  |
| Primary Healthcare                    | 32,954                       | 37,300                                      | 29,300                                     | 35,400                                    | 35,400                                     | 35,400                                     |
| Secondary Healthcare                  | -                            | -   | -  | -   | -  | -  |
| Social Services                       | 4,680                        | 9,700                                       | 5,200                                      | 9,200                                     | 9,200                                      | 9,200                                      |
| Environmental Health Services         | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL WAGES</b>                    | <b>37,634</b>                | <b>47,000</b>                               | <b>34,500</b>                              | <b>44,600</b>                             | <b>44,600</b>                              | <b>44,600</b>                              |
| <b>ALLOWANCES</b>                     |                              |   |  |   |  |  |
| Strategic Management & Administration | 55,525                       | 150,600                                     | 76,800                                     | 150,400                                   | 150,400                                    | 150,400                                    |
| Primary Healthcare                    | 403,626                      | 453,400                                     | 373,400                                    | 452,900                                   | 452,900                                    | 452,900                                    |
| Secondary Healthcare                  | 622,900                      | 665,100                                     | 658,300                                    | 664,300                                   | 664,300                                    | 664,300                                    |
| Social Services                       | 74,471                       | 151,500                                     | 99,000                                     | 151,300                                   | 151,300                                    | 151,300                                    |
| Environmental Health Services         | 42,218                       | 43,000                                      | 43,000                                     | 43,000                                    | 43,000                                     | 43,000                                     |
| <b>TOTAL ALLOWANCES</b>               | <b>1,198,739</b>             | <b>1,463,600</b>                            | <b>1,250,500</b>                           | <b>1,461,900</b>                          | <b>1,461,900</b>                           | <b>1,461,900</b>                           |
| <b>BENEFITS</b>                       |                              |   |  |   |  |  |
| Strategic Management & Administration | -                            | -   | -  | -   | 21,200                                     | -  |
| Primary Healthcare                    | 34,236                       | 53,800                                      | 53,800                                     | 52,200                                    | 29,900                                     | 52,200                                     |
| Secondary Healthcare                  | 75,576                       | 52,700                                      | 46,700                                     | 51,200                                    | 72,100                                     | 92,600                                     |
| Social Services                       | -                            | 31,600                                      | -  | 30,700                                    | 30,700                                     | 30,700                                     |
| Environmental Health Services         | 20,322                       | 5,800                                       | 5,800                                      | 5,600                                     | 5,600                                      | 5,600                                      |
| <b>TOTAL BENEFITS</b>                 | <b>130,134</b>               | <b>143,900</b>                              | <b>106,300</b>                             | <b>139,700</b>                            | <b>159,500</b>                             | <b>181,100</b>                             |
| <b>GOODS AND SERVICES</b>             |                              |   |  |   |  |  |
| Strategic Management & Administration | 2,372,006                    | 544,900                                     | 647,900                                    | 573,900                                   | 573,900                                    | 573,900                                    |
| Primary Healthcare                    | 485,581                      | 363,000                                     | 352,400                                    | 413,000                                   | 388,000                                    | 388,000                                    |
| Secondary Healthcare                  | 3,595,657                    | 3,488,200                                   | 3,549,500                                  | 3,521,200                                 | 3,486,200                                  | 3,486,200                                  |
| Social Services                       | 5,078,561                    | 4,918,600                                   | 5,320,800                                  | 4,971,100                                 | 5,031,100                                  | 5,031,100                                  |
| Environmental Health Services         | 1,053,685                    | 1,104,400                                   | 1,304,400                                  | 1,102,900                                 | 1,102,900                                  | 1,102,900                                  |
| <b>TOTAL</b>                          | <b>12,585,490</b>            | <b>10,419,100</b>                           | <b>11,175,000</b>                          | <b>10,582,100</b>                         | <b>10,582,100</b>                          | <b>10,582,100</b>                          |
| <b>CAPITAL EXPENDITURE</b>            |                              |   |  |   |  |  |
| Strategic Management & Administration | 18,277                       | 535,700                                     | 633,500                                    | 158,200                                   | -  | -  |
| Primary Healthcare                    | -                            | -   | -  | -   | -  | -  |
| Secondary Healthcare                  | -                            | -   | -  | -   | -  | -  |
| Social Services                       | -                            | -   | -  | -   | -  | -  |
| Environmental Health Services         | -                            | -   | -  | -   | -  | -  |
| <b>TOTAL CAPITAL EXPENDITURE</b>      | <b>18,277</b>                | <b>535,700</b>                              | <b>633,500</b>                             | <b>158,200</b>                            | <b>-</b>                                   | <b>-</b>                                   |

**SUMMARY OF EXPENDITURE (by Subheads)**

|     |                                    |                   |                   |                   |                   |                   |                   |
|-----|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 210 | Salaries                           | 6,524,129         | 7,146,700         | 7,010,500         | 7,530,300         | 7,641,600         | 7,725,500         |
| 212 | Wages                              | 37,634            | 47,000            | 34,500            | 44,600            | 44,600            | 44,600            |
| 216 | Allowances                         | 1,198,739         | 1,463,600         | 1,250,500         | 1,461,900         | 1,461,900         | 1,461,900         |
| 218 | Pensions & Gratuities              | 130,134           | 143,900           | 106,300           | 139,700           | 159,500           | 181,100           |
| 220 | Local Travel                       | 5,958             | 6,000             | 12,000            | 12,000            | 12,000            | 12,000            |
| 222 | International Travel & Subsistence | 71,501            | 75,000            | 70,400            | 75,000            | 75,000            | 75,000            |
| 224 | Utilities                          | 182,762           | 183,300           | 236,000           | 243,600           | 258,600           | 258,600           |
| 226 | Communication Expenses             | 123,957           | 129,800           | 116,300           | 120,000           | 127,800           | 127,800           |
| 228 | Supplies & Materials               | 2,337,512         | 2,180,000         | 2,180,000         | 2,185,000         | 2,155,000         | 2,155,000         |
| 229 | Furniture Equipment and Resources  | 1,849,417         | 501,700           | 550,300           | 569,500           | 561,700           | 561,700           |
| 230 | Uniform/Protective Clothing        | 32,921            | 33,000            | 33,000            | 33,000            | 33,000            | 33,000            |
| 232 | Maintenance Services               | 820,573           | 994,000           | 994,000           | 994,000           | 994,000           | 994,000           |
| 234 | Rental of Assets                   | 162,509           | 97,800            | 221,900           | 110,000           | 120,000           | 120,000           |
| 236 | Professional Services and Fees     | 2,135,685         | 1,550,800         | 1,803,700         | 1,469,300         | 1,474,300         | 1,474,300         |
| 238 | Insurance                          | 6,825             | 6,900             | 6,900             | 6,900             | 6,900             | 6,900             |
| 246 | Printing & Binding                 | 22,429            | 22,500            | 22,500            | 20,500            | 20,500            | 20,500            |
| 260 | Grants & Contributions             | 11,000            | 194,000           | 264,000           | 194,000           | 194,000           | 194,000           |
| 261 | Subventions                        | 660,000           | 600,000           | 600,000           | 600,000           | 600,000           | 600,000           |
| 265 | Social Protection                  | 4,075,033         | 3,721,300         | 4,000,300         | 3,821,300         | 3,821,300         | 3,821,300         |
| 266 | Health Care Promotion              | 45,365            | 74,000            | 22,400            | 74,000            | 84,000            | 84,000            |
| 275 | Sundry Expenses                    | 8,762             | 14,000            | 24,000            | 19,000            | 9,000             | 9,000             |
| 280 | Programme Production & Promotion   | 23,282            | 25,000            | 17,300            | 25,000            | 25,000            | 25,000            |
| 281 | Minor Works                        | 10,000            | 10,000            | -                 | 10,000            | 10,000            | 10,000            |
|     | <b>TOTAL VOTE 45</b>               | <b>20,476,126</b> | <b>19,220,300</b> | <b>19,576,800</b> | <b>19,758,600</b> | <b>19,889,700</b> | <b>19,995,200</b> |

# **APPENDICIES**

**SALARY SCALES**

| 2017/18 Scale |                |             |  | Increase | 2012/13 Scale |                |             |  |
|---------------|----------------|-------------|--|----------|---------------|----------------|-------------|--|
| R-Point       | Annual         | Monthly     |  |          | R-Point       | Annual         | Monthly     |  |
| R1            | 94,740         | 7,895       |  | 1.74%    | R1            | 93,120         | 7,760       |  |
| R2            | 86,220         | 7,185       |  | 1.91%    | R2            | 84,600         | 7,050       |  |
| R3            | 84,420         | 7,035       |  | 1.96%    | R3            | 82,800         | 6,900       |  |
| R4            | 81,540         | 6,795       |  | 2.03%    | R4            | 79,920         | 6,660       |  |
| R5            | 79,620         | 6,635       |  | 2.08%    | R5            | 78,000         | 6,500       |  |
| R6            | 76,620         | 6,385       |  | 2.16%    | R6            | 75,000         | 6,250       |  |
| R7            | 74,760         | 6,230       |  | 2.21%    | R7            | 73,140         | 6,095       |  |
| R8            | 73,020 x XX    | 6,085 x XX  |  | 2.27%    | R8            | 71,400 x XX    | 5,950 x XX  |  |
| R9            | 71,712         | 5,976       |  | 2.31%    | R9            | 70,092         | 5,841       |  |
| R10           | 70,092         | 5,841       |  | 2.37%    | R10           | 68,472         | 5,706       |  |
| R11           | 68,472         | 5,706       |  | 2.42%    | R11           | 66,852         | 5,571       |  |
| R12           | 66,852 x 1,620 | 5,571 x 135 |  | 2.48%    | R12           | 65,232 x 1,620 | 5,436 x 135 |  |
| R13           | 65,232         | 5,436       |  | 2.49%    | R13           | 63,648         | 5,304       |  |
| R14           | 63,648         | 5,304       |  | 2.55%    | R14           | 62,064         | 5,172       |  |
| R15           | 62,064         | 5,172       |  | 2.62%    | R15           | 60,480         | 5,040       |  |
| R16           | 60,480         | 5,040       |  | 2.69%    | R16           | 58,896         | 4,908       |  |
| R17           | 58,896         | 4,908       |  | 2.76%    | R17           | 57,312         | 4,776       |  |
| R18           | 57,312         | 4,776       |  | 2.84%    | R18           | 55,728         | 4,644       |  |
| R19           | 55,728         | 4,644       |  | 2.93%    | R19           | 54,144         | 4,512       |  |
| R20           | 54,144         | 4,512       |  | 3.01%    | R20           | 52,560         | 4,380       |  |
| R21           | 52,560         | 4,380       |  | 3.11%    | R21           | 50,976         | 4,248       |  |
| R22           | 50,976 x 1,584 | 4,248 x 132 |  | 3.21%    | R22           | 49,392 x 1,584 | 4,116 x 132 |  |
| R23           | 49,392         | 4,116       |  | 3.31%    | R23           | 47,808         | 3,984       |  |
| R24           | 47,808         | 3,984       |  | 3.27%    | R24           | 46,296         | 3,858       |  |
| R25           | 46,296         | 3,858       |  | 3.38%    | R25           | 44,784         | 3,732       |  |
| R26           | 44,784         | 3,732       |  | 3.49%    | R26           | 43,272         | 3,606       |  |
| R27           | 43,272         | 3,606       |  | 3.62%    | R27           | 41,760         | 3,480       |  |
| R28           | 41,760         | 3,480       |  | 3.76%    | R28           | 40,248         | 3,354       |  |
| R29           | 40,248 x 1,512 | 3,354 x 126 |  | 3.90%    | R29           | 38,736 x 1,512 | 3,228 x 126 |  |
| R30           | 38,736         | 3,228       |  | 3.49%    | R30           | 37,428         | 3,119       |  |
| R31           | 37,428         | 3,119       |  | 3.62%    | R31           | 36,120         | 3,010       |  |
| R32           | 36,120         | 3,010       |  | 3.76%    | R32           | 34,812         | 2,901       |  |
| R33           | 34,812         | 2,901       |  | 3.90%    | R33           | 33,504         | 2,792       |  |
| R34           | 33,504 x 1,308 | 2,792 x 109 |  | 4.06%    | R34           | 32,196 x 1,308 | 2,683 x 109 |  |
| R35           | 32,196         | 2,683       |  | 3.87%    | R35           | 30,996         | 2,583       |  |
| R36           | 30,996         | 2,583       |  | 4.03%    | R36           | 29,796         | 2,483       |  |
| R37           | 29,796         | 2,483       |  | 4.20%    | R37           | 28,596         | 2,383       |  |
| R38           | 28,596         | 2,383       |  | 4.38%    | R38           | 27,396         | 2,283       |  |
| R39           | 27,396         | 2,283       |  | 4.58%    | R39           | 26,196         | 2,183       |  |
| R40           | 26,856 x 1,200 | 2,238 x 100 |  | 7.44%    | R40           | 24,996 x 1,200 | 2,083 x 100 |  |
| R41           | 26,148         | 2,179       |  | 7.66%    | R41           | 24,288         | 2,024       |  |
| R42           | 25,440         | 2,120       |  | 7.89%    | R42           | 23,580         | 1,965       |  |
| R43           | 24,732         | 2,061       |  | 8.13%    | R43           | 22,872         | 1,906       |  |
| R44           | 24,024         | 2,002       |  | 8.39%    | R44           | 22,164         | 1,847       |  |
| R45           | 23,316         | 1,943       |  | 8.67%    | R45           | 21,456         | 1,788       |  |
| R46           | 22,608 x 708   | 1,884 x 59  |  | 8.96%    | R46           | 20,748 x 708   | 1,729 x 59  |  |
| R47           | 22,164         | 1,847       |  | 9.16%    | R47           | 20,304         | 1,692       |  |
| R48           | 21,720         | 1,810       |  | 9.37%    | R48           | 19,860         | 1,655       |  |
| R49           | 21,276         | 1,773       |  | 9.58%    | R49           | 19,416         | 1,618       |  |
| R50           | 20,832         | 1,736       |  | 9.80%    | R50           | 18,972         | 1,581       |  |
| R51           | 20,388 x 444   | 1,699 x 37  |  | 10.04%   | R51           | 18,528 x 444   | 1,544 x 37  |  |

