



Ministry of Finance and Economic Management

Budget Performance and Outlook:

Quarter 4 and Year Ending 31 March 2021



2020-21

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1. Overview

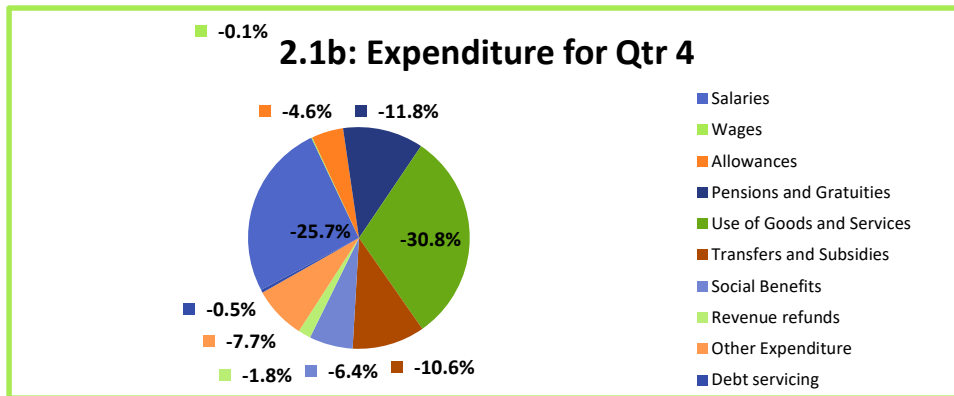
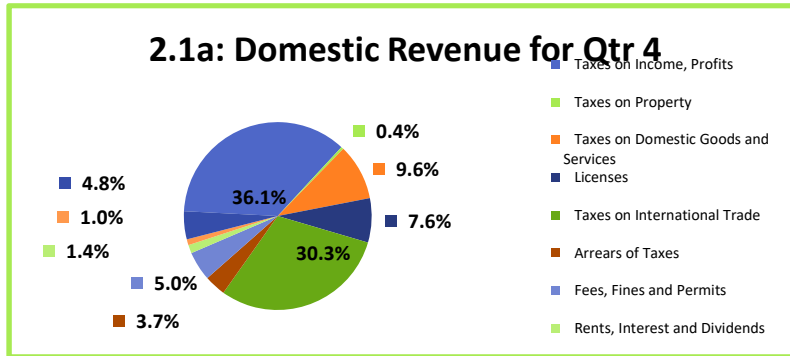
- 1.1. The Budget Performance and Outlook Report is a review of the Budget. The aim of the Budget Performance and Outlook Report is to enable the Cabinet, the Legislature and the public to understand and scrutinise how public funds are being spent, increasing transparency and accountability.
- 1.2. The Report provides commentary on the Budget (Recurrent and Capital as well as Debt Servicing) and an outlook for the upcoming period along with on notes the key Policies and Programmes to be instituted.
- 1.3. A Provisional General Warrant was signed authorizing expenditure out of the Consolidated Fund to carry on the services of the Government of Montserrat until the 2020/2021 Appropriation Bill was passed. The 2020/21 Appropriation Bill was subsequently passed on Wednesday, 24th June 2020.
- 1.4. An approved Budget for the fiscal year 2020-21 was \$227.67m (Recurrent \$148.63m; Capital \$79.04m). This is a 7.9% increase over \$209.69 million for fiscal year 2019/20.
- 1.5. The approved revenue from local sources was EC\$36.99 million (2019/20 was EC\$58.17 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 FCDO will contribute EC\$81.65 million, 64% of recurrent revenue.
- 1.6. Total planned development expenditure for financial year 2020/2021 amounts to EC\$79.04 million. This comprises Economic Infrastructure development of EC\$64.55 million, 81.66%, Social Infrastructure development of EC\$8.56 million, 10.82%; Public Administration of \$3.51 million, 4.44%; Education of EC\$2.06 million, 2.60%, Agriculture of EC\$0.05 million, 0.07%, Statistical Research and Miscellaneous Projects of EC\$0.30 million, 0.38%, and Child Protection \$0.02 million, 0.02%.
- 1.7. The Capital budget will be funded by the UK Government through FCDO EC\$33.19 million, 41.98%; the European Union EC\$20.51 million, 25.95%, CDB EC\$23.90 million, 30.24% and the remaining EC\$1.44 million, 1.83% by other funding partners such as ECCB, UNICEF, Birds Caribbean, OTEP and DARWIN.
- 1.8. Total outstanding public debt at the beginning of the financial year 20/21 was \$11.94 million, with external debt amounting to \$9.76 million while domestic debt was \$2.18 million.

2. Budget Commentary

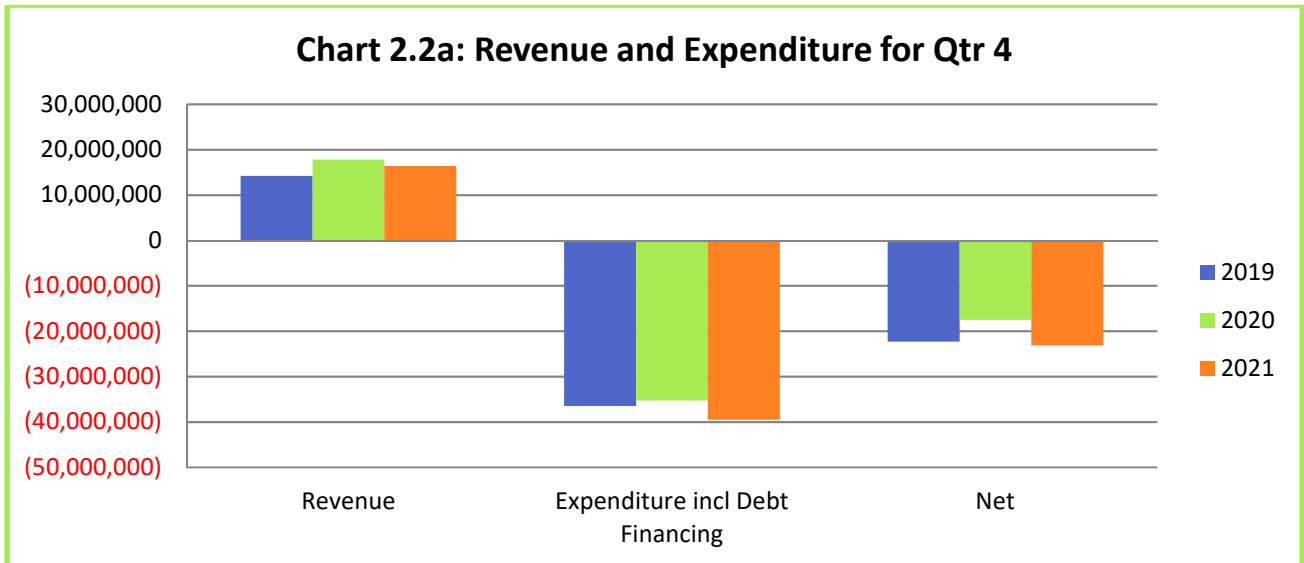
Statement of Recurrent Revenue and Expenditure

- 2.1. The Statement of Recurrent Revenue and Expenditure sets out the scale and nature of the flows to and from the government. It shows that, in the fiscal year 2020-21 the Government:
 - Received \$142.34 million revenues, of which \$48.74 million was from domestic sources while \$93.60 million was from budgetary assistance;
 - spent \$47.60 million employing staff (\$12.04 million in Q4) and \$57.48 million on goods and services (\$15.87 million in Q4); and
 - GOM's debt consists of two outstanding domestic debts for the Davy Hill Housing Regeneration Programme and the Purchase of a Generating Set by the Montserrat Electricity Corporation and three external loans with Caribbean Development Bank. The external loans are for the Port Development, the Consolidated Line of Credit and the Second Power Project. Total debt stock at the end of the FY was \$10.5 million.

Chart 2.1: Summary of Domestic Revenue and Expenditure for Qtr 4

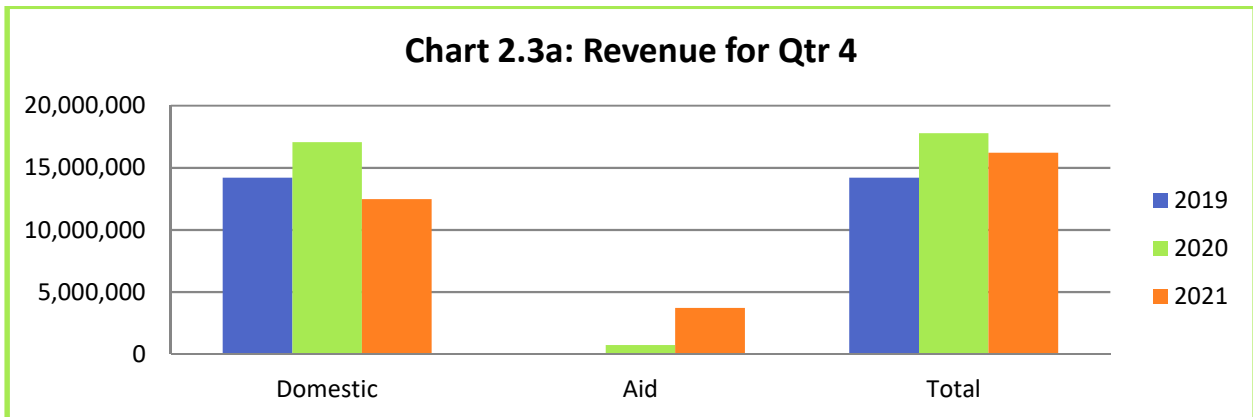


- 2.2. Recurrent budget performance for the year and Q4 shown in Charts 2.1a and 2.1b reflects:
- 36.1% of the domestic revenue was as a result of collections called Taxes on Income & Profits
 - Taxes on International Trade was 30.3% of local revenue
 - Licenses contributed 7.6% to the local revenue
 - 25.7% was spent on Salaries
 - 30.8% of total expenditure was for use of Goods and Services
 - Transfers and Subsidies was 10.6% of expenditure
 - Pensions and Gratuities amounted 11.8%

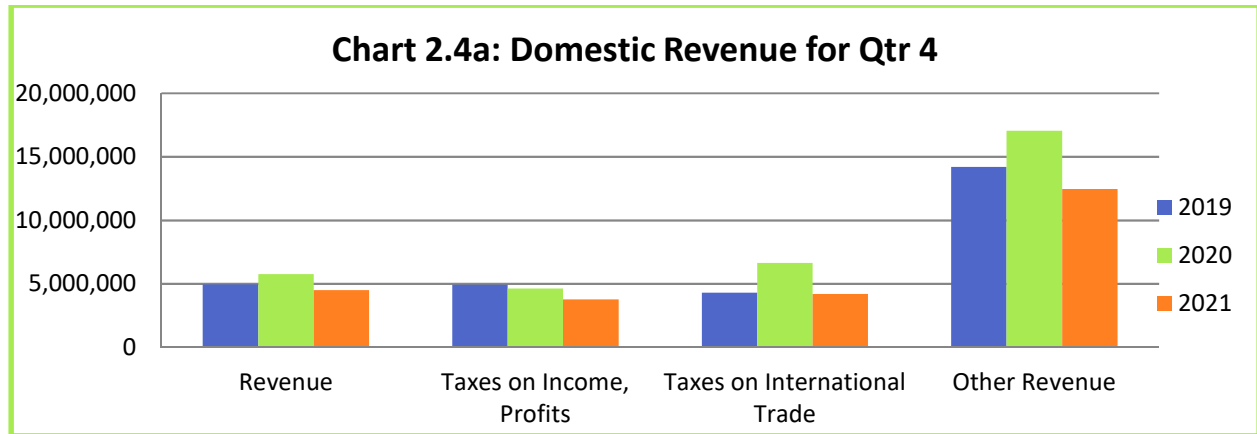


2.3. Chart 2.2 shows a decrease in all revenue sources for 2021 in comparison to 2020 and a \$2.18 million increase over the amount collected in 2019. Spending activity was higher this quarter in comparison to the previous years.

Revenue



2.4. Chart 2.3 reveals domestic revenue was lower this financial year when compared to the same period for the last two fiscal years. The fourth tranche of financial aid was received in March 2021, respectively which has caused total revenue to exceed 2019 but remained lower than collections in 2020.



2.5. The triennial comparison reveals that total domestic revenue collected for 2021 is lower across all categories in comparison to 2019 and 2020.

Table 2.1: Recurrent revenue for Qtr. 4 and FY 2020/21

	Revenue Stream	Q4			FY		
		Projections	Actuals	% Actuals/ Projections	Estimates	Actuals	% Actuals/ Estimates
110	Taxes on Income, Profits	2,510,000	4,493,793	179%	11,802,000	18,577,465	157%
115	Taxes on Property	45,600	52,166	114%	535,600	638,020	119%
120	Taxes on Domestic Goods and Services	1,027,606	1,198,413	117%	1,782,400	1,665,452	93%
122	Licenses	768,625	949,329	124%	2,988,100	2,944,855	99%
125	Taxes on International Trade	3,033,300	3,772,939	124%	12,246,800	17,670,122	144%
129	Arrears of Taxes	53,900	464,503	862%	200,000	977,341	489%
130	Fees, Fines and Permits	1,064,434	625,112	59%	3,457,100	1,892,235	55%
135	Rents, Interest and Dividends	448,200	179,439	40%	1,209,500	1,740,862	144%
145	Reimbursements	0	126,091	-	115,000	362,411	315%
150	Budgetary Assistance	10,289	3,725,746	36211%	89,650,000	93,607,582	104%
160	Other Revenue	670,847	601,572	90%	2,019,800	2,273,097	113%
	Total	9,632,801	16,189,103	168%	126,006,300	142,349,443	113%

Main Revenue Streams

2.6. Table 2.2 below shows the main revenue streams. A number of revenue streams have under-performed.

Table 2.2: KEY Recurrent Revenue for Qtr. 4 and FY 2020/21

	Revenue Stream	Q4			FY		
		Projections	Actuals	% Actuals/ Projections	Estimates	Actuals	% Actuals/ Estimates
11001	Company Tax	200,100	609,927	305%	1,720,100	2,326,588	135%
11002	Income Tax (Personal)	2,098,700	3,735,085	178%	8,833,700	14,557,809	165%
11003	Withholding Tax	211,200	148,782	70%	1,248,200	1,693,068	136%
11501	Property Tax	45,600	52,166	114%	535,600	638,020	119%
12001	Hotel Occupancy Tax	13,000	2,336	18%	20,000	39,005	195%
12002	Bank Interest Levy	800,000	1,053,680	132%	800,000	1,053,680	132%
12003	Insurance Company Levy	29,500	42,299	143%	149,700	223,633	149%
12004	Stamp Duty	54,306	90,248	166%	420,000	311,168	74%
12005	Embarkation Tax	130,000	9,750	8%	286,700	37,565	13%
12203	Landholding License	46,925	82,935	177%	300,000	237,038	79%
12204	Driver's Licenses	151,100	80,045	53%	384,600	282,290	73%
12208	Motor Vehicle Licenses	309,400	315,809	102%	1,350,000	1,290,556	96%
12209	Telecom. Licenses	195,000	372,498	191%	799,500	999,074	125%
12501	Import Duties	866,700	1,506,861	174%	3,993,100	6,661,195	167%
12505	Consumption Tax	1,967,500	2,156,129	110%	7,607,500	10,345,428	136%
12507	Customs Processing Fee	169,700	98,316	58%	546,200	620,680	114%
12901	Company Tax (Arrears)	22,000	145,186	660%	50,000	229,472	459%
12902	Income Tax (Arrears)	26,000	260,738	1003%	60,000	535,593	893%
12903	Property Tax (Arrears)	2,000	58,579	2929%	90,000	212,276	236%
13021	Consular Fees	50,000	36,740	73%	270,000	222,910	83%
13050	Passenger Revenue	325,000	-	0%	1,300,000	57,760	4%
13051	Day Tours	62,500	-	0%	250,000	300	0%
13052	Cargo Fees	15,000	-	0%	60,000	8,110	14%
13508	Royalties - Quarries	120,000	143,850	120%	400,000	549,213	137%
16006	Port Authority Principle #1 SFR-ORM	96,250	95,978	100%	385,000	383,913	100%
16018	Hospital Receipts	-	230,946	-	425,000	605,083	142%
16042	Plant & Workshop	5,000	33,516	670%	20,000	166,912	835%
16099	Other Receipts	13,995	17,415	124%	272,700	108,352	40%
	Total	8,026,476	11,379,813	142%	32,577,600	44,396,691	136%

2.7. These areas of revenue have significantly under-performed: passenger revenue 0%; day tours 0% and cargo fees 0%. This is as a result of borders remaining closed given the ongoing COVID-19 pandemic coupled with the suspension of ferry services.

