

Antiqua and Barbuda

Business Plans

Ministries of
Government of Antigua and
Barbuda
and
Statutory Organizations of the
Public Sector



ANTIGUA ESTIMATES

2018
CENTRAL GOVERNMENT
MINISTRIES'

&

STATUTORY
ORGANISATIONS'
BUSINESS PLANS



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ANTIGUA ESTIMATES 2018

CENTRAL GOVERNMENT MINISTRIES' BUSINESS PLANS



BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Office of the Governor General

Budget Plan
For the FY 2018

Ministry Overview

Government House experienced many challenges during the year under review. Three staff members bid goodbye due to retirement. One trainee from the Job Experience programme who was assigned to Government House also had to resign. Special thanks must be extended to the rest of the staff at Government House for the hard work they put in to assist in other areas whenever the need arose.

Special thanks must also be extended to the Superintended of Her Majesty's Prison who is always willing and ready to assist by allowing the in-mates to work at Government House. The in-mates were able to utilize their skills in areas to help in the restoration.

Mention must also be made of the Principal Assistant Secretary assigned to the Job Experience Programme who is always willing and ready to assist by sending new trainees whenever the need arises to be assigned to Government House. Thank you.

During the year under review special emphasis was placed on the perimeter of Government House since security is of critical importance and needs lots of improvement.

It was of the opinion that, in order to raise more funds to help restore Government House, maintaining its surroundings needed to be made safer and more attractive. Thus, with the limited funds and the skill in-mates from Her Majesty's Prison along with the generous donations from donors the perimeter of the fence along with the garage portion was almost completed.

The Governor General continues to represents Her Majesty the Queen by carrying out special tasks that are assigned to the him. Such task includes, but not limited to, giving assent to bills that are passed in Parliament, appointing persons to the Judiciary, along with receiving and sending Ambassadors, issuing instruments to Ambassadors and other senior officials within the Civil Service to hold or act in various offices. The Governor General also has the responsibility to read from the throne the Government's message to the citizens of Antigua and Barbuda. The Governor General also performs duties that are in accordance with the constitution. The responsibility also rests on the Governor General to sign transfer documents for crown land to citizens and non-citizens.

Vision

To rebrand Government House to ensure a harmonious relationship with the different stake holders in order to promote the ceremonial, non-ceremonial and constitutional functions that are required for effectiveness, efficiency and excellence

Mission

To inspire the common man to acknowledge the importance of sovereignty

Service Performance Review and Critical Issues

Service performance

Training of staff continues to play a critical role at Government House. Early in the year under review, staff had the opportunity to attend training sessions that were conducted by the Fire Department and the Antigua and Barbuda Red Cross. National Honours were given to deserving citizens and for the first time the Governor General introduced his personal award where he honoured several outstanding persons who were not eligible for the national honours but gave exemplary service to the country be it locally or in the diaspora.

The responsibility still rests with Government House to ensure that the former Governor's General receive their entitlement in accordance with the Governor General pension act.

Special focus was placed on finishing the perimeter of the wall fence along with the garage portion on the southern side of Government House which started in 2016 by two generous donors. With the help of the in-mates from Her Majesty's prison and private individuals, work was almost completed.

Critical Issues

Government House still faces many challenges.

Not having stable internet often delays the amount of work load which is produced.

Another area of concern is that of vehicles. With the shortage of vehicles Government House still has to borrow vehicles from Defence Force whenever dignitaries are visiting. It has become important to have an escort vehicle

attached to Government House since some motorist do not respect the siren on the motor bike. The safety of outriders attached to Government House is of critical importance since one officer was knocked off his motor bike while performing duty.

Achievements

- 1. Empowering and training of Staff
- 2. Completion of the perimeter of the wall fence likewise garage.

Issues

- 1. Poor condition of building
- 2. Insufficient vehicle
- 3. Unstable internet

Priorities, strategies and indicators

The priorities in order are:

- 1. Restoring Government House so that it can be used as a historical site thus generating funds to be self-sufficient.
- 2. Empowering staff

The strategies to achieve these priorities, the accountable institution and the indicators to measure performance are set out in the table below

Priorities and strategies

Priorities	Strategies	Indicators
Restore Government House	Raise funds by having events and activities that will help to generate revenue	target individuals that will be willing to support the cause
Training Staff	Empower the staff to increase productivity	Send staff for training

ORGANISATIONAL CHART

Governor General

Permanent Secretary

Private Secretary Aide de Camp (ADC)

Police Officers

Senior Assistant Secretary

Secretary to former Assistant Secretary Comptroller

Senior Executive Officer

Executive Officer

Senior Clerk

Petty Officer

Groundsmen Maids

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ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
01 Off	ice of the Governor General			
0101	Governor General's Office	-	2,189,553	-
TOTAL	FOR OFFICE OF THE GOVERNOR GENERAL	-	2,189,553	-

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Office of the Governor General	1,372,003	797,550	-	20,000	-	-	2,189,553
Governor General's Office	1,372,003	797,550	-	20,000	-	-	2,189,553
390 - General Public Services	1,372,003	797,550	-	20,000	-	-	2,189,553

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Legislature Department

Budget Plan
For the FY 2018

MINISTRY OVERVIEW

The two major units budgeted for under the department of Legislature are the House of Representatives and the Senate.

<u>VISION</u>: To build a modern Parliament that is responsive to the needs of the people by enacting effective laws as it moves to improve the quality of life of the people.

MISSION: To provide Parliamentarians with professional support services in the discharge of their duties.

SERVICE PERFORMANCE REVIEW AND CRITICAL ISSUES

Service Performance Achievement

- Approximately Nineteen (19) Meetings of Legislature hosted as of September 2017.
- Approximately Six (6) Hansards and Nineteen (19) Minutes were produced as of September 2017.
- Approximately One Thousand, three hundred and ninety-six (1396) correspondences were distributed to Parliamentarians and other relevant personnel as of September 2017.
- Approximately Nineteen (19) Order of Business documents prepared for meetings as of September 2017.
- Increased public requests for Bills and Hansards.

ORGANISATIONAL MATTERS

Capability of the ministry/agency

Achievements:

- ✓ Better working relations amongst workers due to the introduction of socially interactive programs.
- ✓ Some members of staff pursuing higher learning.

- ✓ Implementation of Self Service Dinning for Parliamentarians to enable quick service and improve guest satisfaction.
- ✓ Sought assistance from the Antigua and Barbuda Fire Brigade to facilitate in training opportunities to educate the Legislature staff of fire prevention methods and an evacuation process in the event of a fire.
- ✓ Sought assistance from the National Office of Disaster Services to facilitate in training opportunities to educate the Legislature Staff in self-protection methods in the event of a natural disaster.

Issues:

- 1. Shortage of staff in the Secretariat Unit (due to Government suspending employment).
- 2. An operational Library, equipped with the necessary tools and trained/qualified personnel.
- 3. Establishing of the Archives with a Modern Technological System.
- 4. Restructuring of Salary grade for the Legislature staff.
- 5. Fencing of Parliament premises, particularly at the rear of the Parliament building.
- 6. Painting of the Parliament Building.

Summary of capability development strategy

As previously mentioned the department is in need of appropriate personnel to fill certain positions in the Secretariat Unit.

Priorities, Strategies and Indicators

The priorities for the Department of Legislature are:

- 1. Placement of Staff within the Secretariat Unit.
- 2. Assess Training Needs.
- 3. Complete Fencing of the Parliament Premises and Painting of the building.

Priorities and Strate		T = -,
Priorities	Strategies	Indicators
Priority 1		Output:
Placement of Staff within the Secretariat Unit	Seek cooperation to ensure appropriate personnel are sourced and placed within the Secretariat Unit	Timely production of Hansards, Order of Business and Minutes Outcome:
	Liaise with the Ministry of Finance to ensure approval of funds	Improved task completion performance and service delivery to the Public and other relevant personnel
Priority 2		Output:
Assess Training Needs	Assessment by key personnel within the department	Provide on the job training, participate in regional and international workshops
		Outcome:
		Build the capacity on the functions of the department
Priority 3		Outcome:
Complete Fencing of the Parliament Premises and Painting of the Parliament Building	Seek cooperation and liaise with the Ministry of Works and Housing to ensure the availability of materials and workforce.	Added security and beautification to the Parliament building.

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
02 Leg	gislature			
0201	House of Representatives	-	1,733,295	-
0202	Senate	-	449,864	-
TOTAL	FOR LEGISLATURE	-	2,183,159	-

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Legislature	1,839,260	243,899	-	100,000	-	-	2,183,159
House of Representatives	1,415,396	217,899	-	100,000	-	-	1,733,295
390 - General Public Services	1,415,396	217,899	-	100,000	-	-	1,733,295
Senate	423,864	26,000	-	-	-	-	449,864
390 - General Public Services	423,864	26,000	-	-	-	-	449,864

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Cabinet Secretariat

Budget Plan
For the FY 2018

1.1 Ministry Overview

In accordance with the provisions of Section 70 of the Antigua and Barbuda Constitution Order 1981 "there shall be a Cabinet for Antigua and Barbuda which shall have the general direction and control of the Government". The Cabinet is the principal instrument of Government's policy. The policy making process begins with individual Ministers and their Ministries preparing and submitting to Cabinet, Circulation Notes regarding proposals and recommendations for consideration by the Ministers collectively. The originating Ministry is primarily responsible for implementing Cabinet decisions and reporting to Cabinet on the progress of implementation. Therefore, the effectiveness and efficacy of decision-making by the Cabinet of Antigua and Barbuda directly depends on the quality of submission by the individual Ministries and the commitment of each Permanent Secretary within the Civil/Public Service in ensuring that the implementation of Cabinet decisions are on-time, within budget and according to Cabinet's expectations.

Section 77 of the Constitution establishes the Secretary to the Cabinet as a public office, giving the office holder control over the Secretariat, subject to instructions by the Prime Minister. The Cabinet Secretariat provides administrative, managerial and advisory support to Cabinet, thereby enabling the effective devising and implementation of Government policy. This includes arranging the sittings of Cabinet (usually every Wednesday, but this is at the discretion of the Prime Minister), receipt of Circulation Notes and conveyance of decisions of the Cabinet. The Secretariat is also responsible for paying Ministers' salaries and allowances.

In order to strengthen Cabinet's control over the policy management process, the Secretariat continued to engage stakeholders playing diverse roles in the policy process, around the structures, processes and tools required for more effective implementation of public policy. During the 2018 Fiscal Year, this process will continue. Going forward, the Secretariat's statement of Key Services include:

- Secretariat services to Cabinet which involves receiving Circulation Notes, composing the Agenda, inviting officers to attend sittings at the request of Cabinet, preparing the minutes of Cabinet, dispatching Cabinet Decisions
- Policy Advisory Services (Principally to Cabinet but also to Government Ministries)
- Monitoring and Evaluation of the progress and impact of Cabinet Decisions

1.2 Vision, Mission, and Organizational Values

1.2.1. Vision

A leadership model in the creation and execution of policy solutions, which enhance the quality of governance and accrues benefit to the Government and people of Antigua and Barbuda.

1.2.2. *Mission*

The effective implementation of Government's policy agenda through excellence in administrative, managerial and advisory support to Cabinet, and the rest of Government.

1.2.3. Organizational Values

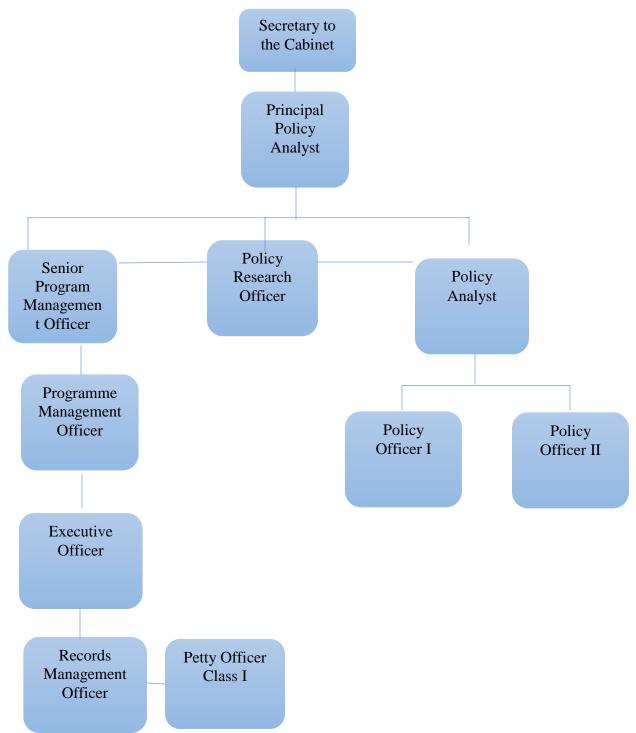
In discharging the duties entrusted to it, the Secretariat models the following values:

- Making the work of government easier
- Objectivity
- Confidentiality
- Evidence-based Decision Making
- Coherence and Coordination
- Oversight of a policy management process that is rigorous, but sustainable

1.3 Personnel

The Secretariat currently has a total of six (6) staff members. There is a requirement for additional staff to support the execution of the mandate of the Secretariat. On December 7, 2016, Cabinet approved the Functional Review of the Cabinet Secretariat. This Review recommended structural changes which envisaged an increase in the number and remunerations level of officers within the Cabinet Secretariat (see attached Cabinet Decision). The execution of this Decision will enable the Secretariat to function more optimally.

1.3.1 Organizational Chart of the Cabinet Secretariat



1.3.2. Functions and Duties of Staff at the Cabinet Secretariat

Secretary to the Cabinet - Established as a Public Office, the Secretary to the Cabinet

is responsible for the management of the Secretariat and arranging the business of Cabinet. The Secretary keeps the minutes of Cabinet meetings and conveys decisions of the Cabinet to the appropriate authority. The Secretary also provides advice to the Prime Minister and Cabinet on

matters relating to the business of government.

Principal Policy Analyst - Reports to the Secretary to the Cabinet. Provides assistance

in the management of the office and is the principal officer

responsible for reviewing policy submissions to the

Cabinet. The Principal Policy Analyst will provide technical assistance to the submitting agencies and will provide guidance to

the Policy Unit in the Secretariat.

Policy Analyst - The officer will be supervised by the Principal Policy Analyst. The

Policy Analyst will support the work of the Policy Unit and contribute to monitoring the implementation of the Decisions of

Cabinet.

Policy Research Officer - Responsible for data gathering and management and is the

key research officer within the Secretariat.

Senior Programme

Management Officer - Supports the Administrative functions of the Secretariat and

supervision of the staff.

Programme Management

Officer - This officer reports to the Senior Programme Management Officer

and is tasked with providing general support functions to the Senior Programme Management Officer including the preparation Minutes of Cabinet and correspondences to various ministries and

departments.

Policy Officer I - Responsible for coordinating the policy submissions from

Ministries and Agencies, screening them for quality, accuracy and implementability and submitting them to the Policy Analysts for

further scrutiny.

Policy Officer II - This post was formerly Research/Administrative Officer and

primarily consists of research functions; the officer supports the Policy Officer I and the Policy Research Officer, assists with the

preparation of minutes and other documents.

Executive Officer - Prepares the schedule of the Secretary to the Cabinet and liaise

with stakeholders on his behalf, prepares information briefs, prepares the Agenda of Cabinet, extracts Cabinet Decisions, prepares correspondences and assists with accounting functions.

Records Management

Officer - This offi

This officer is responsible for maintaining the Records Management System within the Cabinet Secretariat, cataloging data, recording and filing all inward and outward correspondences, assisting staff with requests to locate and retrieve information, performing accounting functions and assisting with other

administrative duties as required.

Petty Officer Class I - This officer is immediately supervised by the Records

Management Officer and is responsible for collecting

correspondences for the Department, dispatching internal and external correspondences, assisting with the filing and location of

documents, preparing envelopes and packages.

1.4 Service Performance Review

The Cabinet Secretariat fulfils its mandate in accordance with the provisions of the Constitution of Antigua and Barbuda. Over the past three years the Secretariat has been in the process of reorganizing its structure and processes to facilitate a more efficient delivery of services. To date, a number of interventions have been executed and several others are in train or scheduled to be activated as a part of a broad programme of reforms.

During FY2016, a policy modernization effort, supported by an adviser provided by the Commonwealth Fund for Technical Cooperation, resulted in a Functional Review which made a number of recommendations for improving the internal processes of the Secretariat and the manner in which the Secretariat works with the rest of the government. This review set in motion efforts to improve staff skills, make the process of managing Cabinet documentation more effective and efficient and strengthen the monitoring of decisions of the Cabinet.

1.4.1. Key Achievements

During FY2017, the Cabinet Secretariat undertook interventions to support key GoAB objectives, strengthen staff development and improve the policy management capacity of the rest of government. Key achievements during this period include:

- 1. **The Draft Charter for Caribbean Public Services**: The Government of Antigua and Barbuda, facilitated the successful staging of the Caribbean Centre for Development Administration (CARICAD) Conference on the *Draft Charter for Caribbean Public Services*. The Charter outlines the building blocks for professional and effective public service within the Caribbean region. This facilitated the adoption of the Charter by countries represented at the conference. The Secretariat also supported the staging of a consultation on the adoption of the Charter with bargaining agents recognized in Antigua and Barbuda.
- 2. **Design and Procurement of the Cabinet Dashboard**: A Cabinet Dashboard, a digital tool for the management of Cabinet documentation has been designed; it is expected to replace and modernize the current paper-intensive process. This tool will expedite the Cabinet decision-making process through enabling easier drafting, retrieval, dispatching, and monitoring, of the business of Cabinet. Bids for the implementation of the Dashboard will be submitted to the Tenders Board by October 6, 2017. The Dashboard is currently being procured and will also enable the searching of historical Cabinet documentation. The scanning of historical documentation is a key sub-component of this effort, since much of the documentation is old and decaying.
- 3. **Staff Development Programme:** A number of staff development sessions were staged during the current reporting period. These sessions were oriented to improving staff understanding around the quality standard for Circulation Notes. These quality standards are rooted in the *Policy Skills Framework* which staff will be assessed against. Each staff member has been working on development areas in their *Personal Development Plan*, a tool used to set and track staff development. A Staff Orientation Pack was also developed for new staff members who will join the Secretariat in the future.
- 4. **Policy Management Training for Senior Managers:** The Secretariat partnered with the Training Division to deliver a short series of training sessions on good policy development practices within the public service. These sessions covered issues such as understanding the perspective of policymakers and the development of effective Circulation Notes. More sessions are planned for both Senior Managers and Cabinet Liaison Officers. It is intended that these sessions improve the quality of the Circulation Notes coming to Cabinet, thereby increasing the pace of the implementation of Government policy.

1.4.2. Critical Issues

The Cabinet Secretariat, unlike other Ministries, has an overarching view of the whole of government. Receiving policy proposals from all Ministers, Departments and Agencies, the Secretariat benefits from a global view of occurrences within government. This position provides a unique understanding of the challenges to strengthened policy management. A number of changes are necessary to discharge this role more efficiently and effectively:

- The process of receipt and dispatch of Cabinet Documentation is antiquated. The
 receipt of Circulation Notes and conveyance of Cabinet Decisions is the Secretariat core
 business process; a business process that still relies on a paper-intensive process which
 has not changed very much since the 1960s. No considerable increase in efficiency can
 be derived from this process.
- The Cabinet Secretariat is now in the process of procuring the *Cabinet Dashboard*, a software tool that will transform the Cabinet Secretariat's internal business process operations into a faster, near-paperless business process. A request for proposal (RFP) was developed with the input of the Ministry of Information; at least six (6) vendors are expected to respond to the RFP which was issued on September 29, 2017. It is estimated that the Dashboard should be operational by the end of the first quarter of 2018.
- The capacity for management of the policy cycle needs to be improved. This is necessary if Cabinet is to realize the full intent of the Decisions it has taken. A more predictable policy process is required, but so too is stronger monitoring and evaluation of Decisions of the Cabinet and the implementation of these Decisions. Effective monitoring of Decisions will be necessary to ensure more timely implementation and impact.

1.5 Priorities, Strategies and Indicators

Given the achievements and critical issues identified above, a number of priorities have been identified for the 2018 Financial Year. The priorities in order are:

- 1. Effective facilitation of the business of Cabinet
- 2. Improved policy management capacity within GoAB
- 3. Creation of Forums for discussion of policy issues
- 4. Strengthening the Governance Framework for the management of public policy

The strategies to achieve these priorities are set out in the table below. The strengthening of staff capabilities and procedures to better implement government priorities is vital.

Priorities and strategies 2017-2019

Priorities	Strategies	Indicators	FY2017 Performance ¹
1. Effective facilitation of the business of Cabinet	Arranging the sittings of the Cabinet	Output: Number of Cabinet sittings held	 100% of Scheduled Sittings Held Up to September, there have been 34 sittings At least one sitting per week is held
	Dispatch Cabinet Decisions to appropriate stakeholders	Outcome: Time taken to convey decisions	 Two typical months, July and September. July - 909 Decisions were issued September - 443 decisions issued This is an average of 676 Decisions. 100% of Decisions are issued within 3 weeks, which is the current performance standard
	Improve the security, accessibility and traceability of Cabinet documentation through the use of technology	Output: Proposal developed and submitted to policymakers Outcome: • Reduced time to dispatch decisions	Cabinet Dashboard currently being procured

¹ This is as at September 30, 2017.

Priorities	Strategies	Indicators	FY2017 Performance ¹
		Reduced requests for copies of Cabinet Decisions	
2. Improved policy management capacity within GoAB	Create of core of Cabinet Liaison Officers	Output: Number of training sessions	2 workshops, developing GoAB officers
	Improve the tools used in policy management	Outputs: • Standard templates in place for Circulation Notes and Policies • Policy Register in place • Cabinet Monitoring Matrix	 Circulation Note Guidance produced and disseminated Draft Policy Register available Matrix designed and included in Dashboard procurement
	Create policy skills framework for the Government and deliver training programme	Outputs: Policy skills framework Professional Development Plan for Secretariat Staff Number of training sessions for Ministry staff Outcome:	 Policy Skills Framework complete Professional Development Plan complete Seven (7) training sessions held

Priorities	Strategies	Indicators	FY2017 Performance ¹		
		Improved knowledge of staff of policy management tools and approaches			
3. Creation of Forums for discussion of policy issues	 Stage Leadership Retreats to foster creation of common understanding and the fostering of trust Engage Permanent Secretaries around options for improving policy management 	Outputs: • Number of Leadership retreats • Number of PS Committee Meetings Outcome: Improved buy-in from Policy Makers and Policy Managers			
4. Strengthening the Governance Framework for the management of public policy	 Conduct functional review of Cabinet Secretariat Create structures for inter-Ministry policy coordination 	Output:	 Functional Review complete Cabinet approval for internal Secretariat changes granted 		
	Finalize and submit the Cabinet Manual of Antigua for approval	Output: Manual endorsed by Cabinet			

1.6 Recurrent Expenditure by Ministry:

Code	Description	Budget	Original	Revised	Actual	
03		2018	2017	2017	2016	
0301	Cabinet	3,271,404.00	3,261,354.00	3,261,354.00	3,037,087.05	
0302	Cabinet Secretariat	825,751.00	631,353.00	631,353.00	388,670.82	

1.7 Programs and Development Projects:

At present, the Secretariat has a number of project interventions scheduled to be executed over the next eighteen (18) months. It is the responsibility of the Secretary to the Cabinet to combine human and other resources to achieve the mandate as directed by the Prime Minister and in accordance with the power it has under the Constitution of Antigua and Barbuda. Whilst managing the Office therefore, it is important that the primary objectives be kept in focus, which are to arrange the business of the Cabinet, to keep the minutes of the Cabinet and to convey the decisions of the Cabinet to the appropriate person or authority and to conduct other functions as the Prime Minister may direct.

Prepared by: Konata M. Lee, Secretary to the Cabinet

CABINET SECRETARIAT

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ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE	
03 Cab	pinet				
0301	Cabinet	-	3,271,404	-	
0302	Cabinet Secretariat	-	825,751	-	
TOTAL	FOR CABINET	-	4,097,155	-	

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Cabinet	3,684,955	412,200	-	-	-	-	4,097,155
Cabinet	2,894,904	376,500	-	-	-	-	3,271,404
390 - General Public Services	2,894,904	376,500	-	-	-	-	3,271,404
Cabinet Secretariat	790,051	35,700	-	-	-	-	825,751
390 - General Public Services	790,051	35,700	-	-	-	-	825,751

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
04 Jud	04 Judicial			
0401	Judicial	-	2,277,314	-
TOTAL	FOR JUDICIAL	-	2,277,314	-

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
04 Jud	04 Judicial			
0401	Judicial	-	2,277,314	-
TOTAL FOR JUDICIAL		-	2,277,314	-

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Service Commissions

Budget Plan
For the FY 2018

Office of the Public Service Commission



Budget Estimates for the FY 2018

1. **OVERVIEW**

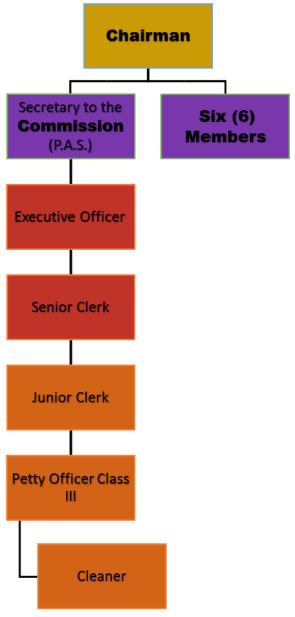
1.1 Vision

To be leaders in the Public Service and to earn the trust and respect of all through fairness, honesty and integrity.

1.2 Mission

To ensure equality and protect the interest of all Public Servants while adapting to a rapidly changing environment and promoting positive impacts on all.

1.3 Organizational Structure – THE PUBLIC SERVICE COMMISSION



1.4 Service Performance Review and Cultural Issues

FY 2018

A review of the programme areas for the department is outlined below.

Programme: General Public Services

Objective 1:

➤ To ensure that submissions from the Chief Establishment Officer (CEO) are properly placed before the Commission at its weekly meetings, i.e. ensure that required documents are present etc.

Objective 2:

To make all necessary preparations so that the Commissioners would have a productive meeting each week.

Objective 3:

> To dispatch decisions made by the Commission to the Chief Establishment Officer in a timely manner to enable the Establishment Department to efficiently and effectively implement these decisions.

Objective 4:

> To maintain a record of all applicants submitted at the Commission. Also maintain a registry of correspondence to and from the Commission.

ANNUAL OBJECTIVES

Annual Objective 1:

To create the Annual Report for the Commission which is to be tabled at Parliament.

Annual Objective 2

➤ To maintain accurate records at the Commission, i.e. record minutes of the general meetings, hearings, audiences, interviews etc. with the Commission.

FY 2018

So far, the programme is meeting these objective of providing the necessary information to the Commission and dispatching decisions made by the Commission on a timely basis. Records are also being kept in accordance with established procedures. The Annual Reports are also being generated as required by Law.

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1.5 Summary of Critical Issues

It is important that the office has the necessary tools, equipment and man power to carry out the functions of the office of the Public Service Commission. Because of the weekly cycle, it is imperative that the relevant supplies are also on stock, that equipment, for example, the photocopier, computers and printers are functioning optimally, and that enough staff is present to prepare for the Commission's meeting.

In addition, the period from the making of decisions to ratification of decisions is usually two (2) weeks. Therefore, correspondence from Permanent Secretaries need to reach the Chief Establishment Officer with enough lead-time for the matters to be submitted to the Commission, for the decision of the Commission to be made and ratified, and for the Chief Establishment Officer to then dispatch the Commission's decision back to the relevant Permanent Secretary for implementation of said decision in a timely manner.

The Commission envisages that the laws governing the Civil Service are clear and easily accessible to all Government institutions. It also expects that its decisions are carried out expeditiously. As stated in the critical issues summary, having the required tools, equipment and man power to work along with the Commissioners is imperative for the whole process and would improve the functions of the department.

Finally, adequate time must be dedicated to systematically collating all of the decisions of the Commission over the year, so that accurate data is placed in the Annual Report.

1.6 Strategic Objectives and Priorities

Ensuring that decisions made by the Commission are keeping with the laws of Antigua and Barbuda.

Ensuring that the Annual Reports are generated in a timely manner Ensuring that Retired Civil Servants are given due recognition by the Commission on their retirement

1.7 **Annual Objectives and Key Result Indictors**

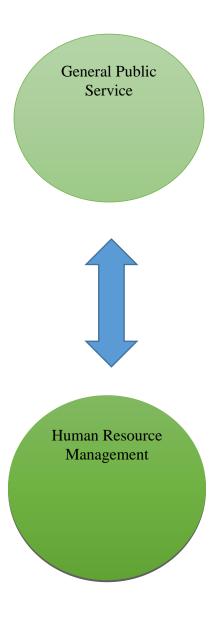
Programme: General Public Services

Annual Objective 2018	Expected Result	Performance Indicator
To ensure that submission from the Chief Establishment Officer (CEO) are properly placed before the Commission on a weekly basis for its meeting each Wednesday, i.e. ensure that required documents are present.	Submission have the required supporting document (s) attached to allow the Commission to make informed decisions	1. Submissions received from the Chief Establishment Officer are checked to ensure all the required documents are attached. 2. Agenda, and minutes of previous meeting, are prepared and photocopied. 3. Packages containing the above, prepared and dispatched to each Commissioner by Tuesday afternoon.
To dispatch decisions made by the Commission to the Chief Establishment Officer in a timely manner to enable the Establishment Department to efficiently and effectively implement these decisions	Decisions are sent to the Chief Establishment Officer for implementation within two days of ratification	After the minutes are ratified, a minute containing all of the decisions is prepared and dispatched to the Chief Establishment Officer by Thursday afternoon each week.

To maintain accurate records at the Commission	Accurate minutes of the Commission's meetings to be recorded, regular correspondence received are recorded and placed on correct files etc.	 Record accurately the proceedings of the Commission's meeting, then type minutes, then file on appropriate file after ratification. Record all incoming and outgoing correspondence in relevant records book File all correspondence on correct file, cross referencing where necessary
To create the Annual Report of the Public Service Commission by first quarter of the following year	Annual Report as created and sent to Government Printing Officer for production	Annual Report is created and printed and sent to Governor General's office for onward transmission to Parliament within the first quarter of the following year.

1.8 Activity Structure

The following diagram depicts the current activity structure of the department.



POLICE SERVICE COMMISSION'S

Budget Plan For the FY 2018

OVERVIEW

Police Service Commission

The Office of the Police Service Commission works along with the following departments in the running of the Royal Police Force of Antigua and Barbuda:

- ♣ Ministry of the Prime Minister
- ♣ Ministry of Legal Affairs, **Public Safety** Immigration and Labour
- Police Headquarters

The Functions of the Police Service Commission is printed on page 62 – Part 2, section 104 and 105 of the 1981 Constitution booklet of Antigua & Barbuda.

1.1 Vision

To ensure that matters for the Officers in the Royal Police Force of Antigua and Barbuda, e.g. disciplinary hearings, promotions, etc. are dealt with by the Police Service Commission in a timely manner.

1.2 Mission

Ensuring that the Commission receives all the relevant documentation to enable them to make the necessary decisions for the benefit of others and the Service as a whole.

1.3 Performance Review

A review of the programme areas for the department is outlined below.

Royal Police Force

Objective 1: To place correspondence from Ministry of Legal Affairs, **Public Safety** Immigration and Labour and the Commissioner of Police before the Commission on a weekly basis for its meeting each Tuesday.

The programme met this objective of providing the necessary information to the Commission on a timely basis.

<u>Objective 2</u>: To keep the Minutes and other records of Meetings as well as to record interviews and the officers who may wish to have an audience with the Commission.

This objective was achieved with the funds provided under the relevant programme.

1.4 **Summary of Critical Issues**

The Office of the Police Service Commission is faced with challenges such as the correspondences are not received in a timely manner from the Ministry of Legal Affairs, **Public Safety** Immigration and Labour in order to make decisions and meet certain deadlines. In addition, the Police Service Commission has received problems in getting cheques on time from the Treasury Department, which causes merchants not willing to offer goods for sale to the Commission. The Commission is also faced with the challenged of not having a management software data base in order for decisions to be made especially when it comes to promotion.

1.5 Strategic Objective and Priorities

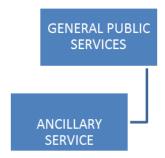
The Commission ensures that personnel matters and other matters for Police Officers and the Royal Police Force are dealt with in a timely manner.

1.6 Annual Objectives and Key Results Indicators

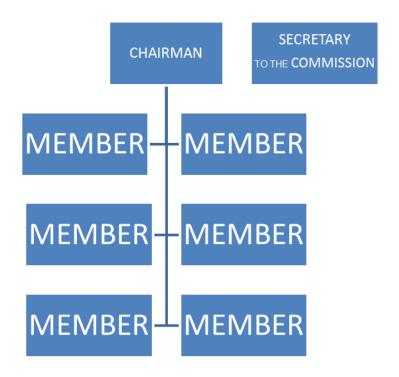
Programme: Service Commission

Annual Objective 2018	Expected Result	Performance Indicator
To ensure that personnel matters for Police Officers, e.g. disciplinary hearings, promotions, etc. are dealt with by the Commission as	To ensure that objective has been achieved	To ensure that persons to be interviewed are informed a week ahead of the meeting date.
To create an organizational chart and to have visual presentations during meetings.	To ensure that the Commission has an Office Management Software of the Police Force in order for decisions to be made.	To ensure that promotions, transfers and discipline are dealt with in a timely manner.