**For use in calculating payment for working extra time.**

| Scale     | Monthly Salary |         | Ordinary | O/time | D/time |
|-----------|----------------|---------|----------|--------|--------|
| R51 - R46 | 1,699          | - 1,884 | 11.81    | 17.72  | 23.62  |
| R45 - R42 | 1,943          | - 2,120 | 13.39    | 20.09  | 26.79  |
| R41 - R38 | 2,179          | - 2,383 | 15.04    | 22.56  | 30.08  |
| R37 - R34 | 2,483          | - 2,792 | 17.39    | 26.09  | 34.78  |
| R33 - R30 | 2,901          | - 3,228 | 20.21    | 30.31  | 40.41  |
| R29 - R26 | 3,354          | - 3,732 | 23.36    | 35.04  | 46.72  |
| R25 - R22 | 3,858          | - 4,248 | 26.72    | 40.08  | 53.45  |

**2017-18 RECURRENT EXPENDITURE CODES (SUMMARY LEVEL)**

|     |                                    |     |                                  |
|-----|------------------------------------|-----|----------------------------------|
| 210 | Salaries                           | 246 | Printing & Binding               |
| 211 | Salaries & Wages Increase          | 247 | Investment Promotions            |
| 212 | Wages                              | 260 | Grants & Contributions           |
| 216 | Allowances                         | 261 | Subventions                      |
| 218 | Pensions & Gratuities              | 265 | Social Protection                |
| 219 | Other Benefits                     | 266 | Health Care Promotion            |
| 220 | Local Travel                       | 270 | Revenue Refunds                  |
| 222 | International Travel & Subsistence | 272 | Claims against Government        |
| 224 | Utilities                          | 273 | Agricultural Activities          |
| 226 | Communication Expenses             | 274 | Emergency Expenditure            |
| 228 | Supplies & Materials               | 275 | Sundry Expenses                  |
| 229 | Furniture Equipment and Resources  | 276 | Culture                          |
| 230 | Uniform/Protective Clothing        | 280 | Programme Production & Promotion |
| 232 | Maintenance Services               | 281 | Minor Works                      |
| 234 | Rental of Assets                   | 282 | Re-saleable Stock                |
| 236 | Professional Services and Fees     | 283 | Environmental Protection         |
| 238 | Insurance                          | 284 | Law Enforcement                  |
| 240 | Hosting & Entertainment            | 290 | Debt Servicing - Domestic        |
| 242 | Training                           | 292 | Debt Servicing - Foreign         |
| 244 | Advertising                        |     |                                  |

**2017-18 RECURRENT EXPENDITURE CODES (DETAIL LEVEL)**

|       |                                   |       |   |
|-------|-----------------------------------|-------|---|
| 21001 | Salaries                          | 22001 | Local Travel Allowance                      |
| 21002 | Public Officers Salaries          | 22002 | Transport Mileage                           |
| 21003 | Rewards and Honoraria             | 22003 | Transport - Other                           |
| 21004 | Overtime                          | 22201 | Accommodation & Meals                       |
| 21005 | The Governor                      | 22202 | Airfare International Travel                |
| 21006 | Temporary Workers Salaries        | 22203 | Subsistence International Travel            |
| 21101 | Salaries Increase                 | 22210 | Accommodation & Meals - Training            |
| 21102 | Wages Increase                    | 22212 | Airfare International Travel - Training     |
| 21103 | Bonus                             | 22213 | Subsistence International Travel - Training |
| 21201 | Wages                             | 22299 | Other Costs International Travel            |
| 21601 | Responsibility & Acting Allowance | 22401 | Electricity Expenses                        |
| 21602 | Entertainment Allowance           | 22402 | Water Expenses                              |
| 21603 | Legal Service                     | 22403 | Street Lighting                             |
| 21604 | Housing Allowance                 | 22499 | Utilities Other                             |
| 21605 | Duty Allowance                    | 22601 | Telephone                                   |
| 21606 | Inducement Allowance              | 22602 | Internet Charges                            |
| 21607 | On Call All'ce                    | 22603 | Facsimile                                   |
| 21611 | Cashier Allowance                 | 22604 | Postage                                     |
| 21613 | Det. & Plain Clothes Allowance    | 22605 | MET Aviation & Telecommunications           |
| 21614 | Marine Allowance                  | 22699 | Other Communication Expense                 |
| 21615 | Charge Pay                        | 22801 | Office Supplies                             |
| 21617 | Lodging Allowance                 | 22802 | Food Supplies                               |
| 21618 | Proficiency Pay                   | 22803 | Medical Supplies                            |
| 21620 | Driving Allowance                 | 22899 | Other Supplies and Materials                |
| 21621 | Professional Allowance            | 22901 | Purchase of Equipment                       |
| 21622 | Overtime Allowance                | 22902 | Purchase of Furniture                       |
| 21623 | Telephone Allowance               | 22903 | Purchase of Vehicle                         |
| 21624 | Market Premium                    | 22904 | Books and Periodicals                       |
| 21626 | Travel Allowance                  | 23001 | Uniform/Protective Clothing                 |
| 21699 | Other Allowances                  | 23201 | Maintenance of Buildings                    |
| 21801 | Gratuities                        | 23202 | Maintenance of Roads and Bridges            |
| 21802 | Gratuities - Police               | 23203 | Maintenance of Vehicles/Heavy Equipment     |
| 21803 | Pensions - Civil                  | 23204 | Maintenance of Office Equipment             |
| 21804 | Pensions - Police                 | 23205 | Maintenance of Electrical Instalation       |
| 21805 | Pensions - Legislator             | 23206 | Maintenance/Upkeep of Grounds               |
| 21806 | Social Security Contribution      | 23207 | Maintenance of Shelters                     |
| 21807 | Deceased Officers                 | 23208 | Fuel Purchases                              |
| 21808 | Gratuities - Civil                | 23209 | Maintenance of Marine Vessel                |
| 21902 | Leave Passage                     | 23401 | Rents - Buildings                           |
| 21903 | Workmen's Compensation            | 23402 | Rental of Voice Channel                     |
| 21999 | Other Pensions and Gratuities     | 23403 | Hire of Transport                           |