2.8. Exceptional performance is noted in these areas: company tax 135%; income tax personal 165%; company tax arrears 459%; income tax arrears 893%; property tax arrears 236% and consumption tax 136%.

2.9. This remainder of this section reviews the performance of some key revenue streams. Overall domestic revenue performed 36% above projections that is, the projected amount as at March 31st was \$32.57 million compared to actual collections of \$44.39 million.

Taxation revenue

Taxes on Income, Profits

- **Company Tax** – Receipts total \$2.32 million for the financial year or 135% of the projection for the year.
- **Personal Income Tax** – Receipts total \$14.55 million for the year or 165% of the projection for the year.
- **Withholding Tax** – Receipts total \$1.69 million for the financial year or 36% above projections for the year.

Property Tax

- **Property Tax** – Receipts total \$638k for the year or 119% of the projection for the financial period.

Taxes on Domestic Goods and Services

- **Embarkation Tax** – Receipts total \$37k or 13% of the projection for the financial year. Collections were minimal as borders remain closed.
- **Stamp Duty** – Receipts total \$311k for the financial year or 74% of the estimates for the year.
- **Insurance Company Levy** – Receipts total \$223k for the financial year or 149% of projections.

Taxes on International Trade and Transactions

- **Import Duties** – Receipts total \$6.66 million for the fiscal period or 167% of the estimated collections.
- **Customs Processing Fee** – Receipts total \$620k for the fiscal period or 114% of projections.
- **Consumption Tax** – Receipts total \$10.34 million for the fiscal period or 136% of the \$7.60 million projected for the year.

Arrears of Taxes

2.10. A target of \$200,000 was set for the collection of taxes in arrears for the fiscal year. This amount was spread over in Company Tax \$50k, Income Tax \$60k and Property Tax \$90k.

Table 2.3 Arrears of Taxes for Qtr. 4 and fiscal year 2020/21

Classification	Q4 Projections	Q4 Actuals	% Actuals/ Projections	FY 2020/21 Budget Estimates	FY 2020/21 Actuals	% Actuals/ Budget
Company Tax	22,000	145,186	660%	50,000	229,472	459%
Income Tax	26,000	260,738	1003%	60,000	535,593	893%
Property Tax	2,000	58,579	2929%	90,000	212,276	236%
Totals	50,000	464,503	929%	200,000	977,341	489%

- **Company Tax Arrears** – Amounts collected under Company Tax Arrears amount to 459% of what was projected.
- **Income Tax Arrears** – Receipts total \$535,593 for the year or 893% of the projection for the financial period. This success is related to the fact that more persons have been arranging to pay by instalment to take advantage of signing an agreement to make these payments without having to pay the penalties and interest connected to late payment. Further, the Compliance Certificate enforcement proves to be an effective tool in collection of overdue taxes.
- **Property Tax Arrears** – Receipts total \$212k for the financial period or 236% of the projection for the year. The requirement of the Property Tax Certificate (Form F) when changes to property takes place proves to be favourable for arrears collection.

Non-tax revenue

Table 2.4 Non-tax revenue for Qtr. 4 and fiscal year 2020/21

	Revenue Stream	Q4			FY 2020-21		
		Projections	Actuals	% Actuals/ Projections	Estimates	Actuals	% Actuals/ Estimates
122	Licenses	768,625	949,329	124%	2,988,100	2,944,855	99%
130	Fees, Fines and Permits	1,064,434	625,112	59%	3,457,100	1,892,235	55%
135	Rents, Interest and Dividends	448,200	179,439	40%	1,209,500	1,740,862	144%
145	Reimbursements	10,289	126,091	1225%	115,000	362,411	315%
150	Budgetary Assistance	25,650,000	3,725,746	15%	89,650,000	93,607,582	104%
160	Other Revenue	670,847	601,572	90%	2,019,800	2,273,097	113%
	Total	28,612,395	6,207,289	22%	99,439,500	102,821,043	103%

2.11. Local non-tax revenue streams performed favourably for the financial year 2020/21 producing 103% of their target for the period. Budgetary assistance was received this twice during the third quarter in October and December, which accounts for the low receipts in quarter four.

Licences

- **Landholding Licence** – Receipts total \$237,038 for the financial year or 79% of the projected amount for the year.
- **Driver's Licences** – Receipts total \$282,290 for the financial year or 73% of projections for the year.

- **Motor Vehicle Licenses** – Receipts total \$1,290,556 for the fiscal period or 96% of the \$1,350,000 projected to be collected.
- **Telecommunication Licence** – Receipts total \$999,074 for the financial year and exceeded projections by 25%.

Fees, Fines and Permits

- **Consular Fees** – Receipts total \$222,910 or 83% of the projection for the fiscal period. Revenue collections include fees for Naturalisation, Registration, BOTC Passports, Permanent Residence, Special Marriage License, Belonger Status, British Registration administration and Citizenship Ceremonies.
- **Custom Officers Fees** – Receipts total \$340,100 for the fiscal period or 136% of projections. There were no COVID-19 related disruptions and there were no rough seas that caused disruptions to mining exports from the old Plymouth jetty. The better than expected collection in this revenue account relates to fees payable for Customs Officers to work in Plymouth to attend to ships used for exporting mining products.

Rents, Interest and Dividends

- Receipts total \$1,740,862 for the period or 144% of the projected amount.
- Royalties for Mining Export – Receipts total \$549,213 for the financial year or 137% of projections.

Reimbursements

- In quarter 4, this revenue stream drew in \$126,091 and a total of \$362,411 for the financial year which is 315% of projections.

Other Revenue

- **Port Authority Principle #1 SFR-ORM** – Receipts total \$383,913 for the financial year and were on target. This stream represents a pass-through payment in which the Montserrat Port Authority compensates government for servicing its loan with the Caribbean Development Bank for Port Plymouth.
- **Plant & Workshop** – Receipts total \$166,912 for the financial year. Total collections for the fiscal period have exceeded estimates for the year by 735%.
- **Hospital Receipts** – Receipts total \$230,946 for the quarter. Cumulative collections of \$605,083 totals 142% of the projections for the financial year.

Budgetary Assistance

2.12. The table below shows how the fourth tranche of Budgetary Assistance is forecast to be discharged by the end of March 2021.

Table 2.5 Breakdown of Budget Support

Claim	Amount
General Budget Support	-
Transport Access Subsidy	-
Technical Cooperation	284,936

Capacity Building (ACTS)	-
COVID-19 Support	3,561,700
Total Expenditure	3,846,636

2.13. Table 2.6 gives a summary view of aid claimed, the amount sent by FCDO and the amount GoM actually received. GoM gained \$4.16 million cumulatively due to exchange rate differences. These additional funds further helped to close the budget gap.

Table 2.6

<i>FCDO CLAIM</i>						
	Budget	Tranche 1	Tranche 2	Tranche 3	Tranche 4	Balance
Claim amount	89,650,000	30,473,505	25,478,740	30,578,903	3,846,636	
Claim received	93,817,581	31,973,206	26,402,500	31,506,130	3,925,745	
Gain/(Loss)		1,499,701	923,760	927,227	79,109	

Capital Grants/Revenue

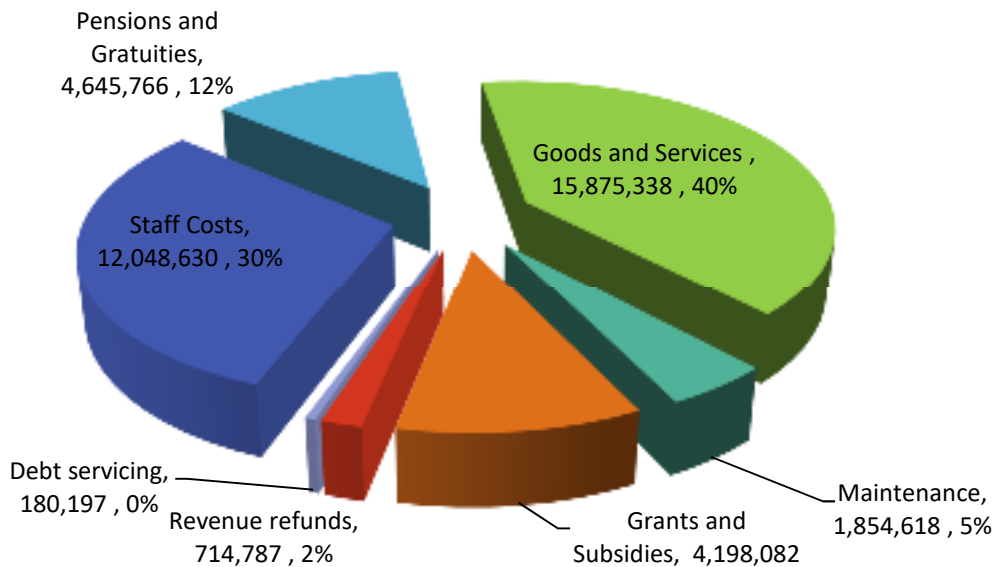
2.14. GoM's capital accounts operate on an accrual basis unlike the recurrent accounts allowing for the rolling forward of unexpended funds. This accounts for the disparity between capital receipts and spending. A total of \$8.41 million in capital grants were received by GoM during quarter 3 in respect of Fibre Optic Cable, Hospital Redevelopment, Hospital Development Program, COVID-19 Medical Staffing, Shorebirds, Airport Resurfacing and Improvement and Education Infrastructure.

Expenditure

Current Expenditure

2.15. Total expenditure in the 4th quarter was \$39.51 million, which is on par with the projected amount of \$40 million or 99% for the quarter. This includes Staff Costs (Salaries, Wages and Allowances) of \$12.04 million, Use of Goods and Service of \$15.87 million, Grants and Subsidies of \$4.19 million and Pensions and Gratuities of \$4.64 million.

Chart 2.5 Expenditure for Q4



2.16. Table 2.7 below shows the spending against projections for the major expenditure categories.

Table 2.7: Expenditure for Qtr. 4 and FY 2020/21

Classification	Q4			FY 2020-21		
	Projections	Actuals	% Actuals/Projections	Estimates	Actuals	% Actuals/Estimates
Salaries	10,640,500	10,170,350	96%	41,671,700	40,414,667	97%
Wages	52,600	47,475	90%	239,000	208,596	87%
Allowances	2,064,200	1,830,805	89%	7,541,600	6,982,136	93%
Pensions and Gratuities	3,503,300	4,645,766	133%	13,681,100	13,615,901	100%
Use of Goods and Services	12,254,100	12,173,983	99%	48,722,700	42,552,242	87%
Transfers and Subsidies	4,141,200	4,198,082	101%	18,359,700	17,986,133	98%
Social Benefits	3,142,000	2,520,185	80%	9,256,800	9,049,580	98%
Revenue refunds	752,300	714,787	95%	1,305,500	1,300,742	100%
Other Expenditure	3,214,400	3,035,789	94%	12,898,400	12,293,684	95%
Debt servicing	237,900	180,197	76%	1,166,000	1,073,604	92%
Total	40,002,500	39,517,419	99%	154,842,500	145,477,285	94%

2.17. The fixed components of expenditure for the quarter are Staff Costs \$12.05 million, 30.5%, Pensions and Gratuities \$4.64 million, 12% and Debt Servicing \$180k, 0.5%, which collectively accounted for 42.7% of the spending for the quarter. Staff costs for the FY 20/21 amounted to \$47.6 million, which represents 96% of the projected spend. Pensions and Gratuities expense for the FY 20/21 was \$13.61 million, which is 100% of the forecasted amount of \$13.68 million. The Debt Servicing expenditure was

92% of the projected amount of \$1.16 million. The fixed components of expenditure for the year represents 43% of the total expenditure.

2.18. Salaries, which covers the costs of permanent, temporary and contract personnel was forecasted to be \$10.64 million for the quarter with \$10.17 million spent, which equates to 96% spent for Q4. Total salary expense for the FY 20/21 was \$40.41 million or 97% of the projected amount of \$41.67 million.

2.19. Allowances are provisions made for GoM's employees. Thus, unspent amounts were in part due to unfilled posts and pending approvals for persons in post. An amount of \$2.06 million was projected of which 89% or \$1.83 million was spent. For the FY, 93% of the \$7.54 million projected was spent.

Key Expenditure Lines

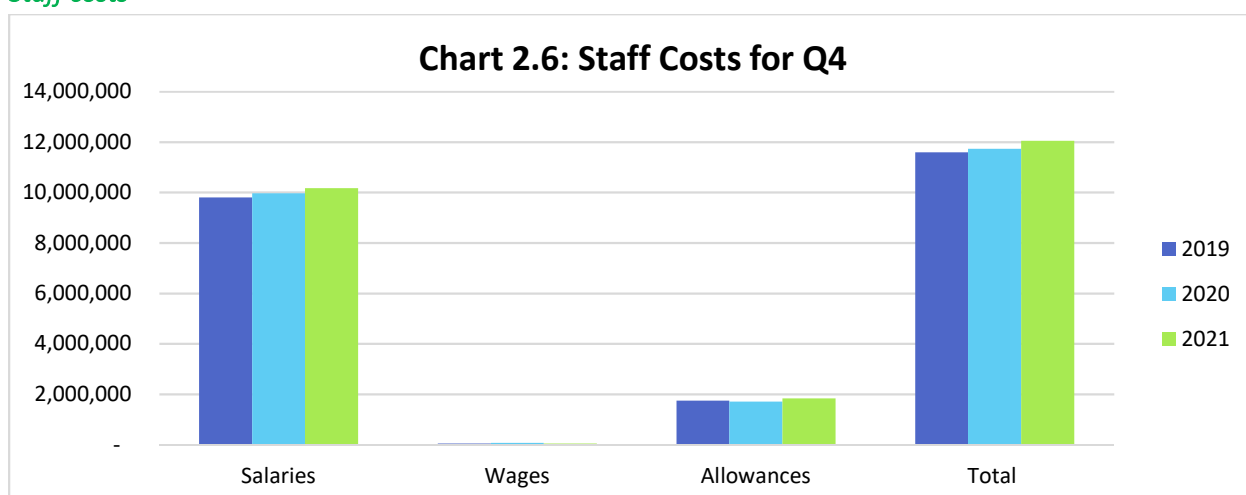
2.20. Table 2.8 below shows **key** spending lines. Not every spending line has performed exactly as expected. Taken together, the variances fall within acceptable margins.