1.7 Activity Structure



1.8 **Organizational Structure**



ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
05 Service Commission				
0501	Public Service Commission	-	522,147	-
0502	Police Service Commission	-	252,556	-
0504	Public Service Board of Appeals	-	96,148	-
TOTAL FOR SERVICE COMMISSION		-	870,851	-

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Service Commission	699,251	171,600	-	-	-	-	870,851
Public Service Commission	390,647	131,500	-	-	-	-	522,147
390 - General Public Services	390,647	131,500	-	-	-	-	522,147
Police Service Commission	218,556	34,000	-	-	-	-	252,556
390 - General Public Services	218,556	34,000	-	-	-	-	252,556
Public Service Board of Appeals	90,048	6,100	-	-	-	-	96,148
390 - General Public Services	90,048	6,100	-	-	-	-	96,148

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Audit Department

Budget Plan
For the FY 2018

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
06 Au	06 Audit			
0601	Auditor General's Department	-	1,383,555	23,803
TOTAL	FOR AUDIT	-	1,383,555	23,803

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Audit	1,176,925	197,674	-	8,956	8,338	15,465	1,407,358
Auditor General's Department	1,176,925	197,674	-	8,956	8,338	15,465	1,407,358
350 - Audit and Regulatory Services	1,176,925	197,674	-	8,956	8,338	15,465	1,407,358

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
07 Pensions and Gratuities				
0701	Pensions and Gratuities	-	77,353,600	-
TOTAL FOR PENSIONS AND GRATUITIES		-	77,353,600	-

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt Transfers	Minor Capital	Major Capital Total
Pensions and Gratuities	-	-	- 77,353,600	-	- 77,353,600
Pensions and Gratuities	-	-	- 77,353,600	-	- 77,353,600
900 - Fiscal Management	-	-	- 77,353,600	-	- 77,353,600

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Debt

Budget Plan
For the FY 2018



Government of Antigua and Barbuda Medium Term Debt Management Strategy

For the period 2016-2020

Prepared by the Debt Management Unit, Ministry of Finance, Antigua and Barbuda

FOREWORD

A **Medium-Term Debt Management Strategy (MTDS)** tool helps governments to implement sound debt management over the medium term, in order to achieve a composition of the government debt portfolio that captures the government's preferences with regard to the cost-risk tradeoff. It also ensures that debt is serviced under a wide range of shocks without risk of default.

Antigua and Barbuda's MTDS (2016-2020) has been carefully prepared with consideration being given to the financing framework which is aimed at meeting the medium term fiscal financing requirement that would minimize debt servicing, budgetary costs and the risk exposure to government; while at the same time making every effort to maintain the debt at a sustainable level. Consequently, the MTDS is primarily focused on debt financed by the Government's budget and determines the overall composition of the debt portfolio over the medium term, while considering the macroeconomic indicators and the market environment.

The Government of Antigua and Barbuda (GoAB) is committed and will endeavor to achieve significant milestones, which will lead to improvement in debt management in Antigua and Barbuda. In light of this, the establishment of a Public Debt Law would be prudent since it will give the GoAB leverage in the amount and type of instruments it can offer hence, reducing the risks in its debt portfolio.

Effective debt portfolio management has been evident by the recording of reliable and accurate debt data and by the keen monitoring of the debt sustainability indicators. As recent as September 2015, a Debt Sustainability Analysis (DSA) was done by the Eastern Caribbean Central Bank (ECCB). The Debt to GDP ratio is on a downward trajectory, however, the indicators reveal that the debt is still unsustainable over the medium term.

Implementing such an explicit and official MTDS will allow the GoAB to make informed decisions on considerations given to the costs and risks of alternative sources of financing. The MTDS will lead the way on financing option which is most suitable and will guarantee that the GoAB capitalizes on new financing opportunities without compromising the cost and risks thresholds already established.

The GoAB is committed to achieving better development outcomes through improved transparency and accountability in public financial management. The publishing of the MTDS is a step towards honoring this commitment.

The intent in producing this debt strategy paper is that it will be viewed as a critical means by which informed policy decisions can be made by the relevant stakeholders, the debt burden and other fiscal exposures would be reduced and to strengthen relations with current and prospective investors which will include development partners.

ACKNOWLEDGEMENT

The Ministry of Finance wishes to express sincere gratitude to the Debt Management Unit and the Macro-Fiscal Unit in the Ministry of Finance for compiling the 2016-2020 MTDS and to the Debt Management Advisory Services Unit at the Eastern Caribbean Central Bank (DMAS/ECCB) for their technical assistance. Debt management is dynamic and requires staff to be flexible and have varying skill sets, therefore capacity building remains a priority. The skills at the Debt Management Unit (DMU) are continuously being developed with training through CANEC/DMAS² in debt management practices including debt negotiation, data recording, debt sustainability assessments and the MTDS analytical tool.

The Ministry of Finance also wishes to express its appreciation to the European Union (EU), the IMF and the World Bank³, and Caribbean Development Bank (CDB) for technical and financial assistance as part of the wider Public Financial Management Project and reform of the Civil Service.

² Debt Management Project managed by the ECCB

³ See Informational Appendix for information on World Bank comprehensive debt framework

ACRONYMS

ABAA Antigua and Barbuda Airport Authority

ABIB Antigua and Barbuda Investment Bank

ACB Antigua Commercial Bank

APUA Antigua Public Utilities Authority

ATM Average Time to Maturity

ATR Average Time to Refixing

BAICO British American Insurance Company

CANEC Canada - Eastern Caribbean

CARTAC Caribbean Regional and Technical Assistance Centre

CCRIF Caribbean Catastrophe Risk Insurance Facility

CDB Caribbean Development Bank

CLICO Caribbean Life Insurance Company

CNY Chinese Yuan

DSA Debt Sustainability Assessment

ECAB Eastern Caribbean Amalgamated Bank

ECCB Eastern Caribbean Central Bank

EEC European Economic Commission

EIB European Investment Bank

FP Financial Programming

CDB Caribbean Development Bank

CS-DRMS Commonwealth Secretariat Debt Recording Management System

CUB Caribbean Union Bank

DMAS Debt Management Advisory Service

DMU Debt Management Unit

ECAB Eastern Caribbean Amalgamated Bank

ECCB Eastern Caribbean Central Bank

ECCU Eastern Caribbean Currency Union

FAA Finance Administration Act

GOAB Government of Antigua and Barbuda

GDP Gross Domestic Product

IDA International Development Assistance

IMF International Monetary Fund

MoF Ministry of Finance

MTDS Medium Term Debt Management Strategy

OCR Ordinary Capital Resources

OFID OPEC Fund for International Development

PBL Policy-Based Loan

PSIP Public Sector Investment Programme

RGSM Regional Government Securities Market

SBA Stand-By Arrangement

SFG Stanford Financial Group

EXECUTIVE SUMMARY

The Medium-term Debt Management Strategy (MTDS) 2016-2020 reveals the government's policies for financing its activities during this period. The strategy aims to fulfill some specific debt management objectives to include:

Maintain a satisfactory and prudent debt structure consistent with the Government's payment capacity; refinance high cost loans and credit facilities to reduce debt servicing and to adjust the maturity profile of Central Government Debt in a way that balances lower financing cost and risk; support the development of a well-functioning domestic and regional market;

Improve transparency.

The operational targets set for the risk indicators are as follows:

- Non USD denominated loans should less than 20% of the debt portfolio
- Debt maturing in less than a year should be less than 15% and
- Average time to Maturity (ATM) would be less than or equal to 8.2 years

The MTDS is primarily focused on debt financed by the Government's Budget and is tailored to identify and categorize the types of creditors by their respective terms. Consequently, strategies were formulated to suit the types of instruments developed from these categories in the most prudent manner in order to meet the objectives of the debt strategy.

Also, this MTDS was developed in line with the primary macroeconomic variables recorded at the end of 2014. It also analyzes various strategy assumptions. Four strategies were tested as explained below:

• Strategy 1: (S1) assumes that the status quo is maintained throughout the projection period. There will be an average financing split of (64/36) in favour of domestic financing, over the years, however, this will lead to over-reliance on the RGSM with the securities offering on the market reaching EC\$280M by 2020.

- Strategy 2: (S2): From 2016-2017, this strategy's financing assumptions are identical to that of S1. However, (S2) assumes that borrowing will be more externally focused, with borrowing done bilaterally with the Chinese in CNY. The average financing split over the period is (57/43) in favour of domestic borrowing.
- **Strategy 3**: (S3) Assumes financing will be secured from the domestic market but the concentration will be on longer-term securities. Focus will be placed on the 5, 10 and 15-year bonds over the projection period.
- Strategy 4: (S4) Assumes a combination of financing from the Chinese in USD and CNY and from the domestic market where longer-term securities will be offered. Over the period, there will be an average financing split of (57/43) which favours domestic borrowing however the two outer years, 2019 and 2020 favour external financing.

From the analysis done using the MTDS tool, S4 was chosen as the most feasible strategy. The cost/risk trade-off when compared to S2 is still a better option even though the indicators for both strategies are very close. By 2020, the debt to GDP ratio for S4 will be 63.9% while with S2 it will be 63.8%. The refinancing risks for both strategies are very similar; however, the foreign exchange risk for S2 outstrips S4 by 6.26%. The target set for this indicator was that exposure to the RMY should be less than 25%. S2 was 27.33% while S4 was 21.07%.

An annual borrowing plan will be developed based on the assumptions made in the selected strategy. Thus, the borrowing plan will reflect any upcoming auctions and subsequently any new borrowings externally where the Chinese play a pivotal role. However, borrowing will also be contracted from other multilateral sources.

In view of the fact that the MTDS is constructed on a macroeconomic framework, it will be crucial to have consistent monitoring of macroeconomic and market developments. Significant changes could impact the domestic economy which could influence an investor's perception on the risk linked to government issued securities.

The Ministry of Finance will carry out regular monitoring and evaluation of performance and progress made on the MTDS. This would be assessed by a quarterly public debt report followed by an annual update. Also, the quarterly report will comprise an analysis of the performance of the preceding quarter, which will disclose any potential risks and advise on possible measures to allay such risks in the following quarter. Any change that is significant and continuous could mean a potential modification of the strategy going forward.

Section 1: Introduction

The Government of Antigua and Barbuda remains committed to place public finances on a sustainable footing and establish the basis for economic growth, despite the many challenges it faces in this persistent global economic crisis. However, when the three-year Stand By Arrangement (SBA) with the IMF ended in June 2013, the fiscal stance adopted during the program was relaxed and this was further exacerbated with the run up to the general elections in June 2014. Consequently, scheduled debt repayments to external creditors could not be met and with limited cash flow options, arrears that were previously normalized have re-emerged.

The Government has introduced a series of measures to address its fiscal imbalances; however, arrears are projected to grow. Persistent cash flow issues along with other financial and banking problems, signify potential risks. Conversely, the prospect of the funding to be received from the Citizen by Investment Program (CIP) and foreign direct investment could considerably improve the country's economic outlook. Nonetheless, these would not preclude the need for the Government to make some essential policy adjustments.

Thus, the need for the design and implementation of a Medium Term Debt Management Strategy (MTDS) for Antigua and Barbuda could therefore not be overemphasized. This MTDS will look at specific plans to be accomplished in the medium term 2015-2020 with the explicit intent of ensuring that the debt management objectives are met.

Section 2: Debt Management Objectives

The overall objective of the MTDS is to ensure that debt management policies provide support to the on-going Medium Term Development Strategy of the government, while ensuring that Government's financing needs and obligations are met on a timely basis, in a cost-effective manner, with a prudent management of risk.

Specifically the Debt Strategy will seek to:

- Maintain a satisfactory and prudent debt structure consistent with the Government's payment capacity;
- Refinance high cost loans and credit facilities to reduce debt servicing and to adjust the maturity profile of Central Government Debt in a way that balances lower financing cost and risk;
- iii. Support the development of a well-functioning domestic and regional market;
- iv. Improve debt management functions through greater transparency in the operations of the Debt Management Unit.

Section 3: Review of Medium Term Debt Management Strategy (MTDS) 2013-2017

The government prepared an MTDS in 2013 with the support of the CANEC Debt Management Advisory Services (DMAS). The strategy was prepared for the period 2013 to 2017. It proposed prioritizing external financing on concessional terms from multilateral and bilateral creditors, while at the same time developing the domestic capital markets. The success of the IMF Stand By Arrangement improved the Government's credit worthiness and the Government was able to approach new creditors and re-engage existing ones. The Regional Government Securities Market continued to be a viable source of funds for debt financing and short-term cash flow management.

The strategy was skewed heavily towards multilateral sources. Of the new financing projected, 44.2 percent was external and 55.8 percent was domestic financing. Financing from multilateral sources was projected at 32.8 percent. And bilateral financing was 11.4 percent. Securities accounted for 32.1 percent of new domestic financing and the short-term commercial facility made up 4.3 percent. The new financing included financing for the resolution of ABI Bank Ltd, as well as the last disbursement of the Policy Based Loan from the Caribbean Development Bank (CDB) due for disbursement in 2013.

At the end of 2013, the total debt stock amounted to EC\$3,094.78m⁴. The public debt to GDP ratio rose by 5.1 percent to 93.2 percent in 2013, from the 88.1 percent recorded at the end of 2012. By the end of 2013, 13 percent 0f the domestic debt was attributed to RGSM securities, an 8 percent increase over 2012. Loans from the domestic banks and other financial institutions, accounted for 52 percent of the debt, the Non-RGSM securities recorded the second highest percentage (28 percent) of the domestic debt with the floating debt and the overdraft representing 5 percent and 2 percent respectively.

Of the XCD\$466.6 million which was disbursed, most of the disbursed funds (XCD\$213.7 million) were received from Credit Suisse and China EXIM Bank. Credit Suisse funds were used to repay a Commercial Paper that was used to finance works done on the runway at the VC Bird International Airport and to complete outstanding work. Disbursements from China EXIM Bank (XCD\$102.4) were to fund expansion works on the V.C Bird International Airport Terminal Project Loan signed in 2010. Plans to resolve ABI bank limited and the corresponding financing to do so were not executed in 2013 as planned.

The government continued to work towards the objective of developing the RGSM but did not fulfill the plan of reducing reliance on overdrafts and increasing its options for

⁴ This figure includes the total amount of the Credit Suisse debt for the purpose of this report. Otherwise only the amount that is guaranteed by the central government is reported; USD \$24.65 M

financing through bilateral and multilateral sources. The bulk of disburesemnts in 2013 came from a commercial source.

This prompted the government to make plans for the drafting of a new MTDS in 2015. The year 2014 was an election year.

Figure 1- Public Debt Stock 2010-2014

Outstai	Outstanding Total Public Debt Stock 2010-2014								
	in XCD\$ mi	Illions		in % of GDI	P				
	External	Domestic	Total	External	Domestic	Total			
2010	1165.0	1544.4	2709.4	38.0%	50.4%	88.4%			
2011	1260.0	1582.5	2842.5	41.3%	51.9%	93.2%			
2012	1202.0	1639.0	2841.0	37.0%	50.4%	87.3%			
2013	1427.5	1667.3	3094.8	44.0%	51.4%	95.5%			
2014	1397.8	1888.9	3286.7	40.8%	55.1%	95.9%			

Figure 2: Selected Economic Indicators

	2010	2011	2012	2013	2014
GDP (Market Prices) (1).	3,065.96	3,050.78	3,252.73	3,199.52	3,370.02
Real GDP Growth	(8.53)	(1.87)	3.61	1.54	4.21
GDP per Capita (EC\$) (1)	33,766	35,969	34,522	33,336	34,469
Annualised Inflation Rate	2.92%	4.04%	1.84%	1.06%	1.33%
Balance of Payments (in EC\$ million)					
Exports	1,414.35	1,451.94	1,477.42	1,484.51	1,492.54
Gross Tourist Receipts	803.90	841.77	861.30	848.17	861.86
Imports	1,833.11	1,731.69	1,895.35	1,946.13	1,957.13
Current Account (% of GDP) (1).	-10.34%	-15.53%	-14.59%	-15.25%	-15.15%
Capital and Financial Account (net)	409.69	476.24	578.38	655.87	510.64
ECCB Net Foreign Assets	2,498.31	2,717.94	3,031.40	3,149.94	3,804.49
Public Finance (in EC\$ million)					
Overall Fiscal Balance (% of GDP) (1)	-0.26%	-3.61%	-1.20%	-3.44%	-0.71%
Primary Balance (% of GDP) (1)	1.86%	-1.51%	1.24%	-1.63%	2.23%
Interest / Revenues (as % Fiscal)	9.29%	10.27%	11.61%	9.59%	14.45%
Public Debt (in EC\$ million)	2,783.90	2,819.30	2,831.10	3,069.78	3,287.31
Gross Domestic Debt	1,595.60	1,629.30	1,639.20	1,667.98	1,903.95
Gross External Debt	1,188.30	1,189.90	1,191.90	1,401.80	1,383.36

Public Debt (% of GDP) (1)					
Gross Public Debt	90.80%	92.41%	87.04%	95.95%	97.55%
Gross Domestic Debt	52.04%	53.41%	50.39%	52.13%	56.50%
Gross External Debt	38.76%	39.00%	36.64%	43.81%	41.05%

Section 4: Assessment of the Macroeconomic Environment

The major contributors to economic activity in Antigua and Barbuda are tourism, construction, the public sector and wholesale and retail activity. During 2014 the economy grew by 4.2 percent due to an increase of economic activity in the public sector, wholesale and retail sector and construction. Tourism as represented by hotels and restaurants grew by 5.3 percent.

In 2015, economic activity is expected to decelerate in to reflect growth of 2.6 percent. Based on the data from the first half of 2015, there was a decline in tourist arrival of 3.6 percent and activity in the construction sector was not as robust as 2014. Inflation was low at 0.6 percent. Hotels and Restaurants is only expected to only grow by 1.6 percent while construction is expected to grow by 5.6 percent. Wholesale and retail activity is expected to grow by 3.8 percent.

Antigua and Barbuda continues to face challenges on its fiscal accounts. In order to ensure fiscal and debt sustainability and achieve a debt to GDP target of 60 percent in 2030, the government has decided to pursue fiscal policy that would lead to primary surpluses over the medium term.

The overall fiscal deficit amounted to \$110.0 million (3.2 percent of GDP) in 2014, while the primary deficit represented 2.0 percent of GDP. Borrowing from the domestic financial system and an accumulation of both external and domestic arrears financed the deficit. The current account deficit amounted to \$56.3 million (1.6 percent of GDP). Preliminary estimates for 2015 indicate an improvement in the fiscal performance in

2015 with a possible small primary deficit of 0.2 percent of GDP. This was due mainly to high collections of corporate income taxes and consumption taxes.

Over the medium term the government is aiming to achieve primary surpluses of 3 percent of the GDP by improving expenditure management and controls, revenue generation and debt management. The goal is to generate an underlying primary balance of no less than 3 percent of GDP in 2016. The additional resources would help to fund implementation of key projects that can create employment and expand economic output.

Based on projections provided by the Eastern Caribbean Central Bank, the economy of Antigua and Barbuda is expected to grow by 2.8 percent in 2016 and 2.7 percent in 2017. However there is some optimism that this growth could be larger based on the planned investments of EC\$3 billion by the government. Strong growth will positively impact the outcome of the debt strategy.

Section 5: Medium Term Debt Strategy 2016-2020

Financing Assumptions

The Government intends to continue prioritizing external financing on concessional terms from multilateral and bilateral creditors, while at the same time developing the domestic capital markets. The Regional Government Securities Market will continue to be a viable source of funds for debt financing and cash flow management. These pricing assumptions are based on the existing terms in the debt portfolio, ongoing negotiations and market conditions.

The pricing assumptions⁵, which underlie the 2015-2020 MTDS projections, are shown in table 1 below.

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⁵ These pricing assumptions are the terms used for the representative instruments in the MTDS analytical toolkit and are based on prevailing terms and market conditions.

Table 1: Pricing Assumptions

6		ltt	Interest Rate %-		
Currency Type	Instrument Type / Name	Interest Type	Base rate if Variable	Grace (y)	Maturity (y)
FX	Bilateral (a)	Fix	1.38%	4	15
FX	Bilateral (b)	Fix	1.27%	 7	25
FX	Bilateral (c)	Var	0.37%	1	12
FX	Multilateral (a)	Fix	2.35%	6	27
FX	Multilateral (b)	Var	1.93%	4	18
FX	Commercial (a)	Fix	0.00%	4	5
DX	Commercial (b)	Fix	8.26%	0	15
DX	Other Domestic	Fix	0.44%	0	30
DX	Statutory Bonds	Fix	2.00%	20	30
DX	15 Year Bond (RGSM)	Fix	5.85%	7	15
DX	5 Year Bond (RGSM)	Fix	6.96%	2	5
DX	T-Bills RGSM	Fix	5.13%	0	1
DX	Bank Resolution (Bond)	Fix	0.00%	5	20

Description of Alternative Financing Strategies

The analysis compares a number of alternative strategies. An assessment is carried out on the relative performance of four strategies, with a differentiation in the financing sources for each. Strategy 1 assumes the current borrowing practices are maintained, which is maintaining the status quo of financing the gap more heavily from domestic sources such as the RGSM, while Strategies 2 -4 attempt to reduce interest costs and extend maturities by relying more heavily on external financing and long term domestic securities.

The candidate strategies are described below. In the first and second year of all strategies, the financing mix is fixed with a 75:25 and 70:30 domestic to external funding ratio respectively given already identified financing. The alternative strategies are therefore elaborated in years three to five of each strategy. Table 2 below shows the percentage of gross borrowing over the five years under each alternative strategy.

Table 2: Percentage of Gross Borrowing over projection period

% of gross borrowing - Over Projection Period								
New debt		S1	S2	S3	S4			
Bilateral (a)	FX	3%	3%	2%	9%			
Bilateral (b)	FX	10%	23%	8%	16%			
Bilateral (c)	FX	0%	0%	0%	0%			
Multilateral (a)	FX	2%	1%	2%	3%			
Multilateral (b)	FX	13%	11%	12%	10%			
Commercial (a)	FX	6%	3%	5%	2%			
Commercial (b)	DX	7%	6%	3%	3%			
15 Year Bond (RGSM)	DX	0%	0%	3%	2%			
5 Year Bond (RGSM)	DX	5%	4%	15%	11%			
T-Bills RGSM	DX	40%	34%	36%	28%			
Bank Resolution (Bond)	DX	14%	14%	14%	15%			
External		35%	41%	28%	40%			
Domestic		65%	59%	72%	60%			

Strategy 1 (S1): Assumes that the status quo is maintained throughout the projection period. This strategy focuses on the domestic capital market through the issuance of securities on the RGSM. The Government began issuing securities on the RGSM in 2006 and has maintained a presence ever since. From 2017, there will be a 60/40 financing split in favor of domestic financing, however, this will lead to over-reliance on the RGSM with the securities offering on the market reaching EC\$280M by 2020. 81 percent of new financing will be domestic with external funds from multilateral and bilateral creditors average 10 and 35 percent respectively.

Strategy 2 (S2): From 2015-2017, this strategy financing assumptions are identical to that of S1 however from 2018 emphasis is placed on Chinese borrowing in CNY. External borrowing as a percentage of total increases to 50.0 percent in 2018, and jumps to 55 percent and 60.0 percent in 2019 and 2020 respectively. While the China loans carry fairly low fixed interest rates, exchange rate risk exists.

Strategy 3 (S3): This strategy demonstrates that between 2017-2020, new financing will be secured with a 70/30 split in favor of domestic financing. These funds would be sourced mainly from the domestic market with a concentration on longer-term securities. Focus will be placed on the 5, 10 and 15-year bonds over the projection period. External borrowing would come from a combination of multilateral and bilateral sources.

Strategy 4 (S4): This strategy combines external and domestic financing over the latter three years by 50/50 in 2018, 55/45 in 2019 and 60/40 in 2020. The new external financing will be sourced mainly from China in both CNY and USD (80 percent of external financing) and from other multilateral sources. Domestic financing will be in the form of longer term securities of 5-15 years and TBills.

Description of Shock Scenarios

The strength of each alternative strategy is assessed on the basis of the baseline scenario for interest and exchange rate changes. Moderate and Extreme shocks were applied in both instances. For the purpose of the analysis, we assume that exchange rate shocks materialize in 2016 and are sustained through the remainder of the strategy period whereas the interest rate shocks were applied for the entire projection period.

Scenario 1: A 10.0 percent appreciation of the Renminbi (RMY) that materializes in 2016 and is sustained through the remainder of the time horizon (through 2020). This is taken into consideration due to Antigua's exposure to RMY (13% of total debt) in 2014.

Scenario 2: An interest rate shock of 100 basis points for bonds and variable rate loans, and 68 basis points for T-Bills. This scenario corresponds to a moderate interest rate shock to the instruments whereby testing the change in market conditions.

Scenario 3: This is an extreme interest rate shock applied to bonds, variable rate loans and T-Bills. The rate increases by 100 basis points above those of scenario 2.

Scenario 4: This scenario corresponds to a 5.0 percent appreciation of the RMY and is combined with the interest rate shock of scenario 2. This tests the impact of concurrent shocks on the strategy.

Cost-Risk Analysis of Alternative Debt Management Strategies

The performances of the four alternative strategies were assessed in terms of their relative cost and risk and the country debt targets. A number of indicators were considered; for example, the performance of each strategy in terms of the implied interest rate, the refinancing and *foreign exchange risk*. The results are shown in table 1 below. The indicators for the current debt portfolio (2014) are shown as well as the performance in 2012 when the first strategy was developed.

Table 3: Cost and Risk Indicators for Alternative Strategies

Risk Indicators		2012	2014		As at end 2020				
				Current	S1	S2	S3	S4	
Nominal debt as % of GDP		73.3	76.9	60.7	60.6	60.9	60.6		
Interest paymer	nt as % of GDP		3.1	2.6	2.3	2.2	2.4	2.3	
Implied interest	rate (%)		4.2	4.3	3.8	3.7	4.0	3.7	
Refinancing risk	Debt maturing in 1yr (% o	of total)	10.6	13.5	13.4	10.6	13.6	10.4	< 15%
	ATM Total Portfolio (year	s)	10.2	8.2	7.3	8.2	6.9	7.8	=>8.2 years
Interest rate risl	Fixed rate debt (% of tota	l)	64.1	91.3	86.9	89.4	88.5	90.5	
FX risk	RMY Debt as % of Total		6.8	13.7	17.0	26.5	15.1	20.5	<20%

Table 3 shows that if the current policy is maintained throughout the projection period (S1), refinancing risk will be high since 13.5 percent of total debt will be maturing in one (1) year and the average time to maturity is 7.3 years. When compared to the current strategy, nominal debt as a percentage of GDP has declined by 16.2 percent to 60.7 percent, which is inline in achieving debt to GDP of 60 percent by 2030. All other strategies maintained the same level of debt to GDP. Refer to Figure 3, which shows that the debt service payments would be most costly and the interest payments will be at a moderate cost when compared to the other strategies.

S2, bilateral funding from China, is least costly however it increases the RMY exposure to 26.5 percent by end 2020 compared to 13.7 percent as at end 2014; this increase in foreign exposure does not meet the operational target. The lower cost in this strategy arises from the lower interest rate offered by China funding.

S3 has the least foreign exposure however both cost and refinancing risks are high. This is evident in Table 1, which shows Implied interest rate is 4.0 percent and the average time to maturity is 6.9 years, does not meet the operational target. Additionally, Figures 1 and 2 in the Appendix shows that this strategy will be most costly and very risky by end 2020.

S4 has low cost and a manageable risk profile. This strategy shows that by end 2020, 10.4 percent of the total debt will be maturing in 1 year and only 20.5 percent of the debt will be denominated in RMY currency. Figures 1 and 2 in the Appendix further shows that S4 has low debt service payments and low interest payments to GDP by end 2020.

The strategy selected was S4 which is a combination of financing from the Chinese and longer-term securities from the domestic market. Based on the current strategy as at end 2014 and the operational targets, it was decided that the government needed to take another approach for financing the deficit. >> Despite only meeting one of the operational targets, the strategy proved that by end 2020 it will less costly and has a risk that the government will be able to manage.

Figure 3: Total Debt Service Payments to GDP as at end 2020

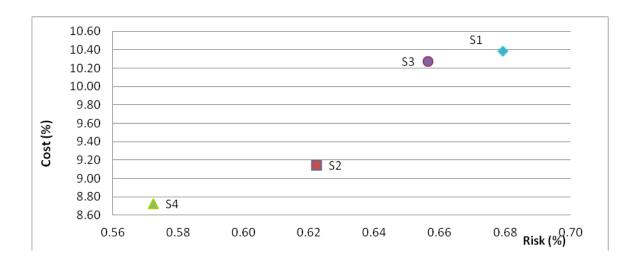
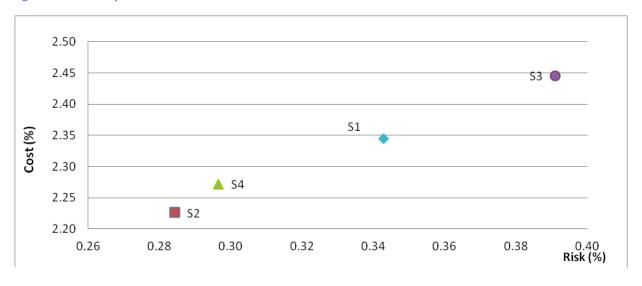


Figure 4: Interest Payments to GDP as at end 2020



Section 6: Implementation Methodology and Borrowing Plan

The development of the annual borrowing plan will be guided by the borrowing assumptions laid out in strategy 4 (S4). This plan should be in accordance with the Government's overall debt management objective to ensure debt sustainability.

With a view to adopting more prudent and transparent fiscal management practices as well as enhancing the functioning of the RGSM, the GOAB is continuously seeking ways to improve its systems of accountability and transparency. As a consequence, information on the cash flow and debt stock will be disclosed periodically to all investors, consistent with the rules of the Regional Debt Coordinating Committee (RDCC)⁶.

The objectives, assumptions and risk indicators provide the platform for which the DMU would monitor and report on implementation of the selected strategy. A review of the MTDS will be done quarterly and will form part of the activities of the Unit in the yearly action plan. Based on the DeMPA requirements, the strategy should be updated annually, as debt data and borrowing could change drastically during the year. If the underlying assumptions for the macroeconomic framework, policy decisions and market trends do not hold, the strategy would be subject to review and possibly revised.

The MTDS will be presented in Parliament and made available to other key stakeholders involved in the debt management process. Continued collaboration with local, regional, and multilateral partners is critical to ensure the success of the strategy and achievement of the debt management objectives.

Borrowing Plan

Table 4: Borrowing Plan of Selected Strategy

% Borrowing by Creditor Type	2015	2016	2017	2018	2019	2020
External	25%	30%	40%	50%	55%	60%
Bilateral	3%	11%	32%	40%	44%	48%
Multilateral	15%	17%	8%	10%	11%	12%
Commercial	7%	2%	0%	0%	0%	0%
Domestic	75%	70%	60%	50%	45%	40%
RGSM						
Bonds	2%	21%	18%	20%	18%	16%
T-Bills	17%	49%	42%	30%	27%	24%
Bank Recapitalisation	47%	0%	0%	0%	0%	0%
Commercial	10%	0%	0%	0%	0%	0%

CONCLUSION AND NEXT STEPS

The performance of the medium term debt strategy will depend on the three main factors; the result of the fiscal performance over the medium term, the ability to find financing at low cost and risks, the reduction of arrears over the medium term. This would require that the debt management unit work more closely with the budget unit and treasury on fiscal forecasting and cash flow management.

The next steps to achieving the goals are:

- 1. Work with the treasury to improve cash flow performance. This will help the borrowing plan to be relevant to the borrowing needs.
- 2. Improve attention the risk management of guarantees
- 3. Amore rigorous assessment of borrowing terms and conditions
- 4. Work with development partners to improve the legislative framework for borrowing.

GLOSSARY

Amortization

Principal repayments.

Average Term to Maturity (ATM)

A measure of the weighted average time to maturity of all the principal repayments.

Average Time to Re-fixing (ATR)

A measure of the weighted average time until all principal payments in the debt portfolio become subject to a new interest rate.

Basis point (bp)

One hundredth of 1% (i.e. 0.01%).

Benchmarks

Informal term for those bonds, usually with a large outstanding amount and a coupon in line with the prevailing general level of interest rates, which are used by participants in other markets to price other instruments of similar maturity, such as corporate bonds and as a consequence usually trade with high liquidity.

Competitive bid

A bid for the bond, which, if successful, would be filled at the price stated by a bidder in a conventional bond auction. For index-linked auctions such a bid would be filled at the strike price of the auction.

Coupon

Total annual interest paid on a bond, usually in two equal, semi-annual installments.

Duration

The weighted average time to maturity of a bond's cash flows, where the weights are defined as the present values of the cash flows (this is "Macaulay" duration). "Modified" duration is a variant of this and provides a measure of a bond's volatility, or sensitivity of the bond's price to changes in interest rates.

Liquidity

Description of the ease with which one can undertake transactions in the particular market or instrument. A market where there are always ready buyers and sellers willing to transact at competitive prices is regarded as liquid.

Market value

The value of an asset if it was sold in the market at its current price.

Maturity date

The date on which a bond/loan is redeemed/repaid.

Maturity Profile

A series of principal repayments up to final maturity

Primary market

The issuance of bonds by the GOAB at auction.

Redemption date

The date on which a bond is redeemed, also referred to as the maturity date.

Repo

Sale and repurchase agreement. A combined transaction providing for the sale and subsequent repurchase of (in this context) a bond.

Repo rate

The return earned on the cash leg of a repo transaction, expressed as an annual interest rate.

Settlement

Exchange of bond for assurance of payment; the conclusion of a securities transaction by delivery.

Settlement date

Date on which the transfer of bond and payment occur; by convention the next business day after the trade is conducted (T+1), although other settlement dates may be negotiated bilaterally.

Spread

- a) The difference between the price a market maker will buy and sell a bond (bid/offer spread); and
- b) The difference in yield between two bonds, (e.g. a 10s/30s spread will refer to the difference between the yield on a 10-year bond and a 30-year bond).

Strips

Separate Trading of Registered Interest and Principal Securities; for some ("strippable") bonds, the coupons and principal can be traded separately.

Treasury bill

A short-term obligation having a maturity period of one year or less and sold at a discount from face value.

Yield curve

In its simplest form this is the mathematical relationship computed across all bonds between yield and maturity.