**2017-18 RECURRENT EXPENDITURE CODES ( DETAIL LEVEL) cont'd**

|       |   |       |   |
|-------|---|-------|---|
| 27004 | Customs Refund  | 27301 | Loose Livestock Control                 |
| 27005 | Revenue Refund Previous Years                           | 27302 | Livestock Unit                          |
| 27201 | Claims against the Government                           | 27303 | Nursery & Experimental                  |
| 27202 | Government Vehicle Accident Claims                      | 27304 | Irrigation                              |
| 23499 | Rent - Other  | 27305 | Forestry                                |
| 23601 | Visiting Advisor/Volunteers                             | 27306 | Fisheries                               |
| 23602 | Accommodation (Visiting Advisor/Volunteers)             | 27307 | Environmental Protection                |
| 23603 | Per Diem (Visiting Advisor/Volunteers)                  | 27308 | Land Purchase & Management              |
| 23604 | Travel and Transportation (Visiting Advisor/Volunteers) | 27309 | Marketing Promotion & Demonstration     |
| 23611 | Locum Doctors   | 27310 | Home Improvement for the Vulnerable     |
| 23612 | Accommodation (Locum Doctors)                           | 27399 | Other Agricultural Activities           |
| 23613 | Per Diem (Locum Doctors)                                | 27401 | Hazard Compensation                     |
| 23614 | Travel and Transportation (Locum Doctors)               | 27402 | EOC Operation                           |
| 23699 | Other Professional Services and Fees                    | 27403 | Emergency Operation                     |
| 23801 | Medical Insurance                                       | 27404 | Fuel Operation                          |
| 23802 | Property Insurance (Bldg, Furniture)                    | 27405 | Volcano Observatory                     |
| 23803 | Travel Insurance (Overseas)                             | 27407 | Emergency Response Planning             |
| 23804 | Vehicle Insurance                                       | 27501 | Census and Surveys                      |
| 23805 | Group Health Insurance                                  | 27502 | Conveyance of Mail                      |
| 24001 | Official Entertainment                                  | 27503 | Crown Agents Charge                     |
| 24002 | Hosting of Regional Meetings                            | 27504 | External Exams                          |
| 24003 | National Celebrations                                   | 27505 | Government Losses                       |
| 24004 | Meetings and Conferences                                | 27506 | Housing Development                     |
| 24201 | Training - Local In-service                             | 27507 | Incidental                              |
| 24202 | Training - Short Courses/Attachments                    | 27508 | Industrial Estate Management            |
| 24203 | Scholarships and Mandatory Training                     | 27509 | Industrial Promotion Expense            |
| 24204 | Financial Assistance/Grants                             | 27510 | Loss on Exchange                        |
| 24401 | Advertising   | 27511 | Preliminary Survey                      |
| 24601 | Printing & Binding                                      | 27512 | Prisoners Earnings                      |
| 24701 | Investment Promotions                                   | 27513 | Royalties and Commission                |
| 26001 | Grants to Local Institutions                            | 27514 | Sporting Expenditure                    |
| 26002 | Contributions to Regional Institut.                     | 27515 | Rewards                                 |
| 26003 | Contributions to Int'l Institut.                        | 27516 | Scientific Analysis                     |
| 26101 | Subvention to Water Authority                           | 27517 | Socio Economic Consultation             |
| 26102 | Subvention to Tourist Board                             | 27518 | Promotion Items                         |
| 26103 | Subvention to Ministry of Health                        | 27599 | Other Sundry Expenses                   |
| 26104 | Subvention to MVO                                       | 27601 | Culture                                 |
| 26105 | Subvention to Overseas Mission                          | 28001 | Programme Production & Promotion        |
| 26106 | Subvention to LDA                                       | 28101 | Minor Works                             |
| 26107 | Subvention to Montserrat National Trust                 | 28201 | Re-saleable Stock                       |
| 26108 | Subvention to MAS                                       | 28301 | Environmental Protection                |
| 26199 | Other Subventions                                       | 29001 | Bank Charges                            |
| 26501 | Sickness and Disability Benefit                         | 29002 | Interest on Overdraft                   |
| 26502 | Old Age Benefit   | 29003 | Soft Mortgage Admin Fee BOM             |
| 26503 | Family and Children Benefit                             | 29004 | Dev't Bond Contribution Gov't -Inte     |
| 26504 | Unemployment Benefit                                    | 29005 | Dev't Bond Interest Sports Facilities   |
| 26505 | Housing Benefit   | 29006 | CDB Service Loans Admin Fee - BOM       |
| 26506 | Social Protection Other                                 | 29201 | Student Loan Scheme (Interest)          |
| 26601 | Child Health Programme                                  | 29202 | Port Authority Loan CDB-Capital Rep     |
| 26602 | Nutrition & Health Education Progra                     | 29203 | Port Authority Loan#2 CDB (Interest)    |
| 26603 | Sanitation Programme                                    | 29204 | Port Authority E.I.B Loan (Interest)    |
| 26604 | Psychiatric Care  | 29205 | Bank of Montserrat 14SFRM CDB(Interest) |
| 26605 | Health Promotion  | 29206 | C.D.B. Shares                           |
| 26606 | Sexual Health   | 29213 | CDB Demand Notes                        |
| 29207 | C.D.B LIAT Loan   | 29214 | Industrial Estate                       |
| 29208 | DFMC Interest   | 29215 | 2ND Line of Credit 17-SFR-MOT           |
| 29209 | C.D.B. MSICC Loan 10/SFRM                               | 29216 | C.D.B. Loan WISCO #06 (Principal)       |
| 29210 | Contribution to SDF CDB                                 | 29301 | Debt Servicing - Interest               |
| 29211 | Bank of Montserrat 2nd Line of Cred                     | 29999 | Recurrent Expenditure Closing Account   |
| 29212 | Bank of Montserrat 14SFRM CDB                           |       |   |

**2017-18 RECURRENT REVENUE CODES ( SUMMARY LEVEL)**

|     |                                      |     |                               |
|-----|--------------------------------------|-----|-------------------------------|
| 110 | Taxes on Income, Profits             | 130 | Fees, Fines and Permits       |
| 115 | Taxes on Property                    | 135 | Rents, Interest and Dividends |
| 120 | Taxes on Domestic Goods and Services | 140 | ECCB Profits                  |
| 122 | Licenses                             | 145 | Reimbursements                |
| 125 | Taxes on International Trade         | 150 | Budgetary Assistance          |
| 129 | Arrears of Taxes                     | 160 | Other Revenue                 |

**2017-18 RECURRENT REVENUE CODES ( DETAIL LEVEL)**

|       |                                     |       |                                      |
|-------|-------------------------------------|-------|--------------------------------------|
| 11001 | Corporate Income Tax                | 13025 | Trademarks and Patents               |
| 11002 | Personal Income Tax                 | 13026 | Weights and Measures                 |
| 11002 | Personal Income Tax                 | 13027 | Work Permits                         |
| 11003 | Withholding Tax                     | 13030 | Planning Application Fees            |
| 11501 | Property Tax                        | 13031 | Security Charge                      |
| 12001 | Hotel Occupancy Tax                 | 13032 | PWD Laboratory                       |
| 12002 | Bank Interest Levy                  | 13033 | Emergency Certificate                |
| 12003 | Insurance Company Levy              | 13034 | Sand Mining Fees                     |
| 12004 | Stamp Duty                          | 13035 | GIS User Fees                        |
| 12005 | Embarkation Tax                     | 13036 | Royalties: Internet Domain Managemen |
| 12006 | Student Permit Fees                 | 13037 | Scenic Flight                        |
| 12202 | Licences v Universities and College | 13038 | Shipping Fees                        |
| 12203 | Licences v Land Holding             | 13039 | ASYCUDA User Fee                     |
| 12204 | Licences v Drivers                  | 13040 | Finger Printing Fee                  |
| 12205 | Licences v Firearms                 | 13501 | Bank of Montserrat Interests (CDB)   |
| 12207 | Licences v Liquor and Still         | 13502 | Concession Rental - Airport          |
| 12208 | Licences v Motor Vehicle            | 13503 | Port Authority CDB #01 SFR-ORM Inte  |
| 12209 | Licences v Telecommunications       | 13506 | Personal Advances                    |
| 12210 | Licences v Trade                    | 13508 | Royalties - Quarries                 |
| 12211 | Licences - Cable TV                 | 13509 | Shelter Rental                       |
| 12212 | Licences - Other Business           | 13510 | Rental of Non - Agric Lands          |
| 12213 | Licences - Import Licences          | 13511 | Government Housing Loan              |
| 12214 | Licences - Mining                   | 14503 | Overpayments Recovered               |
| 12501 | Import Duty                         | 14504 | Previous Years Reimbursements        |
| 12502 | Customs Service Tax                 | 14505 | Social Welfare Scheme                |
| 12503 | Foreign Currency Levy               | 15001 | Special Budgetary Assistance         |
| 12504 | International Communications        | 16002 | Gains on Exchange                    |
| 12505 | Consumption Tax                     | 16006 | Port Authority CDB #01 SFR-ORM Prin  |
| 12506 | Entertainment Tax                   | 16014 | Disposal of Vehicle                  |
| 12507 | Customs Processing Fee              | 16015 | Fisheries Receipts                   |
| 12508 | Cruise Ship Tax                     | 16017 | Hire of Agriculture Equipment        |
| 12901 | Company Tax Arrears                 | 16018 | Hospital Receipts                    |
| 12902 | Income Tax Arrears                  | 16019 | Navigational Charges                 |
| 12903 | Property Tax Arrears                | 16020 | Nursery School Receipts              |
| 13001 | Advertising                         | 16021 | Parcel Posts                         |
| 13002 | Broadcasting Fees                   | 16022 | Plant Propagation                    |
| 13003 | Aircraft Landing Fees               | 16024 | Sale of Condemned Stores             |
| 13005 | Audit Fees                          | 16025 | Sale of Government Lands             |
| 13006 | Cemetery Dues                       | 16026 | Sale of Maps, etc.                   |
| 13007 | Certificate v Birth, etc.           | 16028 | Sale of Trees                        |
| 13008 | Commissions on Money Order          | 16030 | School Bus Receipts                  |
| 13009 | Company Registration                | 16031 | School Feeding                       |
| 13010 | Customs Fines                       | 16032 | Stamp Sales                          |
| 13011 | Customs Officers Fees               | 16034 | Petty Receipts                       |
| 13011 | Customs Officer Fees                | 16034 | Petty Receipts                       |
| 13012 | Electricity Inspection Fees         | 16035 | Lease of Government Land             |
| 13013 | Fines on Government Officers        | 16036 | Sales of Laws & Related Documents    |
| 13015 | High Court                          | 16039 | Revenue from Re-saleable Stock       |
| 13016 | Immigration Fees                    | 16040 | Revenue from Hot Mix Plant Operatio  |
| 13020 | Magistrate Court                    | 16041 | Revenue from Mechanical Spares       |
| 13021 | Naturalisation Fees                 | 16042 | Revenue from Plant & Workshop Opera  |
| 13022 | Real Estate Agent Registration      | 16046 | Post Office Box Fees & Keys          |
| 13023 | Registration of Titles              | 16099 | Other Revenue                        |

Medium Term Fiscal Framework

| Date of Latest Update: 10 March 2017  | Estimated<br>Outturn 2017-<br>2018 | Budget<br>Estimates<br>2018-2019 | Forward<br>Estimates<br>2019-2020 | Forward<br>Estimates<br>2020-2021 |
|---|------------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <b>APPROVED REVENUE PROJECTIONS</b> (including Approved new measures)                       |                                    |                                  |                                   |                                   |
| Tax revenues  | 41.99                              | 44.26                            | 45.20                             | 46.15                             |
| Non-tax revenues  | 5.76                               | 8.43                             | 8.43                              | 8.43                              |
| Grants  | 76.48                              | 112.09                           | 89.12                             | 80.02                             |
| <b>Total Revenues</b>   | <b>124.23</b>                      | <b>164.78</b>                    | <b>142.75</b>                     | <b>134.60</b>                     |
| <b>APPROVED EXPENDITURE ESTIMATES</b>   |                                    |                                  |                                   |                                   |
| <b>Baseline Recurrent Expenditure</b> (previous budget forward estimates)                   | 128.38                             | 128.24                           | 128.60                            | 128.60                            |
| + <b>Approved New Spending</b>  |                                    | 4.71                             | 5.29                              | 6.24                              |
| - <b>Approved Savings</b>   |                                    | 1.69                             | 1.69                              | 1.69                              |
| + <b>Adjustment to 2017 and 2018 budget prices</b>  |                                    |                                  |                                   |                                   |
| <b>Approved Recurrent Expenditure</b>   | <b>128.38</b>                      | <b>131.26</b>                    | <b>132.20</b>                     | <b>133.15</b>                     |
| <b>Capital Expenditure</b> (current approved and funded, previous budget forward estimates) | 32.92                              | -                                | -                                 | -                                 |
| + <b>Additional Expenditure - Existing Projects</b>   |                                    | 13.58                            | -                                 | -                                 |
| + <b>Additional Expenditure - New Development Projects</b>                                  |                                    | 17.43                            | 6.00                              | -                                 |
| <b>Approved Capital Expenditure</b>   | <b>32.92</b>                       | <b>31.01</b>                     | <b>6.00</b>                       | <b>-</b>                          |
| <b>Approved Total Expenditure</b>   | <b>161.30</b>                      | <b>162.27</b>                    | <b>138.20</b>                     | <b>133.15</b>                     |
| <b>GDP</b>  | <b>154.46</b>                      | <b>150.87</b>                    | <b>154.04</b>                     | <b>157.12</b>                     |
| <b>APPROVED FISCAL BALANCE</b>  |                                    |                                  |                                   |                                   |
| <b>Overall Fiscal Deficit/Surplus</b>   | <b>(37.07)</b>                     | <b>2.51</b>                      | <b>4.54</b>                       | <b>1.45</b>                       |
| Overall Deficit/Surplus % of GDP  | -24.00%                            | 1.63%                            | 3.01%                             | 0.94%                             |
| <b>Public Debt Interest Payments</b>  | <b>0.24</b>                        | <b>0.38</b>                      | <b>0.38</b>                       | <b>0.38</b>                       |
| Public Debt Interest as a % of domestic revenues  | 0.51%                              | 0.72%                            | 0.71%                             | 0.70%                             |
| <b>Primary Fiscal Deficit/Surplus</b>   | <b>(37.31)</b>                     | <b>2.13</b>                      | <b>4.16</b>                       | <b>1.07</b>                       |
| Primary Deficit/Surplus % of GDP  | -24.16%                            | 1.38%                            | 2.76%                             | 0.69%                             |
| <b>PUBLIC DEBT</b>  |                                    |                                  |                                   |                                   |
| <b>Public Debt</b>  | <b>11.23</b>                       | <b>7.89</b>                      | <b>2.51</b>                       | <b>0.24</b>                       |
| Public Debt as % of GDP   | 7.27%                              | 5.11%                            | 1.67%                             | 0.15%                             |