Table 2.8: KEY Recurrent Spending for Qtr. 4 and FY 2020/21

KEY EXPENDITURE							
	Expenditure Line	Q4			FY		
		Projections	Actuals	% Actuals/ Projections	Estimates	Actuals	% Actuals/ Estimates
210	Salaries	10,640,500	10,170,350	96%	41,671,700	40,414,667	97%
212	Wages	52,600	47,475	90%	239,000	208,596	87%
216	Allowances	2,064,200	1,830,805	89%	7,541,000	6,982,136	93%
218	Pensions & Gratuities	3,503,300	4,645,766	133%	13,651,400	13,615,901	100%
220	Local Travel	21,000	15,686	75%	67,300	49,444	73%
222	International Travel & Subsistence	275,500	9,701	4%	282,600	40,631	14%
224	Utilities	577,100	636,331	110%	2,624,600	2,524,879	96%
226	Communication Expenses	199,400	180,317	90%	847,500	792,099	93%
228	Supplies & Materials	1,075,800	880,233	82%	3,885,900	3,808,424	98%
229	Furniture Equipment and Resources	2,172,900	1,855,531	85%	4,294,100	3,366,346	78%
230	Uniform/Protective Clothing	246,100	330,137	134%	525,700	509,767	97%
232	Maintenance Services	2,172,900	1,854,618	85%	8,570,200	6,409,511	75%
234	Rental of Assets	469,800	402,460	86%	1,627,100	1,489,067	92%
236	Professional Services and Fees	4,222,200	4,682,727	111%	21,314,400	19,497,372	91%
238	Insurance	195,200	149,107	76%	934,100	859,200	92%
240	Hosting & Entertainment	20,200	6,540	32%	86,400	20,735	24%
242	Training	484,600	910,117	188%	3,036,700	2,824,383	93%
244	Advertising	77,500	176,366	228%	300,100	234,692	78%
246	Printing & Binding	43,900	84,111	192%	139,100	125,692	90%
260	Grants & Contributions	3,388,800	3,661,582	108%	7,269,400	7,100,757	98%
261	Subventions	752,400	536,500	71%	11,090,300	10,885,376	98%
265	Social Protection	3,093,400	2,456,794	79%	9,004,000	8,848,617	98%
266	Health Care Promotion	48,600	63,391	130%	212,800	200,962	94%
270	Revenue Refunds	752,300	714,787	95%	1,305,500	1,300,742	100%
272	Claims against Government	1,800,000	1,672,132	93%	4,380,000	4,039,869	92%
273	MALHE Activities	81,500	64,810	80%	600,000	549,984	92%
274	Emergency Expenditure	704,300	658,675	94%	5,945,200	5,902,410	99%

275	Sundry Expenses	89,100	125,096	140%	328,000	245,884	75%
276	Culture	-	-	0%	2,700	2,700	100%
280	Programme Production & Promotion	135,100	194,972	144%	857,600	817,635	95%
281	Minor Works	10,000	12,596	126%	48,000	33,082	69%
282	Re-saleable Stock	13,000	15,320	118%	70,000	45,565	65%
283	Environmental Protection	374,900	280,664	75%	594,800	594,712	100%
284	Law Enforcement	6,500	11,524	177%	61,900	61,843	100%
290	Debt Servicing - Domestic	1,400	-	0%	329,400	324,328	98%
292	Debt Servicing - Foreign	126,000	126,201	100%	504,100	504,024	100%
293	Debt Servicing - Interest	110,500	53,996	49%	332,500	245,252	74%
	Total	40,002,500	39,517,419	99%	154,575,100	145,477,285	94%

Staff costs



2.21. Staff costs include the salaries and allowances of permanent staff, temporary staff and contractors. Staff costs are the net direct cost to the government of employing staff in the public sector for the delivery of front-line services. The net cost does not include social security contributions and pension costs; these are discussed below.

2.22. The table below presents summary information on the **Head Count** as at 31th March 2021:

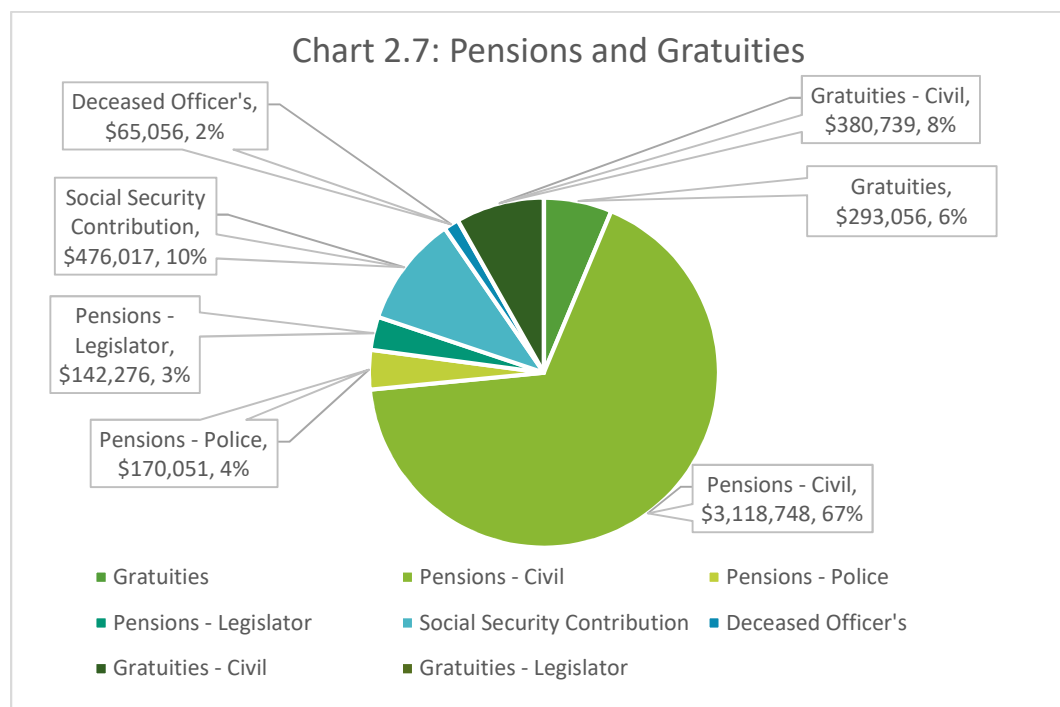
Table 2.9: Head Count

Head Count (FTE)	No of Funded Vacancies	No of Unfunded Posts	Total No of Approved Posts
922	91	9	1022
Breakdown of Head Count			

Permanent – 856 (84%);	Short-term – 61 (6%);
Fixed-term/Contract – 72 (7%);	Wages/non-established – 12 (1%)

2.23. There are 91 vacant posts on the Establishment, whilst 9 posts are unfunded. The highest proportion of vacancies exist within the Health and Education ministries.

Pensions, Gratuities and Other Benefits



2.24. The payment of a Pension and/or Gratuity is made in accordance with a number of key legislations, namely: The Pensions Act, Legislator’s Conditions of Service Act, Police Act, Montserrat Social Security Act and the Eastern Caribbean Supreme Court (Rate of Pension of Judges) Act.

2.25. Since the payment of pensions is a non-contributory scheme, these payments are made through the Consolidated Fund and forms part of the yearly recurrent budget. On this basis, it is necessary to accurately forecast and report on the expenditure to inform the fiduciary and reporting responsibilities of the Government of Montserrat (GoM).

2.26. A projection of \$3,503,300 was forecasted to cover the payment of Pensions and Gratuities for FY 20/21 Q4 from an approved budget of \$13,681,100. This projection took into account the payment of pension and gratuity benefits due to some persons as a result of one or more of the following reasons outlined below: -

- i. Submission of Pension Life Certificates to effect pension payments;
- ii. Computation of unplanned Early Exit and/or Death Benefits;
- iii. Payment of Normal and Early Retirement Benefits for new and deferred pensioners; and

- iv. The re-activation of pension benefits for persons, who were experiencing issues with their banking information or who were previously gainfully employed by GoM and therefore, could not receive a pension during their employment.

2.27. The actual expenditure shows that **\$4,645,944** was spent in Q4. For this period the following payments were processed: -

- a) During the quarter the following calculations were processed and paid, they are as follows:
 - i. Five (5) Normal Retirement
 - ii. One (1) Early Retirement
 - iii. One (1) Death Benefit
 - iv. One (1) Early Exit

One officer whose normal retirement calculations was processed was converted back to Contract as the Pensions Calculations was less than had the officer remained on contract.

Reconciliation of pensions benefit payable to eight (8) of the nine (9) regional governments have been completed and payments totalling EC\$1,096,260.79 were made during the period under review. Contact has been made with the Accountant General of Antigua, which is the only government that was not paid. Efforts would be made to reconcile the payments made on behalf of the Government of Montserrat, in an effort to clear during the first quarter of the 2021/2022 financial year.

- b) Monthly Payroll Payments for January to March 2021; and
- c) Employer Social Security Contributions for the period January to March 2021

For the stated period, GoM's Pension Payrolls for Civil, Police and Legislative consisted of 498 pensioners. These are broken down below into the particular groupings: -

- a) Civil – The quarter started with 438 persons (426 on payroll; 20 on invoice), however during the period three (3) persons died and have been removed and eight (8) persons were added.

The total Civil pensioners stand at 447 (426 on payroll and 21 on invoices).

- b) Police – 41 persons (40 on payroll, 1 on invoice)
- c) Legislative – 10 persons

2.28. Table below provides a comparative analysis of the pensions, gratuity benefits and Employer Social Security Contributions made for the current period against those paid for the same period last fiscal year (2019/20). Based on the figures there is a variance of \$1,210,769.

Table 2.10: Pensions & Gratuities

Payment Type	2020/21 Q4 Actuals	2019/20 Q4 Actuals	Variance
Gratuities - Contract Officers	293,056	137,803	155,253
Gratuities - Police		0	0
Pensions - Civil	3,118,748	2,072,776	1,045,972
Pensions - Police	170,051	170,051	0
Pensions - Legislator	142,276	142,276	0
Social Security Contribution	476,017	464,654	11,363
Deceased Officer's	65,056	123,835	-58,779
Gratuities - Civil	380,739	-211,265	592,004
Gratuities - Legislator	0	535,045	-535,045
Totals	4,645,944	3,435,175	1,210,769

Use of goods and services

2.29. Goods and services were purchased to meet operational requirements. This included the maintenance of public sector buildings, maintenance of the road network, materials for schools and medicines, as well as administrative costs, such as rent and utilities. The total value of goods and services purchased between January 1st and March 31st 2021 (Q4) was \$12.17 million which is on par with the projected amount of \$12.25 million. Total expenditure for the FY 20/21 was \$42.54 million, 87% of the total projection of \$48.72 million.

Technical Cooperation and Capacity Building

2.30. FCDO have combined its funding technical cooperation and capacity building efforts under a single ring-fenced budget. These funds are specifically for supporting the Government in filling key safe guarding posts in line with the relevant protocols, including funding for a specialised recruitment agency to fill the safeguarding TC posts. Funds continue to be made available for filling other priority long-term posts, to enable the Government to engage expert inputs to key discrete pieces of work or studies that will assist it in delivery of services, as well as, to support the Annual Country Training scheme particularly to ensure local capacity in social work.

Table 2.12: Technical Cooperation and Capacity Building

Component	Revised Budget	Q1 ACTUAL	Q2 ACTUALS	Q3 ACTUALS	Q4 ACTUALS	Balance
Technical Cooperation	6,536,600	1,827,100	1,367,700	1,509,700	1,819,400	12,700
Capacity Building	2,802,900	100,600	854,400	913,100	844,100	90,700
Total	9,339,500	1,927,700	2,222,100	2,422,800	2,663,500	103,400

The Technical Cooperation Programme (excluding Child Safeguarding)

2.31. Throughout Q4, HRMU was focused on advertising a number of positions. In some cases these had to be re-advertised on a second and third occasion as no suitable candidates were shortlisted to allow for advancement to interview stage. There were forty (40) approved posts identified for Technical Cooperation funding as at April 1, 2020. Twenty-four (24) persons were in post as at March 31st 2020.

Annual Country Training Scheme

2.32. The overall training budget for 2020/21 was \$2,802,900. HR-Learning and Development Thematic Areas are:

- Performance Management to inform Core Skills Development
- Scholarships and Awards Programme
- Management and Leadership Development
- Talent Management
- Succession Planning
- Induction and Career Development
- Strategic Planning, Leadership and Financial Management

Below is a breakdown of how the budget is allocated according to the sub-heads.

Table 2.13: ACTS Spending for Q4 and FY 20/21

BUDGET	Approved 2021	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Totals
In-Service	100,000	-	-		24,268	24,268
Ministry/Department	197,000	11,333	11,175	16,970	24,030	63,508
Scholarships	1,869,300	51,991	690,143	702,477	576,266	2,020,877
Financial Assistance & Grants	150,000	24,759	114,870	83,088	102,981	325,698
Mandatory	145,500	11,252	29,351	1,277	48,788	90,668
Accreditation /Prof Qualification	341,100	1,230	8,860	109,271	67,741	187,102
TOTAL	2,802,900	100,565	854,399	913,083	844,074	2,712,121

2.33. Long-term training requests are funded under the GoM Capacity Development Programme, formerly Annual Country Training Scheme (ACTS). These training areas are derived from the long-term Learning and Development Priority List, which identifies the training areas for the award of scholarships approved by Cabinet.

2.34. The budget for scholarships for 2020/21 covers living expenses, tuition, economic cost, airfare, accommodation and miscellaneous fees for new and continuing awardees. For this quarter, the 26 Scholarship Awardees continue to diligently pursue their studies via the different platforms, i.e face to face (on campus) and online (on island).

Maintenance of Public Assets

2.35. Government's spending on maintenance for FY 20/21 was \$6.4 million, 75% of its projected amount of \$8.57 million. Spending on key maintenance categories was as follows: Roads and Bridges \$1.59 million, 25.1%; Buildings \$1.89 million, 29.9%; Plant & Operations \$196k, 3.1%; Vehicles & Heavy Equipment \$520k, 8.2%; Up keeping of Grounds \$343k, 5.4%; Office Equipment \$511k, 8.1%.

2.36. Maintenance of electrical to MCWL Building was done in Q4. Quarter 4 saw the close-out of planned maintenance activities for the financial year 2021. The schedule for this quarter was negatively impacted by a three-week lockdown due to the Covid-19 pandemic. Notwithstanding the setback on schedule performance, activities were fast track to get back on schedule and complete outstanding activities. Six (6) verge cleaning contracts for the main road were completed; road and drainage improvement works in Nixon's, Davy Hill, Virgin Islands, and Banks were successfully closed out. The contracts for retrofitting a portion of the Montobacco building and the supply and installation of AC units were signed.

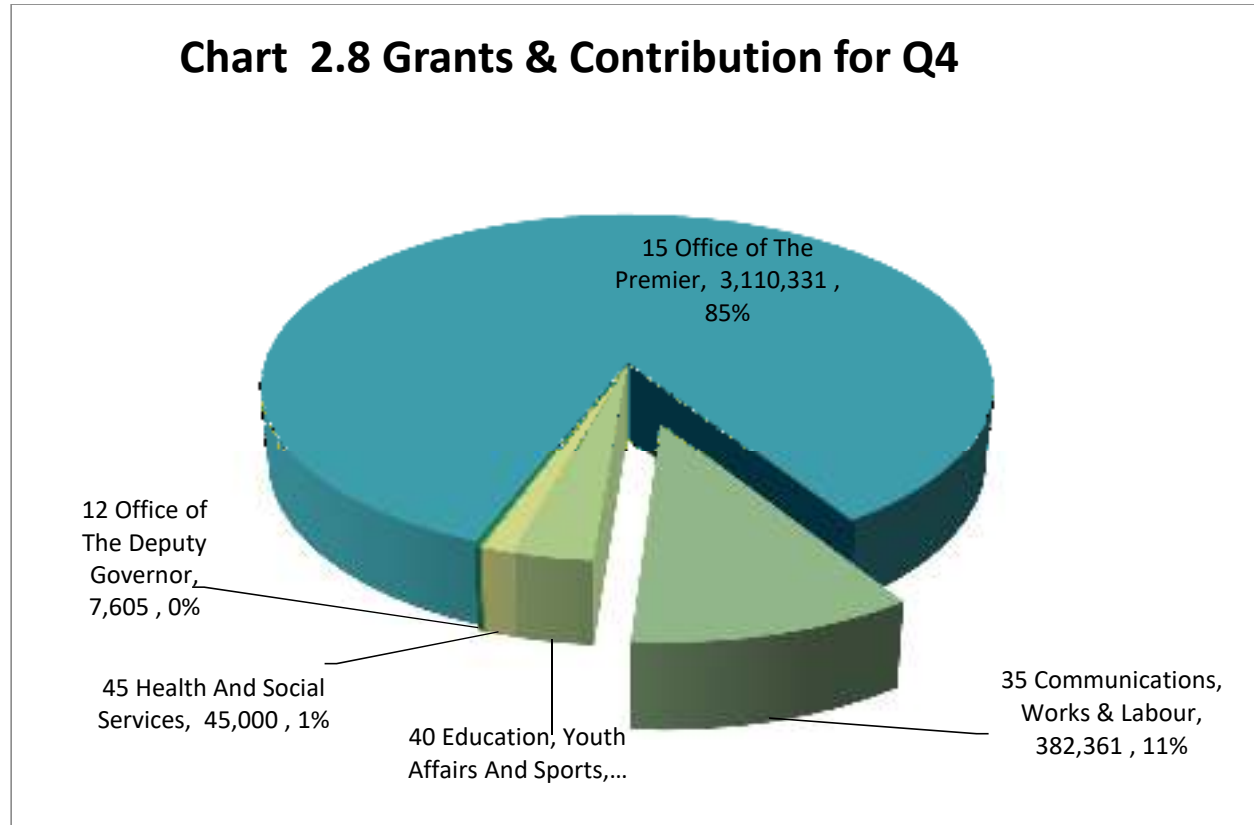
2.37. Maintenance and Repairs were done on the light fixtures, A/C units and several vehicle parts were purchased.