Description of Instrument Types

Cash Management Instruments

- Overdrafts
- · Revolving credits
- Treasury Bills

Long Term Financing Instruments

- Term Loans
- Syndicated Credits
- Bonds
- Debentures

Risk Management Instruments

- Standby Facilities / Backstops
- Interest Rate Swaps
- Repurchase Agreements (Repos)

STATISTICAL APPENDIX

Figure 5: Amortization Profile for Alternative Strategies

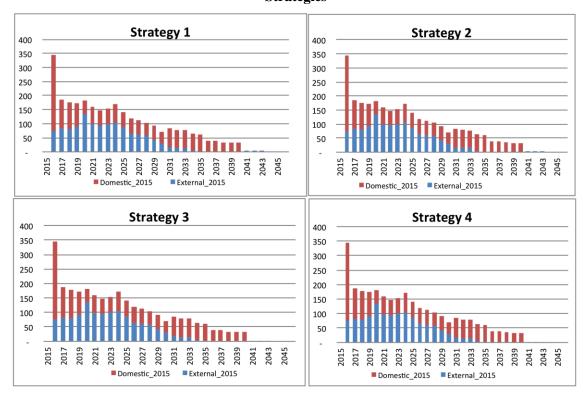


Figure 6: Total Debt Service Payments to GDP as at end 2020

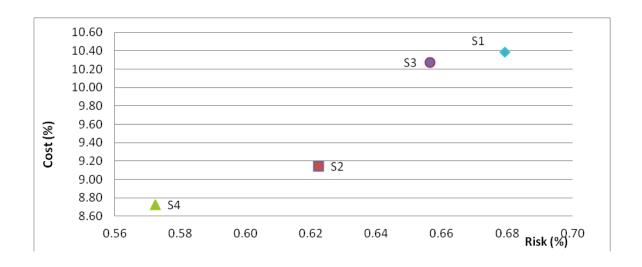


Figure 7: Interest payments to GDP as at end 2020

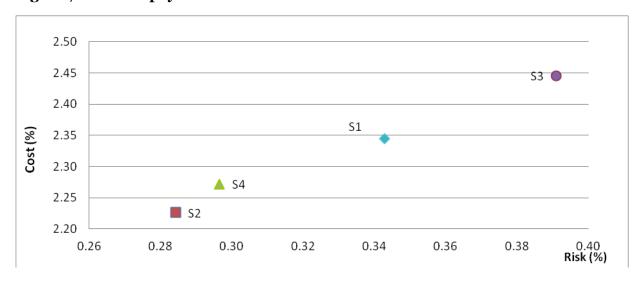


Figure 8: Composition of Debt by Instrument Type as at end 2014 (current) and as at end 2020 (for each strategy)

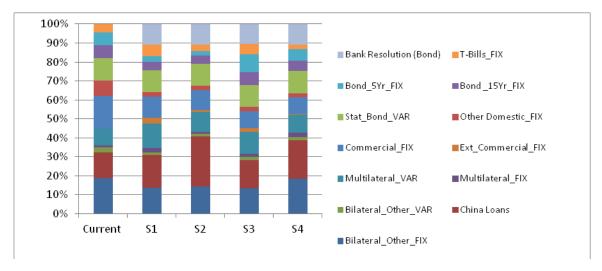


Figure 9: Risk Scenarios

Debt Stock to GDP ratio as at end 2020

Scenarios	S1	S2	S3	S4
Baseline	60.73	60.56	60.93	60.62
Exchange rate shock (0%)	66.29	66.72	66.31	66.44
Interest rate shock 1 (Moderate Shock)	61.37	61.16	61.62	61.23
Interest rate shock 2 (Extreme Shock)	62.08	61.83	62.37	61.90
Combined shock (0% depreciation and interest rate shock 1)	63.94	64.02	64.09	63.92
Max Risk	5.56	6.16	5.39	5.82

Interest Payments to GDP Ratio as at end 2020

Scenarios	S1	S2	S3	S4
Baseline	2.34	2.23	2.45	2.27
Exchange rate shock (0%)	2.45	2.34	2.55	2.38
Interest rate shock 1 (Moderate Shock)	2.51	2.36	2.63	2.41
Interest rate shock 2 (Extreme Shock)	2.69	2.51	2.84	2.57
Combined shock (0% depreciation and interest rate shock 1)	2.56	2.41	2.68	2.47
Max Risk	0.3	0.3	0.4	0.3

PV of Debt to GDP Ratio as at end 2020

Scenarios	S1	S2	S3	S4
Baseline	56.2	54.4	56.9	54.2
Exchange rate shock (0%)	60.8	59.3	61.4	58.8
Interest rate shock 1 (Moderate Shock)	56.8	54.9	57.6	54.7
Interest rate shock 2 (Extreme Shock)	57.5	55.5	58.4	55.3
Combined shock (0% depreciation and interest rate shock 1)	58.9	57.2	59.7	56.9
Max Risk	4.6	4.9	4.5	4.7

INFORMATIONAL APPENDIX

1. DEBT MANAGEMENT PERFORMANCE ASSESSMENT (DEMPA)

The DeMPA comprises a set of 14 debt management performance indicators and 33 dimensions, which aim to cover the full spectrum of Government debt management (DeM) operations as well as the overall environment in which these operations are conducted. While the DeMPA does not specify recommendations on reforms and/or capacity and institution building needs, the performance indicators do stipulate a minimum level that should be met under all conditions. Consequently, indicators for which the minimum requirements are not met indicate areas in which reform and/or capacity building would be most beneficial.

The scope of the DeMPA is central government debt management activities and closely related functions such as issuance of loan guarantees; on-lending, cash flow forecasting and cash balance management.

A debt management performance assessment (DeMPA) mission to St. John's, Antigua and Barbuda took place in September of 2015. The objective of the mission was to undertake a comprehensive assessment of debt management operations using the DeMPA debt performance indicators.

The assessment revealed that Antigua and Barbuda met or exceeded the requirements for effective debt management along the following dimensions of the DeMPA tool:

- (i) Regarding coordination with fiscal policy, debt service forecasts are provided on time for the yearly budget preparation. In addition, the Ministry of Finance conducts an annual in-house debt sustainability analysis;
- (ii) Borrowing on the RGSM meets high standards; and
- (iii) Legal advisors are involved in the vetting stage of the negotiating process with external creditors.

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
08 Pul	olic Debt			
0801	Public Debt	-	468,125,269	-
TOTAL	FOR PUBLIC DEBT	-	468,125,269	-

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital Total
Public Debt	-	-	468,125,269	-	-	- 468,125,269
Public Debt	-	-	468,125,269	-	-	- 468,125,269
901 - Public Debt	-	-	468,125,269	-	-	- 468,125,269

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Electoral Commission

Budget Plan
For the FY 2018

1. MINISTRY/DEPARTMENT OVERVIEW

1.1 The Ministry

Office of the Prime Minister **Electoral Commission**

1.2 Vision

The Antigua and Barbuda Electoral Commission is committed to ensuring that the electoral process is conducted in an impartial and transparent manner to ensure voters' confidence and to contribute to the further strengthening of democracy. The Commission will ensure this through consultation on the process of continuing electoral reform emanating from "best practices" through experiences and knowledge obtained from cooperation among international electoral organizations.

1.3 Mission

The Antigua and Barbuda Electoral Commission will conduct its voter registration programme in a professional and effective manner to maintain the integrity in the voters' register and ensure the conduct of elections in a manner that will be assessed as impartial and transparent both locally and internationally.

The Commission will carry out a continuing review of its administrative strategies, policies, procedures and practices so as to provide effective and efficient service to enhance stakeholder confidence in the electoral process.

1.4 Performance Review

One of the main tasks undertaken during the first quarter of 2017 was the recruitment and training of persons to fill vacant positions of Registration Clerks occasioned by the retirement of some Registration Officers. The training programme focussed on aspects of the Representation of the People (Amendment) Act Nos. 17 of 2001 and 11 of 2002 pertaining to eligibility for registration. Focus was also placed on professionalism in the workplace as well as emphasis on customer service excellence. Part of the training also

included the purpose and function of the Secure Identification Card and Electoral Management System (SIDEMS).

As mandated by law, continuous registration is carried out from the centralized location at the Peace Corps Building on Factory Road. There are three (3) Registration Units based permanently at the centralized location. The other thirteen (13) Units conduct registration on two (2) days weekly.

1.5 Summary of Critical Issues

The Commission is presently working on a project to procure 40 ft. containers to be placed in several Constituencies and used as permanent Registration Units in those Constituencies where buildings are unavailable. This project would free up much needed space at the Central Registration Unit.

1.6 Strategic Objectives and Priorities

The key priorities for the Commission for 2018 will be de-centralization of registration on a phased basis so as to enable eligible voters to register in their communities rather than at the centralized location. All efforts will be centered on prioritizing the procurement of the containers or other structures as necessary.

In addition, plans will be advanced for general elections constitutionally due in 2019. To this end, the website which was launched in April 2017 will be updated on a continuous basis. The website and the Facebook page will be used in our voter education programme.

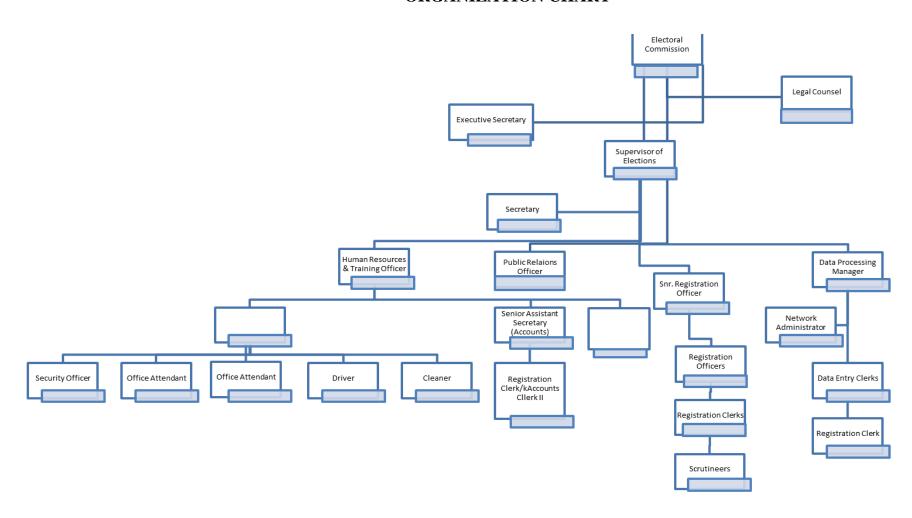
ABEC will continue to provide its employees with opportunities for training courses offered under the auspices of the Training Division, together with others which may be provided internationally whenever such opportunities arise.

1.7 Annual Objectives and Key Result Indicators

Annual Objectives 2018	Expected Result	Performance Indicator		
Creation of Employee Handbook Create and implement staff appraisals	Elimination of confusion and inconsistencies so as to ensure that answers and actions conform with policies of ABEC Provision of a meaningful process by which employees can be evaluated for promotion and rewarded for noteworthy contributions to the organization; provide direction to improve organizational success at every level	Compliance with policies and rules Increased professional and skills development; improvement in quality of work e.g. accuracy, appearance, timeliness		
Improve website with more	Keep the public informed about	Increase the knowledge of		

frequent updates/	the Electoral process,	citizens and residents, less
information	sensitization campaigns and	visits and calls to ABEC's
	developments at ABEC	headquarters.
Increase awareness among	More young people particularly	Increase the number of
the youth about the	from the age of 11 to 20 will have	persons overall who
Electoral Process	a better understanding about the	register to exercise their
	Commission, the Representation	democratic right to vote.
	of the People Act (ROPA) and	
	other intricate details	
Increase in the number of	This will ensure that a wide	Persons will be more
infomercials and short	demographic is educated about	educated about the role and
PSA's on local media/	the electoral and democratic	functions of ABEC
ABEC App	process	
Increase the number of de-	Reduce the number of Units	Greater access to qualified
centralized Registration	which operate from the Central	electors who will now be
Units on a phased basis	Unit on Factory Road	able to have access to the
	·	Unit in their community
	More space for staff which will	
	allow for improved working	Increase in the number of
	conditions	Registered persons as it
		moves closer to general
		elections

ANTIGUA & BARBUDA ELECTORAL COMMISSION ORGANIZATION CHART



ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
09 Electoral Commission				
0901	Electoral Commission	-	4,371,377	709,461
TOTAL FOR ELECTORAL COMMISSION		-	4,371,377	709,461

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Electoral Commission	3,201,408	804,169	-	365,800	171,461	538,000	5,080,838
Electoral Commission	3,201,408	804,169	-	365,800	171,461	538,000	5,080,838
390 - General Public Services	3,201,408	804,169	-	365,800	171,461	538,000	5,080,838

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Office of the Prime Minister and the Prime Minister's Ministries

Budget Plan
For the FY 2018

1.1 Ministry Overview

The Ministry of Finance and Corporate Governance consists of the Office of the Prime Minister or Prime Minister's Headquarters. This Ministry includes the following divisions: -

- Passport Office
- Citizenship by Investment Unit (CIU)
- Office of National Drug Control and Money Laundering Policy (ONDCP)
- Antigua and Barbuda Department of Marine Services and Merchant Shipping (ADOMS)
- Antigua and Barbuda Defence Force
- The Electoral Commission
- The Information Commission
- The Port Authority

The effective management of the Ministry therefore is dependent on the ongoing collaboration between the Permanent Secretary and department Heads.

In this regard, the Ministry carries out the following broad functions:

- Facilitates the overall management of all departments and units in the Prime Minister's Ministry.
- Provides support and resources for the proper management of activities relating to Passport and Citizenship, Merchant Shipping, Drug Control and Money Laundering and Defence.

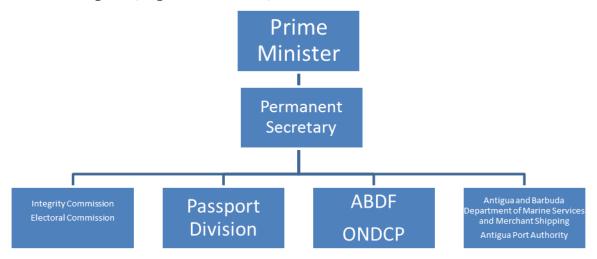
1.2 Vision

To be the lead Ministry in promoting efficiency, good governance and working towards the improvement of the nation's standard of living.

1.3 Mission

The effective implementation of Government policies and strategies. To provide support and resources for the efficient operation of all departments and units under the purview of the Prime Minister, and to ensure that all resources are utilized in a manner which promotes the overall vision of the Prime Minister of making Antigua and Barbuda an economic powerhouse.

Structure diagram (Organisation Chart)



1.4 Service Performance Review and Critical Issues

Service performance

The Prime Minister's Ministry continues to play an important role in assisting its various departments, in attaining their respective goals and objectives. The Ministry will continue in 2018 to facilitate and support each department as necessary.

During the year the Government continued to pursue its goal of constructing 500 homes through the National Housing and Urban Development Company. To date, a number of homes have been completed and allocated to citizens. Other homes are still under construction and lands are being sourced in various areas to reach the targeted amount.

The Citizenship by Investment Unit (CIU) continues to be a source of funding for various Government projects. Although the CIU has seen a small fall off, investment in the programme continues.

The Ministry continues to be responsible for processing per diems for the non-established service as well as issuing financial assistance to students who applied through the Prime Minister's Scholarship Program.

Achievements

- 1. Increase in staffing capacity of the ABDF and ONDCP.
- 2. Installation of a new ePassport system and training of staff to facilitate its use.
- 3. Large number of Investments under the CIU.
- 4. An increase in the number of scholarships awarded to persons under the Prime Minister's Scholarship Programme.
- 5. Passport Office obtained new electronic passport system.

Critical Issues

The following critical issues continue to affect the efficient performance of the Ministry and its departments:-

- 1. Inadequate space to accommodate personnel and for storage of files.
- 2. Financial and human resource limitations

- 3. Timely access to funds to meet vender obligations
- 4. General building maintenance, finding a solution issues relating to the air conditioning in the Office of the Prime Minister.
- 5. Staff upgrades to assist greater efficiency in the ONDCP.
- 6. More personnel and equipment to enhance the performance of the ABDF

1.5 Organisational matters

Capability of the ministry/agency

Achievements

- 1. Prime Minister's Scholarship Programme expanded. Emphasis, however, is placed on students pursuing studies at the University of the West Indies to curtail costs. Countries continue to provide scholarships to Antiguans and Barbudans.
- 2. The new electronic passport system was installed in April 2017. The new e-passport has added features to include an electronic chip thereby providing additional security. The Passport Office has seen an increase in passport applications.
- 3. Ministry personnel trained especially those at the Passport Office to operate the new passport system.
- 4. The Office of National Drug and Money Laundering Control Policy (ONDCP) made great strides towards the successful execution of its mandate in counter-narcotics and financial investigation.
- 5. The Antigua and Barbuda Defence Force (ABDF) continues to collaborate with the Police and ONDCP to address various national security matters especially as it relates to crime prevention initiatives.

Issues

- 1. Lack of equipment to enhance security at the Prime Minister's Office.
- 2. A number of ongoing maintenance issues especially in relation to the air conditioning system.
- 3. Insufficient manpower and equipment at ABDF and ONDCP.

1.6 Priorities, Strategies and Indicators

- (1) To develop and encourage inter-departmental communication, coordination and cooperation.
- (2) To assist each department/unit under the purview of the Prime Minister's Ministry to carry out its functions efficiently and effectively.
- (3) Improve the overall capacity of the Headquarters to effectively manage and execute its objectives.
- (4) Improve the overall operations and efficiency of the Passport Office.
- (5) Enhance the capacity of the ABDF to fulfill its mandate to protect and defend.
- (6) Improve the capacity of the ONDCP to carry financial investigation and forensic analysis.

The priorities in order are:

- 1. Source a modern security system for the Ministry Headquarters, as well as enhancing security in the Passport Office.
- 2. Create a cadre of staff to support the Permanent Secretary.
- 3. Rectify a number of issues relating to the maintenance of the building e.g. A/C unit and security gates. This continues to be a major challenge main reason being a lack of resources; however a number of suggestions have been made toward rectifying the problem one being the installation of small units in various offices.
- 4. Employment of new personnel in ABDF and ONDCP. Increase in employment in both organizations, however they continue to employ to build capacity.
- 5. Seek a new facility to accommodate the Passport Office. Resources were not available in 2017, however temporary adjustments were made to facilitate the new electronic passport system. Discussions continue regarding new accommodation.
- 6. Ensure timely payment of service vouchers. This continues to be a challenge as this depends on the availability of funds at the Treasury Department.

The strategies to achieve these priorities, the accountable institution and the indicators to measure performance are set out in the table below.

Priorities and strategies

Priorities	Strategies	Indicators
Priority 1 Make the office environment more secure and safe. Priority 2 Improve and enhance staff capacity at the supervisory and management levels	Strategy: Source a modern security system. Strategy: 1. Develop new job descriptions. 2. Identify competent personnel. 3. Training sessions for staff.	Outputs: Obtain quotation and installation cost. Tendering process Outcomes: The premises of the Ministry are more secured. Outputs: Prepare job descriptions outlining the duties and responsibilities for all positions. Prepare a training schedule to cover the areas of competencies and skills. Outcomes: Create a cadre of staff to support the Permanent Secretary.
Priority 3 Rectify a number of issues relating to the maintenance of the building e.g. A/C unit and security gates.	Strategy: Develop a maintenance schedule for the building.	Outputs: Head of maintenance to prepare quarterly work plan. Outcomes: Improved operations of the Ministry equipment and machinery.

Priority 4	Strategy:	Outputs:
Employment of new	Embarking upon a targeted	Promotional Drive
personnel in ABDF	and aggressive recruitment	Obtaining the necessary approval for
and ONDCP.	drive to attract suitable	the recruitment and training of new
	individuals to these	staff.
	organizations.	The acquisition of funds.
		Outcomes:
		Improvement in the general operations
		of both divisions.
Priority 4	Strategy:	Outputs:
Successful	Canadian Bank Notes/Staff	Smooth transition from one system to
implementation of the	Passport Office	another.
new e-Passport		Outcomes:
system.		Greater efficiency in the functioning of
		the Passport Office.

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
10 Office of the Prime Minister and the Prime Minister's Ministry				
1001	Prime Minister's Office	-	6,987,794	-
1008	Military	-	17,822,046	1,348,504
1010	Passport Division	1,320,790	1,115,352	951,030
1011	O.N.D.C.P.	-	4,978,508	-
TOTAL FOR OFFICE OF THE PRIME MINISTER AND THE PRIME MINISTER'S MINISTRY		1,320,790	30,903,700	2,299,534

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Office of the Prime Minister and the Prime Minister's Ministry	21,087,652	6,724,231	-	3,091,817	348,504	1,951,030	33,203,234
Prime Minister's Office	2,448,441	2,081,536	-	2,457,817	-	-	6,987,794
390 - General Public Services	2,448,441	2,081,536	-	2,457,817	-	-	6,987,794
Military	13,296,951	4,066,595	-	458,500	348,504	1,000,000	19,170,550
290 - Public Order and Safety	13,296,951	4,066,595	-	458,500	348,504	1,000,000	19,170,550
Passport Division	898,352	213,500	-	3,500	-	951,030	2,066,382
330 - Printing and Publishing	898,352	213,500	-	3,500	-	951,030	2,066,382
O.N.D.C.P.	4,443,908	362,600	-	172,000	-	-	4,978,508
290 - Public Order and Safety	4,443,908	362,600	-	172,000	-	-	4,978,508

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Foreign Affairs, Immigration & International Trade

Budget Plan
For the FY 2018

Ministry Foreign of Affairs and Immigration BUSINESS PLAN 2018

Ministry Overview:

The Ministry of Foreign Affairs and Immigration is the arm of Government with the primary responsibility for the provision of diplomatic and protocol/consular services, the maintenance of good relations between Antigua and Barbuda and its regional and international counter parts and immigration matters.

The work of the Ministry is guided by a set of fundamental principles that forms the framework for the country's foreign policy and strategic objectives to guide its foreign relations. These include:

- Support for economic and social policies that promote poverty reduction, good governance, the protection of our environment and the use of our resources in a sustainable way
- Building a regionally competitive Antigua and Barbuda through support for and participation in the regional integration process.
- Delivering high-quality support for nationals abroad
- Building international alliance for peace, justice and respect for the rule of law

In this regard, the Ministry carries out the following broad functions:

- Managing and coordinating regional, international and multilateral/bilateral relations
- Promoting investment, tourism and educational opportunities
- Providing consular services and safeguarding and advancing the interest of nationals living abroad
- Providing diplomatic and protocol services
- Providing immigration services

The Ministry comprises of the Headquarters in St. John's, Antigua and Barbuda and seven (7) diplomatic missions and consular posts in Washington, Miami, Canada, London, Cuba and New York.

There are approximately sixty (60) officers/staff in the Foreign Service - all of whom provide direct or indirect services to Antigua and Barbuda. This consists of thirty-nine (39) representational officers (to include mission staff, Non-Resident Ambassadors and Special Envoys).

The Ministry's Headquarters is currently staffed with the Permanent Secretary, Chief of Protocol, Protocol Officers, six (6) Foreign Service Officers, eight (8) VIP Protocol Officers and thirteen (13) administrative staff.

Additionally the consular activities of the Foreign Ministry are buttressed by the support of Honorary Consuls in Japan, the Republic of Korea, Germany, Sweden, the Republic of Turkey, the Dominican Republic and the Italian Republic.

The work of the Ministry has increased tremendously due to our increased bilateral and multilateral engagements. We currently have diplomatic relations with approximately 147 countries.

Vision

To advance and safeguard the interests of Antigua and Barbuda through active and dynamic diplomacy

Mission

To promote Antigua and Barbuda's national interests internationally, in order to advance sustainable and equitable socio-economic development, co-operation, peace and security

Ministry of Foreign Affairs Organisational Chart Minister of Foreign Affairs Permanent Secretary Heads of Director Ambassadors General Missions Chief of Protocol Missions Protocol Admin International Consular Unit Unit Communication Trade/Cooperation Relations Unit Washington Missions Finance Europe/Africa WTO Desk Cuba VVIP/VIP Human Asia/Pacific Lounges Resources Desk New York Registry Multilateral Relations Desk Toronto Americas Desk Miami

Service Performance Review and Critical Issues

For the fiscal year 2018, the Ministry will focus on improving and streamlining its Foreign Service capacity by strengthening its organizational structures and operations.

Integration Desk

The current cadre of Ambassadors, Honorary Consuls and Special Envoys will continue to carryout diplomatic and consular services designed to maintain good relations between Antigua and Barbuda and its international and regional partners.

The provision of protocol services continues to be a critical and important function of the Ministry as the demand for such services have increased due to the Ministry's increased profile at the national, regional and international levels.

During the period under review and through the efforts of our diplomats, a significant number of pledges and investments have been secured for a variety of projects and programmes.

As a result of the destruction and damages caused by the passage of Hurricanes Irma and Maria, our traditional friends: the People's Republic of China, Japan, the Republic of Korea, the Republic of Cuba, the Bolivarian Republic of Venezuela, Canada, the United Kingdom, the European Union, the United States of America, the Republic of Chile and the United Mexican States have all provided and pledged relief and recovery grant support.

Resolving the international trade dispute between Antigua and Barbuda and the United States of America remains a top priority. In this regard, the Ministry will continue to provide technical guidance to the Antigua and Barbuda WTO Gaming Negotiating Team and keep the lines of communications open with the USTR and other representations of various departments of the federal government of the United States of America.

The Ministry will continue to improve and enhance the utilization of its Information/Communication/Technology platform to ensure that its digital diplomacy portals provide timely and accurate information.

Service performance:

The work of the Ministry has increased tremendously due to our increased bilateral and multilateral engagements.

In an effort to boost the country's engagement with new and emerging economies, the government continues to utilize the services of our many Ambassadors, Special Envoys and Honorary Consuls operating in the following countries and organizations: United Arab Emirates (UAE), African Union, International Renewable Energy Agency (IRENA), the Federal Republic of Ethiopia, Lebanon, Republic of Cuba, the Bolivarian Republic of Venezuela, the United Mexican States, People's Republic of China, United Kingdom, United States of America and Canada.

Achievements:

- Successful hosting of several high level Heads of Government and international organizations following the passage of Hurricanes Irma and Maria
- Enhanced membership within the International Maritime Organisation (IMO)
- Appointment of new Chief of Protocol
- Facilitation of the procurement of millions in grant aid for projects and programmes in Antigua and Barbuda

Issues:

- Establishment of clear procedural guidelines for the operations of the Ministry of Foreign Affairs and Immigration
- Establishment of a modern and efficient Foreign Service and the building of a cadre of career diplomats
- Approval and implementation of the proposed 'Antigua and Barbuda Guide to Protocol'
- Proper implementation of the Foreign Service Orders of 2009
- Improvement of the provision of monthly remittances to our Missions Overseas

- Need for more efficient internet service in the building and updated computer equipment and software
- Need for continued training of staff in ICT use and management

Organisational matters:

Capability of the Ministry:

In an effort to improve the provision of services and to effectively implement the 2018 work plan, the Ministry will focus on strengthening its organizational structure, procedures and operations. The Ministry intends, during 2018, to rationalize its overall operations and focus on prudent financial management, timely information sharing and efficient human resource management practices.

Priorities, Strategies and Indicators:

The priorities in order are:

- Revision and reallocation of duties of all staff to ensure a more organized delivery of services and information sharing
- Implementation of the "Antigua and Barbuda Guide to Protocol"
- Obtaining economic and technical cooperation
- Improving coordination between the Ministry of Foreign Affairs and the Ministry of Trade
- Improving the Ministry's ICT capacity and ensuring the Digital Diplomacy rankings are favourable
- Providing professional diplomatic, protocol and consular services

The strategies to achieve these priorities, the accountable institution and the indicators to measure performance are set out in the table below.

Priorities and Strategies (2018)

D	G	- · ·
Priorities	Strategies	Indicators
Priority 1 Obtaining economic and technical cooperation	Strategy: Activate diplomatic initiatives for economic and social development of Antigua and Barbuda	*Accreditation for newly appointed ambassadors *Provision of timely support for regular interactions between ambassadors and their counterparts in their designated countries.
		Outcomes: *Pledge for technical and economic projects and grant support for training opportunities *Support in International Forums
		Outputs:
		Outcomes:
Priority 2 Improving the efficiency and service provision of the Ministry of Foreign Affairs and its Missions	Strategy: a. Development of a 5 year Strategic Plan b. Development of the Foreign Service Administrative Manual	Outputs: *Regular staff meetings *Engagement of all Diplomats and Staff Outcomes: *New staff classification/structure. *Missions producing monthly reports in a timely manner *Ministry providing information in a more timely manner
	Strategy and accountable	Outputs:
	institution	Outcomes:
Priority 3 Settlement of the Antigua and Barbuda /US WTO matter	Strategy: Review negotiating and communication strategy	Outputs: *Negotiate meetings Outcomes: *Final settlement
	Strategy and accountable	Outputs:
	institution	Outcomes:
Priority 4 Implementation of the Antigua and Barbuda Guide to Protocol	Strategy: Engagement of government ministries, agencies and departments	Outputs: Series of training and orientation sessions for government officials and staff
Priority 5 Design and Implementation of the ICT Plan	Develop digitization concept	Outputs: *Design database for MIS platform *Train staff in ICT *Design and build websites *Manage digital diplomacy platforms

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
11 Foreign Affairs, International Trade and Immigration				
1101	External/Foreign Affairs	-	4,534,932	-
1102 Overseas Diplomatic and Consular Section		-	13,500,000	-
1103 Immigration Department		2,780,000	8,905,313	-
TOTAL FOR FOREIGN AFFAIRS, INTERNATIONAL TRADE AND IMMIGRATION		2,780,000	26,940,245	-

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

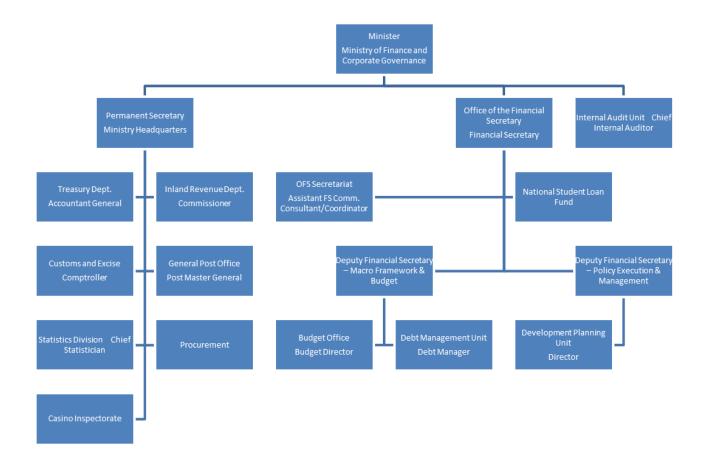
	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Foreign Affairs, International Trade and Immigration	10,809,445	1,080,690	-	15,050,110	-	-	26,940,245
External/Foreign Affairs	2,533,032	451,790	-	1,550,110	-	-	4,534,932
283 - International Relations	2,533,032	424,950	-	1,510,110	-	-	4,468,092
390 - General Public Services	-	26,840	-	40,000	-	-	66,840
Overseas Diplomatic and Consular Section	-	-	-	13,500,000	-	-	13,500,000
390 - General Public Services	-	-	-	13,500,000	-	-	13,500,000
Immigration Department	8,276,413	628,900	-	-	-	-	8,905,313
292 - Immigration	8,276,413	628,900	-	-	-	-	8,905,313

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Finance and Corporate Governance

Budget Plan
For the FY 2018

Ministry of Finance and Corporate Governance Organisational Structure



1. MINISTRY OVERVIEW

The Ministry of Finance and Corporate Governance accounts for the nation's collection of revenue control of expenditure, execution of fiscal policy, management of debt, management of postal services, procurement, statistical data, development planning and auditory controls.

a) Ministry Vision

A centre of excellence for modern financial management, strong economic growth and sustainable development for the well-being of all citizens of Antigua and Barbuda.

b) Ministry Mission

To efficiently coordinate and direct effective use of government's financial resources toward sustainable economic growth in a manner for Antigua and Barbuda to become an economic powerhouse within the region and the world.

2. SERVICE PERFORMANCE REVIEW AND CRITICAL ISSUES

Service Performance

The Ministry of Finance and Corporate Governance has achieved milestones across its departments as part of the continuous effort to enhance operations and delivery of services.

a) Achievements

- 1. Implementation of debt management strategy and concluded negotiation for rescheduling and/or settlement of several debts.
- 2. A draft Public Debt Management Bill has been developed to ensure that there is a sound legislative framework for Public Debt Management that conforms to best practices.
- 3. Training has started in-house, and via e-Learning, seminars, workshops.
- 4. Completed and submitted the 2016 Financial Statements to the Director of Audit.
- 5. Collaborated with the Ministry of Works and Housing to implement the processing of the Ministry's Non-established wages and salaries in the Civil Service Management Module. The Ministry now enters its own payroll information.
- 6. Developed a Cash Management Unit.
- 7. Conducted staff training is Total Quality management and in accounting.
- 8. Continue to work on maintaining debt management strategy and using suitable services for debt restructuring and negotiations with creditors.

- 9. Completed a review of the national procurement system, developed core pillars to modernize procurement, launched a website; trained wide cross-section of personnel, defined a vendor registry.
- 10. Monitoring interdepartmental project teams on assigned project implementation and reporting rate; noted efficient checks and balances to decrease the number of unbudgeted activities within the project cycle.
- 11. Increased benefits of technical assistance from the regional and international postal agencies, introduced a scanning system for air mail; overall improvements in securing mail handling.
- 12. Introduced control measures resulted in 2% increase in GPO revenues in 2017 over 2016 and decrease of 14% in expenditure over the same period;
- 13. Reassessed areas have improved postal delivery rates;
- 14. Developed the Multi-Country Sustainable Development Framework (MSDF) for 2017-2021.

Issues

Government departments are persistently challenged by general recurring issues related to:

- 1. Periodic inconsistencies of timely available data important to effective policy development;
- 2. The investor base has not widened forcing a reliance restricted to re-investors;
- 3. Development of an Investor Relations Program is paramount for the Debt Management Unit;
- 4. Inadequate office space for personnel and storage space for records;
- 5. Recurrent costs for specialized software licenses;
- 6. Deficiency of qualified personnel within core areas, which affects overall efficiency functional operations;
- 7. Inconsistent application of performance management systems;
- 8. Low strategic planning sometimes leads to recurring non-compliance within key project reporting mechanisms;
- 9. Insufficient resources and inconsistent maintenance of equipment challenge the effectiveness and reliance on information technology;
- 10. Slow rates of project implementation in some areas with low return rates of progress reports;
- 11. Services rates for GPO services are outdated and due for revision, unnamed streets and houses are a challenge, unrestrained pets undermine postal worker access, and extreme circumstances continue to afflict postal workers in the field.