| GRADE | DETAILS OF ESTABLISHMENT 2017/2018                    |  | SALARY SCALE |
|-------|---|--|--------------|
|       | <b><u>050 - FIRE</u></b>                              |  |              |
| 7     | 1   | Chief Fire Officer                       | R17-13       |
| 6     | 1   | Deputy Chief Fire Officer                | R22-18       |
| 5     | 6   | Fire Officer                             | R27-23       |
| 3     | 20  | Firefighter                              | R39-28       |
|       | <b>28</b>   |  |              |
|       | <b><u>051 - POLICE</u></b>                            |  |              |
| 10    | 1   | Commissioner                             | R5           |
| 7     | 1   | Deputy Commissioner                      | R11          |
| 7     | 1   | Superintendent                           | R17-13       |
| 6     | 4   | Inspector                                | R22-18       |
| 5     | 9   | Sergeant                                 | R27-23       |
| 3     | 54  | Constable                                | R39-28       |
| 6     | 1   | Assistant Secretary                      | R22-16       |
| 5     | 1   | Executive Officer                        | R28-22       |
| 4     | 1   | Clerical Officer (Snr)                   | R33-29       |
| 3     | 1   | Clerical Officer                         | R46-34       |
|       | <b>74</b>   |  |              |
|       | <b><u>052 - FINANCIAL CRIME AND ANALYSIS UNIT</u></b> |  |              |
| 5     | 1   | Sergeant                                 | R27-23       |
| 3     | 3   | Constable                                | R39-28       |
|       | <b>4</b>  |  |              |
|       | <b><u>053 - MARINE UNIT</u></b>                       |  |              |
| 5     | 3   | Sergeants                                | R27-23       |
| 3     | 12  | Constables                               | R39-28       |
|       | <b>15</b>   |  |              |
|       | <b><u>070 - ADMINISTRATION OF JUSTICE</u></b>         |  |              |
| 10    | 1   | Attorney General                         | R1           |
| 8     | 1   | Parliamentary Counsel                    | R6           |
| 8     | 1   | Princ Crown Counsel (Civil)              | R6           |
| 7     | 3   | Snr Crown Counsel (Civil)                | R12-8        |
| 7     | 2   | Crown Counsel (Civil)                    | R17-13       |
| 7     | 1   | Crown Counsel (Drafting)                 | R17-13       |
| 5     | 1   | Legal Assistant (Drafting)               | 22-18/16     |
| 5     | 1   | Legal Assistant (Finance/Administration) | R28-22       |
| 4     | 1   | Clerical Officer (Snr)                   | R33-29       |
| 3     | 1   | Clerical Officer                         | R46-34       |
| 1     | 1   | Office Attendant                         | R51-45       |
|       | <b>14</b>   |  |              |

| GRADE   | DETAILS OF ESTABLISHMENT 2017/2018         | SALARY SCALE |
|---|--|--------------|
| <b><u>080 - MAGISTRATE'S COURT SERVICES</u></b>         |  |              |
| 8   | 1 Magistrate (Chief)                       | R6           |
| 5   | 1 Executive Officer                        | R28-22       |
| 4   | 1 Clerical Officer (Snr)                   | R33-29       |
| 3   | 1 Clerical Officer                         | R46-34       |
|   | <b><u>4</u></b>                            |              |
| <b><u>090 - SUPREME COURT</u></b>                       |  |              |
| 7   | 1 Registrar                                | R14-10       |
| 7   | 1 Deputy Registrar/Asst Magistrate         | R12          |
| 6   | 1 Assistant Secretary/ Court Administrator | R22-16       |
| 5   | 1 Court Reporter II                        | R22-16       |
| 5   | 1 Court Reporter                           | R28-22       |
| 5   | 1 Bailiff                                  | R28-22       |
| 5   | 1 Executive Officer                        | R28-22       |
| 4   | 1 Clerical Officer (Snr)                   | R33-29       |
| 3   | 1 Clerical Officer                         | R46-34       |
| 1   | 1 Office Attendant                         | R51-45       |
|   | <b><u>10</u></b>                           |              |
| <b><u>100 - LEGISLATURE</u></b>                         |  |              |
| 9   | 1 Clerk of Assembly/Director               | R7           |
| 5   | 1 Executive Officer                        | R28-22       |
| 4   | 1 Clerical Officer (Snr)                   | R33-29       |
| 3   | 1 Clerical Officer                         | R46-34       |
| L   | 1 Speaker of Legislative Assembly          | R12          |
| L   | 5 Member of Legislative Assembly           | R15          |
|   | <b><u>10</u></b>                           |              |
| <b><u>101 - CONSTITUTION COMMISSION SECRETARIAT</u></b> |  |              |
| 7   | 1 Snr Commissions Analyst                  | R17-13       |
| 6   | 2 Commissions Analyst                      | R22-16       |
|   | <b><u>3</u></b>                            |              |

| GRADE | DETAILS OF ESTABLISHMENT 2017/2018                 |   | SALARY SCALE |
|-------|--|---|--------------|
|       | <b><u>110 - AUDIT</u></b>                          |   |              |
| 10    | 1  | Auditor General                                   | R1           |
| 7     | 1  | Deputy Auditor General                            | R17-13/R7    |
| 7     | 1  | IT Audit Manager                                  | R17-13       |
| 6     | 3  | Audit Manager                                     | R17-13       |
| 5     | 5  | Senior Auditor                                    | R22-16       |
| 4     | 2  | Auditor   | R33-29/28-22 |
| 5     | 1  | Accountant  | R22-16       |
| 3     | 1  | Clerical Officer (Snr)                            | R33-29       |
| 1     | 1  | Office Attendant                                  | R51-45       |
|       | <b><u>16</u></b>                                   |   |              |
|       | <b><u>Wages</u></b>                                |   |              |
|       | 1  | Cleaner   |              |
|       | <b><u>12 - OFFICE OF THE DEPUTY GOVERNOR</u></b>   |   |              |
|       | <b><u>120 - DEPUTY GOVERNOR'S HEADQUARTERS</u></b> |   |              |
| 10    | 1  | Deputy Governor                                   | R1           |
| 7     | 2  | Director  | R7           |
| 6     | 1  | Assistant Secretary Snr                           | R17-13       |
| 5     | 1  | Assistant Secretary                               | R22/16       |
| 5     | 3  | Executive Officer                                 | R28-22       |
| 3     | 1  | Building & Security Officer/Facilities Manager    | R31-28       |
| 4     | 1  | Clerical Officer (Snr)                            | R33-29       |
| 3     | 1  | Consular Assistant                                | R46-36       |
| 3     | 1  | Office Attendant                                  | R51-45       |
|       | <b><u>12</u></b>                                   |   |              |
|       | <b><u>Wages</u></b>                                |   |              |
| W     | 6  | Cleaners  | R51          |
|       | <b><u>6</u></b>                                    |   |              |
|       | <b><u>121 - HUMAN RESOURCES UNIT</u></b>           |   |              |
| 10    | 1  | Chief Human Resources Officer                     | R5           |
| 9     | 1  | Director,HRIS                                     | R7           |
| 9     | 1  | Director, Strategic Human Resource and Operations | R7           |
| 7     | 2  | Senior Assistant Secretary                        | R17 -13      |
| 6     | 2  | Assistant Secretary                               | R22-16       |
| 5     | 3  | Executive Officer                                 | R28-22       |
| 4     | 5  | Clerical Officer (Snr)                            | R33-29       |
| 3     | 1  | Clerical Officer                                  | R46-34       |
|       | <b><u>16</u></b>                                   |   |              |
|       | <b><u>122 - PRISON</u></b>                         |   |              |
| 7     | 1  | Superintendent                                    | R14-10       |
| 5     | 4  | Funcitonal Heads                                  | R27-23       |
| 3     | 20   | Prison Officer                                    | R39-32       |
| 5     | 1  | Executive Officer                                 | R28-22       |
| 3     | 1  | Clerical Officer                                  | R46-34       |
|       | <b><u>27</u></b>                                   |   |              |
|       | <b><u>Wages</u></b>                                |   |              |
| W     | 1  | Prison Nurse                                      |              |
| W     | 2  | Prison Cook                                       |              |
|       | <b><u>3</u></b>                                    |   |              |

| GRADE   | DETAILS OF ESTABLISHMENT 2017/2018 |   | SALARY SCALE |
|---|------------------------------------|---|--------------|
| <b><u>124 - DISASTER MGMNT COORDINATION AGENCY</u></b>      |                                    |   |              |
| 9   | 1                                  | Director                                      | R7           |
| 6   | 2                                  | Assistant Secretary                           | R22-16       |
| 6   | 1                                  | Snr Disaster Management Co-ordinator          | R22-18       |
| 5   | 1                                  | Executive Officer                             | R28-22       |
| 4   | 1                                  | Clerical Officer (Snr)                        | R33-29       |
| 3   | 1                                  | Clerical Officer                              | R46-34       |
| 3   | 1                                  | Driver/Technician                             | R46-34       |
| <b><u>8</u></b>   |                                    |   |              |
| <b><u>125 - GOVERNOR</u></b>                                |                                    |   |              |
| G   | 1                                  | Governor                                      |              |
| 5   | 1                                  | Executive Officer                             | R28-22       |
| 4   | 1                                  | Governor's Driver                             | R33-29       |
| <b><u>3</u></b>   |                                    |   |              |
| <b><u>Wages</u></b>   |                                    |   |              |
| W   | 1                                  | Resident Assistant                            |              |
| W   | 1                                  | Cook  |              |
| W   | 1                                  | Cleaner                                       |              |
| <b><u>3</u></b>   |                                    |   |              |
| <b><u>130 - PUBLIC PROSECUTION</u></b>                      |                                    |   |              |
| 10  | 1                                  | Director, Public Prosecution                  | R4           |
| 8   | 2                                  | Snr Crown Counsel (Criminal)                  | R12-8        |
| 7   | 2                                  | Crown Counsel (Criminal)                      | R17-13       |
| 4   | 1                                  | Clerical Officer (Snr.)                       | R33-29       |
| 3   | 1                                  | Clerical Officer                              | R46-34       |
| <b><u>7</u></b>   |                                    |   |              |
| <b><u>15 - OFFICE OF THE PREMIER</u></b>                    |                                    |   |              |
| <b><u>150 - STRATEGIC MANAGEMENT AND ADMINISTRATION</u></b> |                                    |   |              |
| L   | 1                                  | Premier                                       |              |
| 10  | 1                                  | Permanent Secretary                           | R5           |
| 9   | 1                                  | Director, Information & Communication         | R7           |
| 9   | 1                                  | Access Coordinator                            | R7           |
| 7   | 1                                  | Public Relations Officer                      | R14-10       |
| 7   | 1                                  | Monitoring & Evaluation Officer               | R17-13       |
| 7   | 1                                  | Senior Assistant Secretary / Clerk of Cabinet | R17-13       |
| 6   | 1                                  | Assistant Secretary                           | R22-16       |
| 5   | 2                                  | Executive Officer                             | R28-22       |
| 5   | 1                                  | Research & Database Officer                   | R28-22       |
| 4   | 2                                  | Clerical Officer (Snr)                        | R33-29       |
| 3   | 2                                  | Clerical Officer                              | R46-34       |
| 3   | 1                                  | Office Attendant/Driver                       | R46-34       |
| <b><u>16</u></b>  |                                    |   |              |
| <b><u>WAGES</u></b>   |                                    |   |              |
| <b><u>1</u></b> Cleaner                                     |                                    |   |              |