2.38. During the quarter, ODG continued works at various offices at Government Headquarters. Additional remodelling works were completed at Social Services to upgrade security protocols.

2.39. HMP carried out works on the building and general upkeep of the prison premises and vehicles.

Grants and subsidies

Chart 2.8 Grants & Contribution for Q4



2.40. The central government makes grant and subsidy payments to regional institutions, private sector and non-governmental organisations as well as some statutory bodies to deliver public services or to facilitate their delivery. Payments of this nature are usually given to support on-going services; they can also be for the creation of new assets. Total expenditure for grants and subsidies was \$3.66 million for FY 20/21 Quarter 4. The total spent for grants and subsidies was \$7.1 million or 98% of the projected amount of \$7.26 million.

Transportation Access Subsidy

2.41. The overall access budget for the 2020/21 year is \$9.07 million with budget support from FCDO of \$5.39 million.

2.42. No revenue was collected for Q4 from passenger or cargo services. A total of \$8,110 or 14% was collected for the FY for cargo services. In regards to Passenger Revenue, a total of \$57k was collected for the FY 20/21, which represents 4% of the projected amount of \$1.3 million.

Sea Transportation

Ferry Service

2.43. The ferry service contract was not extended in September and as such all passenger service (including day tours) via the ferry has ceased.

Ferry Service Tender

2.44. The Ferry Agency Tender was completed but is under review due to the Covid-19 pandemic.

Maintenance of Ferry Terminals

2.45. The Access Division will be producing an update on the progress of the port development in Antigua and the impact on the ferry docking facility for Montserrat.

Air Transportation

Air Service

2.46. In response to the Covid-19 pandemic that resulted in the cessation of passenger travel via ferry, additional sums were provided to the both airlines (Fly Montserrat and SVG) in order to have continued access in and out of the island.

Cross-Classification of Functional and Economic Classifications of Expense

2.47. Table 2.15 and 2.16 provide approximation of the breakdown of recurrent expenditure according the classifications of functions of government (COFOG) and against the economic classifications of expenses according the Government Financial Statistics (GFS) 2001. The functions cover the ministries as follows:

- General public services include Executive and Legislative organs as well as External Affairs, Ministry of Finance and Economic Management
- Defence: Disaster Management Coordination Agency including MVO subvention and the Royal Montserrat Defence Force;
- Public order and safety: Law Courts, Police, Fire and Prisons;
- Economic affairs: Agriculture, Communication, Works and Labour;
- Recreation, culture, and religion: Sports, Tourism & Culture should be included here but have not yet been unbundled from the general public services;
- Environmental protection; Health; & Social protection relate Environmental Management, Ministry of Health and Social Service.

Function of Government	Totals
General public services	14,139,245
Defence	398,704
Public order and safety	3,111,339
Economic affairs	11,143,787
Environmental protection	189,534
Housing and community amenities	88,609
Health	3,838,377
Recreation, culture, and religion	583,776
Education	2,472,344
Social protection	3,024,733
Totals	38,990,448

Economic Classification	Totals
Compensation of Employees	16,753,602
Use of Goods and Services	12,403,869
Consumption of Fixed Capital	-
Interest	180,197
Subsidies	424,000
Grants	4,320,257
Social Benefits	2,456,794
Other Expenses	2,451,729
Totals	38,990,448

In Year Adjustments to the Budget

2.48. The Legislative Assembly passed Supplementary Appropriation Bill #3 in January 2021 which sought to sanction the amount of three million, six hundred and forty-six thousand dollars

(\$3,646,000) being additional expenditure required to make provisions for legal claims under the Ministry of Finance and Economic Management (MoFEM) for one million, eight hundred thousand (\$1,800,000); two hundred and ten thousand, three hundred (\$210,300) for additional COVID 19 expenditure under MoFEM; one million, three hundred and seventy-three thousand (\$1,373,000) for additional COVID-19 expenditure under Ministry of Health and Social Services (MoHSS); two hundred and sixty-two thousand seven hundred (\$262,700) for additional COVID-19 expenditure under MoHSS. Additionally, the bill also sought to sanction the amount of two hundred and twenty thousand three hundred (\$220,300) under the Development Fund. This additional expenditure was sought to cover COVID 19 expenses under the Ministry of Education Youth Affairs and Sports for twenty thousand three hundred dollars (\$20,300) and; two hundred thousand dollars (\$200,000) for the COVID testing facility under MoHSS.

In March 2021, Supplementary Appropriation Bill #4 was passed by the Legislative Assembly. This bill sought to sanction the amount of two million five hundred and sixty-three thousand seven hundred dollars (\$2,563,700) for additional COVID-19 expenditure of six hundred and eighty-eight thousand seven hundred dollars (\$688,700) under MoFEM and; one million eight hundred and seventy-five thousand dollars (\$1,875,000) under MoHSS.

Capital Expenditure

- 2.49. Capital Spending for 2020/21 is projected to be \$81.75M, which is \$10.67M more than was forecasted for Budget year 2019/20. At the end of Quarter 4, actual expenditure amounted to \$19.46M. Although COVID has impacted overall implementation of the budget, some projects progressed to the point of nearing completion or have been completed.
- 2.50. Capital expenditure within the quarter, included expenditure on improving infrastructure, upgrading of trails and beaches, emergency responses to COVID and smaller projects within the Agriculture Sector. To be able to track projects, this report will look at the projects according to the following categories: CIPREG, EU funded projects, GRID, Agriculture, COVID19 Response and Other Projects. However, overall expenditure will still be captured as: Economic Infrastructure, Social Infrastructure, Research & Services, Public Administration, Buildings and Reforms and Statistical research and Miscellaneous Projects. The more advanced projects within the quarter will be reviewed.

Montserrat Capital Investment Programme for Resilient Economic Growth (CIPREG):

- 2.51. This programme approved on the 01st October, 2018 for an overall amount of £30M, is for strategic infrastructure development on the island to support economic growth, enhance resilience against natural disasters and promote the role of the private sector. The overall programme is managed through a high level Steering Committee, who have approved the implementation of the following projects:
- (i) Montserrat Submarine Fibre Optic project
 - (ii) New National Hospital Project
 - (iii) Airport Runway Resurfacing Project
 - (iv) Airport Upgrade Project
 - (v) Education Infrastructure Phase (2)
 - (vi) Ao1 Roads/Hot Mix Plant

(vii) Social Housing Studies

2.52. The overall delivery of the programme was severely impacted during the period of the Pandemic, and the ramifications were still quite evident during quarter 2. This being the case progress continued into the quarter:

Montserrat Submarine Fibre Optic project

2.53. The project will ensure that Montserrat has improved internet connectivity in the future. Preparatory work commenced at the Cable Landing Site, with the cable laying ship arriving in Montserrat's waters on the 29th June, 2020. Subsequent to this Marine operations surrounding the physical laying of the submarine cable commenced. Additionally, work continued on the duct works from Bunkum Bay to Soldier Ghuat and the required constructed manhole at the Bunkum Bay Beach was completed.

2.54. This project was completed successfully implemented by the end of the quarter with a total of EC\$9.89M. Montserrat now has a much more reliable and resilient connection to the international telecommunications infrastructure, which is less susceptible to hurricane and tropical storms.



- The overall benefits of the project include but not limited to:
- By virtue of switching from microwave dish technology to a submarine fibre optic cable system; Montserrat's telecommunications system is now more secure and resilient to withstand the impact of major tropical storms and hurricanes.
- The new fibre system has been equipped with 100Gbps of bandwidth in the first instance. This is more than 20 times the capacity of the microwave dish system that it is replacing. The system can be expanded to 8Tbps, which is far beyond what the island is likely to need in our lifetime.
- The Ministry of Health and the Ministry of Education can now pursue state of the art Telemedicine and Distance Education solutions, as the requisite high bandwidth to support such deployments is now available. This work is ongoing as supported by the new Fibre Optic Taskforce.
- The telecommunications providers now have access to first world bandwidth capacity which will allow them to offer improved services at affordable costs. It is expected that the overall cost of Internet Access will be reduced over time and with competition between Internet Service Providers.
- GoM is already pursuing a Remote Worker program, which relies on users being able to have access to high speed Internet services, in order to work remotely in Montserrat and connect to their companies and other services in the US, Canada, UK and Europe.
GoM has set up a working group to further explore different avenues to maximise the use of the new fibre optic cable system for the benefit of the government and people of Montserrat.

This been completed the next steps in the process will include: (i) Digicel and Flow are currently working on separate plans for the roll out of new island-wide full fibre networks. This indicates that the Submarine



Fibre Project has already unlocked new private sector investment and created the impetus for on island system upgrades, (ii) A proposal is being developed to bring to Programme Board with regard to the service provider's Fibre to the Premises (FTTP) roll-out plans; with recommendations for potential financial support to enable all home and business consumers to make a timely transition to the new island-wide fibre networks. Additionally, the Fibre Optic Task Force is active, and focus is now on additional benefits

realisation. Further, ongoing review of associated opportunities for realizing further benefits from the new capability.

- March meeting focused on digital health opportunities, and an update on the proposals from the telecommunication providers for rollout of improved home and business connections.
- The next meeting will develop further thinking on the digital healthcare agenda, as well as have input from the Remote Worker Programme.
- Future meetings will also consider educational and private sector opportunities.

The Government and all stakeholders involved are pleased with the overall outcome of this project and will now turn their attention to the landside development phase.

New National Hospital Project

2.55. The team began with virtual consultations, based on the island's public health restrictions, and initiated the service briefing process which will inform the accommodation schedule and the design and development. Additionally, to be able to advance the workload of the contracted team (Article 25), preliminary documentation amongst other required information were shared with the team. Based on the level of activity occurring, a corresponding EC\$0.21M was expended at the end of the quarter.

2.56. There has been slippage in the project schedule since last quarter due to feedback raised by project partners for Pandemic considerations, option 3 direction and QA feedback from NHS, PAHO and PHE. This delay was necessary, however for adequate considerations and review of the designs to be made, and presented the project team with more time to incorporate feedback into the final designs report as well as for exploration of alternative decanting approaches and Pandemic response in the new designs.

2.57. Additionally, Geotechnical work had been delayed primarily due to significant wet weather during the period and PWD's slipping schedule and capacity. The design team however indicated that it's not a crucial objective that is impacting the preliminary design outputs, as is more relevant for the full

designs. Nevertheless, the Geotechnical investigation was completed, but disappointingly we are still awaiting issue of the report by PWD.

2.58. Nevertheless, FCDO was able to facilitate NHS's input on the final design options which been comprehensive and positive in helping the process. The Design team has in turn provided responses to the stakeholder's comments and the project team will consider and appraise the designs. Further a number of stakeholders provided much needed input into the process such as: (I) PAHO who was able to provide very informative engineering feedback to the design team and project partners to consider and (ii) Public Health England who provided constructive criticism concerning the lab size, which has identified issues with lab area to be readdressed in the designs.

2.59. Overall, while there has been some delay in implementation by a few months, work has progressed very well and stakeholders are satisfied with the current stage of work. The project team want to ensure that at this stage that the process is done correctly and that the necessary time is taken to adequately review and feedback any concerns as well as consider the next stages. All are excited by the final report and its comprehensive outputs and look forward to the appraising the 3 design options and recommending the best option and other design elements/features to go onto detailed design. Positive engagement is expected to continue.

Airport Runway Resurfacing

2.60. This project seeks to improve the skid resistance results of the Airport Runway by resurfacing the tarmac. At the completion of this project, it is envisaged that the airport will maintain its aviation compliance certification, improved resilience to natural disasters and improve the airport facility that also underpins the improvements in the sectors of Air Access and Tourism. It involves the resurfacing of the J. A. Osborne Airport Runway, Apron & Taxi-way and is geared towards extending the design life expectancy of the runway and is following the regulatory requirements and maintenance plan. The resurfacing of the runway and apron would assist in improving the skids resistance of the infrastructure.



2.61. The project requires the support of expertise in the area of Airport constructions and maintenance and also a contractor to execute the works. AVIA NG. Inc has been contracted as the Technical consultant and has completed the design works and full tender documentation. They are also providing the services of an Airport Runway pavement specialist/s, pavement structure redesign, mix designs specifications and the supervision of the works. The consultant has provided all the design specifications and drawing details for the pavement contractor to execute the resurfacing of the runway



2.62. During the reporting period resurfacing works were progressed. Material, plant and equipment were fully mobilized to the island. Laydown area completed and necessary trial run undertaken on the asphalt plant to ensure there was functionality and production in accordance with requirements. Technical staff also arrived on Montserrat during the period and was processed through Ministry of Health to ensure that all Covid-19 protocols were adhered to.

2.63. Job Mix Designs were completed and sent overseas to be tested in preparation for commencing the resurfacing works. The resurfacing works is now rescheduled to commence on 11th April and closeout on 21st April 2021. During this period the Airport will be closed. However, arrangements are being put in place by the Ministry of Health to have Medevac Helicopter service on standby out of Antigua, during the period of closure. Following the resurfacing, the grooving and painting will take place at least 30 days after and this element will not require the closure of the airport. Contract implementation continued to progress as expected with EC\$2.23M being expended as at 31st March, 2021.

Airport Facilities Improvement/Upgrade

2.64. The project entails the construction of a new Air Traffic control Tower at the John A. Osborne Airport to replace the dilapidated tower which requires an upgrade. The structure is designed to be elevated at a total height of 60 feet and this includes the prefabricated cabin that was procured and is already on Island. This project commenced in June of 2017 and led to the completion of the Structural, Mechanical, Electrical and Plumbing (MEP) Engineering designs as the first phase to the project.

2.65. The bids for the construction of the tower were received on January 15th, 2020 but due to insufficient funds being available, no award was made then. The Government of Montserrat negotiated additional funding through the CPREG Programme in July 2020 and subsequently a letter was sent to the preferred bidder to initiate the contract negotiation process. The contract was signed on the 19th November 2021 for an amount of EC\$2,577,803.92. Works have begun, reached Level 2 and progressed to Level 2 concrete slab.



2.66. The contractor is progressing based on their schedule program of works. There is a steady flow of progress that commenced from foundation reaching level 1 slab and progressing onward to level 2 slab. Planned quality of the activities has allowed for the works to be undertaken in accordance with the contract drawings and specifications. Hence, detailed site inspection activities were carried out at every stage of the project. To this end, all completed activities to include structural reinforcement,

concrete pouring, formwork and MEP roughing were carried out in accordance with the contract specifications.

- 2.67. Good planning has prevailed and will continue especially with an Architect Consultant being involved within the project team. Planning activities continue as provisions are made to ensure the works are carried out to meet design outline and ASSI requirement. The spend profile up to the end of the quarter consisted of elements such as Foundation works, Ground Level Slab, Block work to ring beam 1 and Level 1 Floor slab. This resulted in total spend of EC\$0.92M being reported.

Education Infrastructure Phase (2)

- 2.68. The priority areas under this project remains Block L&M. Progress has been impacted by the availability of internal QS information as well as uncertainty relating to COVID19 and CIPREG funding availability. Nevertheless, the contract for the Pupil support renovation was completed, with only an immaterial amount being expended.
- 2.69. The finalization of work on the staffroom was scheduled for this quarter. However, the sudden closure due to COVID-19 in February resulted in slight delays. Nevertheless, the contractor worked diligently to realign works with the schedule with a revised completion date within the new year 2021/22. Expenditure stood at EC\$0.177M.

Ao1 Roads/Hot Mix Plant

- 2.70. This element comprises both the Ao1 Roads and the Hotmix Plant. The current outputs will include: (i) site visit conducted by Smart Asphalt Plant Supplier, (ii) Decommissioning of the existing asphalt plant, (iii) Technical specification for Asphalt Plant and (iv) Cadastral/topographical survey.
- 2.71. With the approval of received from the Steering Committee, the following have been achieved to date: the topographical survey, technical specification of the Hotmix plant and the award of the supply contract for the new hot-mix plant. It is critical at this stage to procure the hot-mix plant and also to have the technical consultant that is being provided through FCDO.
- 2.72. MCWEL is also making preparation to undertake the utility survey and some aspects of soil investigation, mainly the CBR test at various intervals of the road section. Other project documentation and implementation processes are being progressed. There is also a plan public town hall meeting to get general feedback on the proposed designs and to raise the public awareness of the project. Subsequent to the contract signing expenditure began with a total of EC\$0.74M being recorded at the end of the quarter.