3. PRIORITIES, STRATEGIES AND INDICATORS

The priorities for the departments of the Ministry of Finance:

- 1. Develop and implement policies and programmes to ensure medium term fiscal and debt targets are attained and to improve management of Government resources;
- 2. Continue implementation of the debt management strategy and continue to pursue negotiations with creditors to ensure the debt service burden is decreased;
- 3. Identify and use financial and technical assistance from regional and international agencies to support Government's fiscal and other economic objectives;
- 4. Support the work programme of the Internal Audit Unit to audit high risk departments;
- 5. Strengthen arrangements for oversight and monitoring statutory corporations;
- 6. Improve development planning capacity, strengthen project teams and increase coverage of the public-sector investment programme;
- 7. Continue the modernization of the central government's procurement system, expand procurement outreach, maintain a vendor registry and build domestic vendor capacity to respond to bidding opportunities;
- 8. Complete and submit the 2017 Financial Statements to the Director of Audit and continued progress with implementing Cash Basis IPSAS;
- 9. Strengthen public financial management and accounting structure in all Government Accounts departments;
- 10. Review processes in the Disbursement Unit and update the procedural manual for the Treasury Department;
- 11. Transition the Treasury Department to new building headquarters premises;
- 12. Continue collaboration with the Ministry of Information to electronically store vouchers and other documents;
- 13. To operationalize the exemption control module and online payment module of ASYCUDA and to set up Risk Management and Post Clearance Audit Units to realize the full benefits of ASYCUDA in enhancing Revenue Security;
- 14. Liaise with Ministry of Social Transformation for street naming and house numbering, partner with the Royal Police Force to control stray dogs that threaten postal workers, refurbish and restore the building of the general Post Office;

- 15. Continue to strengthen audit controls for revenue collection centers;
- 16. Pursue the organizational upgrade of the Statistics Division toward eventual transition to a Statistics authority under the National Bureau of Statistics Act, 2013;
- 17. Develop a strong cadre of line officers, supervisors and management personnel who are well resourced and matched to execute department functions within the Ministry of Finance;
- 18. Support the collection, management and dissemination of core statistical data.

Priorities and strategies 2018-2020

Priorities Strategies Indicators Priority 1 Outputs: Implement policies and Implement legislative and institutional Procedures and arrangements to ensure programmes to ensure reforms for tax administration (revenue greater control of expenditure medium terms fiscal and debt agencies); targets are attained and to Articulation of penalties and enforcement improve management of Implement expenditure reforms and procedures government resources. polices for improved expenditure management (Budget Office, OFS and MTFF updated at least twice annually Treasury); Monthly fiscal reports submitted to Execute the Public Financial Minister of Finance and Minister of State Management (PFM) Action Plan to by 15th day of each month enhance expenditure controls within central government Preparation of Quarterly Fiscal Reports Formalise and enhance the macro-fiscal **New Public Debt Management Act** function in the Ministry **Implement the Public Debt** Outcomes: **Management Act** increased tax compliance and revenue Prepare for Public Expenditure and collections Financial Assessment (PEFA) improved expenditure management and reduced spending on wages and salaries, unplanned transfers, travel, rent, advances and medical treatment aboard as a proportion of total expenditure Increased spending on capital projects Single legislation governing debt management

Priorities and strategies 2018-2020					
Priorities	Strategies	Indicators			
Priority 2 Update debt management strategy and subsequently publish MTDS document on the Government's website Development of a robust Investor Relations programme	Implement programmes in line with the current debt strategy; develop a debt management website Build relationship with current and potential investors	Outputs: - MTDS presented with annual budget presentation - Implement Strategy as outlined in the Medium Term Debt Strategy - Widened Investor base Outcomes: - Improved debt management in line with best practices - Investor confidence in Government securities			
Priority 3 Identify and use financial and technical assistance from regional and international agencies and bilateral partners to support fiscal and other economic objectives	Engage in discussions with regional and international organisations and key bilateral partners to access additional funding, with particular emphasis on World Bank, EU, CDB and CDF. Strengthen project management capacity and oversee financial administration of key projects funded by the CDB. Implementation of new EU funded PFM project.	Outputs: - Project documents developed and submitted to bilateral and institutional partners for budget support, technical assistance and project financing. - Reports on use of project funds are timely and accurate. Outcome - Effective management of CDB and other donor funded projects. - CDB engaged to begin work on project activities in 2018.			
Priority 4 Improve monitoring of statutory corporations.	Monitor and report on the performance of statutory corporations.	Outputs: - New framework for oversight and Reduction in unplanned transfers to statutory corporations - Updated Operations Manual for SOE oversight Outcomes: - Reduced fiscal risk associated with operations of statutory corporations. Increased compliance of statutory corporations with financial reporting provisions of the FAA			

Priorities and strategies 2018-2020

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Priorities	Strategies	Indicators
Priority 5		Outcomes:
Revenue Management (Treasury) Complete the 2017 accounts for submission to the Auditor General	Prepare and submit Financial Statements for 2017 by June 30, 2018.	- Statements completed and Submitted by 30 June 2018
Relocate to the new Treasury Department premises	Coordinate with State Insurance Corporation on completion of construction of new premises.	- Relocate to new premises by October 2018 - Forecasting model completed and
To improve cash management and Public Financial Management in General	Prepare daily, weekly and monthly deposit and expenditure reports and feed data into cash management model.	operational - Monthly cash management plan documented and followed - Reduction in overdraft fees
	Prepare monthly cash management plan based on results of the model.	Reduction in time to produce reports Improved decision making
	Analyse revenue and expenditure data to better inform cash management decisions.	- Steady reduction in accounts payable
	Conduct analysis of accounts payable data and develop strategy for reducing	Documented new organisational structure and procedures for accounting departments
To improve the Accounting	accounts payable. Review the accounting structures in at	- All accounting staff in the two departments trained in use of FreeBalance and voucher and relevant document preparation;
structure and systems in all Government Accounts departments	least two Government departments and recommend relevant changes.	- Improved reporting from Departments
departments		

Priorities	Strategies	Indicators
To review processes in the Disbursement Unit and to update procedure manual	Review the management of documents submitted for processing including the workflow in the Unit Determine the minimum and maximum time taken to process payments Review and change the structure in the Unit where necessary Update the procedure manual for all Units to improve efficiency and implement controls	 Payments processed seamlessly by June 30 2018 Processing of vouchers by categories according to amount Allocating Cash to each department to facilitate more speedy processing Staff utilise procedure manual more effectively
Continue implementation of projects to store and retrieve documents electronically	Finalise project plan; acquire related hardware and software, training, develop manual for electronic storage and retrieval.	 Project Plan by 31 March Hardware and Software and Manual by 30 June 2018 Staff trained by 30 September 2018 Full implementation by need December 2018
Priority 6 Improve Development Planning Capacity	Establish appropriate arrangements for implementing, reviewing and updating the Medium Term Development Strategy (MTDS) Develop and implement plans for publication, monitoring and evaluation of MTDS Execute TA projects funded by CDB to strengthen institutional arrangement and capacity for development planning	Outputs: - Implementation plan for MTDS - MTDS published and targets published on GOAB website - Plan for monitoring and evaluation prepared and published Outcome: - Improved arrangements for development planning - Strengthened capacity to update the MTDS

Priorities and strategies 2018-2020					
Priorities	Strategies	Indicators			
Priority 7		Outputs:			
Revenue Collection (IRD)	Formally implement the CSBP plan and link with functional area reform plans; Establish IT reform incorporating CARTAC recommendations; Improve upon the ABST filing compliance of the largest tax payers; Enhance collection enforcement by reducing the ratio of arrears to current revenue; Support a taxpayer service and educational programme;	 Improved coordination; shared targets and uniform time frame in fulfilling objectives; Enhanced IRD operation at new location; Focused direction and enhanced operations; Enhance compliance filing rate to 70%; Better informed taxpayers/reduction in tax related inquiries. 			
Revenue Collection (Customs)	Update and strengthen internal revenue collection procedures; Train a cadre of specialized officers in all divisions	Output: - Increase collection of arrears, reduce uncollectible debt and limit new debt - Competent, dedicated and professional officers - Application of proper risk assessment and improved product identification and classification. Outcome: - Maximised, efficient and fair revenue collection			

Priorities	Strategies	Indicators
Priority 8		Outputs:
Customs trade facilitation and enforcement	Enhance information technology infrastructure and support, increasing processing time for clients Engage stakeholders for feedback on Customs clearance procedures Implement H.S. 2007 along with a modern classification and valuation unit Support a post audit program using risk based criteria	 Enhanced clearance procedures Removal of unnecessary procedural steps and bottle necks Improved documented Customs procedures Accurate classification and valuation of goods Better identification of incorrect declarations Outcomes: Reduced unprocessed warrants Increased revenues Improved service delivery to clients Reduced clearance times Classifications aligned with WCO and WTO standards Fair application of fines and penalties
	Develop effective regulations for trade facilitation Streamline and simplify the Import Licensing Regime Use trade agreements to accomplish national interests and expand exports Develop an effective trade policy Establish stronger links to exchange trade data with the National Statistics Division	Outputs: - Updated legislation and administrative procedures - A functioning National Trade Policy Committee (NTPC) - Development of Export Strategy - Licensing Programme for Brokers - National business sector benefitting from market access opportunities - Available and timely trade data in services and goods Outcomes - Licenses processed online to improve ranking in Doing Business Report - Improved stakeholder dialogue and common use of trade strategies to positively

Priorities and strategies 2018-2020					
Priorities	Strategies	Indicators			
Priority 9		Outputs:			
Expand and enhance Postal services	Offer advertising services to various businesses	Increased and timely delivery of packages and parcels			
	Improved accountability for the postal institution	- Prominent awareness of postal goods and services offered for special occasions			
	Enhance the transport capability and delivery coverage	- Complete and consistent island coverage and improved identification systems			
	Operate a Post Office facility in the new airport terminal building	- Provide exchange of foreign currency to guest and tourist			
	Improved handling of in-transit mail	- Tighter operational procedures and revenue reporting.			
	Wider fee application for services such as Post Office boxes and charges to country of origin for missed sent-mail	Outcomes: - Enhanced customer satisfaction			
	Advance the naming of streets and numbering of homes	- Increased revenue			
	Restoration of the General Post Office building				
Priority 10		Outputs:			
Institutional transition of national statistics	Propose the establishment of a Bureau of Statistics in accordance with the National Bureau of Statistics Act	- Approval for establishment of the Bureau of Statistics			
	Propose the establishment of a Board with the technical competency to	- Appropriate transition plan with accompanying budget			
	provide necessary oversight to the Bureau	- Approved organizational structure			
	Proposed a transition process to accommodate the institutional change from the Statistics Division to the proposed Bureau	Outcomes: - Modern and enhanced national statistical			
	Appropriately resource staff to execute the operations of the Bureau once established	system			

Priorities and strategies 2018-2020							
Priorities	Strategies	Indicators					
Priority 11		Outputs:					
Implement recommended modernized procurement system	Improve institutional arrangements for procurement and contract administration Encourage greater active participation in competitive bidding to attain the best value for money Identify capacity to assist vendors' responsiveness to bidding opportunities Incorporate support to the Procurement Unit by personnel trained in procurement High use of procurement website for bid advertisements, updates and awards	 Adoption of website and public access to unambiguous procedures and guidelines Increased public tenders; wider participation and reduced exemptions Managed vendor registry; increased tax compliance for overseas vendors Increased responsiveness by domestic vendors Set Asides system developed for vulnerable and marginalized segments of the economy Outcomes: Improved organization planning around procurement Effective expenditure (savings) due to achieving best value for money Highly compliant, robust, transparent, procurement system and contract administration 					

Priorities and strategies 2018-2020						
Strategies	Indicators					
	Outputs					
Improve human resources management toward delivery of professional service Enhance performance of line, supervisory and management personnel attention Reinforce operating procedures and codes of conduct for the delivery of services from departments of the Ministry of Finance	 Training afforded to officers in identified areas Succession planning Performance indicators and appraisals Leadership development Problem resolution and reduced operational conflicts Outcomes Committed personnel that are trained and properly matched to department function Sustained and professional delivery of services across the departments of the Ministry of Finance 					
	Improve human resources management toward delivery of professional service Enhance performance of line, supervisory and management personnel attention Reinforce operating procedures and codes of conduct for the delivery of services from departments of the					

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE	
15 Fin	ance and Corporate Governance				
1501	Finance Headquarters	151,250,000	38,793,787	298,585	
1502	Treasury	17,060,943	39,226,952	130,025	
1503	Inland Revenue	459,944,082	8,107,721	-	
1504	Post Office	4,028,549	4,702,216	500,000	
1505	Customs and Excise	248,904,199	8,878,566	218,982	
1507	Development Planning Unit	-	910,218	-	
1508	Statistics Division	5,969	1,433,232	300,381	
1512	Social Security	-	167,928	-	
TOTAL GOVER	FOR FINANCE AND CORPORATE NANCE	881,193,742	102,220,620	1,447,973	

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Finance and Corporate Governance	57,717,723	14,480,377	-	30,022,520	388,110	1,059,863	103,668,593
Finance Headquarters	5,049,710	7,329,999	-	26,414,078	298,585	-	39,092,372
390 - General Public Services	2,471,429	6,288,429	-	26,219,078	-	-	34,978,936
900 - Fiscal Management	2,578,281	1,041,570	-	195,000	298,585	-	4,113,436
Treasury	33,312,826	2,889,126	-	3,025,000	75,525	54,500	39,356,977
900 - Fiscal Management	33,312,826	2,889,126	-	3,025,000	75,525	54,500	39,356,977
Inland Revenue	5,487,571	2,509,950	-	110,200	-	-	8,107,721
900 - Fiscal Management	5,487,571	2,509,950	-	110,200	-	-	8,107,721
Post Office	4,134,936	263,600	-	303,680	-	500,000	5,202,216
255 - Public Buildings and Heritage Sites	-	-	-	-	-	500,000	500,000
390 - General Public Services	4,134,936	263,600	-	303,680	-	-	4,702,216
Customs and Excise	7,667,764	1,060,802	-	150,000	-	218,982	9,097,548
900 - Fiscal Management	7,667,764	1,060,802	-	150,000	-	-	8,878,566
904 - System Reform	-	-	-	-	-	218,982	218,982
Development Planning Unit	851,656	39,000	-	19,562	-	-	910,218
390 - General Public Services	375,932	5,500	-	-	-	-	381,432
900 - Fiscal Management	475,724	33,500	-	19,562	-	-	528,786

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

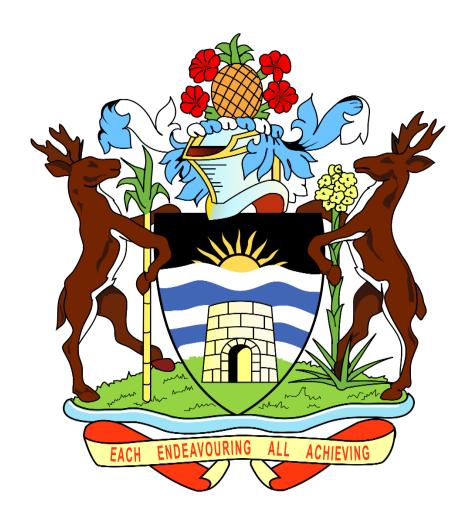
	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Statistics Division	1,045,332	387,900	-	-	14,000	286,381	1,733,613
390 - General Public Services	1,045,332	387,900	-	-	-	-	1,433,232
392 - Labour Affairs	-	-	-	-	14,000	286,381	300,381
Social Security	167,928	-	-	-	-	-	167,928
390 - General Public Services	167,928	-	-	-	-	-	167,928

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Agriculture, Lands, Fisheries & Barbuda Affairs

Budget Plan
For the FY 2018

MINISTRY OF AGRICULTURE, LANDS, FISHERIES & BARBUDA AFFAIRS



BUSINESS PLAN FISCAL YEAR 2018

List of Abbreviations

CARICOM Caribbean Community

CELAC Latin American and Caribbean Community
OECS Organisation of Eastern Caribbean States

IICA Inter American Institute for Cooperation on Agriculture
FAO Food and Agricultural Organisation of the United Nations
CARDI Caribbean Agricultural Research and Development Institute

ADC Agricultural Development Corporation CRFM Caribbean Regional fisheries Mechanism

AFC Antigua Fisheries Corporation
CMC Central Marketing Corporation

DRCA Dog Registration and Control Authority

GARDC Gilberts Agricultural and Rural Development Center

EU European Union

DCA Development Control Authority

PTCCB Pesticides and Toxic Chemicals Control Board
USAID United States Agency for International development
CCCCC Caribbean Community Climate Change Center

UWI University of the West Indies

CIMH Caribbean Institute of Meteorology and Hydrology

MINISTRY'S OVERVIEW

The Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs (MALFBA) is the exclusive composition of the Ministry Headquarters, Agriculture Division, Veterinary and Animal Husbandry Division , Fisheries Division, Cotton Division, Lands Division, Agricultural Extension Division, Chemistry and Food Technology Division, Surveys Division, Development Control Authority, Barbuda Administrative and General Services ,Corporations and other Development Partners.

The Ministry strives to secure a wealthy nation anchored on an innovative, commercially oriented and competitive agricultural sector. The aim is to improve the livelihood of Antiguans & Barbudans through local adaption to the services provided by the sector, and additionally to ensure food security through the creation of an enabling environment and ensuring sustainable natural resource management. The Ministry is tasked to closely monitor the performance of the agriculture sector which has a major impact on the performance of the National Economy.

The work of the MALFBA is executed through an institutional network of interrelated entities consisting of the Deprtments, Dvisions, the Barbuda Council, Corporations and Organizations, Special projects and International and Regional Development Partners.

Programme monitoring, coordination, review and updates are achieved through regular meetings of Heads of the various pillars of the Ministry and periodic progress reports.

A multi-dimensional approach has been adopted in the implementation of the work programme of the MALFBA and as such significant linkages have been established with Tourism, Trade, Health (Environment), Finance, Social Transformation, Foreign Affairs, faith-based organizations, youth groups women's groups, the military and other stakeholder organizations such as the prison and the army.

The Ministry's programmes are supported by its development partners.

VISION

To be a vibrant organization guided by creativity, innovation, respect for the environment, standards of efficiency and the application of appropriate science and technology to deliver effective services.

MISSION

The Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs will be the engine of advancement for its divisions and stakeholders through the application of modern and emerging practices designed to strengthen food security initiatives, efficient land use management, environmental conservation measures and sustainable development of natural resources thereby contributing to the well-being of Antiguans & Barbudans, consistent with national objectives and stakeholders' expectations.

OBJECTIVES

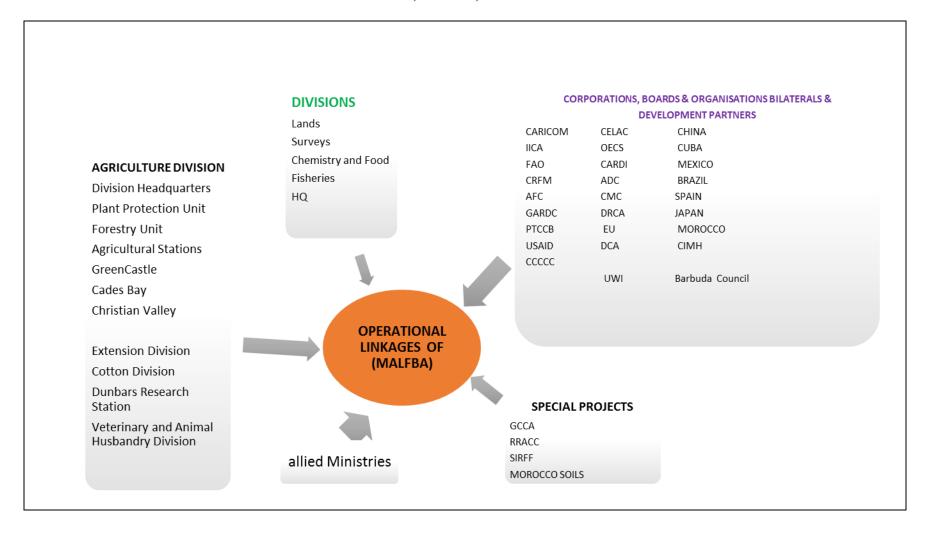
The objectives of the Ministry of Agriculture, Lands, Fisheries & Barbuda Affairs:

- To increase the production of food from the land and sea in order to achieve the greatest possible measure of self-sufficiency, by reducing the importation of food items in order to retain foreign exchange in the economy by cutting down the large external food bill. Doing this will ensure the production and distribution of food of high nutritional value at reasonable prices to consumers, by raising the productivity and income levels of agriculture particularly in the case of small farmers and their families and ensuring the security in food supplied.
- To promote the utilization of local produce for in households, restaurants and hotels, by ensuring the commercial sector becomes more involved in the distribution of locally produced food in wholesales houses supermarkets, meat shops, etc.
- Create confidence in the agricultural sector specifically with the view to attract young
 people to agriculture as farmers, skilled technicians, by stimulating employment through
 great linkages of agriculture, tourism and other industries. This will promote the
 development of new rural communities and improve villages by stimulating growth of
 agriculture especially at farm and family level.
- To fully utilize and protect the waters of the economic zone on the state of Antigua and Barbuda to secure the products for the products for the benefit of the population, to promote proper land use and natural resources conservation measures, and to promote the development of new agricultural crops for export.

- To promote the commercial exploitation of inland water i.e. lagoons, dams, ponds for the production of fish and crustacean. Also, to seek scholarships for training nationals to specialize in agriculture.
- To procure information to local farmers that will enable them to maximize their protection potential and supply the nation with agricultural produce
- To assist consumers in their decisions making by providing relevant, timely information on the production schedules of the local farmers.
- To identify and analyze key policies issues and institutional constraints which impedes the agricultural productive process and provide possible solutions.
- Use of protected culture technologies for the production of high value vegetable crops to build resilience against impacts of climate change in the Agricultural Sector.

ORGANISATIONAL STRUCTURE

MINISTRY OF AGRICULTURE, LANDS, FISHERIES & BARBUDA AFFAIRS



SERVICE PERFORMANCE REVIEW AND CRITICAL ISSUES

The HQ is responsible for maintaining links with other Ministries as well as government agencies and private sector organisations. Strong links are perennially sustained with the Finance, Training and Establishment Divisions of Government.

The overall remit of the **Finance/Accounts** unit is to administer and manage all matters pertaining to Revenue and expenditure in compliance with the approved budget and in accordance with approved fiscal policies. This is achieved through

- Coordination, collecting and recording of the proceeds realised from the sale of goods and services by all the respective entities within the Ministry. These include items such as land sales, licences and fees, analytic services and printing and copying of maps.
- Provision of aspects of direct in-country management of funds earmarked by development partners for specific lines of action at the farm and field levels
- Facilitation of periodic payment of government contributions in fulfilment of government's commitment to regional and international institutions as well global treaties.
- Timely preparation of vouchers and other documentation pertaining to staff salaries, wages and other components of respective remuneration packages,
- Sourcing, purchasing, and internal distribution of expendable items in alignment with funds approved under specific Departmental Heads and Subheads within the Budget
- Preparation of financial reports and budgetary instruments.
- Facilitation of the issuance of import licences for fresh vegetables in consultation with the Extension Division and in collaboration with the Ministry of Trade.

The **Registry** is responsible receiving, recording (filing), routing all correspondence and as such is a major part of the institutional memory.

Human Resource matters and the updating of Personal Files are also a function of this Unit

The **Planning Unit** serves as the nexus between the office of the Permanent Secretary(PS) and the Technical Heads of Divisions. As such, the PS is in a position to receive timely Technical updates and reports as well as to provide key administrative oversight, guidance, endorsement and approval when necessary.

A crucial element of the Ministry's portfolio is the fostering and maintenance of relationships with funding agencies, development partners, allied Boards of Governors and other institutions at the national, regional, and international levels .Additionally, public relations, press briefings and dissemination of information in general are essential to the management of the affairs of the MALBF. These matters form the substance of the **Liaison and Communications Unit.**Investors in the agricultural sector as well as key local and regional producers require technical assistance in developing business plans and project proposals for submission to funding sources. Additionally, the offices of the Minister, the Permanent Secretary as well as Technicians from time to time require technological and advisory support. The Ministry facilitates these services through its **Technical and Advisory Unit** in close collaboration with the **Planning Unit**.

A number of **maintenance services**, grounds, buildings, offices as well as security is provided by HQ.

Cotton Division

Service performance

Achievements

1. Crop improvement (Multiplication and Conservation)

- 1 pedigree line of the Montserrat Sea Island Cotton selected, characterised and conserved
- 7 populations of land races of local roots and tubers, pumpkin, corn, eggplant and some varieties of herbs were maintained

2. Seed production and Distribution

- Bulking, multiplication and testing of pedigree cotton seeds in adequate quantities to provide an annual supply of commercial planting seeds for Antigua and Barbuda and Leeward Islands cotton growers
- Harvested approximately 220 pounds of Seed cotton for the Seed multiplication programme. Cleaning, sorting and manually ginning of seed cotton is currently undertaken
- Data Collected from Experimental plots are analyzed (yield of lint obtained, % ginned weight %, seed weight, lint index and germinability).

3. Research and Development

- Research and improve cotton production practices; including pest management, yield improvement, plant nutrition, latest cost of production figures, harvest efficiency and the production of modern technical package for cotton growers
- Research work on improved vegetable production practices including pest management, yield improvement and fertilizer trials

Collaborative work

- Conducted Field and laboratory testing of new or introduced varieties on request of farmers, and / or other local or regional agricultural input suppliers and institutions
- Received enquiries and advise cotton growers as required and respond to new problems and challenges brought to the attention of the Division
- Assisted the Extension Division, Plant Protection Unit, Project Coordinating Unit, Agricultural Stations receiving enquiries and advising individual producers as required, responding to plant pest problems and challenges brought to the attention of the Division for investigation

- Monitoring and Management of the Vermiculture Project where the use of earthworm castings are being explored as a feasible alternative/ supplement for fertilization. The project is a joint venture activity with IICA, the Crop Research Unit and a local entrepreneur Mr. Vincent Derrick
- Use of Humidity Bins to grow cassava cuttings in a controlled environment in collaboration with CARDI. Plantlets were transplanted in fields and are being monitored and evaluated
- Monitoring and Management of an on farm trial on soil improvement. This project is also a joint venture activity in collaboration with IICA, the Crop Research Unit and a local entrepreneur, Mr. Greg Skepple of Cedar Valley Farm. The Treatment Area is comprised 25 rows with dimensions of 3'6" x 169 with a Control Area of 28 rows with dimensions of 3'6" x 213' and the study is designed;
 - ✓ To apply organic matter to improve the soil texture and structure by the use of sustainable techniques which will be sustainable and beneficial to crop growth
 - ✓ To improve the soil pH and nutrient content by the application of organic materials and
 - ✓ To monitor onion growth using organic materials.
- Alternative methods of controlling Giant African Snails are being reviewed, studies were approved by the GAS Eradication Task Force. Local materials are being sourced for the implementation of studies
- Morocco Project To conduct agronomic and soil fertility response trials in order to develop productivity maps
- Peanut expansion programme in Antigua (Friar's Hill, ADC Diamonds Estate, Cades Bay and on farm)
- Greenhouse project Climate adaptation in cultivation of solanaceous and cucurbitaceous crops under protected conditions, automatic nutrient delivery system and rain water harvesting.

Issues

Some of the problems the Division experienced in achieving its objectives in 2017 were,

- High infestation of Pink Boll (*Pectinophora gossypiella*) worm due to the proliferation of wild cotton across the island
- Accessibility to the necessary resources (inputs, tractor services etc.) on a timely basis
- High Infestation of the Giant African Snail (*Lissachatina fulica*) in the fields
- Lack of potable water

- Continued Mono-cropping resulted in the poor performance of cotton crop, reduction in plant height and flowering/boll formation
- Lack of seed storage, testing and conditioning facility
- Lack of capacity building in biotechnology, conservation of Plant Genetic Resources and modern research methodologies
- Unfavourable rainfall conditions affected some mechanical field operations.

Veterinary and Animal Husbandry Division

ACHIEVEMENTS

- 1) GOOD AGRICULTURAL PRACTICES (GAPS) WORKSHOPS- for all the farmers in all of the Parishes to assist in encouraging more organized and efficient record keeping and better livestock production. This is an ongoing process.
- 2) Continued registration of farmers.
- 3) Veterinary Inspections of imports and exports of live animals
- 4) Veterinary Inspections of containers of meat and meat bi-products.
- 5) Paynters impounding of livestock, making hay, pole digging and fencing, transportation of livestock to the abattoir and elsewhere. The station also dubs as the ministry of agriculture's tractor pool.
- 6) Farm visits- consulting with livestock farmers and guiding them in animal husbandry and production practices.

CRITICAL ISSUES

- 1) Legislation:
 - a. Livestock registration and control Act(draft)-working on getting the draft completed, this would assist in the control of stray and/or roaming animals.
 - b. Animal (International Movement and Disease Prevention) Act (Draft) working on getting it passed with the Ministry of Justice and Legal Affairs. This is essential to meet our WTO requirements for trade.
 - c. Animal Welfare: Work with FAO to get the template of the Act used throughout the region as created by the OIE.
- 2) Help strengthen the farmer's organizations- educate farmers by providing workshopsimprove linkages of these operators with the suppliers and processors to help develop a strong agricultural sector.
- 3) Control of Roaming and Stray animals- need to establish an Animal Control Unit-to impound and transport roaming and /or stray animals. This in turn will provide safe roads, prevent desertification, hence improve the beauty of the country. Also will reduce the spread of disease.

- 4) Food Safety- ensures Good Agricultural Practices are being followed. Provide safe and wholesome meat and meat by products for the consumers, both locally and imported.
- 5) Reduce food import bill. New agricultural enhancement program to reduce poultry meat import by at least 10% each year.
- 6) Land rental collection dedicated person to collect rental fees
- 7) Meat Market dedicated person to collect stall rental fees from the butchers.
- 8) Safe Work Environment all buildings of the VLD and its units must meet the minimum standards of safety in the workplace.
- 9) Hiring of Technical Staff: At the present, the VLD is in dire need of Veterinary Officers and Animal Health Assistants. At present, the VLD is so short staffed that it cannot effectively complete all of its important functions.
- 10) Signing of Petty Contracts: This is essential to allow for the maintenance of equipment and machinery that are needed to be in operation all the time. When these items stop working, the government ends up losing a lot of money in compensation payments.

1.6 ORGANISATIONAL MATTERS ACHIEVEMENTS

- 1) SURPASSING EXPECTED REVENUE COLLECTION The VLD surpassed the expected revenue collection by 9%.
- 2) HUMAN RESOURCES In 2014 & 2015, respectively the VLD finally was able to hire two (2) Veterinary Officer.
- 3) EQUIPMENT- Tractors have been acquired to assist with the daily operation of Paynters Station.

ISSUES

- 1) **ABATTOIR-** Secretary needed to input data, answer telephone calls to ensure efficient operation of the abattoir. A complete refurbishment of abattoir is necessary or the construction of a new facility as this is of primary importance due to a public health and animal welfare concern, as this affects the whole country.
- 2) **MEAT MARKET-** Manager required to run the meat market and collect stall rental fees in a timely manner and to ensure proper operation of the market as this is a public health concern. Fencing of the meat market is required to help keep it secure.
- 3) **PAYNTERS** Internet access is necessary to input data and send the statistics to the VLD for the monthly reports, which in turn generates revenue. Specific equipment is needed for the efficient day to day running of Paynters Livestock Station. The paynters livestock station is also used as the ministry of agriculture's tractor pool.

Agriculture Division

1 Achievements:

- **1.** Collaborated with the Ministry of Tourism in successfully conducting the Mango Fest 2017.
- 2. Successfully planted 300 breadfruit plants on the agricultural stations.
- **3.** Extended the stations permanent staff by 25 persons through the regulated employment of these persons from being contract workers.
- **4.** Increase production in 2017 over the last 3 years due to improved levels of rainfall.
- **5.** Establishment of over 5 acres of new orchards.

2.2 Issues:

- **1.** Frequent transportation breakdowns.
- 2. Poor state of roads, and office buildings at the stations.
- 3. Challenge of roaming livestock due to poor fencing
- 4. Praedial larceny.
- **5.** Electronic devices and internet services insufficient to manage data collection, storage and dissemination.
- **6.** Inadequate tools for stations.
- 7. Frequent breakdown of tractors resulting in untimely land preparation.

Capability of the Field Stations, Cades Bay, Green Castle and Christian Valley 4.2 Achievements

- 1. Contribution to the National Food Security by the planting of Breadfruit trees.
- 2. Propagation and sale of 200 mango and 150 citrus plants.
- 3. Contributed to the National Food Security of Antigua and Barbuda with the production of guavas, coconuts and Mangoes.

4.3 Issues

- 1. Very difficult staffing issues, with inadequate remuneration and poor working structural facilities, including transportation.
- 2. The lack of adequate security leading to theft of planting materials.
- 3. Lack of machinery equipment for program expansion.

During 2017 there was an improvement in the weather conditions as rainfall total was more than the previous two (2) year period. The organization continued to participate in national and international activities that showcased local production and the utilization of food. Some activities continued to promote sweet potato and cassava bread making. Consequently every major activity of the Ministry of Agriculture featured these products. All Home Economics teachers and agro-processors were trained in that area of value added food processing. Agricultural enterprise on Antigua and Barbuda has diversified and now includes beekeeping, aquaponics, backyard gardening, agro-processing, agri-tourism and school garden programme. The number of people showing interest in beekeeping has increased by 15% in the period 2010 – 2015; meanwhile there have been a corresponding 25% increase in hives or colonies. During

2017 the Agricultural Extension Services Division played a major role in revitalizing the Beekeepers Association. An Antiguan bee keeping enterprise was featured in LIAT's Islander Magazine. Canadian Beekeepers also housed and trained a number of beekeepers from Antigua and Barbuda. Aquaponics production increased over 500% prompting the support of FAO and the development of a strategy for the inclusion of school based educational and skills development training in this field.