| GRADE | DETAILS OF ESTABLISHMENT 2017/2018                                     |                                      | SALARY SCALE |
|-------|--|--------------------------------------|--------------|
|       | <b><u>152 - BROADCASTING</u></b>                                       |                                      |              |
| 7     | 1  | Broadcast Manager                    | R17-13/14-10 |
| 5     | 1  | Executive Producer                   | R26-20/22-16 |
| 5     | 1  | Broadcast Engineer                   | R28-22/22-16 |
| 5     | 1  | Senior Announcer                     | R28-22/22-16 |
| 5     | 1  | Multi-Media Editor                   | R28-22/22-16 |
| 3     | 2  | Radio Announcer                      | R46-34/33-29 |
| 5     | 1  | Engineer Assistant                   | R28-22       |
| 4     | 3  | Reporter                             | R33-29       |
| 3     | 3  | Audio-Videographer                   | R46-34       |
| 4     | 1  | Clerical Officer (Snr)               | R33-29       |
| 3     | 1  | Office Attendant/Driver              | R46-34       |
|       | <b>16</b>  |                                      |              |
|       | <b><u>Wages</u></b>  |                                      |              |
| W     | 1  | Assistant Driver                     | W            |
|       | <b>1</b>   |                                      |              |
|       | <b><u>153 - EXTERNAL AFFAIRS &amp; PROTOCOL SERVICES.</u></b>          |                                      |              |
| 9     | 1  | Director, Regional, Diaspora Affairs | R7           |
| 6     | 1  | Trade & Investment Policy Officer    | R22-16       |
|       | <b>2</b>   |                                      |              |
|       | <b><u>155 - INFORMATION TECHNOLOGY &amp; E-GOVERNMENT SERVICES</u></b> |                                      |              |
| 9     | 1  | Director                             | R7           |
| 6     | 1  | Systems Administrator                | R22-16/17-13 |
| 6     | 1  | Programmer                           | R22-16/17-13 |
| 6     | 1  | Systems Engineer                     | R22-16/17-13 |
| 6     | 1  | Systems Analyst                      | R22-16/17-13 |
| 6     | 4  | IT Technician 1                      | R22-18       |
| 4     | 1  | Clerical Officer (Snr)               | R33-29       |
| 4     | 1  | Help Desk Officer                    | R33-29       |
| 3     | 2  | IT Technician II                     | R40-34       |
|       | <b>13</b>  |                                      |              |

| GRADE  | DETAILS OF ESTABLISHMENT 2017/2018             | SALARY SCALE |
|--|--|--------------|
| <b><u>200 - FINANCE HEADQUARTERS</u></b>                   |  |              |
| 10   | 1 Financial Secretary                          | R1           |
| 9  | 1 Deputy Financial Secretary                   | R5           |
| 9  | 1 Head of Procurement & Commercial Development | R6           |
| 9  | 1 Chief Procurement Officer                    | R7           |
| 7  | 1 Procurement Officer II                       | R17-13       |
| 6  | 1 Procurement Officer I                        | R28-22       |
| 6  | 1 Executive Officer/Assistant Secretary        | R28-22       |
| 4  | 1 Senior Clerical                              | R33-29       |
| 3  | 1 Clerical Officer                             | R46-34       |
| <b><u>9</u></b>  |  |              |
| <b><u>203 -FISCAL POLICY &amp; ECONOMIC MANAGEMENT</u></b> |  |              |
| 9  | 1 Head Programme Management Officer            | R6           |
| 9  | 1 Budget Director                              | R7           |
| 9  | 1 Director, Economic Management                | R7           |
| 7  | 1 Director, Development Planning & Policy      | R7           |
| 7  | 1 Chief Economist                              | R17-13       |
| 7  | 1 Senior Economist                             | R22-16/17-13 |
| 7  | 1 Policy Analyst Snr                           | R17-13       |
| 6  | 1 Development Planner                          | R17-13       |
| 6  | 2 Budget Analyst                               | R22-16/17-13 |
| 6  | 1 Project Officer I                            | R22-16/17-13 |
| 6  | 1 Policy & Planning Officer                    | R22-16       |
| <b><u>12</u></b>   |  |              |
| <b><u>204 - STATISTICAL MANAGEMENT</u></b>                 |  |              |
| 9  | 1 Head of Statistics                           | R6           |
| 9  | 1 Director, Statistics                         | R7           |
| 6  | 3 Statistician                                 | R22-16       |
| 5  | 2 Assistant Statistician                       | R28-22       |
| 5  | 1 Computer Systems Officer                     | R28-22       |
| 4  | 1 Clerical Officer (Snr)                       | R22-16       |
| <b><u>9</u></b>  |  |              |
| <b><u>205 - TREASURY MANAGEMENT</u></b>                    |  |              |
| 9  | 1 Accountant General                           | R7           |
| 8  | 1 Deputy Accountant General                    | R17-13/14-10 |
| 6  | 2 Accountant                                   | R22-16/17-13 |
| 5  | 2 Assistant Accountant                         | R28-22/22-16 |
| 4  | 5 Accounting Technician (Snr)                  | R33-29/28-22 |
| 3  | 1 Accounting Technician                        | R46-34/33-29 |
| 4  | 1 Clerical Officer (Snr)                       | R33-29       |
| 3  | 1 Office Attendant                             | R51-45       |
| <b><u>14</u></b>   |  |              |

| <b>GRADE</b>                                       | <b>DETAILS OF ESTABLISHMENT 2017/2018</b> | <b>SALARY SCALE</b> |
|--|---|---------------------|
| <b><u>206 - CUSTOMS &amp; REVENUE SERVICES</u></b> |   |                     |
| 9  | 1 Director General                        | R5                  |
| 9  | 2 Comptrollers                            | R6                  |
| 7  | 2 Deputy Comptroller                      | R17-13              |
| 6  | 1 Valuation Officer                       | R28-22/22-16        |
| 6  | 1 Valuation Officer/Assistant             | R22-16              |
| 6  | 1 Audit Manager                           | R22-16/14-10        |
| 5  | 1 Tax Information Exchange Officer        | R28-22              |
| 5  | 2 Inspector of Taxes II                   | R28-22              |
| 4  | 1 Inspector of Taxes I                    | R33-29              |
| 6  | 4 Customs Officer Snr                     | R22-18              |
| 6  | 4 Customs Officer III                     | R28-22              |
| 4  | 6 Customs Officer II                      | R33-29              |
| 3  | 4 Customs Officer I                       | R48-34              |
| 3  | 1 Customs Clerk                           | R48-34              |
| 5  | 1 Office & Tax Payer Services Officer     | R28-22              |
| 4  | 1 Clerical Officer (Snr)                  | R33-29              |
| 4  | 1 Cashier                                 | R33-29              |
| 3  | 2 Clerical Officers                       | R46-34              |
| 1  | 1 Filing /Data Entry Clerk                | R51-45              |
| 1  | 1 Office Attendant                        | R51-45              |
| 3  | 3 Revenue Officer                         | R46-34              |
| 3  | 3 Revenue Assistant                       | R46-34              |
| 5  | 1 Bailiff                                 | R27                 |
|  | <b><u>45</u></b>                          |                     |
| <b><u>207 - POSTAL SERVICES</u></b>                |   |                     |
| 9  | 1 Director                                | R14-10/7            |
| 6  | 1 Deputy Director                         | R22-16              |
| 5  | 1 Executive Officer                       | R28-22              |
| 3  | 5 Clerical Officer                        | R46-34              |
| 2  | 1 Postman                                 | R48-38              |
| 3  | 1 Office Attendant                        | R51-45              |
|  | <b><u>10</u></b>                          |                     |
| <b><u>208- INTERNAL AUDIT UNIT</u></b>             |   |                     |
| 9  | 1 Head of Internal Audit                  | R6                  |
| 9  | 1 Chief Internal Auditor                  | R7                  |
| 6  | 2 Audit Manager                           | R22-16/17-13        |
| 5  | 4 Internal Auditor                        | R28-22              |
|  | <b><u>8</u></b>                           |                     |

| GRADE | DETAILS OF ESTABLISHMENT 2017/2018 | SALARY SCALE |
|-------|------------------------------------|--------------|
|-------|------------------------------------|--------------|

**30 - AGRICULTURE, LANDS, HOUSING & ENVIRONMENT**

**300 - STRATEGIC ADMINISTRATION AND PLANNING**

|    |           |  |          |
|----|-----------|--|----------|
| L  | 1         | Minister                                 |          |
| 10 | 1         | Permanent Secretary                      | R5       |
| 7  | 1         | Senior Assistant Secretary               | R17 - 13 |
| 6  | 1         | Assistant Secretary                      | R22-16   |
| 6  | 1         | Information Systems & Technology Manager | R22-16   |
| 5  | 1         | Database Officer                         | R28-22   |
| 5  | 1         | Executive Officer                        | R28-22   |
| 4  | 2         | Clerical Officer (Snr)                   | R33-29   |
| 3  | 2         | Clerical Officer                         | R46-34   |
| 3  | 1         | Maintenance Officer/Handyman             | R42-36   |
| 3  | 2         | Security Officer                         | R42-36   |
|    | <b>14</b> |  |          |