Social Housing Studies

- 2.73. Two pieces of work that continue to be pursued are; (i) an in-depth review of the Social Housing model and commissioning the designs to provide housing for the most vulnerable. At the end of the quarter the evaluation of the Social Housing management framework was completed and the tender evaluation report for the Social Housing designs model to be completed. It is important to note that the evaluation and award of these procurement was severely impacted by the COVID Crisis.

- 2.74. The Social Housing Management Review got off to a late start due to the ongoing Pandemic measures taken on island. This was further compounded by United Kingdom (UK) Covid-19 lockdown measures and travel restrictions. However, the Consultant was able to commence some of the review work in the United Kingdom. He was able to produce a document entitled “**Initial Impressions**’ which outlined the approach that will be taken to conduct the review on island. The Consultant is currently on island in quarantine and will commence groundwork after the Easter break. Funds expended to date amounted to EC\$0.026M

European Union (EU) Funded Projects:

- 2.75. The EU continues to provide programme funding to the Government of Montserrat, through the implementation of EDF11 by achieving set indicators. To maintain this level of funding the following major projects have acquired funding for the year;

- (i) Fibre Optic
- (ii) Port Development (jointly funded UKCIF/CDB)
- (iii) Airport Facilities Improvement (Jointly Funded with FCDO)
- (iv) 750 KW Solar PV and Storage
- (v) Lookout Housing Force 10
- (vi) Protect and Enhance the Natural Environment
- (vii) Expand and Diversify the Tourism Product
- (viii) Develop Visitors Attraction and Amenities
- (ix) Youth Programme

Fibre Optic

- 2.76. This element of the project is working in conjunction with the CIPREG component and represents the landside element. The works are progressing at a steady pace as more emphasis is being placed on ensuring that the Submarine Fibre project is implemented successfully. This would then allow for other elements covered under this project to be advanced. Work on the installation and splicing of the fibre cable will continue into the next quarter to ensure that various departments are interconnected.

Port Development

- 2.77. This project is jointly funded with the United Kingdom Caribbean Investment Partnership Fund (UKCIF) and the Caribbean Development Bank (CDB). This element is expected to fund the landside development and some of the breakwater elements, while the donor funding will see the construction of the breakwater.
- 2.78. The main activities covered during the period were: (i) Issuing of the bidding documents for the Project Design and Construction of the Physical Infrastructure (ICB No: MPD/DB01), (ii) Continued development of the Draft Addendum of the Environmental and Social Impact Assessment (ESIA Addendum) and the Resettlement Action Plan (RAP) by Stantec, (iii) Continued efforts by Stantec to arrange for the geotechnical investigation to take place so that bidders can be provided with borehole data and geophysical survey information, and (iv) convening of high-level project meeting with representatives to include GOM, FDCO, UKCIF and CDB to discuss progress under the project.

- 2.79. Additionally, during the quarter, the COVID situation and its impact on the overall implementation of the project was considered and taken on-board so that plans could be put in place moving forward.
- 2.80. The land negotiation between the Land Authorized Officer and the Land owner has reached a point of impasse, with no agreement to the expected price. This has resulted in the next step of arranging a Board Assessment to be able to resolve the matter. Total Expenditure at the end of the Quarter under both components amounted to EC\$1.996M.

Airport Facilities Improvement

- 2.81. Project will be jointly funded under the CIPREG Programme as previously indicated within the report. Unless the activity commences on that element, there will be no additional update on this project.

750 KW Solar PV and Storage

- 2.82. The overall objective is to design and install 750Kw solar PV plus battery storage at the John Osborne Airport and connect to the MUL Electrical Grid. The implementation of this project has been impacted similarly to the other project by the COVID19 pandemic resulting in delayed expenditure as outlined in the forecasted at the beginning of the year. With only EC\$0.973M being expended at the end of the year the balance should be depleted within 2021/22.
- 2.83. The project entered the last stage of construction/installation within this reporting period with the ground breaking taking place on January 26th, 2021 and the earth works commencing on February 21st, 2021. Key deliverables such as solar modules/panels, the racking system, the batteries and battery container are on island and properly stored at the MUL Brades Power Station and the Montobacco Buildings. Balance of System materials such as transformers, wires, lighting protection system, etc. were delivered within this reporting period however, switchgears, switches and fibre optic cable are still experiencing supply chain delays due to COVID-19. Delivery dates relating to these outstanding balance of system equipment for April and early May were secured.
- 2.84. The project team and the EPC Contractor continues to jointly revise the project implementation schedule working where possible to reduce the schedule duration by completing certain tasks in parallel rather than the normal sequentially approach. In addition, the EPC Contractor has agreed to increase the number of local contractors hired to carryout specified work packages to aid reducing project duration. To date the EPC Contractor has hired three (3) local entities as part of the Earth Works Work Package. In the month of May, the EPC Contractor will increase it on island team to aid installation acceleration.

Look Out Housing Force 10

- 2.85. This project originally approved in 2014 will now seek to complete nineteen (19) homes that remained incomplete. Works to be carried out include, structural repairs to columns, beams, flooring and porches with an aim to strengthen the structural integrity of these buildings against the effects of hurricanes and climate change.
- 2.86. Rehabilitation works have resumed on the nineteen (19) incomplete Force 10 Houses at Lookout. The resumption of this project brings to completion the outstanding works on these properties,

which include the following: structural repairs to columns, beams, flooring, and porches roof overhangs etc. It is anticipated that these works will help to strengthen the structural integrity of the buildings against the effects of hurricanes, earthquakes etc., thus providing added resilience to the effects of climate change.

- 2.87. During the quarter, seven (7) contractors were awarded contracts to undertake the works and have since commenced the mobilization phase. Good progress has been made so far as about 60% of the work has been completed to date
- 2.88. To date a total of \$0.18M has been expended to undertake the mobilization works during the quarter.

Protect and Enhance the Natural Environment

- 2.89. To be able to safeguard the natural assets on the island, birth was given to this project. A bit delayed in implementation, the Tourism Department will commence with a creating awareness campaign on island. A kick off meeting was convened in the quarter with the Department of Environment to determine the synergies and to map out the development of the programme. The next step will be to secure the services of a communications agency/consultant to assist in the delivery of the programme to local stakeholders such as: schools, citizens and persons within the tourism sector.
- 2.90. The Draft Action Plan which should have been produced within the third quarter was actually completed within this reporting period. The next step is to finalize the Action Plan and secure the services of a communications agency/consultant to assist in the delivery of the programme to Montserratian stakeholders (schools, general citizens, tourism business operators) by the end of the 1st quarter of 2021 (calendar year).
- 2.91. The campaign would run from the end of the 1st quarter of 2021 (calendar year) for a period of 10-12 months.

Expand and Diversify the Tourism Product

- 2.92. In a plight to showcase what Montserrat has to offer, this project is broken into four main categories; (i) enhancement of Hiking trails and viewing sites, (ii) industry training and Capacity Building, (iii) improvement of Signage around the island and (iv) collateral materials development. Some elements of this project were also delayed but the appointment of a recent project manager, has assisted with getting them back on track.
- 2.93. Progress began to be noted under the various elements of the project as follows:
 - (i) **Enhancement of Hiking Trails and Viewing Sites** - Following the second Audit to determine the damage caused to some trails as a result of the November 2020 flooding, Terms of Reference were finalized for Trails Supervision and General Works' Contractor. Additionally, TOR for both contractors were published. Phase 2 of the Runaway Ghaut project to upgrade the trail is 90% complete. A short wooden walkway across the Ghaut is to be constructed to enhance the user experience of this low impact trail.

- (ii) **Industry Training and Capacity Building** – Successful delivery of this programme January 25-29, 2021. A total of 28 persons attended the Workshop which was delivered virtually by Tours Incredible of Trinidad & Tobago. Participants were able to assemble in one central location for the duration of the training. Two persons followed the sessions via zoom. Certificates of Attendance were awarded to the participants and the Training Report was completed. TOR prepared and published for Social Media training to be delivered 1st quarter 2021.
- (iii) **Improvement of Signage around the island** – Preliminary research was conducted within the quarter, to determine material and costs for Trail Head Signs as well as initial research for the Interpretation signs. These will be shared with the relevant stakeholders for review and approval. Additionally, a revised brief was issued for the designs of the trail head signs to now include Katy Hill Trail. Received quotations were reviewed and a selection report for the preferred contractor was prepared. The Production, Purchase and installation of signs are expected to commence in 2021/22.
- (iv) **Collateral Materials Development** – Prioritized collateral material to determine which will be converted to digital format and the ones to remain in print (hard copy). This is due to the reduction in face-to-face promotions and the growth of virtual marketing activities.
- (v) **Labour Force Survey, 2020** - The Statistics Department commenced the Labour Force Survey in October, 2020 and it was completed in early January, 2021. Final report to be presented in April 2021. The results of the survey will provide pertinent data for policy makers, researchers, planners and other individuals. Prioritized collateral material to determine which will be converted to digital format and the ones to remain in print (hard copy). This is due to the reduction in face-to-face promotions and the growth of virtual marketing activities.

These activities resulted in EC\$0.0198M being expended.

Develop Visitors Attraction and Amenities

- 2.94. This project reflects an effort by the Tourism department to enhance the products, while finding other innovative ways to attract tourists from all walks. The following four components display this effort: (i) Constructing a Volcano Interpretive Centre (VIC), (ii) Developing a new website, (iii) Managing Social Media contributions of the department and (iv) upgrading some of our existing beaches with the basic amenities.
- 2.95. At the end of the quarter a spend of EC\$0.418M was reported and achievements within the period included:
 - i. **VIC** – Preliminary ToR developed in a collaborative exercise between PMO and Tourism Division and submitted to Procurement Department for final review. There was also continued collaboration with Hadley Exhibits (contracted by GoM to develop the exhibits in 2010) to determine the size, layout and use of the space using the proposed exhibits as a guide.
 - ii. It is the expectation that the ITT will be issued in May 2021. After this process has been completed the department will collaborate with PWD to assist with producing working drawings and quantity survey. Surrounding work on the consultative committee once the ToR is finalized, a committee comprising relevant stakeholders, to include, but not limited to MNT, MVO, PMO, PWD, Hadley Exhibits, Tourism Division will be convened. The TORs for VIC Committee was tweaked to show that members will only provide support to the Exhibition and the Interpretive Signs as agreed by the Project Management team.
 - iii. **Website Development** – 4th Dimension to provide Website maintenance & Security services was successfully contracted to develop this area.

- iv. **Social Media Management** – Partnered with Social Trinity, a UK-based company on a short-term basis to provide digital communications services. Social Trinity has millions of followers. They provide fresh ideas, expert analysis and targeted communications that best suit our markets.
- v. **Beach Facilities Upgrade** – Shower/Toilet facilities constructed on Isle’s Bay, Lime Kiln Beach and Old Road Bay were completed and are now ready for the installation of water and electricity. This will also be done at the other completed facilities. Variation to facilitate the improvement of access into buildings and the tiling of the external shower stalls were also completed. Additionally, Drawings for the Little Bay facility were revised after further consultation with Montserrat Assoc. for Persons with Disabilities (MAPD).
- vi. After reviewing the drawings and space on site, it was decided to place showers on the outside only, will be placed on Bunkum Bay and Carr’s Bay due to space restrictions and use of the area.
- vii. The department also collaborated with Scuba Montserrat to install life rings at all of the named facilities. These will be installed when works on the buildings are complete.

Upon completion of the overall project the main signs are prepared for each facility and will be installed.

Youth Programme

- 2.96. The residual balance in this project will be utilized to assist with two sports development project namely: Installation of coaches’ container office at the Little Bay Cricket Field and the installation of bowling lanes.
- 2.97. The required drawings were not submitted as anticipated. The completion of this project is now dependent on the finalization of these designs. Project is deferred to 2021/2022. Attempts to repurpose balance for collaborative infrastructure project are differed to collaborative effort with Montserrat Arts Council. Balance of funds will be used to mobilize Montserrat Sports and Recreation Policy. Additionally, the Government is relooking expanding the current scope of the project within the new year.

Governance Reform and Institutional Development (GRID) Programme:

2.98.A Programme developed to increase the capability, accountability and responsiveness of public sector institutions, creating a more conducive context for the growth of the private sector to drive economic growth. Progress continues to be monitored according to the four key deliverables: (i) Strengthening Management and Leadership and Performance productivity and efficiency in the Public Service, (ii) Delivery of key aspects of the Public Financial Management Action Plan, (iii) Establish an improved institutional framework for business investment and the investment Climate, (iv) Deliver an effective Governance framework across GOM you meet Senior Stakeholder requirements, (iv) General Programme Delivery

2.99. Notable achievements within the quarter included:

- i. **Deliverable 1** – OP, Organizational Review – Award of Tender and Project commencement with scheduled completion in June 2021. Learning and Development Programme 2021/2022.
- ii. **Deliverable 2** – Continuation of capacity building for six (6) officers in Financial Management
- iii. **Deliverable 3** - No activity due to the termination of the GRID programme.
- iv. **Deliverable 4** – EoI developed for review of Integrity Structures

2.100. The GRID programme in its current structure was terminated in September 2020 by the Department for International Development (FCDO). It allowed for shortcomings related to Human Resources Management and Development, Governance and Public Financial Management to be addressed. The GRID enabled Government of Montserrat to advance its Learning and Development Priorities and have helped to reduce the capacity based limitations of employees in the areas of Audit, Procurement and Project Management. This capacity development provides GoM and its funding partners with assurance that future programmes and services can be delivered more effectively. With the continued implementation of the Public Financial Management (PFM) action plan, GoM will be better able to mitigate fiduciary risks. In relation to Governance, the GoM continues to incrementally prioritize key reforms that can delivery quick wins.

Total spend on the project amounted to EC\$0.390m

Agriculture

2.101. These projects although small do have an overall impact on the delivery of the Capital budget. Success against deliverables are highlighted for the purpose of this report.

Darwin

2.102. This is a UK Grant Scheme that helps to protect biodiversity and the natural environment in developing countries and through the Darwin Plus fund. UK Overseas Territories (OTs). The projects usually aim to preserve biodiversity and the local community that lives alongside it¹. Over the years Montserrat has benefitted from this initiative and continues to implement these projects.

2.103. The focus has been on the following projects over the period:

- i. **Montserrat to save the critically endangered mountain chicken** – Health checks continue to be maintained as a measure to control the Chytrid (Chytridiomycosis) fungus, A total of Twenty-Five (25) of the Twenty-Seven (27) mountain chickens that were reintroduced to Montserrat are still alive and thriving at the enclosure. In an effort to create awareness of this species, awareness materials have been created. These will be distributed in the near future through a targeted and focused awareness programme to be created by the department.
- ii. **Saving the Mountain Chicken 2(Leptodactylus fallax)** – The outbreak of the Chytrid disease at the enclosure in May 2020 has granted the team the unique opportunity to add innovation to the package of husbandry and this arrested the disease at the early stages. The Mountain Chickens are now in a healthy state.
During the most recent COVID-19 lockdown in February 2021 the assigned officers were able to execute activities as normally as possible to ensure that the Mountain Chicken enclosure was kept free of Chytrid fungus and that the Mountain Chickens were well fed.
- i. **Seed Conservation on Montserrat** – This element of the project came to end in Quarter three with all allocated funds expended.
- ii. **Integrated management of the Invasive Red Fire Ants (Solenopsis Invicta)** – During the quarter distribution of the insecticide to the public continued. A total of Fifty-Six (56) 8oz bags were given bring the total distribution figure between Q3 & Q4 to One Hundred and Thirty-Seven (137). This has allowed for the treatment of over Two Hundred and Fifty (250) fire ant nests. The distribution of insecticides empowers the public to implement treatment for themselves. It is the department's view that engaging the public in this initiative allows them to become more conscious of the impact these invasive species have on the environment and ensure that they would take the necessary steps to abide by or implement appropriately the biosecurity protocols.

¹ <https://www.gov.uk/government/collections/darwin-initiative-funding-schemes-and-how-to-apply>

2.104. The activities within the quarter led to a total of EC\$0.020M being expended. This reflects the costs associated with costs to include salaries and materials and equipment.

Overseas Territories Environment Programme (OTEP)

2.105. This is a joint programme of the Foreign and Commonwealth Office and the Department for International Development to support the implementation of the Environment Charters and environmental management more generally in the UK Overseas Territories.

2.106. The focus has been on the following projects over the period:

3. Enhancing Capacity for Adaption to Climate Change in the UK Overseas Territories- Project was completed in Q2 with all funds depleted.