Over 1500 breadfruit plants were distributed to farmers and householders. These are expected to come into production by the year 2022. In the meantime the production of cassava and sweet potato continues to be emphasized as the main commodities for processing during 2018. The emphasis on these food crops is to contribute to the food and nutrition security while allowing families opportunities to increase production.

The backyard garden production is extremely diversified even involving religious groups. The thrust toward value —chain analysis resulted in an increasing number of agro-processors as well as consolidation within this group. The regional launch of the root crop development programme will require increased focus on in vitro propagation. Additionally, CAFAN programme on repositioning agricultural entrepreneurs to facilitate export development will also make demands on the extension agents. Moreover, both the USAID and Team Fresh Produce covered technology production project are expected to place a heavy demand on their energies and time. There is need also to be cognizant of the demand that will be placed on the Agricultural Extension Services Division by the activities associated with Food and Nutrition Security programme of Antigua and Barbuda.

Equipment Pool

With regards to tractor services the unit was able to prepare over thirty (30) acres of land despite not having access to an efficient plough. More than one hundred and twenty (120) acres of land were brush cut, mostly on government agricultural stations and other public facilities. Operators were hard pressed to keep the equipment functional. Despite that crop production increased during 2017 over 2016 as shown in the following table.

Ginger production moved from five to fifteen (5-15) acres of new planting over a three (3) year period. Producers were issued planting material and are receiving technical support from the field officers. Materials from this will become available during the first quarter of 2018. Another important aspect of this developmental thrust is the value chain programme with emphasis on sweet potato and cassava. During 2017 several bakers, home economic teachers and agro processors received training in the use of these products in baking. This program will form a significant part of the activities in 2018 contributing to the nation's food security. Activities in aquaponics were carried out in schools such as Princess Margaret and St. Mary's School of Excellence. Due to the level of development of aquaculture enterprises, Antigua and Barbuda was selected to train other OECS nationals in the aquaponic for livelihood programs. An aspect of the aquaculture program is continuing hands on training and mentorship for entrepreneurs in this sector. The Food and Agriculture Organization of the United Nations is supporting this effort which is being conducted in collaboration with the Fisheries Division. Several entrepreneurs were selected for training to aid in the re-engineering of their agricultural enterprise. Among them were sixty producers, the majority being women and youths, were selected for increasing ginger production from five to fifteen acres over a three year period. Another aspect of this development program with emphasis on sweet potato and cassava. These commodities will be used in enhancing the food sovereignty thrust of Antigua and Barbuda. One avenue will target the reduction of the use of flour derived from wheat and corn and substituting them for products of cassava and sweet potato. The initial goal is to replace ten (10) percent of the flour this would require the production of over one hundred and twenty (120) acres of those crops annually. In addition sweet potato and cassava chips and fries are expected to be alternative to similar products from white potato. Sweet potato and cassava are also expected to be used in the animal production initiative as feed for animals, mainly pigs. It is envisaged that agricultural production will increase through these activities. Consequently the Division will continue it program of training and mentorship while facilitating enterprise development through government supporting programs.

Agriculture Extension Division

Achievements

Having completed the training in the construction of bio-digesters and water tanks the Agricultural Extension Services Division is well positioned to assist pig producers in developing more sanitary production facilities. Bio digesters will be used in the development of energy efficient units through the utilization of the gaseous by product in electrification and food preparation. Furthermore the peels and other waste generated by processing of sweet potato and cassava are expected to be utilized in developing feed for pigs. This technology have been successfully developed and utilized in Cuba.

One hundred (100) small scale farmers will receive support. Twenty (20) farmers have been selected from each district and are presently undergoing training in various workshops. Additional training will be given in the production of specific commodities. This thrust is expected to boost production and result in increasing farm income by 20-30%. Emphasis will be on commodities such as sweet potato, cassava, ginger and coconut. These commodities are selected because of their economic potential. Work will also continue on beekeeping and aquaponics along with poultry and pigs.

Staff Development

The Agricultural Extension Services Division is endowed with a staff of experience and they are constantly receiving cutting edge training. During 2017 two (2) people graduated from programmes focusing on Pesticide Risk Management and Agri-business and Marketing. Another staff member is now completing training in Business Management while one embarked on training in Agricultural Engineering. Two (2) of the staff received training in the delivery of healthcare, one of these persons were transferred to the Ministry of Health. An associate degree personal joined the staff during 2017, presently two (2) people are undergoing on the job training for future job placement. At the same time the responsibility for snail eradication was given to a staff member of the Division. Based on the past achievements it is clear that the Division capacity to accomplish goals will be enhanced by these developments. It is even more important that there is an efficient supporting mechanism.

Improving client satisfaction levels through customer service is a goal set for the organization during 2018. This is in keeping with the regional thrust of improving the professionalism of providers of Extension Services. The undertaking will involve the participation of officers in national, regional and international foras to learn of successful extension project being implemented around the world. They will also be given the opportunity to learn of latest research as well as participate in research projects. Through this facility officers will also be able to network with follow extension professionals.

The Caribbean Agricultural Extension Providers Network resuscitated the Regional Extension Officer of Excellence award. Each country will select a local Extension Officer of Excellence for participation in the annual forum to select a Regional Extension Officer of Excellence. Extension Services Organization receives significant staff capacity development whenever it participates in such activities.

Measuring officer's performance by using the various criteria for selecting an officer of excellence will ultimately result in more focus programs impacting on agri-preneurs. Criteria such as knowledge, skill, leadership, reliability, work habits and time management will undoubtedly have an effect on the performance of officers seeking to meet the criteria. This program will be particularly useful in ensuring the successful implementation of planned activities while contributing to improving the professionalism among the staff.

Critical Issues

Priorities, Strategies and Indicators

The decline in the production of coconut continued as palms succumb to disease. Observations continue to be made of the tolerance and yield of various types. Coconut farmers have experienced a decline in their income level. In conjunction with the Agricultural Stations an effort would be made to propagate coconut palms.

Sweet potato and cassava will be used in enhancing the food sovereignty thrust of Antigua and Barbuda. One avenue will target the reduction of the use of flour derived from wheat and corn and substituting them for products of cassava and sweet potato. The initial goal is to replace ten (10) percent of the flour this would require the production of over one hundred and twenty (120) acres of sweet potato and cassava crop annually. In addition sweet potato and cassava chips and fries are expected to be alternative to similar products from white potato. Sweet potato and cassava are also expected to be used in the animal production initiative as feed for animals, mainly pigs. It is envisaged that production of the crops will increase through 2018. Consequently, the Division will continue to focus on this program to ensure the complete implementation of the value chain development initiative.

Tractor Equipment Pool

In 2009 the Ministry of Agriculture set up a tractor equipment pool to address the limitations to land preparation. While the services of ploughing and brushcutting were more readily available the issue of land clearing, pond clearing, pond and dam construction remained as major constraint. The wear and tear on the tractors and equipment is now resulting in more frequent breakdown and necessitate repairs. Ultimately this resulted in the unavailability of some equipment. Consequently there is a need for purchasing two (2) ploughs – 4 disc and a mould disc. Additionally equipment would be required to support the cassava and sweet potato expansion program. Other equipment that are necessary are one (1) rotavator, one (1) rake, One (1) sweet potato harvester. Funds would also need to be allocated to allow for the purchase of spare parts. (Page 2 Equipment Pool and Road Maintenance)

Repair to the farm road in Burkes continue to be a critical issue since the tenders board have not informed the Division of the person selected to undertake the project. Maintaining the farm roads in good condition is a serious challenge especially during periods of heavy rain.

Some Issues related to human resources with the organization were addressed in 2017. Still to be addressed is the creation and appointment of the Commodity Development Officer. This individual has been identified. Also there is one person who were not promoted for more than twenty five (25) years due to a lack of position. With the upgrade some of personnel the opportunity exist to rectify the anomalies. Furthermore Cabinet agreed to equipping the field officers with devices for communication and data collection. Presently officers are using their private equipment. Moreover most field officers use their personal vehicles to visit the various farming districts. Roads are generally in a state of disrepair, hence the cost of maintaining the vehicles are high even so the payment of mileage allowance are untimely logging behind by upwards of 150 days. This is creating undue hardship on the field staff.

A related issue is the place of work that have fallen into an untenable state of disrepair. Air conditioning have broken down, many times, there is no running water, electrical surge damaged the equipment, the roof leaks whenever it rains, several glass windows are broken and the telephones are not working. All of these issues relating to the work place result in demoralizing the staff. Consequently focus will be placed on alleviating these hardships.

Hurricane damage in Dominica will limit activities in the coconut rehabilitation programme. Nevertheless some support is expected from Suriname in addition to materials that will be sourced throughout Antigua and Barbuda. Planting material is required to plant over sixty (60) acres incrementally within the next five (5) years.

Challenges:

Agricultural Development is enhanced by Extension Services which enables its cliental to benefit from its roles that provide advisory services, machinery and equipment management of the natural resource and collaboration with other agencies. Through the Extension Services agroproducers are better able to deal with the challenges in their social and natural environment. Overcoming the challenges faced by the agricultural sector will bring benefit to the wider community.

The challenges faced by agriculture include but are not limited to the following-

- a. Ensuring food productions in a manner that would sustain the natural resources while increasing production and allowing access to food
- b. Enabling people engaged in agriculture to attain a standard of living equal to that of members in their community. For the Caribbean region with a history of agriculture being synonymous with slavery there is the added challenge of making agriculture attractive hence it may be necessary for persons engaged in agriculture to appear to be doing better than other members of the community. Consequently, there is the underpinning goal of poverty alleviation and income generation.
- c. Marketing complexities exercabated by liberalization and consumer demand for wholesome and nutritious food. Food safety issues demand that Extension agencies help producers to develop quality control programmes. In addition there is a need to develop agro-industries that add value to products. Furthermore, sustained programmes aimed at product utilization will ensure more different ways of consuming a commodity.
- d. Introduction of new technologies and commodities that enable more diverse ways of increasing food production, productivity, food accessibility while transforming the health and well being of people in the community through improved nutrition. The foregoing

challenges are recognized by the stakeholders who have indicated an approach to tackling the challenges as outlined in the Country Programme Framework. Consequently, our activities programmes and projects are streamlined to accomplish the targets set for achievement by the year 2020.

Development Control Authority

Service Performance

Achievements:

- 1. The Development Control Authority (DCA) has submitted amendments to the Physical Planning Act (PPA) to be ratified into law by the Antigua & Barbuda Cabinet, Lower and Upper House. Also, the fee schedule was revised.
- 2. The Development Control Authority (DCA) has submitted regulations to the Department of Legal Affairs to be regularized by the Physical Planning Act (PPA) 2003.
- 3. The Government through the Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs is currently partnering with the UN-HABITAT Participatory Slum Upgrading Programme (PSUP), in an effort to bring improvements in the standard of living for urban areas in Antigua and Barbuda. A local five-person steering committee has been established to execute the programme in Antigua and Barbuda, with the Focal Point being the Chief Town and Country Planner of the DCA.
- 4. The Government has been seeking legislative assistance to draft and strengthen Regulations which fall under the ambit of the Physical Planning Act 2003.
- 5. The DCA was successful with hiring four (4) Junior Building Inspectors, and is in the process of upgrading the Senior Building Inspector & Draughtsman to Physical Planning Assistants, while we will evaluate the current technical staff complement to upgrade one competent technician to Senior Building Inspector.
- 6. The Management of the DCA has submitted for the Accounts Clerk to be upgraded to Accounts Supervisor while the Junior Clerk will be upgraded to Accounts Clerk. The Vacant Junior Clerk Position will be filled by a Labour Department Trainee who has been with the authority of the last three years in the capacity of Applications Clerk.
- 7. The DCA has submitted to upgrade a competent Building Inspector to fill the post of GIS Technician.

Issues:

1. The need for institutional strengthening and capacity-building within the DCA. A Physical Planner and two Planning Assistants, as well as a Geographical Information Systems (GIS) Technician, need to be hired to comprise a Planning Unit within the Authority, to undertake development planning and implement the National Physical Development Plan (NPDP) also referred to as the Sustainable Island Resource Management Zoning Plan (SIRMZP), as mandated by the Physical Planning Act 2003, that was ratified in 2012.

- 2. Need for more training for the Building Inspectors (for example, in the areas of report writing and the use of GIS and GPS technologies, and in knowing more of the Building Code, Building Guidelines and the OECS Planning and Infrastructure Standards).
- 3. With the recent introduction of the Citizen by Investment Program the demands on the Development Control Authority have been greater than our capacity, noted by Investors and the public at large. The tranquil island being advertised as a five-star destination, demands that all units of the Development Control Authority be adequately staffed, and technologically and resource capable to expedite the services provided to developers.
- 4. The major issues faced at the Development Control Authority are the lack of functional units such as the Planning Unit, the Geographical Information Systems Unit (GIS), a lack of advanced technological skills, and a shortage of technical staff to adequately police the various zones, in order to ensure that developments are regularized and in keeping with the mandated standards. There is the absence of an electrical Inspector, Physical Planner, and two (2) Planning Assistant.

Critical Issues

- **Human Resource** During the year 2016 -2017, the post of Lands Assistant was filled after being vacant for over a year.
- **Finance** For the financial year 2015-2016, a capital expenditure allotment of \$669,500.00 had been allocated to the division, of which \$625,000.00 were to cover the cost of areas earmarked for development and other projects. Some \$44,500.00 had been allocated in the budget for the Upgrade of the Lands Division Archiving System during the financial year 2015-2016.

Lands Division

Achievements

Activities	Achievements
Identification of areas Processing of Applications Transfer of title	 80 allocation letters completed 36 transfers 39 licences 3 leases 25 areas earmarked for subdivision
Roads	Requested additional funds via a special warrant as of
	Roads Electricity

Development of Infrastructure in potential housing areas	• Water	Sept. 2017 (see Critical issues)
Establishment and maintenance of a Management Information System	 Acquisition of hardware Acquisition of Software Installation of equipment Construction and Population of site (database) 	As of Oct. 2017 awaiting quotations from vendors to supply equipment needed

Critical Issues

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PRIORITIES, STRATEGIES & INDICATORS

PRIORITIES, STRATEGIES AND INDICATORS

- **1. Abattoir and Meat Market Refurbishment:** The abattoir and meat market must function efficiently to improve the wholesomeness of meat for local consumption.
- **2. Legislation:** Up to date Legislation is necessary to ensure that the local animal population is healthy and the imported and local meats are safe for human consumption
- **3. Healthy animal population:** This can be improved by further regulation of importation of live animals and carrying out surveillance programme.
- **4. Wholesome and healthy imported meats:** This can be improved by further regulation of importation of animal products (meat, eggs, etc) and carrying out surveillance programs.
- **5. Reduction of Food Import Bill:** This will be done by GAP certification of farmers, Ensuring sustainable livestock production, Strengthening and Reactivating Farmer Organizations, Legislate Protection of the local producers 10% market share and Working with meat importers.
- **6. Improvement of Paynters Livestock Station:** This station has considerable revenue generating potential that could be exploited once improved.

- **7. Establishment of the Animal Control Unit** Control of stray and roaming animals reduces the spread of disease, provides safe roads and reduces damage to crops.
- **8. Improvement in** Management and Administration
- **9.** Construction of a new abattoir is being discussed and the land has been located.
- **10.** New hay bailing area to be located as the land at Tomlinsons has been taken for the new national cemetery.

PRIORITIES AND STRATEGIES 2018-2019

Veterinary and Animal Husbandry Division	STRATEGIES	INDICATORS
PRIORITIES	SIRATEGIES	INDICATORS
	 A. Replacement of required equipment necessary for operational running of the abattoir. Improvement of Abattoir Buying of equipment (chillers, freezers etc) Fixing of 100% of the floor Repair broken windows and doors. Fixing of areas where animals are kept (lairage). Repair plumbing and drainage system. Placement of water filters within the abattoir. Repair of the airconditioning unit. Contract maintenance of equipment at Abattoir. Fencing of Abattoir. All workers to be trained in food safety. 	A. Improvement of Abattoir Output: Abattoir is functioning at 10% presently; if all the strategies are completed the abattoir will be 90% operational by 2019. Outcome: Provision of safe and wholesome meat for human consumption.
	B. Improvement of Meat Market	B. Improvement of Meat
	Purchase of equipment	Market

	(chopping boards, knives, buckets etc)	Output: Meat Market is functioning at 45% presently; if all the strategies are completed,
•	Repair plumbing and drainage.	the meat market will be 90% operational by 2019. Outcome : Provision of a
•	Purchase of Airconditioning Unit.	HACCP compliant facility for the sale of safe and wholesome meat for human consumption.
•	Covering of electrical wires.	-
•	Contract maintenance of equipment.	
•	All workers to be trained in food safety.	

PRIORITIES	STRATEGIES	INDICATORS
Priority 2 Improving the Legislation framework.	 A. Legislation: Livestock registration and control Act(draft) Completion of Draft Stage for vetting at the Ministry of Justice and Legal Affairs Stage for Parliamentary Process Gazetting -Passing into Law 	A. Legislation: Livestock registration and control Act(draft) Output: Enforcement of registration and control of Livestock by the Livestock Farmers. Expected compliance of 80% by 2018. Outcome: Significantly reduced numbers of Stray / Roaming Livestock.
	 B. Legislation : Animal (International Movement and Disease Prevention) Act (Draft) Stage for Parliamentary Process Gazetting - Passing into Law 	B. Legislation: Animal (International Movement and Disease Prevention) Act (Draft) Output: Prevention of the introduction of infectious or contagious disease. Outcome: WTO compliant legislation.
	 C. Legislation: Animal Welfare Act (Draft) Drafted Stakeholders Meetings Redrafted Completion of Draft Stage for vetting at the Ministry of Justice and Legal Affairs 	C. Legislation: Animal Welfare Act (Draft) Output: Outcome: Ability to convict persons involved in Animal Welfare Issues.

B Surveillance Programme • Early detection of disease via passive surveillance and active (inclusive of laboratory testing). PRIORITIES Priority 4 Ensure imported meats are wholesome and healthy A Regulation of importation of animal products (meat, eggs etc) • Updating import requirements so that no new diseases enter country, especially zoonotics • Issuing Import Licenses • Inspecting animal products at Ports of Entry B Surveillance Programme Outcome: Reduction and minimization of spread of disease by 2013. A Regulation of importation of animal products (meat, eggs etc). See Attached Table 'Local & Imported Meat Compared 2012'. Output: Outcome: Safe and wholesome animal products fit for human consumption. B Surveillance Programmes	PRIORITIES Priority 3 Ensure healthy animal population	 Stage for Parliamentary Process Gazetting - Passing into Law STRATEGIES A Regulation of importation of live animals Updating import requirements so that no new diseases enter country, especially zoonotics Ensuring import requirements are met before the arrival of live animals Issuing Import Licenses Inspecting Live animals at Ports of Entry 	INDICATORS A Regulation of importation of live animals Output: Outcome: Health and safety of animal and human population
Priority 4 Ensure imported meats are wholesome and healthy A Regulation of importation of animal products (meat, eggs etc) Updating import requirements so that no new diseases enter country, especially zoonotics Issuing Import Licenses Inspecting animal products at Ports of Entry B Surveillance Programmes A Regulation of importation of animal products (meat, eggs etc). See Attached Table 'Local & Imported Meat Compared 2012'. Output: Outcome: Safe and wholesome animal products fit for human consumption. B Surveillance Programmes		B Surveillance Programme • Early detection of disease via passive surveillance and active (inclusive of	Output: Outcome: Reduction and minimization of spread of
Priority 4 Ensure imported meats are wholesome and healthy A Regulation of importation of animal products (meat, eggs etc) Updating import requirements so that no new diseases enter country, especially zoonotics Issuing Import Licenses Inspecting animal products at Ports of Entry B Surveillance Programmes A Regulation of importation of animal products (meat, eggs etc). See Attached Table 'Local & Imported Meat Compared 2012'. Output: Outcome: Safe and wholesome animal products fit for human consumption. B Surveillance Programmes	PRIORITIES	STRATECIES	INDICATORS
passive surveillance and active (inclusive of minimization of spread of	Priority 4 Ensure imported meats are wholesome and	A Regulation of importation of animal products (meat, eggs etc) • Updating import requirements so that no new diseases enter country, especially zoonotics • Issuing Import Licenses • Inspecting animal products at Ports of Entry B Surveillance Programmes • Early detection of disease via passive surveillance and	A Regulation of importation of animal products (meat, eggs etc). See Attached Table 'Local & Imported Meat Compared 2012'. Output: Outcome: Safe and wholesome animal products fit for human consumption. B Surveillance Programmes Output: Outcome: Reduction and

PRIORITIES	STRATEGIES	INDICATORS
Priority 5 Reduction of the Food Import Bill	A. GAP Certification of Farmers Introductory Workshop Annual Training Workshop Audit Farmers Certify Farmers	A. GAP Certification Output: Contributes to the Improvement of livestock production and management to the point of providing wholesome and safe meat for human consumption. Outcome: Contributes to the Reduction of Food Import Bill by 10%.
	 B. Ensure sustainable Livestock Production Develop breeding programmes Improve management strategies 	B. Ensure sustainable Livestock Production Output: Functional Farmers Organization which contribute to the Improvement of livestock production and management to the point of providing wholesome and safe meat for human consumption. Outcome: Contributes to the Reduction of Food Import Bill by 10%.
	 C. Strengthen and Reactivate Farmer Organizations Encourage Livestock Farmers to be part of organizations (only these farmers will be eligible to provide meat for human consumption) Obtain assistance from other Governmental and International Agricultural Agencies to revitalize the Livestock Farmers Organizations 	C. Strengthen and Reactivate Farmer Organizations Output: Functional Farmers Organization which contribute to the Improvement of livestock production and management to the point of providing wholesome and safe meat for human consumption. Outcome: Contributes to the Reduction of Food Import Bill by 10%.
	D. Legislate Protection of the	E. Legislate Protection of the

	local producers 10% market share.	local producers 10% market share.
	Work with the Minister of Agriculture, Permanent Secretary of the Ministry of Agriculture and the Ministry of Justice and Legal Affairs to accomplish this.	Output: Contributes to the Improvement of livestock production and management to the point of providing wholesome and safe meat for human consumption. Outcome: Contributes to the Reduction of Food Import Bill by 10%.
	F. Work with Meat Importers	D. Work with Meat Importers
	Ongoing workshops to introduce measures that will be taken to reduce food import bill by 10%	Output: Contributes to the Improvement of livestock production and management to the point of providing wholesome and safe meat for human consumption. Outcome: Contributes to the Reduction of Food Import Bill by 10%.
	G. Abattoir Upgrading (please	E. Abattoir Upgrading
	see above)	Output: Contributes to the Improvement of livestock production and management to the point of providing wholesome and safe meat for human consumption. Outcome: Contributes to the Reduction of Food Import Bill by 10%.
PRIORITIES	STRATEGIES	INDICATORS
Priority 6 Improvement of Paynters Livestock Station	Improvement of Paynters Livestock Station Repair and construct office Repair hay barn.	Improvement of Paynters Livestock Station Output: Outcome: 100% increased revenue, by 2019.
	Purchase of equipment (disc cutter, livestock scale, 3000)	

gallon water tank with pump).	
 Allocation of 100 acres of land for hay making. 	
 Provision of efficient water services to livestock farmers. 	
 Production of molasses blocks for Animal Nutrition. 	
 Production of genetically superior animals for sale. 	

PRIORITIES Priority 7 Establishment of Animal Control Unit	STRATEGIES Establishment of Animal Control Unit • Hiring of dedicated personnel for the unit. • Purchase of equipment (ropes, trailer, mobile corrals)	INDICATORS Establishment of Animal Control Unit Output: Hiring of five persons. The Animal Control Unit will be 100% fully functional, once all of the strategies are met, by 2019. Outcome: Reduction in the numbers of stray / roaming livestock.
Priority 8 Improvement in Management and Administration.	Improvement in Management and Administration: • Hiring of technical staff • In-house staff training • CapacityBuilding	Improvement in Management and Administration: Output: Outcome: Increased productivity and efficiency of staff by 2019.

Cotton Division

Priorities and strategies 2018-2020

Priorities	Strategies	Indicators
		Outputs/Outcomes
To select and conserve to maintain the genetic purity of the Sea Island Cotton	Established Seed Multiplication(Pedigree plots,2 nd Multiplication and progeny rows) at Cotton Division	Nine acres of land will be established for the cotton seed multiplication by 30 th August 2018
		Progress and monthly reports
		Quantity of seed cotton and lint produced
		Yield per acre of seed cotton
Collect and conserve local crops	Selection ,collection and conservation of some local crops papaya, plantain, cassava, sweet potato, pumpkin, corn	Plots established, data collected and analysed.
To collect, evaluate and conserve indigenous and exotic cotton germplasm	Conservation and maintenance of elite cotton cultivars in gene bank at Cotton Division	Over 200 Elite cotton cultivars will be identified in Barbados and seeds of these cultivars will be collected and conserved in the cotton germplasm collection at Central Cotton Station by 30 th August, 2018
		Evaluation data on completion of harvest
		Feed back
		Progress reports
To Bulk, multiply and test pedigree seeds for distribution	Maintain pedigree seeds for cotton production island	Approximately 3,000 lbs. of high quality seeds will be produced

	locally and regionally	by April,2018
		Plant selection and Data analyses from boll count, lint measurement and indexes and seed weight
To provide/distribute an annual supply of commercial planting seeds for Antigua and Barbuda and Leeward Islands	Cotton Division will provide seeds for the planting of	Approximately 20,000 lbs. of seeds produced for distribution to growers by July, 2018
Cotton growers	cotton locally and regionally	Quantity of commercial seeds produced
		Results from germination tests
		Feedback from producers
		Amount of seeds distributed
To contribute to food security by making Antigua and	Production of commonly used vegetable seedlings for	Produce over 5000 seedlings by Dec, 2018
Barbuda more agriculturally productive for import	sale	Number of seedlings sold
substitution and export where possible, by the production of		Cash receipt books
vegetable seedlings for sale to householder/farmers of the northern part of the island		Feed back
To implement agro technologies	Installation of irrigation	Improved crop
to improve crop production using irrigation systems	systems (Drip and Sprinklers in all Fields at the Station	production The cultivation of
		some crops all year round
		Irrigation equipment installed in all fields by July 2018

Establishment of a Tropical Fruit nursery and orchard at DES	Production of locally demanded fruits	To plant over seventy five tropical fruit trees by Dec, 2018
Validate appropriate technologies for efficient and effective crop production(pest	Identified field trials implemented in collaboration with the Extension Division	All planned field trials implemented by Dec 2018
and weed management strategies)		Number of field trials implemented
		Data collected and analysed and documented
		Feed back
To continue upgrade ,renovate and improve the existing Crop	Repaired, upgraded and improved Crop Research	Repairs completed by March, 2018.
Research Facility	Unit.	Offices furnished by May 2018
		Seedling nursery, chemical storage room and Lunch room for field workers erected by July, 2018
		Installation of weather station in Agro met area at DES by August 2018.

Agriculture Division

Priorities	Strategies	Indicators
1: Local production of	Increase availability of	Outcome: Greater amounts of
Mangoes and citrus	planting material.	citrus and mangoes produced
	Clear areas to be planted.	in 3 years
2: Production of pineapples	Increased availability of	Outcome: Greater amounts of
	planting material	pineapple at local markets.
3: Increased availability of	Collaborate with local farmers	Outcome: Greater variety of
non- traditional crops.	to obtain planting material.	fruits e.g. sour sop and guava
_		at the market

4: Improve on acreages of	Make additional lands	Outcome: Reduction in the
plantain and banana locally	available at the government	amount of imported
available	stations	plantain/banana
5: Establish 3 acres of coconut	Source resistant coconut	Outcome: Replace lost
trees	seedlings	coconut trees due to lethal
		yellowing
6: Establish 2 acres of	Examine differences in	Outcome: Reduce food import
breadfruit plants	climatic adaptation	bill
7: Establish a tissue culture	Dedicate to the reproduction	Outcome: Make quality
lab	of pineapple and sweet potato	planting material always
		available to farmers

Agricultural Extension Division

Priority: 1. Food safety and value chain development

- (a) Aquaponics
- (b) Traceability
- (c) Good Agriculture Practice
- (d) Food utilization Farm to table, Exposition, agro-processing
- (e) One hundred (100) farmers provide support to enable rapid development of their enterprise

Priority: 2. Work with producers

- (a) Farmers groups
- (b) Greenhouse technology
- (c) Backyard garden
- (d) Water quality testing

Priority: 3. Management of Natural Resource

- (a) Land preparation
- (b) Water harvesting
- (c) Land management

Priority: 4. Human Resource Development

- (a) Undertake activities that will enhance the public understanding of agricultural extension
- (b) Forge alliance with regional and international counterparts
- (c) Participate in training administrative and technical
- (d) Staff promotion and creation of positions

Priorities	Strategies	Indicators
Value Chain	Through collaboration with Food	Outputs:
Development	and Agriculture Organization,	– planting material for sweet potato
	Caribbean Agricultural Research	and cassava
	and Development Institute, Inter-	-processed product from sweet potato
	American Institute for Co-	and cassava replacing 10% of wheat
	operation in Agriculture,	flour.
	Organization of Eastern	-processing unit for sweet potato and
	Caribbean States, Ministry of	cassava established
	Agriculture-Extension Services	
	Division.	Outcomes:
	-target the production of 115	– reduction in the importation of
	acres of cassava, 115 acres of	wheat flour.
	sweet potato	-increase use of sweet potato and
	- produce planting material for	cassava products in cuisine.
	the initiative	-improved nutrition among the
	-create a national management	population
	unit	
	-retrofit a government building	
	and install processing machines	
Provide support to	Through collaboration with Food	Outputs
100 small scale	and Agriculture Organization,	– workshops and other training
farmers to enable	Commonwealth of Learning and	-produce from farms
rapid development	Shandong Vocational College of	
of their enterprise	Foreign Trade train and provide	Outcome
1	materials for re-engineering 100	-100 farms are re-engineered
	small farms.	-income in food production
	-conduct several workshops and	-farm family income levels increase
	practical training sessions for	-youth and women engage in
	Field Officers and farmers	livelihoods associated with
	-distribute inputs to be used by	agriculture
	producers (aquaponic and other	-fresh feed available for householders
	production technologies)	opportunity to improve nutrition
Increasing the	Purchase several equipment for	Output
acreages of land	the tractor pool to facilitate	-Prepare over 500 acres of land
prepared to facilitate	greater mechanization of	during 2018
food security and	production	
sovereignty	producti	
programs		
1 20		Outcome
		-Tractor services enable formers to
		plant and harvest acreages devoted to
		the production of ginger, sweet potato

		and cassava.
Developing a culture	Implement the Extension Officer	Output
of excellence in	of Excellence program in	-Officer of excellence selected using
customer service	collaboration with the Caribbean	the selection criteria.
within the	Agricultural Extension Providers	
organization	Network and its American	Outcome
	partners.	District Extension programme more
		impacting resulting in increased
		customer satisfaction.

Development Control Authority

_ <u></u>	Priorities	Strategies	Indicators
1			Outputs:
1	1	\mathcal{C}	*
	1	establish a Development	Implementation and periodic
	Development Plan	Planning Unit within the	updating of the NPDP; formulation
	(NPDP) (SIRMZP)	DCA. Such staff would	of regional (parish area), local area
		include: one Physical	and subject area plans.
		Planner, two Planning	Outcomes:
		Assistants and one GIS	Proper zoning and land use
		Technician.	allocation at the community level
			for better rationalization and use of
			the nation's scarce lands and
			natural resources. Meeting the
			mandate of the Physical Planning
			Act 2003 for Development
			Planning to be done by the DCA –
			not only at the national level but at
			the parish and community levels as
			well. Better resilience and
			mitigating the effects of, climate
			change on physical development
			activities.
2	Reviewing of applications	Ensuring that developers	Outputs:
	for development/planning	are aware that planning	Planning permissions that are
	permission in the context	permission MUST be	granted in accordance with the
	of the NPDP, Regional	granted before	nation's zoning, land use and
	(Parish) and Local Area	construction commences,	development policies.
	Plans.	and that DCA staff are	Outcomes:
		competent and equipped	More appropriate uses of the
		to execute plan reviews	nation's limited lands and less
		and monitoring	degradation of the environment.
		procedures. Separating	Less cost to the nation in not having
		incompatible from	to remedy the effects of
		compatible land uses.	poor/inimical land uses. A more
		compandic fand uses.	harmonious marriage between built
			S
			development and environmental

			conservation/preservation.
			Balancing physical, socio-economic
			and environmental growth on a
			sustainable level for present and
			future generations.
3	Reviewing of building	Ensuring that staff are	Outputs:
	applications to ensure that	competent and equipped	Increased compliance with the
	ALL buildings conform to	to carry out proper site	Building Code and Building
	the Antigua and Barbuda	inspections, and to	Guidelines, manifested by (a) a
	Building Code and	collate, analyze and draft	reduction in Stop and Enforcement
	Building Guidelines.	development plans based	Notices, (b) a reduction in plan
		on Government policies	rejections, (c) an increase in
		and programs for	development permissions, (d) a
		implementation. This will	decrease in unplanned
		be attributed to a feed-	development; thus, contributing to
		back process whereby	greater efficiency in the Authority
		checks and balances can	carrying out its mandate.
		be achieved.	Outcomes:
			Improvement in building standards
			and building safety, and better
			planned developments. Increased
			Government revenues resulting
1	Deliaine the country to	Employing on adaquate	from more development approvals.
4	Policing the country to	Employing an adequate number of Building	Outputs: A 100% compliance with approved
	ensure that buildings are constructed in accordance	Inspectors, and providing	plans, Building Codes and Building
	with approved plans and	them with the necessary	Guidelines.
	to reduce the incidence of	transportation capabilities	Outcomes:
	unapproved development	and equipment to make	Better-constructed and safer
	work.	effective policing	buildings. Less planning conflicts.
		possible. Ensuring that	Less squatting. Less damage and
		staff can and do make	degradation to the environment,
		timely reports on building	especially the pristine marine and
		and large-scale	terrestrial ecosystems and heritage
		development projects.	sites. Less vulnerability to extreme
			hydro-meteorological and seismic
			events.
5	Engaging in the UN-	Having senior DCA staff	Outputs:
	HABITAT Participatory	being part of the PSUP	Improvement in the physical, socio-
	Slum Upgrading	Steering Committee and	economic and environmental
	Programme (PSUP)	its activities.	conditions in urban areas in
		Collaborating with other	Antigua and Barbuda.
		agencies and stakeholders	Outcomes:
		engaged with the PSUP.	In Phase 1 of the PSUP – Research
			and documentation of urban issues
1			and problems to produce three

Urban Profiles of the following: the Nation of Antigua and Barbuda, areas of St. John's City and All Saints Village (completed in 2011); In Phase 2 – Conceptualization and formulation of projects that could address and alleviate issues identified in Phase 1 (Memorandum of Understanding and Action Plan have just been ratified); In Phase 3 – Sourcing of financial, human and technical assistance/inputs so as to implement the pilot projects conceptualized in Phase 2. projects are Taking a leading role in These two Outputs: under the auspices of Training of technical staff at the the current road/street DCA, Survey Department, PWD naming and building Hon. Samantha Marshall numbering and the Ministry of Social and NODS in GIS, GPS and road projects for Transformation and building numbering methods, Antigua. and by technicians from Colombia and Human Resource Development. The DCA Mexico. Procurement of GPS has been chosen by the hardware and software from the Antigua and Barbuda OAS. Procurement of GIS software Cabinet to play a leading and licenses, and materials to erect role, and is working in road/street name & number signs and building number plates. collaboration with the Outcomes: Survey Department, of Department Local A well-designed road/street naming Government and the and numbering system, as well as a Public Works Department building numbering system, across (PWD). Antigua. The erection of road/street The Governments of signs and building numbering plates Colombia and within the next few months in Mexico have been offering Antigua. A DCA that is well technical and financial equipped, staffed and trained to continue administering the building assistance, and the project is receiving oversight and numbering system. assistance from the Barbuda Antigua and Mission in the Organization of American States (OAS).