**301 - AGRICULTURAL SERVICES**

|   |           |  |               |
|---|-----------|--|---------------|
| 9 | 1         | Director                                   | R7            |
| 9 | 1         | Chief Veterinary Officer                   | R12-8         |
| 7 | 1         | Chief Fisheries (Ocean Governance) Officer | R17-13/R14-10 |
| 7 | 1         | Veterinary Officer                         | R17-13        |
| 6 | 1         | Veterinary Assistant (Snr)                 | R22-16        |
| 6 | 1         | Principal Agricultural Officer             | R22-16        |
| 6 | 2         | Agricultural Officer                       | R22-16        |
| 6 | 1         | Fisheries Officer                          | R22-16        |
| 5 | 1         | Fisheries Assistant                        | R28-22        |
| 6 | 1         | Extension Officer                          | R28 -22       |
| 4 | 1         | Extension & Irrigation Technician          | R33-29/R28-22 |
| 4 | 1         | Animal Husbandry Technician                | R33-29/R28-22 |
| 4 | 1         | Clerical Officer (Snr)                     | R33-29        |
| 3 | 1         | Clerical Officer                           | R46-34        |
| 3 | 4         | Animal Husbandry Assistant                 | R46-34        |
| 3 | 2         | Data Collector                             | R46-34        |
| 3 | 1         | Plant Propagator                           | R42-36        |
| 1 | 1         | Nursery Worker                             | R48-38        |
|   | <b>23</b> |  |               |

| <b>GRADE</b>  | <b>DETAILS OF ESTABLISHMENT 2017/2018</b>    | <b>SALARY SCALE</b> |
|---|--|---------------------|
| <b><u>302 - LAND ADMINISTRATION</u></b>                         |  |                     |
| 9   | 1 Director of Land Management                | R7                  |
| 9   | 1 Chief Surveyor                             | R7                  |
| 7   | 1 Registrar of Lands                         | R17-13/R12-8        |
| 6   | 1 Land Officer                               | R22-16              |
| 6   | 2 Surveyor                                   | R22-16              |
| 6   | 1 Registration Officer                       | R22-18              |
| 5   | 1 Survey Technician                          | R28-22              |
| 3   | 3 Survey Assistants/Chainmen                 | R46-34              |
| 3   | 1 Trainee Survey Technician                  | R46-34              |
| 4   | 1 Clerical Officer (Snr)                     | R33-29              |
| 3   | 1 Clerical Officer                           | R46-34              |
| 3   | 1 Cadastral Clerk/Office Attendant           | R46-34              |
| <b><u>15</u></b>  |  |                     |
| <b><u>303 - PHYSICAL PLANNING&amp; DEVELOPMENT SERVICES</u></b> |  |                     |
| 8   | 1 Chief Physical Planner                     | R14-10              |
| 7   | 1 Physical Planner                           | R17-13              |
| 6   | 1 GIS Systems Manager                        | R22-16/R17-13       |
| 5   | 1 Building Inspector (Snr)                   | R22-16              |
| 5   | 1 Electrical Inspector (Snr)                 | R22-16              |
| 5   | 1 Physical Planning Officer                  | R28-22              |
| 5   | 1 Building Inspector                         | R28-22              |
| 5   | 1 Electrical Inspector                       | R28-22              |
| 4   | 1 GIS Officer                                | R28-22/R22-16       |
| 3   | 1 GIS Technician                             | R46-34/R33-29       |
| 3   | 2 Clerical Officer                           | R46-34              |
| <b><u>12</u></b>  |  |                     |
| <b><u>304 - ENVIRONMENTAL MANAGEMENT</u></b>                    |  |                     |
| 9   | 1 Director                                   | R7                  |
| 7   | 1 Principal Environmental Officer            | R17-13/R14-10       |
| 6   | 2 Environmental Officer                      | R22-16              |
| 5   | 3 Forest Technician                          | R28-22              |
| 4   | 2 Forest Rangers                             | R33-29              |
| 4   | 1 Environmental Worker                       | R39-32              |
| 4   | 1 Clerical Officer (Snr)                     | R33-29              |
| 3   | 1 Plant Propagator                           | R42-36              |
| 3   | 2 Nursery Worker                             | R48-38              |
| 3   | 1 Gardener                                   | R48-38              |
| <b><u>15</u></b>  |  |                     |
| <b><u>305 - HOUSING POLICY &amp; SUPPORT SERVICES</u></b>       |  |                     |
| 9   | 1 Director of Housing                        | R7                  |
| 7   | 1 Housing Officer I                          | R17-13/14-10        |
| 6   | 3 Housing Officer II                         | R22-16              |
| 4   | 1 Clerical Officer (Snr)                     | R33-29              |
| 5   | 1 Housing Apprentice/Trainee Housing Officer | R33-24/28-22        |
| <b><u>7</u></b>   |  |                     |

| GRADE | DETAILS OF ESTABLISHMENT 2017/2018   |  | SALARY SCALE  |
|-------|--|--|---------------|
|       | <b><u>306 - TRADE, INVESTMENT &amp; BUREAU STANDARDS &amp; QUALITY</u></b> |  |               |
| 7     | 1  | Principal Trade & Quality Infrastructure Officer | R17-13/R14-10 |
| 5     | 1  | Trade & Quality Infrastructure Officer           | R28-22        |
| 4     | 1  | Clerical Officer (Snr)                           | R33-29        |
|       | <b>3</b>   |  |               |
|       | <b>35 - COMMUNICATIONS, WORKS &amp; LABOUR</b>                             |  |               |
|       | <b><u>350 - STRATEGIC MANAGEMENT AND ADMINISTRATION</u></b>                |  |               |
| L     | 1  | Minister   |               |
| 10    | 1  | Permanent Secretary                              | R5            |
| 9     | 1  | Director   | R7            |
| 6     | 2  | Assistant Secretary                              | R22-16        |
| 5     | 1  | Executive Officer                                | R28-22        |
| 5     | 1  | Storekeeper                                      | R28-22        |
| 5     | 1  | Vehicle Tester                                   | R28-22        |
| 4     | 3  | Clerical Officer (Snr)                           | R33-29        |
| 4     | 1  | Security Officer                                 | R39-32        |
| 3     | 6  | Clerical Officer                                 | R46-34        |
|       | <b>18</b>  |  |               |
|       | <b><u>351 - INFRASTRUCTURE SERVICES</u></b>                                |  |               |
| 8     | 1  | Director of Public Works                         | R7            |
| 8     | 1  | Civil Engineer                                   | R9            |
| 8     | 1  | Government Architect                             | R9            |
| 7     | 1  | PWD Architect                                    | R10           |
| 7     | 1  | Architect  | R17-13        |
| 7     | 1  | Structural Engineer                              | R10           |
| 7     | 1  | Quantity Surveyor                                | R10           |
| 5     | 1  | Assistant Quantity Surveyor                      | R22-16/17-13  |
| 7     | 2  | Assistant Civil Engineer                         | R17-13        |
| 6     | 2  | Clerk of Works                                   | R22-16/17-13  |
| 4     | 1  | Assistant Clerk of Works                         | R46-34/33-29  |
| 6     | 1  | Head of Laboratory                               | R22-16/17-13  |
| 6     | 1  | CAD Operator                                     | R22-16        |
| 6     | 1  | Engineering Technician                           | R22-18        |
| 6     | 1  | Group Foreman                                    | R22-18        |
| 6     | 1  | Electrician(Snr)                                 | R22-18        |
| 5     | 1  | Electrician                                      | R28-22        |
| 5     | 3  | Foreman (Snr)                                    | R28-22        |
| 4     | 2  | Charge Hand II                                   | R30-28        |
| 4     | 5  | Charge Hand I                                    | R33-30        |
| 4     | 1  | Lab Assistant                                    | R33-29        |
| 4     | 1  | Lab Technician                                   | R28-22        |
| 4     | 3  | Security Officer                                 | R36-32        |
| 4     | 2  | Assistant Engineering Technician                 | R38-36        |
| 4     | 2  | Skilled Labourer                                 | R38-34        |
| 3     | 9  | Semi-Skilled Labourer                            | R42-36        |
|       | <b>47</b>  |  |               |

| GRADE  | DETAILS OF ESTABLISHMENT 2017/2018 |   | SALARY SCALE |
|--|------------------------------------|---|--------------|
| <b><u>352 - PLANT HIRE &amp; MECHANICAL SERVICES</u></b> |                                    |   |              |
| 7  | 1                                  | Plant Superintendent                              | R17-13       |
| 5  | 1                                  | Senior Foreman - Mechanics                        | R28-22       |
| 5  | 1                                  | Plant Distribution Officer                        | R28-22       |
| 5  | 1                                  | Senior Foreman - Plant Hire & Mechanical Services | R28-22       |
| 5  | 1                                  | Snr Mechanic/Tractor Foreman                      | R28-22       |
| 5  | 8                                  | Heavy Equipment Operator                          | R28-22       |
| 4  | 5                                  | Light Equipment Operator                          | R33-29       |
| 3  | 1                                  | Driver  | R39-32       |
| 4  | 1                                  | Mechanic Handyman                                 | R33-29       |
| 4  | 3                                  | Mechanic II                                       | R33-29       |
| 4  | 3                                  | Mechanic I  | R39-32       |
| 4  | 2                                  | Cesspool Operator                                 | R46-34/33-29 |
| 4  | 1                                  | Cesspool Driver                                   | R33-29/28-22 |
| 4  | 1                                  | Security  | R33-29       |
| 5  | 1                                  | Welder (Snr)                                      | R28-22       |
| 4  | 1                                  | Welder  | R33-29       |
| 4  | 1                                  | Tractor Mechanic                                  | R39-29/28-22 |
| 4  | 3                                  | Tractor Operator                                  | R33-29       |
| <b>36</b>  |                                    |   |              |

|  |    |                                   |        |
|--|----|-----------------------------------|--------|
| <b><u>353 - AIRPORT MANAGEMENT &amp; OPERATION</u></b> |    |                                   |        |
| 9  | 1  | Airport Manager                   | R12-8  |
| 8  | 1  | Operations Manager                | R14-10 |
| 7  | 1  | Senior Air Traffic Controller     | R17-13 |
| 6  | 3  | Air Traffic Shift Supervisor      | R22-18 |
| 5  | 3  | Air Traffic Controller            | R28-20 |
| 4  | 2  | Air Traffic Controller(Designate) | R39-32 |
| 5  | 1  | Security Officer (Chief)          | R28-22 |
| 4  | 3  | Security Officer (Supervisor)     | R33-29 |
| 4  | 12 | Security Officer                  | R39-32 |
| 4  | 2  | Maintenance Handyman              | R42-36 |
| 4  | 2  | Night Security Officer            | R33-29 |
| 4  | 1  | Sub Night Security Officer        | R33-29 |
| 4  | 1  | Clerical Officer (Snr)            | R33-29 |
| <b>33</b>  |    |                                   |        |

| GRADE | DETAILS OF ESTABLISHMENT 2017/2018                                 |                        | SALARY SCALE  |
|-------|--|------------------------|---------------|
|       | <b><u>355 - INDUSTRIAL RELATIONS &amp; EMPLOYMENT SERVICES</u></b> |                        |               |
| 8     | 1  | Labour Commissioner    | R14-10        |
| 6     | 1  | Labour Officer         | R22-16        |
| 5     | 1  | Labour Inspector       | R28-22/R22-18 |
| 4     | 1  | Clerical Officer (Snr) | R33-29        |
|       | <b>4</b>   |                        |               |

**MINISTRY OF EDUCATION**

**400 - STRATEGIC MANAGEMENT, ADMINISTRATION, AND SUPPORT SERVICES**

|    |           |                                      |        |
|----|-----------|--------------------------------------|--------|
| L  | 1         | Minister                             |        |
| 10 | 1         | Permanent Secretary                  | R5     |
| 9  | 1         | Director of Education                | R7     |
| 9  | 1         | Education Officer                    | R12-8  |
| 9  | 1         | School Psychologist                  | R12-8  |
| 9  | 1         | Education Planner                    | R12-8  |
| 8  | 1         | Operations Officer/Contracts Officer | R14-10 |
| 6  | 1         | Assistant Secretary                  | R22-16 |
| 5  | 1         | Computer Technician                  | R28-22 |
| 5  | 1         | Executive Officer                    | R28-22 |
| 4  | 1         | Clerical Officer (Snr)               | R33-29 |
| 4  | 1         | Driver/Office Assistant              | R38-31 |
| 3  | 1         | Clerical Officer                     | R46-34 |
|    | <b>13</b> |                                      |        |