4. Strengthening capacity for species Action Planning in Montserrat – Good progress has been made at the Silver Hills Forest reserve. About 1/8 of an acre has been planted with Gumbark, Redwood and Mahogany trees. Sixty-seven (67) trees were planted ten (10) feet apart. More seedlings/seeds will be collected to continue the reforestation effort in this area.

To further facilitate the conservation initiative, additional activities were implemented as follows:

- Two (2) posters highlighting endemic plants were printed and published.
- Six (6) radio spots were aired on Radio Montserrat in Spanish and Creole; the spots highlighted Endemic Plants, CITES and activities that require a permit.
- Two (2) posters were designed, printed and published re shorebirds and the mountain chicken.
- One hundred and eighty (180) copies of the Mountain Chicken Posters were received. An estimated eighty (80) copies were distributed to the Mountain Chicken Recovery Programme.
- T-shirts were sourced, designed and printed locally and worn by staff on events scheduled; school visits and a field trip as part of raising awareness of World Wetlands Day. This is proposed to be an annual event.
- Gift certificates were purchased for quiz prizes

Education on Shorebirds in Montserrat

2.109. The Government of Montserrat has received a grant to educate people on Montserrat about shorebirds on the island. It is the expectation that this education will help to conserve the birds and their habitat through behavioural change and understanding the importance of wetlands. In addition to this the funder wanted beach clean-up to be included within the proposed list of activities.

2.110. It was expected that all the deliverables would have been completed by the end of this quarter, however, the lockdown delayed some activities. Nevertheless, various activities were commenced and completed to include:

- The distribution of Forty (40) shorebird posters in the English language to schools, establishments and public places around Montserrat. The main poster design was posted on the MALHE Facebook.
- Shorebird posters were also written in French Creole and Spanish languages.
- Thirty (30) shorebird brochures were written in Spanish and French Creole and distributed to shops around the island.

- Radio quizzes were conducted on ZJB Radio. Six winners won prizes for correctly answering questions relating to shorebirds.

2.111. The project is very close to completion, with EC\$0.08M expended during the period. Therefore, it is expected that everything will be completed at the end of the first quarter of the next financial year. It is clear that the project has been successful in the goal of educating the public about shorebirds. It has been evident by the radio quiz that members of the public have gained knowledge on this group of birds.

COVID19 Response Projects

Medical Supplies (COVID 19)

2.112. ECCB provided assistance to GOM to assist with COVID19 related expenses. The Ministry for Health and Social Services, will utilize these funds to assist with replenishing of stock utilized during the onset of the Pandemic, purchasing of Personal Protective Equipment (PPE) and for other expenses such as the transportation of COVID samples, quarantine expense and Flu hotline.

2.113. As the project approaches its end, funds have been utilized to continue the shipment of samples via charter to CARPHA Laboratory in Trinidad. Funds expended totalled EC\$0.249M at the end of the quarter.

Medical Staffing Support (COVID 19)

2.114. The project is ongoing albeit somewhat slowly due to visa issues encountered with the recruitment of the critical care nurses and the employment arrangements for the bio-medical engineer which were not favourable. With additional support from Public Health England outside the remit of this project, the Open Plan testing system will be launched in the near future and approval has been received from FCDO to extend the project to allow for the recruitment of a biomedical scientist, the extension of the critical care nurse and the recruitment of an epidemiologist to assist with the further strengthening of the health system.

Other Projects

2.115. This category will look at smaller projects, projects with issues hindering implementation or projects that will come to an end in short order.

Rehabilitation of the Salem Primary School

2.116. This project continues to be reassessed to be able to determine what the next steps will be. An agreement was derived amongst various GOM stakeholders for a structural engineering report to be produced confirming what will be required moving forward. This building is quite important and serves three key functions; Hurricane Shelter for the Salem area, external exam testing accommodation and a community centre. It is therefore critical for a decision to be made soon in this matter. It is expected that a multi-sectoral approach will be required to make this project a success.

Education & Youth Activities

- 2.117. This project was used to fund various Educational Activities such as: training of teachers and educators, hosting outreach programmes and looking at a national curriculum. However, UNICEF has approved the transfer of funds remaining within this project to fund other urgent areas that surfaced as a result of COVID19. These were utilized within the quarter with EC\$0.072M expended and the balance to cater to outstanding payments to be honoured in 2021/22.
- 2.118. Project was executed on time and in budget. This contribution was most timely at this point as Montserrat unfortunately had new active cases by the end of the first week in February. This unfortunate dilemma caused the island to be on a partial to total lockdown shortly after the funds were approved for spending by the Ministry of Finance. Therefore, spending commenced on February 18, 2021 and was completed on March 9, 2021.
- 2.119. In order to provide critical hygiene and prevention supplies, the items were purchased and distributed so that the necessary cleaning was done before the children returned to the centres on the week of March 1, 2021. These would benefit all one hundred seventy-three (173) who attend the nine (9) Early Childhood Centres (6 public and 3 private) along with the forty-nine (49) caregivers/practitioners/cleaners, on Montserrat. Extra persons were employed to assist with the cleaning and sanitizing of all centres and their furniture and equipment.

Enhanced Country Poverty Assessment (E-CPA)

- 2.120. This project continues to be delayed due to COVID19 restrictions and will commence once these are lifted.

Conclusion

- 2.121. Capital project implementation within the year was more progressed than the previous year. Various projects were completed or have reached a satisfactory stage to all stakeholders concerned. The Government is eager to continue this path of implementation in 2021/22 to ensure that funds are not only expended but also within the expectation of donors and other stakeholders.

Summary status of approved Capital projects for 2020/21

Project	Budget 2020/21	Expenditure	Status	Project	Budget 2020/21	Expenditure	Status
CIPREG				DARWIN Initiatives Post Project	26,300.00	20,325.54	On Track
Fibre Optic Cable	9,888,700.00	9,888,620.01	On Track	Shorebird Project	8,700.00	8,665.56	On Track
Social Housing CIPREG Project	800,000.00	27,021.63	On Track				
Airport Resurfacing & Improvement Project	9,500,000.00	2,227,748.31	On Track	COVID19 Response Projects			
A01 Road Rehabilitation Phase 2	3,500,000.00	741,803.70	On Track	Medical Supplies (COVID-19)	250,000.00	249,182.67	On Track
Airport Upgrade-CIPREG	2,200,000.00	922,871.66	On Track	COVID-19 Medical Staffing Support	469,100.00	121,344.45	On Track
Education Infrastructure Phase 2	1,966,000.00	177,283.23	On Track	COVID-19 Testing Facility	200,000.00	196,593.13	On Track
Hospital Development Project	3,500,000.00	211,962.76	On Track	UNDP-COVID19 Response Programme	81,000.00	80,963.80	On Track
			On Track	Early Childhood Development - COVID	20,300.00	20,227.60	On Track
European Union (EU) Funded Projects							
Fibre Optic Cable Phase 2	1,598,000.00	240,490.59	On Track	Other Projects			
Protect and Enhance the Natural Environment	366,600.00	-	Delayed	Disaster Preparedness Repairs	180,800.00	-	Delayed
Expand and Diversity the Tourism Product	324,500.00	198,900.87	On Track	Government Accommodation Phase 2	500,000.00	-	Delayed
Develop Visitors Attraction and Amenities	1,540,400.00	418,601.14	On Track	M/Rat Priority Infrastructure Needs -RDEL	333,100.00	-	Delayed
Project Management	500,000.00	42,805.80	On Track	Enhanced Country Poverty Assessment (E-CPA)	206,000.00	-	Delayed
Miscellaneous 14	97,500.00	-	On Track	Sea Defences	100.00	-	Delayed
Economic Infrastructure Development	367,600.00	-	On Track	Emergency Shelters	195,400.00	-	Delayed
LookOut Housing Force 10	357,400.00	185,792.77	On Track	Social Housing	994,900.00	-	Delayed
Port Development	11,300,000	1,103,569.67	On Track	Water Supply Infrastructure Upgrade	300.00	-	Delayed
Airport Facilities Improvement	816,100.00	-	Delayed	Liquid Waste Management	300.00	-	Delayed
750 KW Solar PV and Storage Project	3,186,700.00	973,261.90	On Track	Roads & Bridges	200.00	-	Delayed
Port Development (jointly funded-donor CDB/UKCIF)	23,900,000	893,395.41	On Track	Electricity Distribution Network Upgrade	100.00	-	Delayed
Youth Programme	59,200.00	-	On Track	Airport Facilities Improvement	200.00	-	Delayed
			On Track	Rehabilitation of Salem Primary School	326,900.00	-	Delayed
Grid				Education and Youth Activities	90,900.00	72,306.29	On Track
GRID	1,925,000.00	390,079.09	On Track	Child Safeguarding and Protection	18,600.00	18,532.82	On Track
			On Track	Solid Waste Management	90,700.00	-	Delayed
Agriculture				Golden Years Home Improvement	100.00	-	Delayed
Overseas Territories Environmental	16,500.00	16,371.29	On Track	Hurricane Relief Tourism	14,700.00	12,542.95	On Track

Key	
On Track	
For other Actions	
Implementation not commenced	
Implementation Delayed	

Cash Balance

2.122. The total cash balance at 31 March 2021, was \$31,462,888.44 broken down as follows:

- The Consolidated Fund \$ 2,939,514.34
- The Development Fund \$28,523,374.10

Government borrowing and debt servicing

Table 2.21: Debt portfolio at 31 March 2021

Loan Title	Opening Balance	Principal	Interest	Repayment/ (Disbursal)	Closing Balance
Port Development Loan (2nd Loan 1)	569,839	57,413	3,588	61,360	512,426
Port Development Loan (2nd Loan 2A1)	1,945,651	39,166	9,792	49,154	1,945,651
Consolidated Line of Credit	735,697	29,622	3,703	33,473	735,697
Second Power Project	5,622,561	0	36,999	36,999	5,622,561
MSSF - Davy Hill Houses	828,298	39,443	7,248	46,690	828,298
MUL (Generating set)	868,425	41,639	7,651	49,291	868,425
Total	10,570,471	207,283	68,980	276,967	10,513,058

2.123. Government borrowing and financing comprises the Plymouth 2nd Port Development Loan, the Consolidated Line of Credit (a loan used to provide student loans, business loans and agricultural developments and the Second Power Project. Government's debt stock reduced by \$276,967 after netting the repayments and disbursals.

As at 31 March 2021, the Government had debt of approximately \$10.51 million from an opening balance at the start of the financial year of \$11.22 million.

Contingent liabilities

2.124. Contingent liabilities are liabilities associated with events that, while possible, are considered sufficiently improbable (or some cases unquantifiable) so they are not included in the governments financial statements. These contingent liabilities recognise that future expenditure may arise if certain conditions are met or certain events happen. That is, the risk of a call on the Consolidated Fund in the future will depend on whether or not certain circumstances arise. For example, payment under a government guaranteed loan would only be required if the body covered by the guarantee was unable to repay the loan. Some of the civil litigation matters included in earlier contingent liability lists have been disposed of with no cost to the Government of Montserrat and there are new matters which have arisen that are now included.

- Legal and other related cost in Criminal Litigation matters
There are ongoing critical Criminal litigation matters which have resulted in significant costs. Given the uncertain nature of litigation, it is difficult to anticipate how it would take for these matters to be completed. It is anticipated that the cost for FY 20/21 would be in the area of EC\$2,500,000. A supplementary was done in Q3 to increase the Claims against Government expense line by \$1.8 million. Total spend for the FY 20/21 was \$4.01 million.

3. Outlook for 2021/22

Economic Context

3.1. The outlook for 2021/22 and beyond, is still uncertain. While the Covid-19 pandemic remains a threat to economic activity in 2021, the start of Montserrat's vaccination program does provide hope. With the assumptions that uptake of the vaccine begins to make an impact in the latter half of 2021 and

Montserrat can minimise the number of coronavirus cases, expectations are that the economy should return to growth. Overall economic activity for 2021 is expected to be robust but this hinges on the pace of implementation of several public sector projects, as well as the progress of the pandemic and the resultant restrictions on travel. The forecast beyond 2021/22 is also positive but with a greater degree of uncertainty.

Policies and Programmes for 2020-23

3.2. Over the next 3 years GoM will focus its activities on the delivery of its Policy Agenda 2020/21 - 2022/23 (July 2019). The Policy Agenda is comprised of high-level objectives that relate to a number of areas of national development. It articulates government's priorities, and vitally, provides a reference point for the development of key strategies that will be used to deliver government's desired policy outcomes. It will crucially provide the basis on which Government will be decided upon the prioritisation of the allocation of resources. The Policy Agenda follows:

GOAL 1: PRUDENT ECONOMIC MANAGEMENT

1.1 Advance the development focus from recovery mode to developing and implementing plans focused on sustainable self-sufficiency [that capture the spirit of Montserrat's past and preserve Montserrat's culture]

1.2 Develop stronger strategic relationships within the region and with key development partners.

1.3 Develop and implement appropriate sector strategies for priority sectors aimed at generating foreign direct investment to leverage Montserrat's unique assets and character.

1.4 Develop strategies for addressing obstacles to doing business and implement sequenced plans for the removal and mitigation of these obstacles.

1.5 Operationalisation of plans to deliver priority infrastructure for generating economic growth

1.6 Sectoral resources unlocked for business development, investment promotion and trade facilitation aimed at stimulating economic growth.

1.7 Advance strategic actions for strengthening accessibility to the island (to include infrastructure considerations)

1.8 Incorporation of the 'Innovation for Development' concept into sector development strategies

1.9 Enhance the national capacity building programme and policy to address sectoral needs

1.10 The diaspora and the expatriate community engaged in national development.

GOAL 2: ENHANCED HUMAN DEVELOPMENT

2.1 Increased access to essential medical services through leveraging technology as well as direct service provision.

2.2 Increased and expanded health promotion services to reduce public health concerns, to reduce the incidence and effect of non-communicable diseases, and to improve the care of the elderly.

2.3 Strengthened community-based treatment programs for vulnerable groups of society.

2.4 Education provision improved to raise educational outcomes to be regionally and internationally competitive and equip people for sustainable livelihoods.

2.5 An equitable social protection framework which transitions those able to work back into the labour market while adequately supporting those unable to work.

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.

2.8 Enhanced youth development through national programs including sports.

2.9 Increased protection of our children and vulnerable youth.

2.10 Promotion of gender equality, equity and social justice to improve the quality of life for all its citizens.

GOAL 3: SUSTAINABLE ENVIRONMENTAL MANAGEMENT AND APPROPRIATE DISASTER MANAGEMENT PRACTICES

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

3.2 Increased focus on mitigating disasters in addition to strengthening preparedness and emergency response.

3.3 Physical infrastructure, including housing, designed and built for resilience against disasters and climate change conditions.

GOAL 4: GOOD GOVERNANCE

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

4.2 Public Service reformed through institutional strengthening (processes, tools, legal framework, procedures, policies) to improve efficiency and effectiveness in the provision of ALL public services.

4.3 Montserrat's reputation preserved as a just, safe and secure place to live and visit.

GOAL 5: INCREASED POPULATION

5.1 Development and implementation of social cohesion initiatives which embrace diversity and enable population growth.

5.2 Skills gaps reduced through attraction and retention of appropriate persons through immigration management and diaspora outreach.

4. SUMMARY

3.124. Revenues exceeded expectations for FY 20/21 compared to the forecast. A number of revenue streams outperformed their respective forecasts. Expenditure was parallel with the forecasted amount. The majority of expenditure lines spent 90% and above their respective projected figures.