FINANCIAL SUMMARY

The Ministry continues to receive a reduced subvention at a critical time when climate change, natural disasters, staff shortages, increased invasive species, increasing poverty and a range of critical challenges confront the sector. The last four years has seen this downward trend in allocations and concomitantly there has been an increasing percentage going towards the payment of emoluments with very little left for inputs and work programme activities. The importance of Agriculture to our very survival as a people cannot be overstated.

The Ministry will, as a consequence, be accelerating its efforts in forming strategic partnerships with its development partners in an effort to procure additional resources to realize some of the targets for 2015/2016. Emphasis will be placed on youth development, backyard gardening, family agriculture, strengthening of production, postharvest, processing and marketing infrastructure in an effort to reduce extreme poverty within vulnerable groups and stabilize income for our farmers whilst enhancing food and nutrition security. The Ministry will actively seek to exploit synergies to be derived by combining resources through collaboration with projects in other sectors.

Summary of Recurrent Estimates 2018 for Ministry of Agriculture

DIVISION/D	EPARTMENT	2016	2017	2018
HI	EAD			
2001	Ministry	\$4,132,486.00	\$4,085,154.00	4,130,016.00
	Headquarters			
2002	Agriculture	\$4,300,942.00	\$4,586,014.00	4,601,651.00
	Division			
2003	Veterinary and	\$1,540,963.00	\$1,555,963.00	1,603,253.00
	Animal			
	Husbandry			
2004	Fisheries	\$1,330,862.00	\$1,330,562.00	1,537,155.00
	Division			
2005	Cotton Division	\$731,887.00	\$731,887.00	741,439.00
2006	Lands Division	\$678,111.00	\$681,677.00	756,749.00
2007	Agricultural	\$1,118,114.00	\$1,238,897.00	1,245,741.00
	Extension			
	Division			
2008	Chemistry and	\$567,860.00	\$583,796.00	664,860.00
	Food			
	Technology			
2009	Surveys	\$1,208,736.00	\$1,645,308.00	1,672,297.00
	Division			
2012	Development	\$803,050.00	\$1,319,940.00	1,435,588.00
	Control			
	Authority			
2013	Barbuda	\$334,628.00	\$328,333.00	524,998.00
	Administrative			
	& General			
	Services			
TOTAL		16,747,639	18,087,531.00	18,913,747.00

PROGRAMMES AND DEVELOPMENT PROJECTS

Development Control Authority

Development Control Authority								
Programme	expenditure as per financial accounts	2010 budget	2010 estimate actual	2011	2012	2013	2014	2016
Total for all Programs	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Program 1: UN-HABITAT - Participatory Slum Upgrading Program (PSUP)*	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.

Foot note: * Project is externally funded. ** Projects are partially funded externally and partially by the GOAB.

Cotton Division

Project Title	Brief description	On-going	2018 funding	2019 planned	2020 planned
Upgrade and Renovation of Dunbars Experimental Station (Continued)	To continue the upgrade the Crop Research into a fully, functional, modernised research structure in keeping with goals for 2018 and beyond	This project was again approved for 2013, RIE's were project was implemented by October 2013 and efforts were being made to complete by Dec 2013/14/15 and to no avail and the other phases to be implemented in 2017 will be resubmitted.	90,000.00 25,000.00 85,000.00	-	-
Total			200,000.00	-	-

Appendix III

Business Plan Template
Trends and Issues with fiscal impacts 2018 – 2019

Significant Trends and Issues	Potential impact on the Division and
	spending institutions
Economy	7,000
Government's inability to finance	Decimation of programmes, non- payment to
programmes due to short fall in revenue	creditors, inability to procure agro inputs and
collection	supplies
	The non-implementation of programmes for
	Cotton Division.
Social environment	
Provision of jobs for locals in the agricultural	High unemployment rates in Antigua and
sector	Barbuda
Policies and activities of NGO's,	
international agencies, private sector	
> CARDI and other related institutions	Unwillingness to support national research
unable to obtain funds from	agenda
government	
> Other agencies unwilling to conduct	Non implementation of approved work
business with the Division due to the	programme and incomplete work programmes
reduction of funds	
Effect of the environment	Affect food and nutritional security, local food
Climate change and global warming	systems by increased flooding, droughts etc.
effects	increase in plant pests, pathogens
officets	mercuse in plant pests, paniogens
Government policy and decisions	
> Fuel allotment	Inability to implement planned activities and
Permission to acquire goods and	programmes
services	
➤ Freeze of employment, purchase of	
vehicles	
Other, including capability development	
and changes in input costs	
Increase cost for agro inputs e.g.	Result in increased cost of production
fertilizers, seeds, chemicals etc.	
Availability of agro inputs	
➤ Government subsidized CMC	
inactive and is unable to provide	
critical inputs	

APPENDICES (SUBMITTED SEPARATELY)

Agriculture Headquarters (CMC, Project and Planning Unit, PTTCB, PPB, DCRB, CMC, and other Statutory Bodies and Institutions)

Agriculture Division (Forestry Unit, Plant Protection Unit and Agricultural Stations, Cades Bay,

Christian Valley, Green Castle, ADC)

Veterinary and Animal Husbandry Division

Fisheries Division

Cotton Division (Dunbars Experimental Station)

Lands Division

Agricultural Extension Division

Chemistry and Food Technology Division

Survey Division

Development Control Authority

Barbuda Administrative and General Services

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
20 Agr	iculture, Lands, Fisheries and Barbuda Affairs			
2001	Agriculture Headquarters	28,847,800	4,185,410	194,355
2002	Agriculture Division	117,031	4,602,152	1,483,850
2003	Veterinary and Animal Husbandry	255,500	1,607,381	-
2004	Fisheries Division	257,500	1,537,155	-
2005	Cotton Division	2,000	741,439	62,000
2006	Lands Division	-	758,549	-
2007	Agriculture Extension Division	16,100	1,245,741	-
2008	Chemistry and Food Technology Division	100,000	664,860	-
2009	Surveys Division	264,900	1,673,297	-
2012	Development Control Authority	595,500	2,244,652	-
2013	Barbuda Administrative and General Services	-	504,998	-
TOTAL FOR AGRICULTURE, LANDS, FISHERIES AND BARBUDA AFFAIRS		30,456,331	19,765,634	1,740,205

ANTIGUA ESTIMATES - 2018
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Agriculture, Lands, Fisheries and Barbuda Affairs	15,841,502	2,364,966	-	1,559,166	486,355	1,253,850	21,505,839
Agriculture Headquarters	2,577,552	552,012	-	1,055,846	194,355	-	4,379,765
300 - Agriculture	2,577,552	544,012	-	1,000,846	194,355	-	4,316,765
304 - Plant Protection	-	8,000	-	55,000	-	-	63,000
Agriculture Division	3,470,914	690,338	-	440,900	230,000	1,253,850	6,086,002
300 - Agriculture	2,654,342	335,212	-	306,000	-	-	3,295,554
302 - Forestry	303,732	151,226	-	-	-	-	454,958
304 - Plant Protection	512,840	203,900	-	134,900	200,000	818,380	1,870,020
308 - Food Production	-	-	-	-	30,000	435,470	465,470
Veterinary and Animal Husbandry	1,363,453	185,508	-	58,420	-	-	1,607,381
307 - Veterinary and Animal Husbandry	1,363,453	185,508	-	58,420	-	-	1,607,381
Fisheries Division	1,449,155	88,000	-	-	-	-	1,537,155
303 - Fisheries	1,449,155	88,000	-	-	-	-	1,537,155
Cotton Division	632,423	109,016	-	-	62,000	-	803,439
300 - Agriculture	632,423	109,016	-	-	62,000	-	803,439
Lands Division	691,816	66,733	-	-	-	-	758,549
250 - Infrastructural Development	691,816	66,733	-	-	-	-	758,549

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Agriculture Extension Division	1,042,186	202,555	-	1,000	-	-	1,245,741
309 - Extension Services	1,042,186	202,555	-	1,000	-	-	1,245,741
Chemistry and Food Technology Division	618,760	46,100	-	-	-	-	664,860
450 - National Lab Services	618,760	46,100	-	-	-	-	664,860
Surveys Division	1,536,369	136,928	-	-	-	-	1,673,297
250 - Infrastructural Development	1,536,369	136,928	-	-	-	-	1,673,297
Development Control Authority	2,094,552	147,100	-	3,000	-	-	2,244,652
250 - Infrastructural Development	2,094,552	147,100	-	3,000	-	-	2,244,652
Barbuda Administrative and General Services	364,322	140,676	-	-	-	-	504,998
390 - General Public Services	364,322	140,676	-	-	-	-	504,998

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Health and the Environment

Budget Plan
For the FY 2018

Ministry Overview

The Ministry of Health and the Environment comprises a cadre of skilled and dedicated professionals and support staff, charged with implementing the programmes and projects that reflect government priorities for the Health and Natural Environment sectors.

The emphasis is on providing universal access to health care at the primary level and protecting the environment by delivering services that are effective & efficient in accordance with prescribed standards and regulations.

- 1. Ministry Headquarters
 - Care Project
 - Emergency Medical Services
 - Central Medical Stores
 - Nutrition Unit
 - Directorate of Pharmaceutical Services
 - Disability Centre
- 2. Central Board of Health
- 3. Medical Division
 - Community Nursing Service
 - Dentistry
 - District Medical Doctors
- 4. Aids Secretariat
- 5. Clarevue Psychiatric Hospital
- 6. Fiennes Institute
- 7. Health Information Division
- 8. The Environment Department

The Ministry also has oversight of the Mount St. John Medical Centre, The National Solid Waste Management Authority and the Medical Benefit Scheme.

VISION: Attainment of optimal health and wellness for all residents of Antigua

and Barbuda

MISSION: Promote and provide high quality health services that are accessible and affordable to the people of Antigua and Barbuda supported by effective policy formulation, health regulation and strategic partnerships.

VALUES:

- Dedication
- Excellence
- Professionalism
- Integrity
- Care and Compassion
- Team Work

Service Performance Review and Critical Issues

The Ministry of Health and the Environment has sought to bridge the gap in health sector strategic planning in Antigua and Barbuda by producing a National Strategic Plan for Health, 2016-2020(NSPH). Fundamentally, it will be linked to the goals of the MTDS and other related national policy frameworks. In addition, it will conform to internationally accepted principles and guidelines for strategic planning, and provide a robust framework for advancing the national goals and objectives of the health sector. It seeks to achieve three strategic goals-Empowering individuals and families to manage their own health, strengthening the health system and community mechanisms, and expanding strategic partnerships.

During fiscal year 2017, the Ministry continued the implementation of activities under its National Strategic Plan for Health and achieved several objectives despite its many challenges.

Service Performance:

Achievements

- 1. Antigua and Barbuda has become one of the first English speaking nation in the region to end mother to child transmission of HIV/AIDS.
- 2. The Antigua and Barbuda Emergency Medical Services received tools and extrication equipment to the value of approximately \$175,000.00 from the NODS, being a donation from the Peoples Republic of China.
- 3. Five staff members of the Emergency Medical Services successfully completed the National EMS Instructors course in Edison New Jersey during March 2017.
- 4. All EMT's, both advance and basic have been recertified.
- 5. The Central Board of Health successfully hosted a Servsafe Food Protection Manager Certification Course for Public Health Inspectors and Environmental Health Officers in Antigua /Barbuda and select Eastern Caribbean Countries.
- 6. During the month of May a very successful six day Mass Casualty Management course was organize to sharpen the response skills of fifty Mass Casualty responders, to efficiently manage events in human and or resource challenged areas.
- 7. The Ministry undertook a very successful six month Dental Assistant training programme in conjunction with the Training Division
- 8. All Dental Assistant were upgraded inclusive of the creation of twelve established (12) positions.
- 9. Gray-Farm Dental Clinic was reopened after repairs and upgrade.
- 10. The new Judges Hill Clinic was fully furnished, equipped and reopened in October 2017 to service the communities of New Winthropes, Barnes Hill, Carlisles.

- 11. The Ministry of Health commissioned a Mobile Blood Unit to better facilitate a safe and secure avenue for residents across the island to donate blood.
- 12. Several training sessions were conducted for food handlers in the principles and practices of food safety. Over twenty-one hundred persons were trained in 2017.
- 13. The multiple support-staff positions at the Central Board of Health were regularized and upgraded to reflect one nomenclature-Environmental Health Aides, which facilitates proper utilization of the available human resources.
- 14.A Consultant Pediatrician has been appointed to service the needs in the community clinics.
- 15. Accreditation in October 2017 to the Green Climate Fund.
- 16. Operationalization of the SIRF Fund.

Issues

- 1. The lack of a standby generator at the Care Project and the Fiennes Institute to augment the electricity supply in the event of a suppression of APUA's supply.
- 2. The Health Information Division is severely restrained by the lack of resources to achieve the desired outcome of a strengthened Health Information System.
- 3. Two Wards at the Fiennes Institute are in need of major rehabilitation.
- 4. The Antigua & Barbuda Emergency Medical Services Headquarters is in need of repairs and expansion to comfortably house the operations.
- 5. There is need to provide Medical Insurance to the EMTs.
- 6. The lack of trained Public Health Nurses.
- 7. Shortage of trained Public Health Inspectors
- 8. There is a need to refurbishing the buildings at the Central Board of Health to provide a safe and comfortable environment for the officers.

Summary of capability & development strategy.

Priorities	Strategies	Indicators
Priority 1 NCD risk factors reduced and protective factors strengthened.	 Tobacco Control Act enacted. Baseline survey conducted for mean salt intake in grams per day in persons aged 18+ Baseline survey (population based) conducted to identify prevalence of insufficient adult physical activity. 	Outcomes: A basis for measuring targets outline in the NCD Policy and Action Plan 2015-2019
Priority 2 To finalize the Universal Health Coverage Strategy and Action Plan.	Engage a consultant funded by PAHO.	Outputs: A document presented to cabinet for approval. Outcomes: a document which outlines a programme that ensures all people can access quality health services to safeguard all people from public health risk.
Priority 3 Development of the Public Cemetery.	 Finalise the plans for the cemetery-Architectural, Management & Infrastructural. Infrastructural works completed by June 2018. Management systems in place by October 2018. 	Outputs: The Public Cemetery at Tomlinson opened by December 2018. Outcomes: A fully operation cemetery by December 2018.

Priority 4 Improved services to the residents of the Fiennes Institute.	 Establishment of a structured Physical Activity Programme. Increased staff levels. Improved skills & competencies. 	Outputs: Programme established by March 2018 Significant improvement in staff performance by June 2018 Outcomes: Residents living longer, more productive
		and satisfying lives.
Priority 5 Improve the Physical Infrastructure at Fiennes Institute.	 Refurbish some existing buildings. Reconstruct two wards-Baltimore & Cliff Walker. 	Outputs: 1. The two wards reconstructed. Outcomes: Improved physical environment.
Priority 6 Improved & expanded facilities for ABEMS	 Phased repairs to the current headquarters building. Renovation of a suitable section of Holberton Hospital. 	Outputs: Renovations completed. Outcomes: Significant improvement in the physical facilities.
Priority 7 Upgrade the facilities at the Clarevue Psychiatric Hospital	 Refurbished the Male Ward. Expand the Kitchen. Build a new store room facility. Expand the Admin. Building 	Outputs: The targeted areas are satisfactorily completed. Outcomes: The attainment of an acceptable working and living environment for the staff and residents.
Priority 8 Develop & Implement a policy on PrEP and PEP for HIV	 Formation of TOR Policy development work by consultants Presentation of policy to key stakeholders. Implementation of policy and execute training 	Outputs: Policy developed and implemented Outcome: Improved accessibility and availability of services

	programme.	
Priority 9 Train AIDS counsellors and staff responsible for nutritional and psychosocial services.		Outputs: Increased adherence to treatment. Outcome: Collaboration & Cooperation in all elements of the national social safety network.
Priority 10 The refurbishing and reopening of the Parham, Pares, and Old Road clinics Priority 11 Reintroduction of fluoride rinse and oral health	Design and present the programme to the cabinet for approval.	Outputs: The three clinics reopened by the Third quarter of 2018. Outcomes: Improved access to primary Health Care System. Outputs: All targeted schools visited once every term. Outcomes:
program in Eastern Public Primary Schools.	 Employment of a Dental Hygienist 	Improved oral health in the public primary school
Priority 12 Passage of a number of new Public Health Legislation.	• Finalisation of the Food Safety Act, Quarantine Act, the Litter Act, the Public Health Act.	Outputs: Passage through the parliament of all four legislations by December 2018. Outcomes: Improved Public and Environment Health legal framework.
Priority 13 Acquisition of Standby generating capacity for Care Project and	 Procure a generator capable of servicing both institutions. 	Outputs: Generator procured and installed Outcomes: No spoilage of food and

Fiennes Institute.		medical supplies in the event of a suppression APUA supply.
Priority 14 Development of Technical capacity of the Health Information Division.	 Recruit and train in-service persons. Appoint the trained persons to fill at least three key positions. 	Outputs: At least three key positions filled. Outcomes: Improved capacity for decision making regarding health sector matters.
Priority 15 Establish a Health Planning Unit	 Develop an organizational framework for the establishment of the unit. Capitate the unit with required human and physical resources. 	Outputs: At least two planners in place. Outcomes: A functional Planning Unit with requisite resources, including a professional Health Planner.
Priority 16 Completion of regulations for the EPMA	 Engage a consultant Undertake stakeholder consultations 	Outputs: The completed Regulations Outcomes: A comprehension and responsive legal framework for environmental management.
Priority 17 Provision of additional office space for the Environment Department.	 Prepare conceptual plans. Secure external/project funding. Refurbish an existing building. 	Outputs: A newly refurbished building. Outcomes A significantly improved working environment.

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
25 Hea	alth and the Environment			
2501	Health Headquarters	88,800	49,820,324	-
2502	Medical General Division	13,428	9,838,993	180,000
2503	Central Board of Health	9,000	29,558,832	120,000
2505	Clarevue Psychiatric Hospital	-	7,444,225	505,000
2506	Fiennes Institute	-	3,154,493	100,000
2507	Health Informatics Division	-	868,412	-
2509	AIDS Secretariat	-	1,500,918	-
2522	Environment Division	-	3,514,908	-
TOTAL FOR HEALTH AND THE ENVIRONMENT		111,228	105,701,105	905,000

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Health and the Environment	38,706,696	15,373,249	-	51,621,160	505,000	400,000	106,606,105
Health Headquarters	8,128,104	2,235,260	-	39,456,960	-	-	49,820,324
264 - Health Services Management	7,348,653	2,201,260	-	39,456,960	-	-	49,006,873
430 - Social Protection and Community Development	779,451	34,000	-	-	-	-	813,451
Medical General Division	9,115,704	719,289	-	4,000	180,000	-	10,018,993
261 - Primary Health	9,115,704	719,289	-	4,000	180,000	-	10,018,993
Central Board of Health	9,284,252	8,274,580	-	12,000,000	120,000	-	29,678,832
266 - Environmental Health	9,284,252	8,274,580	-	12,000,000	120,000	-	29,678,832
Clarevue Psychiatric Hospital	5,297,725	2,146,500	-	-	105,000	400,000	7,949,225
262 - Secondary Health	5,297,725	2,146,500	-	-	105,000	400,000	7,949,225
Fiennes Institute	2,585,993	568,500	-	-	100,000	-	3,254,493
430 - Social Protection and Community Development	2,585,993	568,500	-	-	100,000	-	3,254,493
Health Informatics Division	532,912	335,500	-	-	-	-	868,412
264 - Health Services Management	532,912	335,500	-	-	-	-	868,412
AIDS Secretariat	886,718	490,000	-	124,200	-	-	1,500,918
261 - Primary Health	886,718	490,000	-	124,200	-	-	1,500,918

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Environment Division	2,875,288	603,620	-	36,000	-	-	3,514,908
502 - Environment	2,875,288	603,620	-	36,000	-	-	3,514,908

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Education, Science and Technology

Budget Plan
For the FY 2018

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
30 Edu	ucation Science and Technology			
3001	Education Headquarters	-	10,600,891	465,830
3002	Administration of Education Services Administration Unit	-	9,383,205	-
3003	Primary & Secondary Education Division	-	58,241,768	1,653,100
3005	State College	6,171,000	6,631,498	747,098
3006	Public Library	-	1,283,330	200,000
3007	Antigua Archives	-	1,060,222	100,000
3008	ABICE	-	2,535,248	120,000
3012	National School Meals Programme	-	6,735,392	200,000
3015	ABITT	1,013,551	3,419,234	249,910
3016	School of Nursing	-	1,213,174	-
TOTAL FOR EDUCATION SCIENCE AND TECHNOLOGY		7,184,551	101,103,962	3,735,938

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Education Science and Technology	83,935,079	13,411,220	-	3,757,663	2,947,266	788,672	104,839,900
Education Headquarters	3,099,468	4,401,700	-	3,099,723	272,000	193,830	11,066,721
270 - Education Services	2,949,468	4,354,000	-	1,099,723	272,000	193,830	8,869,021
271 - Pre-School and Primary Education	150,000	47,700	-	2,000,000	-	-	2,197,700
Administration of Education Services Administration Unit	7,073,545	1,803,220	-	506,440	-	-	9,383,205
274 - Research and Development Education	7,073,545	1,803,220	-	506,440	-	-	9,383,205
Primary & Secondary Education Division	57,630,768	606,500	-	4,500	1,350,000	303,100	59,894,868
271 - Pre-School and Primary Education	28,204,227	161,300	-	4,500	-	-	28,370,027
272 - Secondary Education	29,426,541	445,200	-	-	-	-	29,871,741
276 - Systems Reform	-	-	-	-	1,350,000	303,100	1,653,100
State College	5,230,478	1,401,020	-	-	455,356	291,742	7,378,596
273 - Tertiary Education	5,230,478	1,401,020	-	-	455,356	291,742	7,378,596
Public Library	990,530	292,800	-	-	200,000	-	1,483,330
274 - Research and Development Education	990,530	292,800	-	-	200,000	-	1,483,330
Antigua Archives	571,052	485,170	-	4,000	100,000	-	1,160,222
270 - Education Services	571,052	485,170	-	4,000	100,000	-	1,160,222

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
ABICE	2,135,748	261,500	-	138,000	120,000	-	2,655,248
275 - Post Secondary Non-Tertiary Education	2,135,748	261,500	-	138,000	120,000	-	2,655,248
National School Meals Programme	3,761,092	2,969,300	-	5,000	200,000	-	6,935,392
308 - Food Production	3,761,092	2,969,300	-	5,000	200,000	-	6,935,392
ABITT	2,387,844	1,031,390	-	-	249,910	-	3,669,144
273 - Tertiary Education	2,387,844	1,031,390	-	-	249,910	-	3,669,144
School of Nursing	1,054,554	158,620	-	-	-	-	1,213,174
273 - Tertiary Education	1,054,554	158,620	-	-	-	-	1,213,174

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Public Utilities, Civil Aviation & Transportation

Budget Plan
For the FY 2018

MINISTRY OF PUBLIC UTILITIES, CIVIL AVIATION & TRANSPORTATION BUSINESS PLAN FY 2018

The Ministry of Public Utilities, <u>Civil Aviation</u> and Transportation is a relatively large Ministry. This Ministry seeks to provide quality administrative and technical services, while ensuring that a harmonious relationship with and between stakeholders is developed. The Ministry of Civil Aviation will be the focused Ministry budgeted for, under the aegis of the aforementioned Ministry. The Civil Aviation component of the Ministry is comprised of: Civil Aviation Headquarters, Air Traffic Control Services, and Meteorological Services. The Ministry Headquarters do not have direct control over the operations of V.C. Bird International Airport. However, it serves as the Oversight Department which represents the Government of Antigua and Barbuda. It also work in conjunction with the Eastern Caribbean Civil Aviation Authority (ECCA) which has a regulatory mandate to ensure that things are done according to law. The Air Traffic Control Department has the task of ensuring safety in the air by disseminating information to pilots on a daily basis. The Meteorological Department is strictly accountable for the provision of weather information daily.

Vision

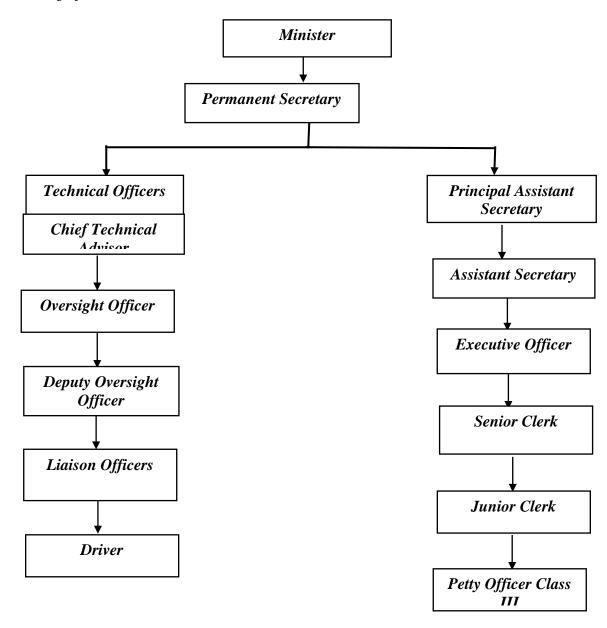
To become the best in delivering public utilities, civil aviation and transportation services to our clients.

Mission

To provide quality service to stakeholders who utilize public utilities, civil aviation and transportation throughout our nation.

Ministry of Civil Aviation Organizational Chart

The following diagram depicts the current organizational structure of the Ministry of Civil Aviation:



1.4 Service Performance Review and Critical Issues

The review focuses directly on the Civil Aviation aspect. For over a decade, Civil Aviation was unable to honor its commitment to pay subventions to the Organizations of International Civil Aviation Organization (ICAO), Caribbean Meteorological Organization (CMO), and (CIMA), due to the fiscal challenges experienced. However, in 2016, the Meteorological Services paid eight thousand (\$ USD 8,000) to CMO and forty thousand (\$40,000 BD) to CIMA. On the other hand, the Ministry of Civil Aviation made another attempt to partially pay subventions to ICAO. As a consequence, two hundred and twenty thousand dollars (\$ECD 220,000) were taken from the total that was allocated to offset payments, but to date, the Treasury has not done the final processing. As a consequence, Antigua and Barbuda have been denied voting rights at ICAO Assemblies. In addition, suppliers were not paid in a timely manner. Some essential equipment at the Air Traffic Control Department and Meteorological Services are in a dilapidated state and needs urgent attention, in order to ensure safe operations.

Service Performance (Achievements)

- 1. Flights took off and landed safely one hundred (100) percent of the time at the V.C. Bird International Airport.
- 2. The delivery of local, regional and international weather forecasting was carried out effectively and efficiently.
- 3. Currently, repairs and maintenance work are ongoing on the Runway, while the new V.C. Bird Terminal remains fully operational, while generating revenue on a daily basis, with the collection of: landing, parking and navigational fees, car park fees etcetera.

Issues:

- 1. There are some Meteorological equipment that have become outdated and needs to be replaced urgently.
- 2. There is a dire need for the purchase of new VOR's (Communication Equipment and Radar) at the Air Traffic Services. The present equipment are no longer being supported by the manufactures and the funds from the Treasury are still being awaited. This delay

in the release of funds, has caused the Refresher's Training that was scheduled to commence since April 2017 to be postponed. As a consequence, other training scheduled for 2017 will be deferred to 2018.

3. There is no process in place to facilitate timely payment for suppliers.

Organisational Matters

Capability of the Ministry/Agency

Achievements

- 1. Completion of Instructors Examiner's training.
- 2. Confirmation of AIS Coordinator
- 3. Some Meteorological Officers have begun training as stipulated by ICAO, in order to be compliant with regulatory requirements.

Issues:

1. Insufficient funds for training, human resource development and equipment

Summary of capability development strategy

The Ministry proposes replacement of the Communication equipment. The new AIS Unit has a staff compliment of eight (8) employees and is fully functional. However, funds will be needed to train the staff.

1.6 Priorities, Strategies and Indicators

The priorities in order are:

- 1. Certification of Air Traffic Controllers in Radar
- 2. Training of AIS workers
- 3. Training of more Meteorological Officers
- 4. Urgent need for upgrading modern equipment for both Meteorologist & Air Traffic Controllers

Priorities and Strategies 2017-2018:

Priorities	Strategies	Indicators			
Priority 1 Training of Administrative and Technical Staff in the Ministry of Civil Aviation	To Improve skill sets and competencies via ongoing training	Output: Sufficient funding for training Outcome: Empowerment: More effectiveness and efficiency, thereby increased productivity			
Priority 2 Creation of at least five (5) new posts	Established positions should be filled so that there can be a balance in staffing	in all tiers of the organization Output: An equal distribution of duties Outcome: More synergy and greater productivity			
Priority 3 Certification of Air Traffic Controllers	Ensure that International standards are met at all times	Output: More Air Traffic Controllers will become certified Outcome: Air Traffic Controllers will be certified and accurate operations and safety measures will be bolstered			
Priority 4 Training of more Meteorological Officers	Maintain a pool of competent Meteorological Officers	Output: Train Meteorologist in required discipline Outcome: Reduce the shortage of Meteorological Officers			

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE	
35 Public Utilities, Civil Aviation and Transportation					
3501	Civil Aviation	40,000	1,719,468	71,000	
3502	V.C. Bird International Airport	175,500	3,747,792	3,987,840	
3503	Meteorological Office	-	2,657,208	60,000	
TOTAL FOR PUBLIC UTILITIES, CIVIL AVIATION AND TRANSPORTATION		215,500	8,124,468	4,118,840	

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Public Utilities, Civil Aviation and Transportation	6,092,743	1,110,925	-	920,800	4,118,840	-	12,243,308
Civil Aviation	1,079,948	199,220	-	440,300	71,000	-	1,790,468
256 - International Transportation	-	-	-	-	71,000	-	71,000
390 - General Public Services	1,079,948	199,220	-	440,300	-	-	1,719,468
V.C. Bird International Airport	3,064,387	682,905	-	500	3,987,840	-	7,735,632
256 - International Transportation	3,064,387	682,905	-	500	-	-	3,747,792
500 - Tourism	-	-	-	-	3,987,840	-	3,987,840
Meteorological Office	1,948,408	228,800	-	480,000	60,000	-	2,717,208
502 - Environment	1,948,408	228,800	-	480,000	60,000	-	2,717,208

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Public Works and Housing

Budget Plan
For the FY 2018

Ministry Overview

The Ministry comprises of the following Departments and Divisions.

- Ministry Headquarters
- Works Department
 - I. Roads Division
 - II. Buildings Division
 - III. Design and Control Division
 - IV. Vehicle & Equipment Maintenance Section
 - V. Transport Section
 - VI. Traffic Light Unit
 - VII. Survey and GIS Section
 - VIII. Security Section

The Ministry also has oversight of the Central Housing and Planning Authority.

VISION: To be an institution of excellence in the prudent management and protection of the nation's physical infrastructure.

MISSION: Provide professional services in Architecture, Engineering and Procurement by being an effective, efficient and transparent organization based on sound leadership and effective strategic partnerships.

VALUES:

An organisation's culture and work ethics are based on its core values or ethical beliefs. Given the nature of the Ministry and its work, it is crucial that the Ministry embraces and truly lives by values that ensure integrity, equity and accountability.

Heads of Section Achievements and Challenges

Head of Roads

Accomplishments

- Installation of two crushers at the Bendals and Burma quarries. Bendals quarry is running but needed just a few tweaking and minor adjusting, additionally there was a problem with the pond which was rectified.
- Completion of the lab facility at North sound and the installation of new equipment- the management team to visit to witness its commissioning, scheduled for Monday 16th November 2017 at approximately 8 a.m.
- A new distribution truck (oil truck) was purchased to assist with the priming of the road base. There has not been one on island for the last 2 years.
- The Road engineers relocated to the Ryan Building from their previous office space at Ministry Headquarters previous location was infested with termites.
- The process of standardizing cost and typical cross section for the drainage program has commenced. Work is being carried out by the Quantity Surveyor- one of two Cuban engineers attached to the Roads department, the other is utilized as a field engineer
- Three miles of road base for both paving and patching have been prepared.
- 2.5 miles of existing asphalt roads were paved and patched. Intends to accomplish more miles with the commissioning of the new crushers and lab.

Challenges

- Need to strengthen the engineering outputs with proper tools, computer hardware and software, and training - Engineer Goodwin does most of his computer work at home
 - Additional staff and upgrading is needed to boost overall productivity
- Require additional machinery to increase production

Head of Buildings

Achievements

- Completion of the Customs project
- The Cargo shed at the deep water harbour almost complete
- Tariff building 90% complete
- Drawings for the lab at north sound done by design & control (completed)
- Offices in the Ryan Building, Old Parham Road (Venue of Senior Managers meeting) also a project of the buildings department.