**401 - PRIMARY EDUCATION**

|   |           |                             |              |
|---|-----------|-----------------------------|--------------|
| 9 | 1         | Education Officer           | R12-8        |
| 6 | 2         | Head Teacher                | R22-14       |
| 6 | 8         | Teacher (Graduate)          | R22-16/14    |
| 4 | 8         | Teacher (Trained)           | R33-21       |
| 4 | 8         | Teacher (Untrained)         | R38-36/34    |
| 6 | 1         | Guidance Counsellor         | R22-16       |
| 5 | 1         | Dance Teacher               | R28-22/22-16 |
| 4 | 2         | Personal Assistant/Janitors | R38-31       |
| 1 | 1         | Groundsman                  | R51-45       |
| 3 | 2         | Clerical Officer            | R46-34       |
|   | <b>34</b> |                             |              |

**Wages**

|   |          |                |  |
|---|----------|----------------|--|
| W | 1        | Cleaner/Helper |  |
|   | <b>1</b> |                |  |

| GRADE | DETAILS OF ESTABLISHMENT 2017/2018      |   | SALARY SCALE |
|-------|---|---|--------------|
|       | <b><u>402 - SECONDARY EDUCATION</u></b> |   |              |
| 9     | 1                                       | Principal                                     | R8           |
| 8     | 1                                       | Principal (Vice)                              | R12-10/9     |
| 7     | 25                                      | Teachers (Graduate Untrained/Trained)         | R22-16/14    |
| 6     | 1                                       | Drama Teacher                                 | R22-16       |
| 6     | 1                                       | Physical Education Teacher                    | R22-16       |
| 6     | 2                                       | Guidance Counsellor                           | R22-16       |
| 6     | 1                                       | SEN Teacher                                   | R22-16       |
| 5     | 6                                       | Technical II                                  | R28-22       |
| 5     | 2                                       | School Safety Officer                         | R28-22       |
| 5     | 1                                       | Communication Liaison Officer                 | R28-22       |
| 5     | 1                                       | Music Teacher                                 | R28-22       |
| 4     | 2                                       | Teacher (Trained)                             | R33-21       |
| 4     | 1                                       | Teaching Assistant                            | R38-36       |
| 4     | 1                                       | Executive Officer                             | R28-22       |
| 3     | 1                                       | Clerical Officer                              | R46-34       |
| 3     | 1                                       | Lab Assistant                                 | R46-34       |
| 1     | 1                                       | Groundsman                                    | R51-45       |
| 1     | 1                                       | Office Attendant                              | R51-45       |
|       | <b><u>50</u></b>                        |   |              |
|       |   | <b><u>Wages</u></b>                           |              |
| 5     | 1                                       | Head, Pupil Support Unit                      | R28-22/22-16 |
| 4     | 2                                       | Teacher Assistant                             | R38-36       |
| 4     | 1                                       | Teacher (Special Education/LEAP)              | R33-21       |
| 4     | 1                                       | Teacher (SEN Support)                         | R33-21       |
| 4     | 1                                       | Safety Officer                                | R38-36       |
|       | <b><u>6</u></b>                         |   |              |
|       |   | <b><u>403 - LIBRARY SERVICES</u></b>          |              |
| 6     | 1                                       | Librarian                                     | R22-16/17-13 |
| 5     | 1                                       | Library Assistant (Snr)                       | R28-22       |
| 4     | 1                                       | Senior Clerical Officer/Library Assistant     | R33-29       |
| 3     | 1                                       | Clerical Officer                              | R46-34       |
|       | <b><u>4</u></b>                         |   |              |
|       |   | <b><u>404 - EARLY CHILDHOOD EDUCATION</u></b> |              |
| 9     | 1                                       | Education Officer                             | R12-8        |
| 5     | 3                                       | Nursery Head                                  | R28-22/22-16 |
| 4     | 2                                       | Nursery Nurse (Snr)                           | R33-29       |
| 1     | 3                                       | Nursery Nurse                                 | R38-36/34    |
| 1     | 12                                      | Nursery Teacher                               | R46-36       |
| 1     | 2                                       | Helper  | R46-36       |
| 1     | 1                                       | Cook Helper                                   | R46-36       |
| 1     | 3                                       | Nursery Cook                                  | R51-45       |
|       | <b><u>27</u></b>                        |   |              |

| GRADE | DETAILS OF ESTABLISHMENT 2017/2018 | SALARY SCALE |
|-------|------------------------------------|--------------|
|-------|------------------------------------|--------------|

**HEAD 406 - YOUTH AFFAIRS AND SPORTS**

|   |           |                           |        |
|---|-----------|---------------------------|--------|
| 8 | 1         | Youth & Sports Officer    | R14-10 |
| 6 | 1         | Youth Development Officer | R22-16 |
| 6 | 1         | Sports Officer            | R22-16 |
| 6 | 1         | Sports Therapist          | R22-16 |
| 4 | 4         | Sports Coach              | R33-29 |
| 3 | 1         | Sports Coach Trainee      | R46-34 |
| 5 | 1         | Youth Officer             | R28-22 |
| 4 | 0         | Clerical Officer (Snr)    | R33-29 |
| 3 | 1         | Clerical Officer          | R46-34 |
| 1 | 1         | Office Attendant          | R51-45 |
|   | <b>12</b> |                           |        |

**MINISTRY OF HEALTH, COMMUNITY SERVICES, YOUTH AFFAIRS, SPORTS**

**450 - STRATEGIC MANAGEMENT & ADMINISTRATION**

|    |          |                                |        |
|----|----------|--------------------------------|--------|
| 10 | 1        | Permanent Secretary            | R5     |
| 10 | 1        | Chief Medical Officer/Director | R2     |
| 8  | 1        | Health Planner/Epidemiologist  | R14-10 |
| 6  | 2        | Assistant Secretary            | R22-16 |
| 5  | 1        | Health Information Officer     | R28-22 |
| 4  | 2        | Clerical Officer (Snr)         | R33-29 |
| 3  | 1        | Clerical Officer               | R46-34 |
|    | <b>9</b> |                                |        |

**451 - PRIMARY HEALTH CARE**

|   |           |                                      |              |
|---|-----------|--------------------------------------|--------------|
| 8 | 1         | Pediatrician                         | R12-8        |
| 8 | 1         | District Medical Officer/Anesthetist | R12-8/6      |
| 8 | 1         | Medical Officer                      | R12-8        |
| 8 | 1         | Dental Surgeon                       | R12-8/6      |
| 7 | 1         | Health Promotion Coordinator         | R17-13       |
| 6 | 1         | Community Nursing Manager            | R18-16       |
| 6 | 2         | Public Health Nurse                  | R22-18       |
| 6 | 1         | Physiotherapist                      | R22-16       |
| 6 | 1         | Family Nurse Practitioner            | R22-16       |
| 6 | 1         | Community Mental Health Officer      | R22-16       |
| 6 | 1         | Senior Mental Health Warden          | R22-16       |
| 6 | 1         | Community Psychiatric Nurse          | R22-18       |
| 5 | 1         | Psychiatric Nurse                    | R28-22       |
| 5 | 5         | Staff /District Nurse                | R28-22       |
| 5 | 1         | Dental Nurse                         | R28-22       |
| 3 | 2         | Graduate/Registered Nurse            | R37-35/32-30 |
| 4 | 1         | Senior Enrolled Nursing Assistant    | R33-31       |
| 3 | 2         | Enrolled Nursing Assistant           | R46-34/39-34 |
| 3 | 2         | Mental Health Warden                 | R33-29       |
| 3 | 2         | Dental Assistant                     | R39-34       |
| 3 | 2         | Clerical Officer                     | R46-34       |
|   | <b>31</b> |                                      |              |

**Wages**

|   |          |                        |  |
|---|----------|------------------------|--|
| W | 6        | Community Health Aides |  |
| W | 3        | Cleaner                |  |
|   | <b>9</b> |                        |  |

| GRADE | DETAILS OF ESTABLISHMENT 2017/2018 |                                  | SALARY SCALE |
|-------|------------------------------------|----------------------------------|--------------|
|       | <b>452 - SECONDARY HEALTH CARE</b> |                                  |              |
| 9     | 1                                  | Surgeon Specialist               | R3           |
| 8     | 1                                  | Physician Specialist             | R12-8/6      |
| 8     | 2                                  | Medical Officer                  | R12-8/6      |
| 8     | 1                                  | Secondary Care Manager           | R12-8        |
| 8     | 1                                  | Principal Nursing Officer        | R14-10       |
| 7     | 1                                  | Hospital Nursing Manager         | R20-16/17-13 |
| 7     | 1                                  | Nurse Tutor                      | R20-16       |
| 6     | 1                                  | Nurse Anesthetist                | R22-18       |
| 5     | 3                                  | Ward Sister                      | R24-20       |
| 5     | 1                                  | Charge Nurse/Home Manager        | R24-20       |
| 5     | 8                                  | Staff/District Nurse             | R28-22       |
| 4     | 9                                  | Graduate/Registered Nurse        | R37-35/32-30 |
| 4     | 2                                  | Enrolled Nursing Assistant (Snr) | R33-31       |
| 3     | 6                                  | Enrolled Nursing Assistant       | R46-34/39-34 |
| 7     | 1                                  | Pharmacist (Snr)                 | R22-16       |
| 5     | 2                                  | Pharmacist                       | R28-22       |
| 6     | 1                                  | Lab Technologist (Snr)           | R22-16       |
| 5     | 3                                  | Lab Technologist                 | R28-22       |
| 7     | 1                                  | Nutrition Officer                | R22-16       |
| 7     | 1                                  | Radiographer                     | R28-22/22-16 |
| 3     | 1                                  | Radiographic Assistant           | R46-34       |
| 4     | 2                                  | Clerical Officer (Snr)           | R33-29       |
| 3     | 2                                  | Clerical Officer                 | R46-34       |
| 7     | 1                                  | Health Information Officer (Snr) | R22-16       |
| 5     | 1                                  | Health Information Officer       | R28-22       |
| 4     | 1                                  | Supervisor of Housekeeping       | R33-29       |
| 3     | 1                                  | Seamstress                       | R39-36       |
| 3     | 2                                  | Head Cook                        | R38-31       |
| 2     | 5                                  | Cook                             | R48-38       |
| 1     | 2                                  | Cook's Assistant                 | R51-45       |
| 7     | 1                                  | Dietetics Technician             | R28-22       |
| 2     | 1                                  | Diet Clerk/Storekeeper           | R48-38       |
| 2     | 1                                  | Assistant Storekeeper            | R48-38       |
| 5     | 1                                  | Health Facilities Manager        | R28-22       |
| 5     | 1                                  | Maintenance Assistant            | R28-22       |
| 2     | 6                                  | Driver                           | R48-38       |
| 2     | 6                                  | Orderly                          | R48-38       |
| 2     | 1                                  | Geriatric Aide (Snr)             | R48-38       |
| 1     | 27                                 | Geriatric Aide                   | R51-45       |
| 1     | 19                                 | Maid                             | R51-45       |
| 1     | 5                                  | Washer                           | R51-45       |
|       | <b>134</b>                         |                                  |              |