APPENDICES

BUDGET PERFORMANCE REPORT AT MARCH 2021 (For the Period 1st January 2021 – 31st March 2021)

Recurrent Revenue	Actuals 2018/19	Actuals 2019/20	Approved 2020/21	Projected	Q4 Actuals	Variance
Taxes on Income, Profits	4,961,083	5,769,102	11,802,000	2,510,000	4,493,793	1,983,793
Taxes on Property	118,449	46,175	535,600	45,600	52,166	6,566
Taxes on Domestic Goods and Services	1,472,485	1,346,043	1,782,400	1,027,606	1,198,413	170,807
Licenses	890,203	870,253	2,995,100	768,625	949,329	180,704
Taxes on International Trade	4,936,642	4,629,076	12,246,800	3,033,300	3,772,939	739,639
Taxes on Arrears	205,180	461,142	206,900	53,900	464,503	410,603
Fees, Fines and Permits	477,020	2,113,383	3,449,000	1,064,434	625,112	-439,322
Rents, Interest and Dividends	294,062	374,605	1,209,500	448,200	179,439	-268,761
Reimbursements	29,161	766,884	115,000	0	126,091	126,091
Budgetary Assistance	0	737,561	89,650,000	10,289	3,725,746	3,715,457
Other Revenue	553,944	661,181	2,656,000	670,847	601,572	-69,275
Total Recurrent Revenue	13,938,228	17,775,405	126,648,300	9,632,801	16,189,103	6,556,302.00
Recurrent Expenditure	Actuals 2018/19	Actuals 2019/20	Approved 2020/21	Projected	Q4 Actuals	Variance
Salaries	-9,799,726	-9,960,712	-41,671,700	-10,640,500	-10,170,350	-470,150
Wages	-40,463	-73,196	-239,000	-52,600	-47,475	-5,125
Allowances	-1,746,297	-1,701,400	-7,541,000	-2,064,200	-1,830,805	-233,395
Pensions and Gratuities	-3,184,326	-3,437,456	-13,651,400	-3,503,300	-4,645,766	1,142,466
Use of Goods and Services	-11,373,919	-13,932,014	-48,535,800	-12,254,100	-12,173,983	-80,117
Transfers and Subsidies	-6,951,870	-3,069,703	-18,359,700	-4,141,200	-4,198,082	56,882
Social Benefits	-1,541,441	-961,872	-9,216,800	-3,142,000	-2,520,185	-621,815
Revenue refunds	-797,199	-408,403	-1,305,500	-752,300	-714,787	-37,513
Other Expenditure	-808,287	-1,444,820	-12,888,200	-3,214,400	-3,035,789	-178,611
Debt servicing	-263,085	-281,933	-1,166,000	-237,900	-180,197	-57,703
Total Recurrent Expenditure	-36,506,615	-35,271,511	-154,575,100	-40,002,500	-39,517,419	-485,081
Recurrent Surplus/Deficit	-22,568,387	-17,496,107	-27,926,800	-30,369,699	-23,328,316	-7,041,383

A. Revenue Outturn by Programme

Departments		Approved	Projected	Q4	% Received
050	Fire Fighting and Rescue Service	-	-	-	0%
050	Fire Fighting and Rescue Service	327,600	-	116,050	77%
051	Policing Services	-	-	-	0%
052	Financial Crime and Analysis Unit	55,000	13,800	20,920	170%
080	Magistrate's Court Services	15,500	-	25,349	398%
090	Supreme Court Services	2,000	300	936	102%
100	Legislature	25,000	-	-	79%
110	Audit	270,000	80,000	36,740	86%
120	Office of the Deputy Governor	-	-	34,899	0%
121	Human Resources	100	100	-	0%
123	Defence Force	-	-	7,000	0%
150	Strategic Management and Administration	210,000	52,500	65,366	86%
152	Broadcasting	1,616,700	402,800	-	6%
156	Access	7,000	-	-	8%
157	Trade, Investment & Bureau for Standards & Quality	10,000	-	-	0%
200	Strategic Management & Administration	91,033,000	32,236,650	4,114,515	105%
203	Fiscal Policy & Economic Management	207,500	22,705	84,771	154%
205	Treasury Management	26,572,300	6,850,000	10,108,493	151%
206	Customs & Revenue Services	549,700	87,249	121,183	100%
207	Postal Services	318,000	33,075	98,935	80%
300	Strategic Administration and Planning	73,000	17,317	15,576	112%
301	Agricultural Services	592,000	60,856	100,327	75%
302	Land Administration	48,000	6,470	8,545	76%
303	Physical Planning & Development Services	-	-	6,680	0%
306	Trade, Investment & Bureau for Standards & Quality	2,772,600	324,300	950,877	100%
350	Strategic Management and Administration	50,000	-	-	0%
351	Infrastructure Services	700,000	17,400	56,047	37%
352	Plant Hire and Mechanical Services	130,000	25,900	30,274	73%
353	Airport Management & Operation	170,000	7,800	35,925	94%
355	Industrial Relations & Employment Services	382,500	7,685	75,646	54%
400	Strategic Management, Administration, and Support Services	5,000	-	-	60%
406	Youth Affairs and Sports	425,800	-	231,036	142%
450	Strategic Management & Administration	-	-	-	
452	Secondary Health Care	80,000	-	28,002	89%
454	Social Services	-	-	-	0%
		126,438,300	40,246,907	16,374,092	113%

B. Expenditure Outturn by Programme

Departments	Approved	Released	Q4	% Spent
Fire Fighting and Rescue Service	1,317,600	1,317,400	334,413	99%
Policing Services	4,534,000	4,499,000	1,482,585	100%
Financial Crime and Analysis Unit	342,800	335,300	139,101	99%
Marine Unit	1,134,600	1,134,600	348,409	99%
Administration of Justice	1,649,200	1,532,000	391,880	84%
Magistrate's Court Services	196,300	160,700	41,704	98%
Supreme Court Services	766,200	764,800	197,879	93%
Legislature	1,109,100	1,108,200	285,192	99%
Constitution Commission Secretariat	202,600	191,800	55,294	99%
Office of the Opposition	149,300	148,700	46,180	98%
Audit Office	1,284,700	1,278,300	342,290	94%
Office of the Deputy Governor	16,550,300	16,519,800	5,281,212	100%
Human Resources	10,469,300	10,414,500	2,947,561	98%
Prison Services	1,401,000	1,401,000	395,099	99%
Defence Force	138,200	136,200	44,893	99%
Disaster Mgmt. Coordination Agency	1,342,400	1,341,800	279,071	100%
Governor	325,600	324,400	74,740	97%
Public Prosecution	755,600	732,500	172,150	92%
Strategic Management and Administration	4,714,700	4,420,700	1,210,400	93%
Broadcasting	984,500	981,700	247,359	98%
External Affairs	5,272,000	5,270,500	2,934,625	100%
Information Technology & E-Government Services	1,889,300	1,843,300	284,343	100%
Access	8,219,800	7,079,500	467,486	79%
Trade, Investment & Bureau for Standards & Quality	230,900	229,100	59,485	94%
Strategic Management & Administration	19,641,800	19,501,300	2,498,689	98%
Fiscal Policy & Economic Management	3,985,900	2,994,200	1,114,442	91%
Statistical Management	876,500	865,100	261,090	100%
Treasury Management	1,114,600	1,114,600	291,080	97%
Customs & Revenue Services	4,251,300	4,170,100	1,539,022	97%
Postal Services	808,200	805,200	256,731	100%
Internal Audit	439,400	414,500	112,907	92%
Strategic Administration and Planning	1,498,000	1,428,900	336,294	91%
Agricultural Services	1,694,300	1,658,100	392,276	98%
Land Administration	614,900	562,200	117,583	88%
Physical Planning & Development Services	738,900	737,100	171,516	95%
Environmental Management	910,700	866,700	189,534	95%
Housing Policy & Support Services	647,400	559,000	88,609	91%
Strategic Management and Administration	2,899,800	2,839,000	1,312,970	98%
Infrastructure Services	5,009,200	4,288,900	1,234,276	96%
Plant Hire and Mechanical Services	3,501,200	3,219,100	949,798	98%
Airport Management & Operation	2,134,200	2,067,700	599,497	96%
Industrial Relations & Employment Services	289,900	282,000	68,522	99%
Strategic Management, Administration, and Support Services	2,455,300	2,455,300	618,721	96%
Primary Education	2,132,800	2,130,400	553,707	98%
Secondary Education	3,534,400	3,534,400	930,668	98%
Library and Information Services	413,500	410,800	100,827	90%
Early Childhood Education	1,028,300	1,026,500	268,422	98%
Youth Affairs and Sports	2,205,500	2,202,400	583,776	96%
Strategic Management & Administration	1,270,800	1,270,800	310,941	100%
Primary Health Care	2,026,100	2,026,100	560,798	100%
Secondary Health Care	10,842,400	10,841,800	2,553,371	98%
Social Services	11,286,500	11,286,500	3,024,733	99%
Environmental Health	1,610,700	1,610,700	413,267	100%
Totals	154,842,500	150,335,200	39,517,419	97%

C. Maintenance Service Total Spend as at 31 March 2021

Departments	Buildings	Roads & Bridges	Vehicles & Heavy Equipment	Office Equipment	Electrical Installations	Upkeep of Grounds	Shelters	Fuel	Marine Vessel	Mechanical Spares	Plant & Operations	Hotmix Plant	Total	%
Police	86,284	1,155	134,382	12,781	4,953	1,420	-	131,286	163,230	-	-	-	535,489	8.5%
Legal	4,567	-	-	1,072	-	-	-	-	-	-	-	-	5,639	0.09%
Magistrate's Court	-	-	-	-	-	-	-	-	-	-	-	-	0	0.0%
Supreme Court	120	-	-	-	-	-	-	605	-	-	-	-	725	0.01%
Legislature	6,206	-	-	3,351	-	-	-	-	-	-	-	-	9,557	0.2%
Audit Office	2,834	-	-	1,125	-	-	-	-	-	-	-	-	3,959	0.1%
Office of The Deputy Governor	497,533	-	84,199	5,103	60,171	85,588	-	32,726	-	-	-	-	765,320	12.08%
Public Prosecution	60	-	-	8	-	-	-	-	-	-	-	-	68	0.00%
Office of The Premier	41,063	-	21,467	139,837	-	16,980	-	131,976	-	-	-	-	351,323	5.5%
Ministry of Finance & Economic Mgmt.	12,097	-	33,781	1,849	396	-	-	13,441	-	-	-	-	61,563	0.97%
Agriculture	49,220	63,959	50,802	3,190	8,460	5,708	-	28,093	-	-	-	-	209,432	3.3%
Communications, Works & Labour	155,113	1,526,627	101,670	31,072	49,340	63,751	-	138,324	-	465,912	196,083	6,386	2,734,279	43.16%
Education, Youth Affairs And Sports	405,828	-	60,308	5,315	-	114,420	-	11,401	-	-	-	-	597,272	9.4%
Health And Social Services	631,290	-	33,510	307,002	-	55,791	-	33,564	-	-	-	-	1,061,157	16.75%
Total	1,892,214	1,591,740	520,118	511,704	123,319	343,658	0	521,417	163,230	465,912	196,083	6,386	6,335,783	100%
%	29.9%	25.1%	8.2%	8.1%	1.9%	5.4%	0.0%	8.2%	2.6%	7.4%	3.1%	0.1%	100.00%	

D. Staffing Details as at 31 March, 2021

Vote	A/C No	Ministry/Department	Permanent	Contract	Spe Agre	Wages	Posts Filled	Vacant	Unfunded	Approved
05	050	050 - FIRE SERVICE	28	0	0	0	27	1	0	28
05	051	051 - POLICE SERVICE	70	0	0	0	65	5	0	74
05	052	052 - FINANCIAL CRIME AND ANALYSIS UNIT	4	0	0	0	4	0	0	4
05	053	053 - BORDER SECURITY UNIT	15	0	0	0	13	2	0	15
07	070	070 - ADMINISTRATION OF JUSTICE	11	3	0	0	12	2	0	14
08	080	080 - MAGISTRATE'S COURT SERVICES	3	0	0	0	4	0	0	4
09	090	090 - SUPREME COURT SERVICES	8	0	1	0	7	1	1	10
10	100	100 - LEGISLATURE	4	0	0	0	10	0	0	10
10	101	101 - CONSTITUTION COMMISSION SECRETARIAT	2	1	0	0	1	1	0	3
11	110	110 - OFFICE OF THE AUDITOR GENERAL	5	10	0	1	16	0	1	17
12	120	120 - OFFICE OF THE DEPUTY GOVERNOR	15	2	1	0	17	0	0	18
12	121	121 - HUMAN RESOURCES MANAGEMENT UNIT	15	1	1	0	15	0	0	17
12	122	122- PRISON	22	0	7	2	22	0	0	29
12	124	124-DISASTER MANAGEMENT CO-ORDINATION AGENCY	8	0	0	0	8	0	0	8
12	125	125 - GOVERNOR	2	2	2	3	5	1	0	6
13	130	130 - PUBLIC PROSECUTION	5	2	0	0	6	1	0	7
15	150	150 - STRATEGIC MANAGEMENT AND ADMINISTRATION	12	2	1	1	12	2	0	16
15	152	152 - BROADCASTING	13	2	2	1	15	1	0	17
15	153	153 - EXTERNAL AFFAIRS AND PROTOCOL SERVICES	2	0	0	0	2	0	0	2
15	155	155 - DEPARTMENT FOR INFORMATION TECHNOLOGY & E-GOVERNMENT SERVICES	10	1	0	0	9	1	2	13
15	156	156 - ACCESS	1	1	0	0	2	0	0	2
15	157	157 - TRADE, INVESTMENT & BUREAU FOR STANDARDS & QUALITY	3	0	0	0	3	0	0	3
20	200	200 - STRATEGIC MANAGEMENT & ADMINISTRATION	7	0	0	0	8	0	0	9
20	203	203 - FISCAL POLICY & ECONOMIC MANAGEMENT	12	0	0	0	9	4	0	13
20	204	204 - STATISTICAL MANAGEMENT	8	0	0	0	9	0	0	9
20	205	205 - TREASURY MANAGEMENT	11	0	2	0	10	1	1	14
20	206	206 - CUSTOMS & REVENUE SERVICE	45	1	4	0	43	3	0	50
20	207	207 - POSTAL SERVICES	8	0	2	0	8	0	0	10
20	208	208 - INTERNAL AUDIT	8	0	0	0	5	3	0	8
30	300	300 - AGRICULTURE HEADQUARTERS	10	1	1	0	10	2	0	13
30	301	301 - AGRICULTURAL SERVICES	20	1	3	0	19	2	0	24
30	302	302 - LAND ADMINISTRATION	14	0	0	0	11	3	0	15
30	303	303 - PHYSICAL PLANNING & DEVELOPMENT SERVICES	10	1	1	0	11	0	0	12
30	304	304 - ENVIRONMENTAL MANAGEMENT	15	1	0	0	12	4	0	16
30	305	305 - HOUSING POLICY & SUPPORT SERVICES	7	0	0	0	5	1	0	7
35	350	350 - STRATEGIC MANAGEMENT AND ADMINISTRATION	15	0	2	0	15	1	0	18
35	351	351 - INFRASTRUCTURE SERVICES	45	1	2	0	38	8	0	49
35	352	352 - PLANT HIRE AND MECHANICAL SERVICES	29	1	6	0	26	4	0	36
35	353	353 - AIRPORT MANAGEMENT AND OPERATION	33	0	0	0	30	3	0	33
35	355	355 - INDUSTRIAL RELATIONS AND EMPLOYMENT SERVICES	4	0	0	0	4	0	0	4
40	400	400 - STRATEGIC MANAGEMENT AND SUPPORT SERVICES	11	0	0	0	12	0	0	13
40	401	401 - PRIMARY EDUCATION	26	6	2	1	29	3	1	35
40	402	402 - SECONDARY EDUCATION	33	13	10	0	43	5	0	56

40	403	403 - LIBRARY AND INFORMATION SERVICES	4	0	0	0	4	0	0	4
40	404	404 - EARLY CHILDHOOD EDUCATION	27	0	0	0	26	1	0	27
40	406	406 - COMMUNITY, YOUTH AND SPORTS SERVICES	13	0	0	0	12	1	0	13
45	450	450 - STRATEGIC MANAGEMENT AND ADMINISTRATION	9	0	0	0	9	0	0	9
45	451	451 - PRIMARY HEALTH CARE	30	5	1	3	30	6	2	39
45	452	452 - SECONDARY HEALTH CARE	114	13	9	0	112	16	0	136
45	454	454 - SOCIAL SERVICES	18	0	1	0	16	2	1	20
45	455	455 - ENVIRONMENTAL HEALTH SERVICES	12	1	0	0	13	0	0	13
		TOTALS	856	72	61	12	854	91	9	1022