Challenges

- Lack of Finance
- Shortage of materials. Workers are forced to use their own finances to purchase items.
- Repairs and maintenance of the various government offices has been put on hold due to material shortage. The department receives numerous emergency calls from departments and are unable to take action

Communications Office

Achievements

- Unit is near completion
- Two new officers starting from the Work Experience Program
- Furniture should be ready soonest
- Ministry's website is up and running
- Departments are represented on the website
- Hope to have all departments represented on website by next year
- Publishing the road blockage a few days before blockages occur
- Communications officer is also responsible for some areas training and development
- A hotline is available
- The public would be able to log unto the site to express concern, make reports or set up appointment with the Minister/PS/Director

Challenge

• Acquisition of equipment – need additional desk top computers and laptop, to commence program on radio and television.

SURVEY/GIS

Achievement

- Complete ground work/topography at various locations in preparation for the Road's Department
- Provide topographic services for the Environment Division project
- Road layout at Devil's Bridge
- Presents a monthly report outlining the work done by the department to the Director
- Received new software from sponsors through the Environment Department
- Provide internal training weekly

Challenge

- Last software crashed
- Working on getting information Plans to incorporate, type of roads, thickness etc. in collaboration with the lab as advised by the Survey Department.

Chief of Security Challenge

- In need of additional staff
- Uniforms problem with the dress code
- Vehicles needed
- Computer equipment needed
- Additional telephones needed
- Training for officers
- Chronic absenteeism of some officers.
- Some officers habitually late, absent or sick

PAS Accounts/Stores

Achievements

- Processed most of the invoices received, through the freebalance accounting system.
- Outstanding arrears for overtime and private contractors were cleared,
- Ministry was selected as the pilot department for Freebalance payroll processing as of October

- Two (2) officers completed the Associate Degree Programme at the Antigua State College and another two (2) are in their 2nd year. Several senior officers received management and leadership development training.
- Supervisor of store attended a CARICOM Procurement workshop in March, held in Jamaica

Challenges

- Vendors complain of not receiving payments, threatening to withhold supplies
- Warehouse at Cassada Gardens needs to be reorganized, building of shelves etc.
- Additional computer systems required with the addition of the freebalance payroll processing and soon to be implemented Procurement module.
- Deplorable condition of pay office

Superintendent of Workshop

Achievements

• Most Equipment are operational

Challenges

- Storeroom need repairs
- Yard is dusty and mucky when it rains
- The yard is not well lit
- Require heavy duty mechanics
- Workers need to be trained
- Concrete fence is collapsing

Transport Officer

Achievements

- Several staff received upgrades
- Some officers were officially transferred to the department in which they perform their duties
- Uniform received shoes etc. after some years
- Team went to Barbuda as first responders no complaints

Challenges

- In need of a modern diesel truck help to boost productivity
- Damage to 1 excavator (Supervisor Workshop alluded to previously)

- Too many derelict vehicles at Tomlinsons, need to make room for new vehicles (concrete trucks etc.)
- Physical problem with a very committed and efficient worker (unable to perform duties)

Chief Architect

Achievements

- Staff in training in Jamaica four-year course in Quantity Surveying
- PWD is known as a training ground reintroduction of apprentice program
- Design and building of the materials lab at North Sound
- Design for Bureau of standards new building on Friars Hill road
- Design numerous unbuilt projects
- Some work on the government housing project (three models which was not built)
- Worked on the Tariff building
- Visited North & South Carolina with officials of Ministry of Legal Affairs to look at forensic lab, looking at two possible sites; two buildings
- Completed a few thousand feet of sidewalks and drains

Challenges

- Working with limited staff; loss the engineer and other technical staff; from 13 to 7
- Plotter went down, is obsolete; presently sourcing 2 plotters
- IP phones to be installed by APUA infrastructure not in place
- Require additional computer hardware and software; currently using pirated software- looking to source original
- Cost of original software is approximately US\$117,000) with 12 licenses
- excess time to receive supplies from the general stores
- Outstanding payments for IT contractor 2015; 2016 contract not in place

Summary of capability development strategy.

The Ministry has been undertaking quarterly reviews of its Strategic

Plan 2015-2017

We are committed to ensuring that what is planned is achieved. To achieve this, the ministry's management team has adopted a results-based approach to management. Adopting RBM essentially means that there will be a more structured

approach to measuring, learning about, adapting and improving performance both at the individual and organizational level.

Priorities, strategies and indicators (2018) reference Business plan 2018-2020

The priorities for the Ministry are to:

- 1. Continue the development of standard operating procedures for identified processes especially in the Roads Division to realise improved accountability and efficiency.
- 2. Implement intensive skills-based training courses for selected technical and administrative staff, organized by the Ministry.
- 3. Expose mid-level technical and administrative staff to appropriate management based training.
- 4. Continue to expose senior officers to management and leadership development training.
- 5. Set up the Training Unit under Headquarters.
- 6. Recruit competent technical staff for the Department of Public Works.
- 7. Continue the maintenance of all the major roads/arteries into the city of St John's and the upgrading of critical roads.
- 8. Develop a comprehensive plan for the upgrade and rehabilitation of the road infrastructure-financed by external concessionary funding.
- 9. Upgrade and maintaining of the quarry equipment.
- 10. Surface at least five miles of completed base-work with asphaltic concrete.
- 11. Establish a vehicle operational plan with the Transport Board for the maintenance of Central Government's light, medium and heavy vehicles.
- 12. Upgrade the present and construct new facilities to house the technical and administrative arms of the Ministry.

- 13. Produce a housing policy document, for case of reference for implementation by the relevant agencies of Government.
- 14. Procure and maintain appropriate software for Engineering and Architectural functions.
- 15. Produce a street light policy document.

Priorities	Strategies	Indicators
Priority 1 Continue the development of Standard Operating Procedures for identified processes.	Work with divisional heads to review processes and reengineer.	Outputs: Production of a manual outlining the Ministries policies and procedures. Outcomes: improved operational efficiencies.
Priority 2 Implement intensive skills-based training courses	A training team set up to focus on implementing the programme of activities.	Outputs: several training programmes organized and completed in conjunction with other agencies. Outcomes: At least 100 persons benefiting from short term job specific training across the Ministry by December 2018.
Priority 3 Expose mid- level technical and admin. staff to management training.	Training team will coordinate participation in identified programmes.	Outputs: At least one training programme per quarter. Outcomes: Improved operational efficiency
Priority 4 Continue to expose senior officers to management and leadership development training.	 Continue to engage local, regional and international organizations on suitable programmes. Expose senior managers to training programmes through- out the year. 	Outputs: All senior managers exposed to training workshops covering the four core areas of Leadership Development, Strategic Planning, Project Management and Human Resource Management. Outcomes: Improved annual divisional business plans along with a strengthened strategic approach.
Priority 5 Set up a Training Unit under Headquarters	Engage a consultant to advise on the structure of the unit and to develop a training plan.	Outputs: start implementation of the Training Plan.

		Outcomes: structured and coordinated training.
Priority 6 Recruit competent technical staff for the Department of Public Works.	 Advertise both inside and outside the service. Review the benefit package presently received by some positions 	Outputs: At least five established or contracted senior technicians on staff by 30/6/2019.(Architect, Architectural Technologist, Draftsman, Superintendent of Works, Engineer, Graduate Engineer) Outcomes: Enhanced capacity to manage the core services and to implement the strategic plan.
Priority 7 Continued maintenance of all the main roads and upgrade of critical secondary roads.	 Establish technical criteria for the maintenance of existing roads. Ensure the quarries are functional and producing material. Timely procurement of Asphalt. Efficient utilization of human, equipment and financial resources. 	Outputs: (i) All the main roads leading to St. John's are always in an acceptable condition. (ii) Vehicular access is maintained on secondary and village roads. Outcomes: (i) 100% of the main roads are in an acceptable condition throughout the year. (ii) Vehicular access is maintained to all householders.
Priority 8 Develop a comprehensive plan for the upgrade and rehabilitation of road infrastructure.	Undertake an island-wide analysis of the road and bridge infrastructure.	Outputs: A detailed document outlining work to be done inclusive of cost and other institutional changes. Outcomes: Access to external concessionary funding.
Priority 9 Purchase a new crushing plant	Seek cabinet approval for the expenditure having undertaken the required due diligence.	Outputs: A new mobile crushing plant in place by the 2nd Quarter of 2018. Outcomes: The materials produced by the quarries satisfy the requirements of the road programme.
Priority 10 Surface at least five (5) miles of completed base- work with asphaltic concrete. Priority 11	 Ensure the Hot Mix Plant is functional and producing material. Timely procurement of Penetration Grade Bitumen. Cheaper Penetration Bitumen. At least a 75% functional Bendals Quarry. 	Outputs: At least several miles of road surfaced during 2018. Outcomes: A high level of public satisfaction with the work undertaken. Output: Arrangement in place to

Establish a vehicle maintenance arrangement with the Transport Board.	 Develop a transition plan along with the Transport Board Complete transition activities by June 30th 2018. 	service all of Central Government vehicles. • Outcomes: Effective and efficient maintenance programme. • Reduced downtime and cost.
Priority 12 Upgrade the present facilities to house the admin and technical arm of the Ministry.	 Undertake design and adaptive reuse work and costings. Arrange financing. Work starts in the last quarter of 2018. 	Outputs: architectural plans, costings and financing Outcomes: Construction activities started.
Priority 13 Produce a housing policy document.	 Produce a national report on housing in Antigua/Barbuda. Initiate a policy formulation process. Produce a strategic plan of action ratified by cabinet. 	Outputs: A strategic plan of action. Outcomes: A framework which allows for easy implementation of government housing policy.
Priority 14 Procure appropriate software.	Prioritise the procurement of software packages to match budgetary allocation.	Outputs: • Upgraded software for the Roads Division and the Design and Control Division. Outcomes: improved operational efficiencies.
Priority 15 Produce a street light policy document	Produce a National report on street lights in Antigua and Barbuda	Outcome: A framework that allows for easy implementation.

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
40 Pul	olic Works and Housing			
4001	Public Works and Transportation Headquarters	189,900	13,762,452	4,700,000
4002	Works Division	31,026,615	56,311,390	45,315,374
4003	Design and Control Division	-	1,177,872	-
4004	Equipment Maintenance and Funding Scheme	-	4,481,052	1,000,000
TOTAL	TOTAL FOR PUBLIC WORKS AND HOUSING		75,732,766	51,015,374

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Public Works and Housing	21,714,166	53,568,600	-	450,000	8,335,600	42,679,774	126,748,140
Public Works and Transportation Headquarters	6,138,252	7,174,200	-	450,000	4,700,000	-	18,462,452
250 - Infrastructural Development	6,138,252	7,174,200	-	450,000	2,000,000	-	15,762,452
255 - Public Buildings and Heritage Sites	-	-	-	-	2,700,000	-	2,700,000
Works Division	12,056,990	44,254,400	-	-	2,635,600	42,679,774	101,626,764
251 - Roads, Streets and Drains	4,380,857	5,594,400	-	-	2,635,600	37,429,774	50,040,631
253 - Transportation	-	-	-	-	-	250,000	250,000
255 - Public Buildings and Heritage Sites	7,676,133	38,660,000	-	-	-	5,000,000	51,336,133
Design and Control Division	867,872	310,000	-	-	-	-	1,177,872
250 - Infrastructural Development	867,872	310,000	-	-	-	-	1,177,872
Equipment Maintenance and Funding Scheme	2,651,052	1,830,000	-	-	1,000,000	-	5,481,052
250 - Infrastructural Development	112,224	-	-	-	-	-	112,224
253 - Transportation	2,538,828	1,830,000	-	-	1,000,000	-	5,368,828

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Social Transformation & Human Resource Development

Budget Plan
For the FY 2018

1.1 The Ministry of Social Transformation and Human Resource Development

Overview

The Ministry of Social Transformation and Human Resource Development is aligned to integrate all aspects of the Sustainable Development Goals agenda particularly in the areas of institutional modernization, human capacity development, citizens' empowerment, reduction to poverty and inequality and overall improvement in living standards and better quality of life for all.

In this regard, the Ministry is mandated to provide comprehensive social services to the population, targeting the most vulnerable segments of the population, particularly those affected by natural disasters due to climate change resulting in temporary setbacks, displacements and other unfortunate situations affecting their social, emotional, spiritual and physical wellbeing and livelihoods. Other areas of focus are poverty linked to unemployment, homelessness, substance abuse and gender based violence.

The Ministry creates the enabling environment to assist households and individuals better cope with their circumstances through visionary and strategic planning, coordination and collaboration to ensure that service delivery is responsive and reach its target population for better social outcomes.

Therefore, the Ministry's social development agenda establishes a number of targeted measures intended to cushion the effects of poverty on poor and vulnerable households and alleviate hardship. A wide range of interventions are provided and include social assistance in the form of cash transfers, training and empowerment initiatives aimed at strengthening individual capacity to advance from dependency to sustainable livelihoods and self- reliance, and psycho-social support, among other co-responsibilities. Other areas under the purview of the Ministry include community mobilisation and youth development, gender, family and related social services interventions, counselling services, home repairs and funeral grants to the most deprived.

The respective agencies falling under the purview of the Ministry of Social Transformation and Human Resource Development all play a critical role in the fulfillment of the Ministry's goal.

Agencies under the purview of the Ministry of Social Transformation and Human Resource Development

- Department of Social Policy, Research and Planning
- Board of Guardian
- National Office of Disaster Services
- Family and Social Services Division formerly Citizens' Welfare Division (Probation Unit, GRACE Programme for Elderly & Eligible & Boys Training School)

- Directorate of Gender Affairs
- Youth Affairs Department
- Community Development Division
- Local Government Department
- Substance Abuse Prevention Division
- Establishment Division; and,
- Training Division

1.2 The Ministry of Social Transformation and Human Resource Development Vision and Mission:-

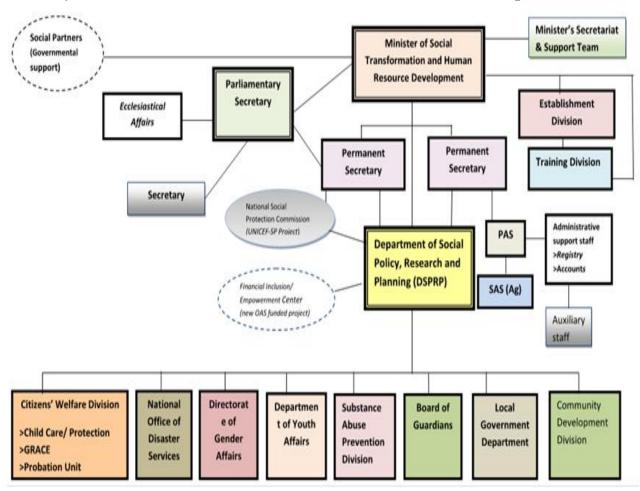
Vision

An integrated social development oriented system that facilitates delivery of services which empower and equip citizens to lead productive lives and participate in the socio-economic advancement of the nation.

1.3 Mission

A Ministry dedicated to the provision of optimal social interventions in partnership with key stakeholders in safeguarding and protecting disadvantaged groups through rights based actions and strategies that bring relief and improvement to social conditions, achieve equality and social progress towards sustainable Development.

Organisational Chart Ministry of Social Transformation and Human Resource Development



The *Department of Social Policy, Research and Planning*, which is the technical arm of the Ministry, provides critical support to the Ministry in plotting a sustainable development pathway which features the targeted measures aimed at poverty reduction through improved social assistance and empowerment programmes for vulnerable households. Particular emphasis is placed on the establishment of an integrated social protection system which corresponds with the Sustainable Development Goals agenda and other Conventions ratified by Antigua and Barbuda. The approach also serves to strengthen and widen social protection reach; improve coordination of social assistance programmes; avoid exclusion and inclusion errors through appropriate screening and targeting mechanisms; enhance advocacy/public awareness programmes to sensitize public on the National Social Protection Legislative and Social Protection Policy frameworks, as well as provide information on eligibility for social assistance and related services; ensure appropriate referrals for psycho-social or other tailored interventions that match with individuals and households needs; monitor and ensure compliance with co-responsibilities; convene necessary associated capacity building and training initiatives aimed at strengthening individual capability to advance households from dependency to sustainable livelihoods and self-

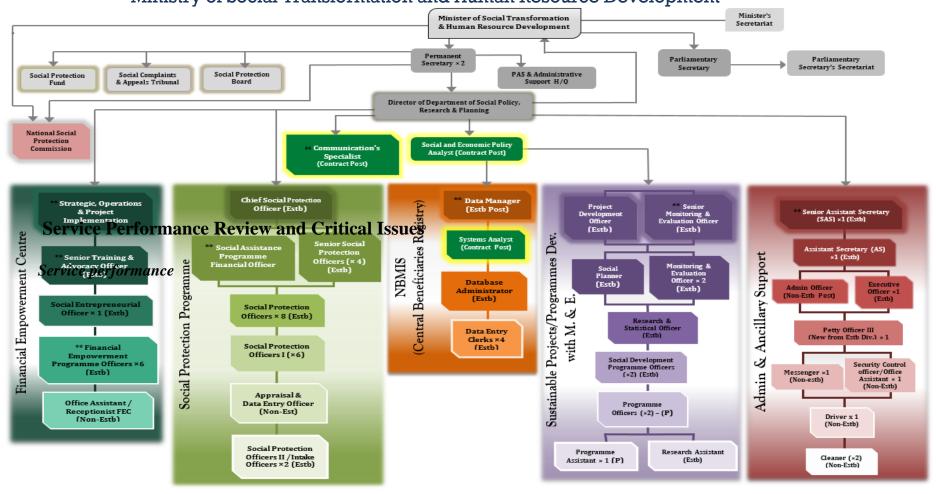
reliance. Complimentary to the outlined strategies will be the establishment of a Unified Beneficiaries Registry/Database to prevent and limit fraud and other irregularities while carefully monitoring individuals and households progress.

The Department's efforts will also contribute to bridging the data gap provided the necessary resources are made available to conduct timely surveys and other research to provide the empirical basis to guide formulation of policies, programmmes and other decision making and planning purposes. In addition, to provide information on research findings to government and the population at large.

The Department of Social Policy, Research and Planning core functions: -

- Establish a social protection platform supported with appropriate legislative and policy framework for enhanced coordination of social protection programmes and safeguard social protection guarantees;
- Sustain coordination between social and economic sectors to reduce duplication and wastage and maintain rights based approach to service provision at all levels;
- Develop institutional mechanisms to adequately respond to households in distress during times of disasters and emergencies and support recovery responses alongside existing social assistance programmes;
- Oversee the conduct of poverty assessments, formulation and implementation of poverty reduction strategies and monitor the attainment of other social targets associated with the Sustainable Development Goals agenda (SDGs); and,
- Facilitate stakeholder collaboration and forge efforts with NGOs, CBOs, FBOs and Civil Society through collaboration with the National Social Protection Commission in the provision of a range of community and social services to include:- urban renewal and enhancement initiatives under the social assistance umbrella focused on home improvement; promotion of entrepreneurial development and sustainable livelihoods programmes, as well as, spearhead training and other capacity building efforts for community grass roots level.

Proposed New Organizational Chart for the Department of Social Policy, Research and Planning
Ministry of Social Transformation and Human Resource Development



Achievements

- *I*. The Poor Relief Act of 1961 to be repealed and replaced by the National Social Protection Act. The National Social Protection Bill was submitted by the Minister of Social Transformation and Human Resource Development and is now at the Office of the Attorney General for finalization following presentation to Cabinet and Leader of the opposition. The Bill will shortly be read in Parliament and will become the "National Social Protection Act 2018".
- 2. UNICEF's continued financial support for the "National Integrated Social Protection Systems Project resulted in the hiring of the Social Protection Policy Consultant. Work on the drafting of the National Social Protection Policy, costed Action Plan and development of a Monitoring and Evaluation Framework are ongoing. Due to the passage of hurricane Irma and Maria respectively, the work on the project was thwarted, however, the activities has resumed with an extension to the schedule until March 2018, as the completion date.
- 3. The Financial Empowerment Center has been established with support from Organization of American States (OAS) which had showcased the initiative via a Webinar earlier this year attracting participants throughout the Hemisphere. Participants were intrigued by the unique nature of the project since it utilized a strategy to achieve poverty reduction and as a graduation mechanism from off of social assistance. With this view OAS intends to use this programme as a model and a study tour with a view to replicate it as part of countries social protection floor.

The FEC has stepped up its advocacy through heightened marketing utilizing social media, radio and has established a website. This has led to an increase the number of persons enquiring about the programme.

The Programme is stymied as a result of limited numbers of staff to adequately respond. The programme benefits from the service of 2 qualified volunteers in the meantime. However, with the assistance of Ministry of Finance in 2018 additional staff, including the volunteers should be recruited for improved outreach and enhanced service delivery.

- 4. The Home Advancement Programme for the Indigent (HAPI) was successfully launched in the second half of 2017. The Department has received over sixty-eight applications to date of which 20% of the homes were assessed, to be followed by preparation of estimates and repairs.
 5. The Ministry continues to work with the UN Women to develop a Central Beneficiaries Registry for clients of the government's cash assistance programme. The data base will involve both Antigua and Barbuda beneficiaries. Training of staff to carry out the survey formed an important aspect of the project.
- 6. The Support for Women in Agriculture for Increased Production and Productivity in Partnership with Youths (**SWAP**) initiative was officially launched on May 31st, 2017 and was well received by its intended targets which are women and youths in the southern district. The department was able to distribute ginger roots to 11 participants on the project. The ginger crop should be ready for reaping by late February to March 2018. The initiative is divided into 2 Phases Phase 1 and Phase 2. The second Phase planting will be in March 2018 with new farmers participating in the production of ginger.

7. The Ministry through the National Office of Disaster Services (NODS) with the assistance of International, Regional and Local agencies had demonstrated drive and motivation in the face of the unforeseen challenges brought on by the catastrophic impacts of Hurricane Irma in September 2017. NODS continues to place high emphasis on Disaster Mitigation, Management and Recovery. The need for continued support through strengthening of capacity at the National Office of Disaster to respond even more effectively and efficiently to disasters remains quite critical especially in light of the devastating impacts seen with hurricane Irma on Barbuda and Maria on Dominica respectively.

NODS continues to work in collaboration with the International and Regional agencies, Barbuda Council and Local partners to develop disaster management strategies with emphasis on rebuilding Barbuda. Work with key agencies such as DCA, Central Board of Health among other stakeholders will also continue to ensure formulation of agency specific disaster plans and at the same time empower communities to participate in developing emergency management strategies (community emergency preparedness) in light of climate change.

Priorities, strategies and indicators

Critical Issues (Challenges)

- 1. Setback in achieving critical time lines
- Several programmes were halted to respond to evacuees from Barbuda and to an extent from Dominica, in collaboration with the UN Agencies which spent significant period on island to assist with relief support and coordination efforts. During this time period, the team worked with NODS and specifically UNICEF and UN- Women offered tangible support with the distribution of family packs, toys and educational supplies. The Ministry also provided psychosocial support in partnership with Ministry of Health in the form of Counselling. The other team members from the Ministry also worked with children under the UNICEF programme "Return to Happiness" initiative as part of the psychological support mechanism. It must be noted that while the Ministry's programmes were curtailed in light of the impact of hurricane Irma, it was critical to make the necessary adjustment to better respond to the Barbudans plight.
- Time lines to the Consultancies for both Social Protection Policy and establishment of the Central Beneficiaries Registry and associated 'Health and wellness survey' of Beneficiaries to garner information towards indicators for the database were also rescheduled. However, after discussion with Donor Agencies consultancy contracts were extended.

2. Limited Resource Base

- Project funding has been well utilized in supplementing programme budget allocations. However, the Department also had to submit supplemental warrants and Virement warrants to the Ministry of Finance to offset programme expenses. This meant that a lot of the training programmes that were budgeted for were not held as the monies were otherwise utilized.

- This practice had to be adopted for the Ministry wide agencies as a means of supporting programme implementation and offsetting other expenses.
- Hiring of staff to fill critical posts were not achieved as a result of lack of funding. This hampered programme performance in 2017 for the various departments of the Ministry. Therefore, to augment programme execution, the DSPRP relied on 2 Volunteers to the Financial Empowerment Center. Other qualified individuals which would have volunteered did not come on board but sought employment elsewhere which was a loss to the Ministry.

Organisational matters

Capability of the ministry/agency

Achievements

Department of Social Policy, research and Planning (DSPRP) held various training for Technical staff covering various topics to include:-

- Focal point of the upcoming Enhanced Country Poverty Assessment (CPA) attended overseas training in preparation for the 2nd round of CPA.
- **DSPRP**: Poverty, Social Protection and Sustainable Development
- **OECS:** "Evidence Based Qualitative Data Collection Tools and Participatory Action Research Methodology to Support Multi-Dimensional Approaches to Poverty Measurement in Five OECS Countries"
- UN Women: Human Rights and the Utilization of KOBO Collect software for Enumerators
- UN Women and the Directorate of Gender Affairs: Gender perspectives for facilitating gender sensitive focus groups, facilitation techniques and previous challenges encountered
- Senior staff members benefited from other management exercise, as well as other relevant areas of training targeting public servants offered by the Training Division.
- **NODS** public education campaign will be stepped up significantly to improve community response and contribute to disaster mitigation and recovery efforts on Barbuda.
- The Ministry is poised to operate a Centre focusing on vagrants/homeless in St. John's to provide holistic care and support in rehabilitating the group of individuals

under a **Vagrancy Control Initiative** to be jointly operated by Ministry of Social Transformation and Human Resource Development and Ministry of Health. The facility is currently being worked on.

The programme will also be supported by Faith Based Organizations (FBOs) and the Caring Group. It will offer in addition to meals, medical care, mental health intervention and hygienic care and rehabilitation programmes.

• The **Directorate of Gender Affairs** has developed a comprehensive plan of action which will act as a guideline for achieving key gender equality goals for the first two years of the 2018-2021 plan. Priority areas have been developed and divided among several of the Directorate's competent technical officers. The team will focus its efforts on eight goals which include: human rights, gender equality in the economy, gender-sensitive socialization and education, gender-sensitive health care, climate change, media and culture, gender-based violence and equality in the decision-making process in political and public life.

Issues

- There is a critical need to improve the financial and human resource base for all agencies of the Ministry. Specifically the Department of Social Policy, Research and Planning in collaboration with UNICEF has prioritized the hiring of qualified technical officers on a phased basis to fill key post as part of the National Integrated Social Protection Systems initiative.
- With the impact of climate change which has resulted in catastrophic hurricanes, we are seeing first-hand the ramifications and potential impact on the social service delivery mechanism and in particular social protection programmes that has to be equipped to respond in emergencies. Therefore, focus of necessity must be given to the National Office of Disaster Services and the Directorate of Gender Affairs for strengthening their capacity to improve performance. The agencies continue to collaborate with international partners as there remains a gap in critical skill set needed to adequately meet the growing needs of our displaced citizens.

Summary of capability development strategy

- ➤ Proposed Changes
 - In light of the Sustainable Development Goals agenda, other International Conventions and Regional commitments, the Ministry's focus of necessity must be in direct alignment with the stipulated obligations enshrined in the respective Treaties. As a consequence key social development legislation and institutional arrangements must be revisited. In this connection, for example, the Poor Relief Act of 1961 will be repealed and replaced with the National Social Protection Act. Accordingly, the

institutional framework must be in place to facilitate passage and implementation of the legislation and policy under the proposed revamped Department of Social Policy, Research and Planning as shown above.

In addition, the changes envisioned for the Integrated Social Protection Systems floor would necessitate modifications to the existing structure of the Department as Board of Guardians would be merged with the Department under a new modus operandi for efficacy of social assistance service delivery system.

With the support of UNICEF, the new integrated social protection Systems platform is to be a model within the region a best practice. In this regard, UNICEF continues to support the process and is working with the key Government agencies to identify gaps in service provision and has proposed areas for strengthening. This will require strengthened capability of the DSPRP, however, not in terms of an increase in numbers of staff but enhanced technical capacity of the Department in terms of skill mix. With the envisioned mandate the Department will require less numbers of administrative personnel as a trade-off for highly qualified and competent social development practitioners.

- The Ministry is set to undertake mergers of the Community Development Division and Local Government and the Directorate of Gender affairs and Youth Department respectively, in 2018. This will also require additional staffing particularly as the prevention of Gender Based Violence initiative steps up its efforts and stream line gender related interventions. While Family and Social Services Division will need to upgrade staff and fill key positions now it is in its operating under a new mandate.
- Additional support will also be needed for NODS towards a more robust disaster management apparatus and enhanced recovery and rebuilding efforts of Barbuda.
- The Ministry will be embarking on a holistic Vagrancy Control programme targeting the homeless in St. John's.
- The Ministry will also be forging ahead with the Home Advancement Programme for the Poor and Indigent (HAPI) in 2018. Additional resources will be needed to ward the realization and implementation of the various programmes outlined.

Priorities, strategies and indicators

The priorities in order are:

- 1. To strengthen the enabling environment for the Social Protection System in Antigua and Barbuda
- 2. To improve the delivery of social protection programmes to ensure efficiency, effectiveness and transparency of social protection programmes in Antigua and Barbuda through expanded resource base.

- 3. To improve data collection for informing the design, development and delivery social protection programmes
- 4. To reduce incidences of teenage/adolescent pregnancies in Antigua and Barbuda.
- 5. Strengthened capability and enhanced capacity of the NODS operations in Antigua and Barbuda
- 6. To eliminate Gender Based Violence through the establishment of an efficient monitoring system for the Strategic Action Plan for the Prevention and Elimination of Violence Against Women (VAW) in Antigua and Barbuda.
- 7. Improve system of statistical data management and regularly conduct research on the causes, impact and consequences of VAW and domestic violence.
- 8 Develop awareness of public officials responsible for law enforcement, health and social work about all forms of gender-based and sexual violence.
- 9 Increase information and awareness of the public about the occurrence and consequences of gender-based and sexual violence.
- 10 To mainstream gender in all government ministries and departments and

The strategies to achieve these priorities, the accountable institution and the indicators to measure performance are set out in the table below.

Priorities and strategies 2017-2019

Pr	iorities	Strategies	Indicators
1.	To strengthen the	The drafting and adoption of	National Social Protection Policy
	enabling	the National Social Protection	and Action Plan final draft complete
	environment for	Policy	by May 2018
	the Social		
	Protection System		National Social Protection Policy
	in Antigua and		printed and launched by May2018
	Barbuda		
			National Social Protection Policy
			fully operational by May 2018
			G : 1D : : D'11 C' 11 C
		The drafting and enacting of	Social Protection Bill final draft
		the Social Protection Bill	complete by February 2018
			G : 1 D : (D'II : 11
			Social Protection Bill enacted by
			June 2018

		National capacity building of staff to improve competencies and efficiency towards an Integrated Social Protection System and Ministry specific areas Institutional capacity strengthened to improve efficiency and effectiveness of programme delivery	Increased numbers of qualified staff in relevant discipline to the DSPRP by May 2018 Improved staff knowledge in the new social protection legislation and policy by June 2018 Qualified staff recruited to specific technical contract and established key positions by May 2018
2.	To improve the delivery of social protection programmes to ensure efficiency, effectiveness and transparency of social protection programmes in Antigua and Barbuda	Development of a Central Beneficiaries Database Administration of specific field research and other surveys	Collection and consolidation of all information of clients receiving social assistance (cash transfer) under the Social Protection System by March 2018 Consultations with other key social sector Ministries for input towards development on a central registry for social protection/development programmes conducted by September 2018 Central Beneficiaries Registry developed by December 2018
		Conduct public sensitisation and community mobilization through advocacy and communication on the new policy and legislation	Public outreach and sensitization on Social Protection Policy and Legislation with communities and key vulnerable groups by June 2018 Consultation with key government agencies, stakeholders, general public and Barbuda Council by June 2018 Production of Documentary, Procedure and other Manuals to guide staff and public by September 2018
3.	To improve data collection for informing the	Conduct Heath and Standard of Living survey in Antigua and Barbuda	Health and Standard of Living Survey for Antigua and Barbuda conducted by September 2018

design, development and delivery social protection programmes	Preparation for and Country Poverty Assessment	Country Poverty Assessment conducted by 1 st half of 2019
4. To reduce incidences of teenage/adolescent pregnancies in Antigua and Barbuda. Additional priorities are inclusive of influencing acceptable standards and conceptions on safe sex/healthy reproductive practices with key actors	Integrated Strategic Framework Project which targets teenage/ adolescent pregnancies in Antigua and Barbuda. To ascertain information on the impact of teenage/adolescent pregnancies through the implementation of the Integrated Strategic Framework (ISF). Specific/related evidence- based research practices may include: the administering of a Situation Analysis in the form of Stakeholder Interviews and National Household Survey Programs with specific modules on sexual and reproductive health.	Outputs: To implement a National Action Plan involving a (National Consultation with Stakeholders) and the development of a Monitoring and Evaluation Framework (M&E). Outcomes: To lessen the prevalence and negative socio-economic impacts of teenage/adolescent pregnancies in Antigua and Barbuda through viable educational and accountability platforms (strengthening administrative data systems and stakeholder collaborative efforts) by the year 2020.