**FUNCTIONAL CLASSIFICATION OF THE BUDGET**

| Function of Government            | Revised Estimates<br>2017-2018 |             | Budget Estimates<br>2018-2019 |             | Forward Estimates<br>2019-2020 |             | Forward Estimates<br>2020-2021 |             |
|-----------------------------------|--------------------------------|-------------|-------------------------------|-------------|--------------------------------|-------------|--------------------------------|-------------|
|                                   | General public services        | 47,967,000  | 37.2%                         | 46,830,400  | 35.7%                          | 47,318,400  | 35.9%                          | 47,243,900  |
| Defence                           | 1,768,900                      | 1.4%        | 1,806,100                     | 1.4%        | 1,792,300                      | 1.4%        | 1,807,600                      | 1.4%        |
| Public order and safety           | 9,643,300                      | 7.5%        | 10,377,700                    | 7.9%        | 10,311,000                     | 7.8%        | 10,396,100                     | 7.8%        |
| Economic affairs                  | 37,319,300                     | 28.9%       | 38,938,600                    | 29.7%       | 39,184,600                     | 29.7%       | 39,912,500                     | 30.0%       |
| Environmental protection          | 861,600                        | 0.7%        | 891,000                       | 0.7%        | 914,900                        | 0.7%        | 907,300                        | 0.7%        |
| Housing and community amenities   | 739,500                        | 0.6%        | 575,000                       | 0.4%        | 579,500                        | 0.4%        | 585,200                        | 0.4%        |
| Health                            | 13,552,300                     | 10.5%       | 13,717,400                    | 10.5%       | 13,754,100                     | 10.4%       | 13,843,600                     | 10.4%       |
| Recreation, culture, and religion | 2,593,300                      | 2.0%        | 2,639,700                     | 2.0%        | 2,647,300                      | 2.0%        | 2,654,400                      | 2.0%        |
| Education                         | 8,548,600                      | 6.6%        | 9,334,200                     | 7.1%        | 9,336,500                      | 7.1%        | 9,425,800                      | 7.1%        |
| Social protection                 | 6,024,500                      | 4.7%        | 6,041,200                     | 4.6%        | 6,135,600                      | 4.6%        | 6,151,600                      | 4.6%        |
| <b>Total</b>                      | <b>129,018,300</b>             | <b>100%</b> | <b>131,151,300</b>            | <b>100%</b> | <b>131,974,200</b>             | <b>100%</b> | <b>132,928,000</b>             | <b>100%</b> |

**ECONOMIC CLASSIFICATION OF THE BUDGET**

| Function of Government       | Revised Estimates<br>2017-2018 |             | Budget Estimates<br>2018-2019 |             | Forward Estimates<br>2019-2020 |             | Forward Estimates<br>2020-2021 |             |
|------------------------------|--------------------------------|-------------|-------------------------------|-------------|--------------------------------|-------------|--------------------------------|-------------|
|                              | Compensation of Employees      | 45,731,700  | 35.4%                         | 48,998,300  | 37.4%                          | 49,683,300  | 37.6%                          | 50,323,600  |
| Use of Goods and Services    | 42,138,100                     | 32.7%       | 40,137,700                    | 30.6%       | 40,155,100                     | 30.4%       | 40,462,300                     | 30.4%       |
| Consumption of Fixed Capital | -                              | 0.0%        | -                             | 0.0%        | -                              | 0.0%        | -                              | 0.0%        |
| Interest                     | 244,800                        | 0.2%        | 380,000                       | 0.3%        | 380,000                        | 0.3%        | 380,000                        | 0.3%        |
| Subsidies                    | 15,619,600                     | 12.1%       | 16,086,900                    | 12.3%       | 16,086,900                     | 12.2%       | 16,086,900                     | 12.1%       |
| Grants                       | 5,690,800                      | 4.4%        | 6,452,300                     | 4.9%        | 6,461,500                      | 4.9%        | 6,461,500                      | 4.9%        |
| Social Benefits              | 15,804,800                     | 12.3%       | 15,672,400                    | 11.9%       | 15,794,700                     | 12.0%       | 15,673,400                     | 11.8%       |
| Other Expenses               | 3,788,500                      | 2.9%        | 3,423,700                     | 2.6%        | 3,412,700                      | 2.6%        | 3,540,300                      | 2.7%        |
| <b>Totals</b>                | <b>129,018,300</b>             | <b>100%</b> | <b>131,151,300</b>            | <b>100%</b> | <b>131,974,200</b>             | <b>100%</b> | <b>132,928,000</b>             | <b>100%</b> |

| GRADE                             | DETAILS OF ESTABLISHMENT 2017/2018 |  | SALARY SCALE |
|-----------------------------------|------------------------------------|--|--------------|
| <b>HEAD 454 - SOCIAL SERVICES</b> |                                    |  |              |
| 8                                 | 1                                  | Director, Social Services                | R7           |
| 7                                 | 1                                  | Principal Assistant Secretary            | R14-10       |
| 7                                 | 1                                  | Counsellor                               | R17-13       |
| 7                                 | 1                                  | Senior Probation Officer                 | R17-13       |
| 7                                 | 1                                  | Probation Officer                        | R22-16       |
| 7                                 | 2                                  | Social Worker (Snr)                      | R22-16/17-13 |
| 5                                 | 4                                  | Social Worker                            | R28-22/22-16 |
| 5                                 | 4                                  | Social Worker Assistant                  | R28-22       |
| 4                                 | 1                                  | Clerical Officer (Snr)                   | R33-29       |
| 3                                 | 1                                  | Family Support Worker                    | R39-34       |
| 3                                 | 1                                  | Warden/Caregiver (Snr)                   | R39-34       |
| 2                                 | 2                                  | Warden/Caregiver                         | R48-38       |
|                                   | <b>20</b>                          |  |              |
| <b>Wages</b>                      |                                    |  |              |
| W                                 | 1                                  | Cleaner                                  |              |
|                                   | <b>1</b>                           |  |              |
| <b>455 - ENVIRONMENTAL HEALTH</b> |                                    |  |              |
| 7                                 | 1                                  | Environmental Health Officer (Principal) | R22-16       |
| 5                                 | 2                                  | Environmental Health Officer             | R28-22       |
| 3                                 | 1                                  | Vector Control Leader                    | R39-34       |
| 2                                 | 3                                  | Vector Worker                            | R48-38       |
| 2                                 | 1                                  | Cemetery Worker                          | R48-38       |
| 2                                 | 4                                  | Tip Man                                  | R48-38       |
| 2                                 | 1                                  | Driver                                   | R48-38       |
|                                   | <b>13</b>                          |  |              |

## FUNCTIONAL CLASSIFICATION OF THE BUDGET

| Function of Government            | Revised Estimates<br>2017-2018 |             | Budget Estimates<br>2018-2019 |             | Forward Estimates<br>2019-2020 |             | Forward Estimates<br>2020-2021 |             |
|-----------------------------------|--------------------------------|-------------|-------------------------------|-------------|--------------------------------|-------------|--------------------------------|-------------|
|                                   |                                |             |                               |             |                                |             |                                |             |
| General public services           | 47,967,000                     | 37.2%       | 46,830,400                    | 35.7%       | 47,318,400                     | 35.9%       | 47,243,900                     | 35.5%       |
| Defence                           | 1,768,900                      | 1.4%        | 1,806,100                     | 1.4%        | 1,792,300                      | 1.4%        | 1,807,600                      | 1.4%        |
| Public order and safety           | 9,643,300                      | 7.5%        | 10,377,700                    | 7.9%        | 10,311,000                     | 7.8%        | 10,396,100                     | 7.8%        |
| Economic affairs                  | 37,319,300                     | 28.9%       | 38,938,600                    | 29.7%       | 39,184,600                     | 29.7%       | 39,912,500                     | 30.0%       |
| Environmental protection          | 861,600                        | 0.7%        | 891,000                       | 0.7%        | 914,900                        | 0.7%        | 907,300                        | 0.7%        |
| Housing and community amenities   | 739,500                        | 0.6%        | 575,000                       | 0.4%        | 579,500                        | 0.4%        | 585,200                        | 0.4%        |
| Health                            | 13,552,300                     | 10.5%       | 13,717,400                    | 10.5%       | 13,754,100                     | 10.4%       | 13,843,600                     | 10.4%       |
| Recreation, culture, and religion | 2,593,300                      | 2.0%        | 2,639,700                     | 2.0%        | 2,647,300                      | 2.0%        | 2,654,400                      | 2.0%        |
| Education                         | 8,548,600                      | 6.6%        | 9,334,200                     | 7.1%        | 9,336,500                      | 7.1%        | 9,425,800                      | 7.1%        |
| Social protection                 | 6,024,500                      | 4.7%        | 6,041,200                     | 4.6%        | 6,135,600                      | 4.6%        | 6,151,600                      | 4.6%        |
| <b>Total</b>                      | <b>129,018,300</b>             | <b>100%</b> | <b>131,151,300</b>            | <b>100%</b> | <b>131,974,200</b>             | <b>100%</b> | <b>132,928,000</b>             | <b>100%</b> |

## ECONOMIC CLASSIFICATION OF THE BUDGET

| Function of Government       | Revised Estimates<br>2017-2018 |             | Budget Estimates<br>2018-2019 |             | Forward Estimates<br>2019-2020 |             | Forward Estimates<br>2020-2021 |             |
|------------------------------|--------------------------------|-------------|-------------------------------|-------------|--------------------------------|-------------|--------------------------------|-------------|
|                              |                                |             |                               |             |                                |             |                                |             |
| Compensation of Employees    | 45,731,700                     | 35.4%       | 48,998,300                    | 37.4%       | 49,683,300                     | 37.6%       | 50,323,600                     | 37.9%       |
| Use of Goods and Services    | 42,138,100                     | 32.7%       | 40,137,700                    | 30.6%       | 40,155,100                     | 30.4%       | 40,462,300                     | 30.4%       |
| Consumption of Fixed Capital | -                              | 0.0%        | -                             | 0.0%        | -                              | 0.0%        | -                              | 0.0%        |
| Interest                     | 244,800                        | 0.2%        | 380,000                       | 0.3%        | 380,000                        | 0.3%        | 380,000                        | 0.3%        |
| Subsidies                    | 15,619,600                     | 12.1%       | 16,086,900                    | 12.3%       | 16,086,900                     | 12.2%       | 16,086,900                     | 12.1%       |
| Grants                       | 5,690,800                      | 4.4%        | 6,452,300                     | 4.9%        | 6,461,500                      | 4.9%        | 6,461,500                      | 4.9%        |
| Social Benefits              | 15,804,800                     | 12.3%       | 15,672,400                    | 11.9%       | 15,794,700                     | 12.0%       | 15,673,400                     | 11.8%       |
| Other Expenses               | 3,788,500                      | 2.9%        | 3,423,700                     | 2.6%        | 3,412,700                      | 2.6%        | 3,540,300                      | 2.7%        |
| <b>Totals</b>                | <b>129,018,300</b>             | <b>100%</b> | <b>131,151,300</b>            | <b>100%</b> | <b>131,974,200</b>             | <b>100%</b> | <b>132,928,000</b>             | <b>100%</b> |