E. GoM CAPACITY DEVELOPMENT – 2020/21 - Long-term Awards

No	Programme	Institution/Location	Duration	End Date
1	BSc Medical Technology	UTECH	4 years	Nov-21
2	B.Eng Electrical and Electronic Engineering	UTECH	3 years	Jul-21
3	BSc Urban & Regional Planning	UTECH	4 years	Jul-21
4	BSc. Construction Management	London South Bank University	4 years	Jul-21
5	BSc Social Work	MONA	3 years	Jul-21
6	BSc Social Work	MONA	3 years	Jul-21
7	BSc. in General Agricultural Technology	UWI St. Augustine Campus	3 years	Jul-21
8	B ENg Marine Engineering	Caribbean Maritime University	4 years	Jul-22
9	B ENg Marine Engineering	Caribbean Maritime University	4 years	Jul-22
10	BSc. Valuation and Property Management	online with University College of Estate Management	3 years	Jul-22
11	Associates degree in Surveying and Geographic Information Technology	University of Technology	2 years	Jul-21
12	BSc. degree in Surveying and Geographic Information Technology	University of Technology	3 years	Jul-22
13	BEng. Construction Engineering	University of Technology	4 years	Jul-23
14	BSc. Media Technology	Salford University, Manchester	3 years	Jul-22
15	Integrated Master's Degree - Mpharm	University of Manchester	4 years	Jul-23
16	BSc. Urban & Regional Planning	University of Technology	1 year	Jul-20
17	Diploma Electrical Installation	Samuel Jackman Samuel Jackman Prescod Institute of Technology, Barbados	2 years	Jul-21
18	BSc Medicine	MONA	6 years	Jul-25
19	BSc. Computer Science with Teacher Training	UWI, MONA	4 years	Jul-23
20	BSc. Chemistry with Teacher Training	UWI, MONA	4 years	Jul-23
21	BSc. Computing (Information Technology)	Aston University (Distance Learning)	3 years	Oct-23
22	BSc. Applied Psychology	Walden University	4 years	Jul-24
23	BSc. Psychology with Education	De Montfort University, UK	3 years	Jul-23
24	MScN Family Nurse Practitioner	Mona, Jamaica	2 years	Jul-21
25	BA Marketing	University of the West of England, Bristol	3 years	Jul-23
26	BSc. Physical Therapy	Mona, Jamaica	4 years	Jul-24

F. LONG TERM LEARNING AND DEVELOPMENT REQUIREMENTS 2019-20

PRIORITY OR DER	LONG TERM COURSES OF STUDY - 2020/2021	MIN/DEPT
1.	Diploma/BSc Facilities Management	MOHSS/MCWL
2.	Biomedical Technician	MOHSS
3.	Nursing Administration	MOHSS
4.	BSc - Computer Programming/Software Development/Web Design/Programming/Information Technology	MOE
5.	Bachelors of Arts in modern languages with Teacher Training	MOE
6.	BSc / MSc Clinical Psychology/Counselling/Child Psychology	MOHSS
7.	Family Nurse Practitioner Programme	MOHSS
8.	Diploma/Associate/Bachelor's Degree in Tourism Management and/or Hospitality Management	OPM
9.	ASc/BSc General Agriculture Crop Science and Technology	MATHLE
10.	Oncology (Nursing)	MOHSS
11.	BA Marketing	OPM
12.	Bachelor of Science Degree in Agriculture/Integrated Science w Teacher training	MOE
13.	Bachelor of Science Degree Major – Mathematics and Physics w Teacher Training	MOE
14.	Bachelor of Science Degree in major Chemistry/Teacher Training	MOE
15.	Associate Degree/BA in Cultural Development and Management	OPM
16.	BSc /ASc in Fisheries Biology / Marine Management/Aquaculture	MATHLE
17.	BSc in Forensic Science	POLICE
18.	MSc Agricultural marketing	MATHLE
19.	Diploma/ASc/BSc in Broadcast Engineering	OPM
20.	BSc International Relations and Diplomacy	OPM
21.	BA in Media and Communication	OPM
22.	Structural Engineering	MCWL
23.	Civil Engineering	MCWL
24.	Architecture	MCWL
25.	Post Graduate Diploma In Education	MOE
26.	Associate Degree – Teacher Education/Dip. Education	MOE
27.	MSc. Gender and International Relations	MOHSS
28.	Gerontology Nurse Specialist	MOHSS
29.	BSc Nursing (Post RN) / MSc/BSc. Nursing/Public Health Nursing	MOHSS
30.	Registered Nurse Programme	MOHSS
31.	BHS Health Informatics/Health Information Management	MOHSS
32.	Bachelor of Pharmacy	MOHSS
33.	Mental Health Nurse Practitioner	MOHSS
34.	BSc./MSc. Physical Therapy/Occupational Therapy	MOHSS
35.	BSc Environmental Health	MOHSS
36.	Nurse Anaesthetist Programme	MOHSS
37.	BSc Social Work	MOHSS

38.	BSc Marine Transportation, Marine Engineering, Maritime Operations and Technology, Logistics and Intermodal Transportation, Marine Engineering Systems, Marine Engineering, and Shipyard Management (Sea Captain)	POLICE
39.	Degree in Arson Investigation	POLICE
40.	MSc Sustainable Agriculture and Food Security	MATHLE
41.	BSc /Dip Electrical Engineering/Electricity/Electronics	MATHLE
42.	BSc./ASc in Geographic and Land Information Systems Management/Geomatics Engineering/Land Surveying	MATHLE
43.	BSc Public Sector Management	MoFEM
44.	BSc Major - Information Technology	MoFEM
45.	MSc Accounting & Finance / BSc Accounts	MoFEM
46.	Bachelors in Early Childhood Education w teacher training	MoE
47.	BSc Industrial Arts - CVC Qualifications	MoE
48.	BSc Biology	MoE
49.	BSc in Dental Hygiene & Dental Therapy (Nursing)	MOHSS
50.	BSc Criminology	POLICE
51.	Bachelor of Fine Arts Digital Media	OPM
52.	BSc Urban and Regional Planning	MATHLE
53.	Veterinary Medicine/Dip. In Veterinary Studies	MOHSS
54.	Doctor of Medicine (DM) Obstetrics & Gynaecology	MOHSS
55.	Doctor of Medicine (DM) Internal Medicine	MOHSS
56.	Doctor of Medicine (DM) General Surgery	MOHSS
57.	Doctor of Medicine (DM) Paediatrics (medicine)	MOHSS
58.	MSc. Public Health	MOHSS
59.	MSc. Epidemiology	MOHSS
60.	Nephrology (Nursing)	MOHSS
61.	Masters in Diabetes Education and Endocrinology (Health and Wellness)	MOHSS
62.	MSc Accounting & Taxation	MoFEM
63.	Administrative Professional Office Management	MoFEM
64.	MSc/BSc in Criminal Justice	POLICE

PROFESSIONAL QUALIFICATIONS FOR 2020/21

Project Management Certification
Chartered Certification Engineering/ Architects
Construction Management Certification
Sustainability and Green Building Design knowledge and skills (LEED Green Associates and LEED Accredited
Project Management Green Accreditation
Chartered Engineering Certification (CEng)
Diesel Mechanics/Heavy Truck Maintenance Certification (group)
ICPS/ CIPD Level 7 Advance Diploma in Human Resource Development
ICPS/CIPD/SHRM Organisational Development & Design/HRM/L&D
CIPD Level 7 Advance Diploma in Human Resource Management / ICPS Certification
CIPD Fellow Certification
Project Management
Policy and Planning Fellowship
Organisational Development & Design
CIPD Level 3 Certificate - L&D
CIPD Level 3 Certificate in HR Or SHRM-CP/SHRM-SCP
Professional Certificate in Project and Programme Management
Certified Accounting Technician
Certification in Internal Auditing
Audit Evidence & Working Papers
Microsoft Networking and Applications Certification
CISCO Certification
Cybersecurity Certification
Fibre Optic Technician
Model Risk Management
ACCA
CIMA Professional Qualification
Procurement Management Certification
Chartered Institute of Housing – Professional Certificate
Chartered Secretarial Studies & Public Administration (Budget Conferences)
Architectural and Engineering principles and practices
ICPS/PAI Certification in Public Policy and Change Management
Professional Certificate in Strategic Economic Diplomacy
Marine Operations - Certifications in Nautical Studies
Equipment Maintenance
Leather Crafts/Arts & Crafting
Vehicle Systems Overhaul, Repairs and Maintenance
The Chartered Institute of Procurement & Supply (CIPS)

G. Project Data as at 31st December, 2019

Name of Project -Sector	Ministry Responsible	Status	Financier	Budget 2020-21 EC\$	Expenditure EC\$	Balance(Budget-Exp.) EC\$
Economic Infrastructure						
Airport Upgrade - CIPREG	MCW&L	Ongoing	FCDO	\$2,200,000	\$922,872	\$1,277,128
AO1 Roads Rehabilitation Phase 2	MCW&L	Ongoing	FCDO	\$3,500,000	\$741,804	\$2,758,196
Port Development	MOFEM	Ongoing	EU	\$11,300,000	\$1,103,570	\$10,196,430
Port Development	MOFEM	Ongoing	CDB	\$23,900,000	\$893,395	\$23,006,605
Fibre Optic	OP	Ongoing	EU	\$1,598,000	\$240,491	\$1,357,509
Fibre Optic Cable	OP	Ongoing	FCDO	\$9,888,700	\$9,888,620	\$80
Economic Infrastructure Development	MOFEM	Ongoing	EU	\$367,600	\$0	\$367,600
Disaster Preparedness	ODG	Ongoing	FCDO	\$180,800	\$0	\$180,800
Airport Resurfacing & Improvement Improvement	MCW&L	Ongoing	FCDO	\$9,500,000	\$2,227,748	\$7,272,252
Airport Facilities Improvement	MCW&L	Ongoing	EU	\$816,100	\$0	\$816,100
750 KW Solar PV and Storage	MCW&L	Opened	EU	\$3,186,700	\$973,262	\$2,213,438
Sea Defences	MCW&L	Closed	FCDO	\$100	\$0	\$100
Power	MCW&L	Closed	FCDO	\$100	\$0	\$100
Airport	MCW&L	Closed	FCDO	\$200	\$0	\$200
Water	MCW&L	Closed	FCDO	\$300	\$0	\$300
Liquid Waste	MCW&L	Closed	FCDO	\$300	\$0	\$300
Roads & Bridges	MCW&L	Closed	FCDO	\$200	\$0	\$200
TOTAL				\$66,439,100	\$16,991,761	\$49,447,339
FCDO				\$25,270,700	\$13,781,044	\$11,489,656
EU				\$17,268,400	\$2,317,322	\$14,951,078
CDB				\$23,900,000	\$893,395	\$23,006,605
GOM						
Social Infrastructure, Research & Services						

Hospital Development Project	MOHSS	Ongoing	FCDO	\$3,500,000	\$211,963	\$3,288,037
Davy Hill	MOFEM	Ongoing	EU		\$0	\$0
Social Housing CIPREG	MOFEM	Ongoing	FCDO	\$800,000	\$27,022	\$772,978
Housing Programme	MOFEM	Ongoing	EU		\$0	\$0
Lookout Housing Force 10	MOFEM	Ongoing	EU	\$357,400	\$185,793	\$171,607
Hurricane Relief - Tourism	OP	Ongoing	GOM	\$14,700	\$12,543	\$2,157
Rehabilitation of Salem Primary School	MOE	Ongoing	GOM	\$326,900	\$0	\$326,900
Protect and Enhance the Natural Environment	MOFEM	Opened	EU	\$366,600	\$0	\$366,600
Expand and Diversity the Tourism Product	MOFEM	Opened	EU	\$324,500	\$198,901	\$125,599
Develop Visitors Attraction and Amenities	MOFEM	Opened	EU	\$1,540,400	\$418,601	\$1,121,799
Youth Programme	MOFEM	Ongoing	EU	\$59,200	\$0	\$59,200
Social Housing - M/Rat Priority	MOFEM	Closed	FCDO	\$994,900	\$0	\$994,900
Emergency Shelters	MATHLE	Closed	FCDO	\$195,400	\$0	\$195,400
Golden Years	MOHSS	Closed	FCDO	\$100	\$0	\$100
Solid Waste	MOHSS	Closed	FCDO	\$90,700	\$0	\$90,700
UNDP Covid-19 Response Programme	MATHLE	Completed	UNDP	\$81,000	\$80,964	\$36
COVID-19 Testing Facility	MOHSS	Ongoing	FCDO	\$200,000	\$196,593	\$3,407
COVID-19 Medical Staffing Support	MOHSS	Ongoing	FCDO	\$469,100	\$121,344	\$347,756
Medical Supplies (CoViD-19)	MOHSS	Ongoing	ECCB	\$250,000	\$249,183	\$817
Total				\$9,570,900	\$1,702,906	\$7,867,994
FCDO				\$5,581,100	\$238,984	\$4,061,016
EU				\$2,648,100	\$803,295	\$1,785,605
CDB				\$0	\$0	\$0
ECCB				\$250,000	\$249,183	\$817
GOM				\$341,600	\$12,543	\$329,057
UNDP				\$81,000	\$80,964	\$36
FCDO				\$669,100	\$317,938	\$351,162
Public Administration, Buildings and Reform						
Project Management	MOFEM	Ongoing	EU	\$500,000	\$42,806	\$457,194
M/RAT Priority Infrastructure Needs - RDEL	MOFEM	Ongoing	FCDO	\$333,100	\$0	\$333,100

GRID	ODG	Ongoing	FCDO	\$1,925,000	\$390,079	\$1,534,921
Government Accommodation (Phase 2)	ODG	Ongoing	GOM	\$500,000	\$0	\$500,000
Total				\$3,508,100	\$682,068	\$2,826,032
FCDO				\$2,258,100	\$390,079	\$2,368,021
EU				\$500,000	\$42,806	\$457,194
GOM				\$500,000	\$0	\$500,000
ECCB				\$250,000	\$249,183	\$817
Education						
Education Infrastructure Phase 2	MOE	Ongoing	FCDO	\$1,966,000	\$177,283	\$1,788,717
Education and Youth Activities	MOE	Ongoing	UNICEF	\$90,900	\$72,306	\$18,594
Early Childhood Developmen-COVID	MOE	Ongoing	UNICEF	\$20,300	\$20,228	\$72
Total				\$2,077,200	\$269,817	\$1,807,383
FCDO				\$1,966,000	\$177,283	\$1,788,717
UNICEF				\$111,200	\$92,534	\$18,666
Agriculture						
Darwin Initiative Post Project	MAHTLE	Ongoing	DARWIN	\$26,300	\$20,326	\$5,974
Overseas Territories Environmental	MAHTLE	Ongoing	OTEP	\$16,500	\$16,371	\$129
Shorebird Project	MATHLE	Ongoing	Birds Caribbean	\$8,700	\$8,666	\$34
Total				\$51,500	\$45,362	\$6,138
OTEP				\$16,500	\$16,371	\$129
GWG				\$0	\$0	\$0
EU				\$0	\$0	\$0
RSPB				\$0	\$0	\$0
DARWIN				\$26,300	\$20,326	\$5,974
Birds Caribbean				\$8,700	\$8,666	\$34
Statistical Research and Miscellaneous Projects						
Enhanced Country Poverty Assessment (E-CPA)	MOFEM	Ongoing	GOM	\$206,000	\$0	\$206,000
Miscellaneous 14	MOFEM	Ongoing	EU	\$97,500	\$0	\$97,500
Total				\$303,500	\$0	\$303,500

FCDO						
GOM				\$206,000	\$0	\$0
EU				\$97,500	\$0	\$97,500
Child Protection						
Child Safeguarding and Protection (Covid-19-Hygiene & Protective Supplies)	MOHSS	Ongoing	UNICEF	\$18,600	\$18,533	\$67
Child Safeguarding Budgeting and Fianncing	MOFEM	Ongoing	UNICEF			
Total				\$18,600	\$18,533	\$67
UNICEF				\$18,600	\$18,533	\$67

Financier	Budget	Expenditure	Balance
FCDO	\$35,075,900	\$14,587,390	\$20,488,510
EU	\$20,514,000	\$3,163,423	\$17,350,577
CDB	\$23,900,000	\$893,395	\$23,006,605
OTEP	\$16,500	\$16,371	\$129
DARWIN	\$26,300	\$20,326	\$5,974
UNICEF	\$129,800	\$111,067	\$18,733
GOM	\$1,047,600	\$12,543	\$1,035,057
UNDP	\$81,000	\$80,964	\$36
Birds Caribbean	\$8,700	\$8,666	\$34
FCDO	\$696,100	\$317,938	\$378,162
ECCB	\$250,000	\$249,183	\$817
Total	\$81,745,900	\$19,461,264.64	\$62,284,635