5.	Strengthened capability and enhanced capacity of the NODS	Formulation of Agencies specific Disaster Management Plans and Policies	Plans and policies completed and operationalised by April 2018
	operations in Antigua and Barbuda	Recruitment of highly qualified personnel to be attached to NODS Cadre of	Cadre of personnel qualified in Disaster and Logistical management recruited by May 2018
6.	Concentrated efforts on rebuilding on Barbuda and facilitation of Barbudans returning home	Collaboration with all stakeholders –(international, regional and local partners)-for rebuilding efforts of health facility and education plant, restoration of electricity, water and sanitation, communication and road networks for smooth transition Restoration and rebuilding of ports of entry	50% of essential services restored by September 2018 50% of homes rebuilt and restored on Barbuda by September 2018 80% of Barbudans return home by September 2018 Advance work on airport and sea port rebuilding
	7. To enhance intervention capabilities for the promotion and protection of women's rights, working with the public and private sectors and civil society organizations	Strengthened work on gender equality and women's empowerment.	Greater attention given to gender equality and women's empowerment

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
	ial Transformation and Human Resource elopment			
4501	Social Transformation HQ	-	2,628,737	-
4502	Board of Guardians	-	1,865,767	-
4503	Community Development Division	-	1,176,010	-
4504	Substance Abuse Prevention Division	-	427,774	-
4505	Family and Social Services Division	-	4,500,777	-
4506	National Office of Disaster Services	5,940,000	1,381,885	-
4508	Social Policy Unit	-	1,704,700	-
4509	Gender Affairs	-	767,024	-
4510	Youth Affairs	-	999,530	-
4511	Local Government	-	789,983	-
4512	Establishment Division	-	5,266,964	-
4513	Training Division	-	1,024,273	-
4514	Boys' Training School	-	1,401,190	-
	FOR SOCIAL TRANSFORMATION AND RESOURCE DEVELOPMENT	5,940,000	23,934,614	-

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Social Transformation and Human Resource Development	16,517,568	5,563,341	-	1,853,705	-	-	23,934,614
Social Transformation HQ	1,547,006	295,881	-	785,850	-	-	2,628,737
430 - Social Protection and Community Development	1,547,006	295,881	-	785,850	-	-	2,628,737
Board of Guardians	1,584,767	281,000	-	-	-	-	1,865,767
433 - Poverty Eradication	1,584,767	281,000	-	-	-	-	1,865,767
Community Development Division	854,110	319,900	-	2,000	-	-	1,176,010
430 - Social Protection and Community Development	854,110	319,900	-	2,000	-	-	1,176,010
Substance Abuse Prevention Division	349,095	78,679	-	-	-	-	427,774
434 - Drug Demand Reduction	349,095	78,679	-	-	-	-	427,774
Family and Social Services Division	3,712,477	373,300	-	415,000	-	-	4,500,777
430 - Social Protection and Community Development	45,624	-	-	-	-	-	45,624
433 - Poverty Eradication	3,666,853	373,300	-	415,000	-	-	4,455,153
National Office of Disaster Services	698,025	360,126	-	323,734	-	-	1,381,885
432 - Disaster Management	698,025	360,126	-	323,734	-	-	1,381,885
Social Policy Unit	1,444,700	260,000	-	-	-	-	1,704,700
430 - Social Protection and Community Development	1,321,700	103,000	-	-	-	-	1,424,700
433 - Poverty Eradication	123,000	157,000	-	-	-	-	280,000

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Gender Affairs	683,524	83,500	-	-	-	-	767,024
435 - Gender Equality	683,524	83,500	-	-	-	-	767,024
Youth Affairs	362,500	563,465	-	73,565	-	-	999,530
430 - Social Protection and Community Development	362,500	563,465	-	73,565	-	-	999,530
Local Government	535,793	234,190	-	20,000	-	-	789,983
430 - Social Protection and Community Development	535,793	234,190	-	20,000	-	-	789,983
Establishment Division	3,316,808	1,716,600	-	233,556	-	-	5,266,964
390 - General Public Services	3,316,808	1,716,600	-	233,556	-	-	5,266,964
Training Division	480,173	544,100	-	-	-	-	1,024,273
390 - General Public Services	480,173	544,100	-	-	-	-	1,024,273
Boys' Training School	948,590	452,600	-	-	-	-	1,401,190
430 - Social Protection and Community Development	948,590	452,600	-	-	-	-	1,401,190

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Attorney General and Ministry of Justice, Legal Affairs, Public Safety, and Labour

Budget Plan
For the FY 2018



Ministry of Legal Affairs Budget Plan for the Financial Year 2018-

Ministry Overview

The Ministry of Justice and Legal Affairs is responsible for:-

- Administrative Justice
- The provision of Legal Services to the Government of Antigua and Barbuda (i.e. all Government Ministries and Departments and State owned Corporations)

The Ministry comprises of the following Divisions and Unit:

- Office of the Attorney General and Ministry of Justice and Legal Affairs
- Office of the Director of Public Prosecutions
- Government Printing Office
- Land Registry Division
- Industrial Court
- Registrar and Provost Marshall (High Court)
- Magistrates' Division
- Legal Aid and Advice Centre
- Intellectual Property and Commerce Office
- Law Revision Unit

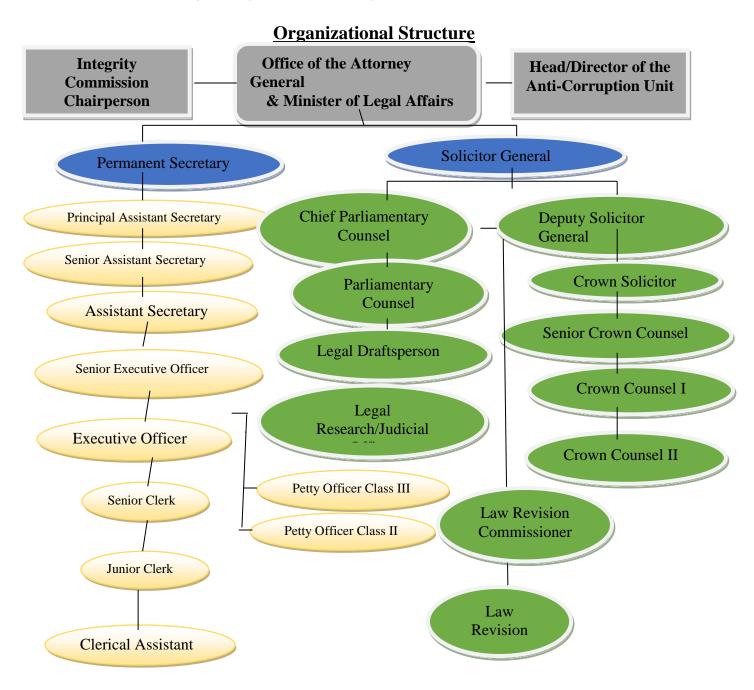
Vision Statement

To be a properly integrated Ministry with efficiently run departments, staffed by committed professionals and trained administrative personnel providing legal services to the various Government Ministries in a timely manner; and to provide effective justice by a sufficiently qualified judiciary that guaranties equality before the law.

Mission Statement

To consistently deliver proficient and relevant legal services, sound legal advice, skilled advocacy and progressive legislative agenda dedicated to the improvement of the lives and status of the people of Antigua and Barbuda within an environment which respects the rule of Law.

Ministry of Legal Affairs – Budget Plan for the Fiscal Year 2018



Activity Structure

The following diagram depicts the current activity structure of the Ministry:



Service Performance Review and Critical Issues

The mandate of the Office of the Attorney General and the Ministry of Justice and Legal is to provide legal services to all government and statutory agencies in Antigua and Barbuda. Additionally, it provides legal services to members of our society who are unable to pay for such services. The divisions under the portfolio of the Ministry enables it to fulfill this mandate as they diligently execute their daily functions.

Achievements

- The Criminal Division of the High Court has been awarded a pilot project for a Sexual Offence Court which will commence in 2018. The funding for this Court, excluding infrastructural costs will be sponsored by the JURIST Project, which is funded by the Canadian government. The JURIST Project has completed Model Guidelines for the Sexual Offences Court.
- 2. Employment of a Deputy Registrar in the Criminal Division of the High Court has contributed significantly to the professionalism and efficiency of the Division. Closer supervision of the case management process has been achieved; and the assignment of a new judge who is schooled in case management techniques, has also contributed greatly to the efficient disposition of criminal cases.
- 3. The esthetics of the building which houses the High Court was enhanced to coincide with the 50th Anniversary of the Eastern Caribbean Supreme Court. Both the interior and exterior were painted, the foyer was redecorated and new lighting fixtures were installed. All this was made possible with the timely cash donations from Attorneys and in-kind donations from the Business Sector.
- 4. The Office of the Director of Public Prosecutions achieved a 95.5% conviction rate in the High Court and disposed of sixty-two (62) cases during the period under review.

- 5. The Intellectual Property Automated System (IPAS) Seminar held in Antigua and Barbuda this year. We will host another seminar to further upgrade the IPAS software to include Madrid.
- 6. Installation of Intellectual Property Automated System by the World Intellectual Property Organization and implementation of the automation project of the Companies Registry.
- 7. Antigua and Barbuda introduced an individual fee and renewal fee for Madrid Trademarks which increased revenues for the Government of Antigua and Barbuda.
- 8. Installation and Utilisation of the Madrid Office Protocol (MOP) software to electronically send documents to the World Intellectual Property Organisation.
- 9. The website for the Intellectual Property Office has been completed.
- 10. Implementation of changes to production of the Official Gazette, including the establishment of a dedicated unit which is headed by the Editor, has resolved the issue of gross back log of unpublished gazettes. Gazette publication is now current.

<u>Issues</u>

- The Ministry continues to face challenges in respect to inadequate accommodation for offices including the Magistrate's Courts and Industrial Court. The Government's Printery is also in need of long overdue repairs which impact productivity and workers' morale.
- 2. The issue of outdated legislation is being addressed by the Ministry. This will assist the Intellectual Property and Commerce Office, the Land Registry and other areas of the government's operations to maximize opportunities for expansion and greater intake of revenue as well as the overall improvement in the delivery of justice in Antigua and Barbuda.

Organizational Matters Acheivements

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- 1. An additional two (2) legal officers have benefitted from sponsorship by Impact Justice and the Government of Antigua and Barbuda for training in Legal Drafting at the Master's level.
- 2. Currently a member of the trademark staff Ms. Colleen Roberts is in Geneva working in the Madrid Protocol head office on a World Intellectual Property Office (WIPO) work study programme. This training should greatly benefit the Intellectual Property Office as it pertains to the processing of such information.
- 3. Staff at the Intellectual Property Office received training in Commerce and Intellectual Property Systems.
- 4. The High Court and the Land Registry received a boost to their staffing needs with the timely employment of Deputy Registrars.

Priorities, Strategies and Key Indicators

Priorities	Strategies	Indicators
Establishment of a	Enact legislation to support	Outputs:
Crown Prosecution	establishment of the Crown	More timely preparation of case
Service, a key pillar	Prosecution Service.	files for trial.
in strengthening the		More satisfactory conclusion of
Justice system in	Adopt most effective structure for	matters taken before the court.
Antigua and	maximum efficiency.	Outcomes:
Barbuda.		Significant reduction in the
	Employment of an adequate	inordinate delays in hearing of
	number of suitably trained and	cases, resulting in substantial
	qualified legal officers	reduction in the number of back
		logged cases.
		Increased legal competence and
		significant improvement in the
		delivery of justice.
Transition from	Continue collaboration with the	Output
manual to electronic		Output:
system of accounting	Information Technology Manager at the Eastern Caribbean	An electronic based accounting system.
and auditing of the	Supreme Court.	System.
Maintenance	Cupreme Court.	Outcome:
Collection Account	Request the Audit Department to	Production of accurate
	undertake an audit of the	statements of account in a timely
	Maintenance Collection Account,	manner.
	as well as each active file in the	
	system.	
Staff Training	·	Output
Staff Training	Organize workshops and seminars.	Output:
	Sciiliais.	Well trained staff with greater technical expertise.
	Provide apportunities for staff to	Outcomes:
	Provide opportunities for staff to	Outcomes.

	attend training overseas where necessary.	Improvement in staff moral Clients benefitting from Improved efficiency and high quality performance.	
Revision of Legislation	Specific assignment of legal drafters to the review process.	Output: Tabling/Passage of new/amended Acts and	
	Augment staff complement to support the establishment of a Law Revision Unit	Regulations Outcome:	
	Engage the services of consultants to ensure accuracy of the process.	Modernized legislation which support the functions of the government in a competitive business environment	
Introduce Intellectual Property and Commerce Principles into the education system from elementary to tertiary level.	Make proposals to the Ministry of Education for Introduction of the programme. Provide training both locally and abroad for Teachers	Output: Heightened awareness of intellectual property rights and its value and therefore show greater appreciation for it. Outcome: Having this knowledge should mean more growth in the cultural industries of our economy.	
Updating of Land Folio	Review all un-posted instrument in the requisition and authorisation work queues Liaise with Attorneys in respect to outstanding/pending applications.	Output: Complete review of the requisition and authorisation queues by the end of the first quarter of 2018 Notification to Attorneys to be dispatched by end of January	

Resolution of outstanding Provide options for review applications with Attorneys and resolution of issues with by the end of the first quarter timelines. Agreement of a strategy with the Chief Surveyor by the end Where no action has been taken, review each matter and of the first quarter ascertain whether the application can be cancelled. **Outcome:** Land folio updated to current Work with the Chief status. Surveyor to target and agree a strategy for resolving pending mutations. Designate key members of staff to project manage Reorganization of the Creation of the Civil Registry Unit **Output:** functions of the High with separate accommodation. Better management of the Court to achieve Registry and reduction in visits to greater Creation/Upgrade/reclassification the court for matters not related improvements in the of positions in accordance with to court cases. administration of functions. Ensure that persons justice in Antigua and with the correct qualifications Greater concurrence with duties Barbuda. and designations. and skill sets are appointed to appropriate positions. **Outcome:** Processes become more efficient. Significant reduction in backlogged cases.

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Public Safety and Labour

Budget Plan
For the FY 2018

Ministry of Legal Affairs <u>Public</u> <u>Safety and Labour</u> Headquarters

Business Plan For the FY 2018



Ministry Overview

In Antigua and Barbuda, the Ministry of Legal Affairs, <u>Public Safety and Labour</u> is responsible for:

- The Prevention, detection and prosecution of Crime.
- The Maintenance of law and order.
- Enforcement of laws.
- The maintenance of industrial peace.
- The enforcing of the law relative to the health, safety and welfare of employees.
- Labour dispute management and mediation.

The Ministry comprises the following Departments, Division and Units:

- Ministry Headquarters <u>Public Safety and Labour</u>
- Royal Police Force of Antigua and Barbuda (RPFA&B)
- Labour Department
- Her Majesty's Prison (**HM**P)
- Sir. Wright George Police Training Academy (SWGPTA)
- Regional Cyber Crime Unit (**RCCU**)
- Antigua and Barbuda Forensic Science Laboratory (ABFSL)

Vision Statement

Enforcing and maintaining security and creating a system of justice and fair play within the borders of Antigua and Barbuda.

Mission Statement

To provide a safe, twin-island state where residents and visitors are assured that the laws of Antigua and Barbuda will be executed impartially as they relate to National Security and Labour.

Service Performance Review

Introduction

The Ministry of Legal Affairs, <u>Public Safety and Labour</u> continues to provide support to its departments and divisions while partnering with other agencies; local, regional and international in providing quality service to the public of Antigua and Barbuda. We spare no effort to ensure that safety and security are paramount and that residents and visitors are assured that the laws of Antigua and Barbuda are enforced and executed impartially.

The Royal Police Force of Antigua and Barbuda (RPFAB) continues to confront some of the challenges faced in 2017, by providing its members with requisite training. During the year, they seized a number of illegal firearms and a significant quantity of illicit drugs, which ultimately contributes to a safer society. Continued training will be maintained in advancing the organization to ensure that the RPFAB is positioned to cope with the new and emerging trends in crime.

Throughout the ministry, staff members were exposed to capacity building opportunities locally, regionally and internationally, in areas such as **Cybercrime** and **Security**, **Trafficking in Persons Prevention**, **Labour Relations** and **Mediation**, and **Strategic Management** workshops.

In addition, the industrial relations climate was fairly peaceful and any disputes were settled quickly due to the Labour Department's collaboration and mediation with Trade Unions and Employers.

Ministry Headquarters

The Ministry of Legal Affairs, **Public Safety and Labour** has a number of critical functions under its command, many of which are directly linked to the country's safety and security. It is well known that the security agencies that fall within the Ministry, are party to many regional and international agreements and treaties, which require strict adherence to implementation, management, monitoring and reporting standards. It is also well known that we often miss out on assistance offered by the international community because they might not adequately meet the needs of Small Island Developing States such as Antigua and Barbuda unless modification is made to facilitate implementation in a local context.

Recognizing that some changes are required to enable the ministry to take full advantage of assistance available from agencies such as the Caribbean Development Bank (CDB), the International Labour Organization (ILO), the World Bank, the Caribbean Basin Security Initiative (CBSI) and others, the Ministry of Legal Affairs, Public Safety and Labour has identified the streamlining of Policy Development and Administration, Project Implementation and Management and Activity Monitoring, Evaluation and Reporting, as areas of priority. To this end, in 2018, the ministry is seeking to establish two units; the Policy Research and Development Unit and the Project Support and Implementation Unit. These two Units would help to streamline some of the critical functions of the Ministry.

Antigua and Barbuda Forensic Science Laboratory (ABFSL)

Forensic Science Crime Laboratories are an essential component of fighting crime in the Criminal Justice System. Creating and operating a full service forensic science crime laboratory that provides forensic examination and analysis of evidence utilizing specialized equipment is no easy task.

In 2017, a four-member project team visited three forensic science laboratories in North and South Carolina on a fact-finding mission. The team was welcomed by the Chief and Directors of the three laboratories and were given the grand tour of all the different department/unit in all the labs. The information gained, was very helpful and has given the team a clear vision forward in developing the ABFSL.

A feasibility study is being commissioned in order assist with planning the way forward for the new purposed built ABFSL. In addition, the ABFSL will continue to recruit qualified staff members so that the necessary legislation; standard operating procedures and policies can be documented and training initiated to fulfil the mandate of assisting the law enforcement agencies in Antigua and Barbuda forensically in their fight against crime.

Royal Police Force of Antigua and Barbuda

The Royal Police Force of Antigua and Barbuda continues to focus its resources on the safety of citizens and visitors of Antigua and Barbuda. The aim of this plan is to clearly communicate the objectives of the force for the fiscal year 2018. This will be accomplished through government and force policies, as well as collaborating with senior public servants and other agencies. Consideration will also be given to the views and proposals from senior members of the constabulary and members of the general public.

This plan takes into account the performance of the force during 2017, whereby a predominantly professional approach was adapted in responding and investigating reports of armed robberies and other violent crimes. Police personnel often responded with bravery, maintaining high levels of professionalism, even though sometimes they had to face the challenges of being in hostile environments. The police administration has seen an increase in serious crime during 2017, which created high levels of public concerns in communities across the island.

The police administration, in formulating its plans to counter this increase, reviewed those initiatives and activities which had a positive impact on the force and the society on a whole. In the areas where our activities were negatively impacted, we reviewed, strategized and adapted methodologies to meet these challenges.

The police administration is cognizant of allegations of some officers abusing their authority or performing their duties in an unprofessional manner. We are aware also that we cannot work in isolation; we require the support of the general public whom we serve. It is therefore indisputable that the support and trust of the public is paramount to the Police success as we carry out our daily duties. Restoring and maintaining public confidence and trust remains a high priority for the force. With this in mind, the police administration continues to develop its community base policing.

The administration is also concerned about the current high levels of crimes perpetrated by our youths, who, in many instances, are also victims of the criminal activities. This is indicative of society's failure to effectively provide the guidance and support our young people need. We must ensure that all can be developed in a climate which exhibits Christian values, respect for self, others, authority and the rule of law.

The present crime situation is a cause of concern and can have far-reaching repercussions for our tourism industry. The possibility of a tourist becoming a victim of crime is marginal; however, going forward, highly visible policing will be present in areas of Antigua and Barbuda that are frequented by tourists. To this extent, the police will continue to work with the Ministry of Tourism and other agencies to provide a safe and secure environment.

The effective management of our resources is certainly high on our agenda for 2018. High costs of policing must be matched by an equal high level of efficiency in relation to fiscal management. Every aspect of police expenditure will be reviewed to ensure that our customers receive value for their money and that wasteful and unproductive practices are identified and discontinued.

Road safety management in collaboration with other agencies will continue, as we strengthen the institutional and operational capacity to achieve improved national road safety; thus reducing road fatalities.

In an age of digital technology, where online communication is becoming the norm, internet users are becoming more and more prone to cyber-attacks. Criminals are now using Cyber space to commit crime, focusing on financial theft and business espionage. In an effort to discourage these developing criminal activities, law enforcement agencies must collaborate to develop an effective regulator to these cyber-threats.

Accreditation is a sought-after award that symbolizes professionalism, excellence and competence. It is incumbent that the organization demonstrates continued compliance to applicable standards, by tracking performances and identifying changes that are necessary to our procedures.

Fire Department

The Fire Brigade followed through with its mandate to save lives and property through effective Fire Suppression at the scenes of fires, and Fire Prevention Awareness in schools, hotels and the electronic media.

The Fire Brigade conducted several training exercises in various government and private agencies and facilitated field trips by several groups and educational institutions. The department successfully carried out its mandate to suppress fires at the scene and to bring awareness to schools, hotels and the media.

Her Majesty's Prison (HMP)

The reduction of prison escapes and violent altercations among inmates at Her Majesty's Prison was a result of improved management and better security. The installation of CCTV cameras significantly improved the security in 2017.

The Prison has seen the continued delivery of mandatory training that supports operational needs and changes to legislation, structures, policies and operating practices. As such, the first expanded recruit training programme was successfully delivered over a three-month period. In 2017, there was also the development of a recruit training manual.

The Ministry will pursue a multi-dimensional approach in managing the overcrowding situation at Her Majesty's Prison and implement measures to better intercept contraband including weapons, narcotics and cellular phones.

Given budgetary pressures, the opportunities for making the required investment in infrastructure and human resource is limited and therefore it is vital that HMP seek to collaborate in order to maximise the use of existing resources and thus better meet the challenges of the future.

Labour Department

For the year 2018, in addition to the services regularly offered, it is our intention to improve on our service delivery through a complete rebranding of the Department. It is our plan to reorganize the structure of the Department so that there is an Assistant Labour Commissioner responsible for each of the four major units.

There will be continued **conciliation**, **accident investigation**, **prosecution** and **statistical training** for staff, with the help of the **International Labour Organization** (ILO).

We also plan to conduct a **comprehensive employer skills demand survey** which will eventually feed into our **national educational plan**. This would assist in reducing the need to employ foreign nationals in areas where skills can be easily developed locally.

The Department plans to embark on a comprehensive drive for skills development among the growing unemployed youth population. This drive will also lend all the support possible to the National Training Agency to enable it to promote the attainment of local skills qualifications. Additionally, we will be hosting our annual job fair which over the years has been a major point of success in the fostering of linkages between employers and job seekers.

Further, discussions will commence shortly with the OECS Liaison Office in Canada to identify areas of opportunity for the employment of Antiguans and Barbudans in Canada on a Seasonal basis. The Labour Commissioner will travel to the first **Technical Working Group** meeting of the **OECS** in Barbados in November, 2017.

The One Stop Employment Centre (OSEC) continues to offer complimentary training to jobseekers which have resulted in some persons gaining permanent employment. The Centre has worked to promote the services offered by participating in College Fairs, Street Fairs and other such activities. This year OSEC successfully completed the second year of its Summer Internship Programme by finding internship placements for local students studying in China.

In 2018 OSEC will intensify its outreach to Training Institutions to offer additional complimentary classes. It will also expand the Resource Centre to include self-help tools for jobseekers, books, and other amenities to have facilitate training within the Centre for jobseekers and staff.

The New Work Experience Programme continued to place trainees for valuable work experience during 2017. The Programme now has over 500 trainees participating. This year the intensification in monitoring and evaluation activities increased the efficiency of the Programme allowing for the added trainees. In addition, a number of trainees gained permanent employment as a result of the Programme. During 2017, a successful employers' seminar was held that outlined the rights of both the employers and employees on the Programme. In 2018, there are plans to involve trainees in more training courses and seminars to further strengthen the Programme.

In 2018 there are plans to formulate a national campaign to continue the promotion of the CARICOM skills regime in Antigua and Barbuda. The Free Movement Committee continues to work to increase the awareness among qualified persons of the opportunities to be gained by obtaining a CARICOM Skills Certificate.

In 2018 there are also plans to create a Labour Department office on our sister island of Barbuda.

Trafficking in Persons Prevention (TIPP)

The Trafficking in Persons Prevention Committee continued its education initiatives during 2017 which included the successful execution of its annual week of awareness activities in Antigua and Barbuda in September, 2017. This year, the Committee also made strides in establishing and fully staffing the Secretariat to the TIP Committee, which now has a fulltime Administrative Assistant within the Ministry.

The Committee and the Task Forces plan to strengthen activities by implementing its strategic plans, which includes training and awareness sessions for government ministries and departments of government as well as to the private sector. Other awareness activities are being contemplated to ensure that the public is aware of the signs of trafficking and are able to report what they see to prevent this form of "modern day slavery".

Through educational programs, working closely with stakeholders and monitoring of the movement of people through our borders, the Government of Antigua and Barbuda, through the Trafficking in Persons Prevention Committee in the Ministry of Legal Affairs, **Public Safety and Labour**, will continues to spearhead the national anti-human trafficking efforts.

Conclusion

The Ministry will continue to implement policies and programmes to prevent trafficking in persons, to ensure compliance with the Labour Laws of Antigua and Barbuda as well as other laws and its commitment to our international obligations. Additionally, the ministry will strive to continually support and empower its men and women in the Law Enforcement Agencies in their efforts to reduce crime and make the streets of Antigua and Barbuda safe for all as well as create and maintain a climate which is conducive for peaceful industrial relations.

Critical Issues

1. The Royal Police Force of Antigua and Barbuda

- Shortage of human resource at the tactical level, thereby reducing patrol coverage and continuous investigations;
- Delays of payment to business entities that provide goods and services;
- Performance hampered by inadequate office space, resources and equipment;
- Restructuring of Royal Police Force of Antigua and Barbuda;
- Lengthy processing of administrative documents, which discourages business entities;
- The physical and technological modernisation of the Criminal Record office (CRO).
- With the exception of the Liberta, Dockyard and Gray's Farm Police Stations, all of the other stations are currently in a state of disrepair.
- With the advancement of technology, a Photo Colour Laboratory is now a necessity for the Finger Print Department and a Police Record Management System for the tracking and analysing of criminal activities.
- Continued decrease in the budgetary allotment poses a serious constraint.
- Though budgeted for in the 2017 Estimate, the construction of the Bolans Police Stations and repairs to Police Headquarters are yet to be materialised.
- Training opportunities for personnel were diminished, due to financial constraints.
- Shortage of uniform, equipment and office supplies

2. The Fire Brigade

- Fire Prevention
- Fire Suppression
- Fire Investigation
- Fire Personnel Professional Development
- Delays in payment to Merchants who provide goods and services to the Fire Brigade.

3. Antigua and Barbuda Forensic Science Laboratory (ABFSL)

 New legislation needs to be drafted and enacted to improve the effectiveness of the ABFSL.

- There is the urgent need for staff with forensic science degree qualifications and cybercrime training to be recruited.
- Training is critical so that newly recruited staff will have the required capabilities and competencies to effectively carry out their duties.
- The present office space is inadequate to house the expected new staff, in addition to the lack of adequate furnishings and equipment.
- Adequate budgetary allocations need to be put in place for the retrofitting of the temporary laboratory and the purchase of necessary equipment and tools.
- The lack of computers, multifunction printers and other devices prohibit the work of the ABFSL. As a result, personal devices have to be used in an attempt to advance the work of the ABFSL.
- Feasibility study must be conducted to assist in planning the way forward.

4. Her Majesty's Prison

- Shortage of qualified trainers and serviceable vehicle for the prison.
- Delays in payment to entities that provide goods and services.
- Performance hampered by inadequate equipment and resources.
- Delays in confirmation of appointments in senior positions to enable recruitment to fill the subsequent vacancies.

5. The Labour Department

- Shortage of serviceable vehicles for the use of the Labour Commissioner and Labour Department
- Lack of adequate space for the housing of officers of the Department
- Lack of information regarding employers' skills demand
- The need for additional qualified officers
- High youth unemployment rate
- Inadequate representation on Barbuda

^{*}The strategies to overcome these shortcomings are set out in the following table.

Priorities, Strategies and Key Indicators

PRIORITIES	STRATEGIES	INDICATORS		
Prevention of crime	Prevention and detection of crime	Output: More precise mobile and foot patrols throughout Antigua and Barbuda in areas experiencing a high level of criminal activities. Output: To enhance the capacity to investigate crime in a more efficient		
	Train more Officers on investigative techniques and develop capacity building. Analysis of Crime Continue to assist	manner. To enlist the support of the DEA in criminal investigations involving drugs or drug trafficking. Outcome: To undertake a full analysis of those crimes which gives rise to the greatest fear within our communities in		
	Communities in Antigua and Barbuda in establishing and operating Neighbourhood watch Programs.	order to demonstrate that in many cases such fears are unfounded. Outcome: Enhanced Police/community interactions. Reduction and prevention of crime. Output: Providing police with		
	Technological Crime Equipment	modernized computerized crime fighting equipment and tools. Outcomes: Higher level of crime		
	Develop an Urban Renewal program in consultation with the relevant Government agencies.	control through predictive measures which will reduce criminal activities Output: Working with the communities to influence proper maintenance of their properties and environs. This includes better lighting system Outcome: Reduction in criminal activities and opportunities.		
Guiding Philosophy and Human Rights	Reflect what the organization believe in	Output: These beliefs are reflected in the recruitment and selection practices. Outcome: Significant progress in improving community police		
	Avoid violence between the Police and Citizens	relationship Output: Reducing incidence of violence with the citizens Outcome: Cultivate an atmosphere of cooperation and mutual respect between the police and the people we serve and having respect for human rights		

PRIORITIES	STRATEGIES	INDICATORS		
Young People	Identify youth at risk and to make	Output: Reduce youth crime by		
	intervention and support the effort	interacting with youths to encourage the		
	of other organizations	practice of religious values and respect		
		for each other.		
		Outcome: Police interaction with		
	Continue to develop and	youths to prevent youth crimes. Police		
	implement COP's for Christ	working with communities to solve and		
	program	prevent crime issues.		
		Output: Christian Police officers		
		working with delinquent or troubled		
		youths in the communities		
Tourism	Enhance visitor safety	Output: Through effective enforcement		
		and proactive crime prevention enhance		
		the safety and quality of life for visitors		
		Outcome: Visitor experience		
		satisfaction, making the visit memorable		
		and reduce liability		
Efficient	Monitoring and eliminating waste	Output: Review of expenditure to		
Management of	and develop human resource	manage resources more efficiently		
Resources	capability	Outcome: A high level of efficiency in		
		relation to fiscal management		
		Outcome: Better planning in terms of		
		priority and training		
Traffic	Develop a nationwide traffic law	Output: Developing and implementing		
management	enforcement plan	the plan based on community		
and Traffic		consultation.		
control	Develop a traffic operational plan			
	integrating traffic law	fatalities.		
	enforcement with other police	Output: Performing stop and search and		
	operations.	rolling roadblocks operations in concert		
	T	with other police operations.		
	Improving the traffic ticketing	Outcome: Crime prevention and		
	process.	reduction based on integrated approach.		
	A desiring a second of CC	Output: All stations and units ticketing		
	Advising government on traffic	violators.		
	flow	Outcome: Aggressive enforcement to		
		prevent and reduce crime.		
		Output: Annual report on traffic flow		
		regulations.		
		Outcome: Improved traffic flow.		

PRIORITIES	STRATEGIES	INDICATORS	
Intelligence Led	Become an Intelligence led Police	Output: Fully trained and functional	
Policing	organization by continuing to	Police officers in respect of intelligence	
	train, develop and practice	gathering across the organization.	
	intelligence gathering and	Outcome: Improve Information flow	
	handling of information and	from public to the police and from	
	information sharing.	police to other law enforcement	
		agencies.	
	Convince government about the	Partnership and networking with other	
	importance of informants pay and	law enforcement agencies.	
	that these funds goes to pay	Output: Developing quality contacts	
	participants of ID Parades and	and informants.	
	also the basis for paying	Outcome: Improve information	
	informants whom we depend on.	development and handling thereby	
		preventing and reducing crime.	
	Pushing intelligence to relevant		
	investigative units and other	Output: Developing quality information	
	stakeholders. There is a great	and disseminating it internally,	
	need for modern intelligence	externally, regionally.	
	equipment to assist crime fighting	Outcomes: Improved information flow	
		to prevent and solve crime.	
	Implement Operational Plans	Ontont Included 1 Calci	
	under the comprehensive crime	Output: Implement the crime fighting	
	fighting strategy.	strategy and operational plans.	
		Outcome: Improving the prevention,	
	Train, orientate and educate our	investigation and detection of crime.	
	officers in crime detection.	Output: Increase the number of training	
		opportunities for police officers.	
		Outcome: Better-trained police officers	
		to prevent reduced and solved crime.	
Fire	The training of our fire Officers	Output: Implementing the fire	
	as it pertains to life saving	reduction strategy and plan.	
	methods	Outcome: Reducing fire and mortalities	
		caused by fires.	
	Develop a fire safety education	Output: Implement the fire education	
	strategy and plan for Antigua and	strategy and plan.	
	Barbuda.	Outcome: A better educated public	
		about fire.	
		Outcome: More effective and efficient	
		fire service to the public.	

PRIORITIES	STRATEGIES	INDICATORS	
Cyber Investigation	To engage more skilled personnel in cyber-crime investigating	Output: Increasing funding for equipment and training for investigating cyber-crimes. Outcome: Up to date equipment, renewal of licences and personnel having a better understanding of cyber-crimes and the legal procedure to investigate	
Accreditation	Develop written standards based upon CALEA standards.	Output: Drafting of standards for the force Outcome: Greater accountability, clear lines of authority and resource allocation and accreditation compliance by 2017. Output: Stronger Defence against civil suit Outcome: Better able to defend against law civil suit. Personnel will be more equip to handle the issues Output: To increase community advocacy. Outcome: Embodies the concept of community-oriented policing, where police and citizens work together to prevent and control challenges confronting the police and the community	
Proceed of Crime unit	Police need to be zealously about going after criminals who are benefitting from the proceeds of crime.	Outcome: Criminals will not want to continue for they know once caught their illegal gains will be confiscated	
Fire Prevention	School Education Programs. Institutions: 1. Government Schools. 2. Private Schools Adult Education Programs Institutions 1. Government Ministries 2. Health Institutions 3. Hospitality Institutions	Outcome: Children will learn and practice the elements of healthy Fire Prevention Practices Outputs: Fire Prevention Lectures to staff in these Institutions in the years 2018-2020. Outcomes: Adults will learn and practice the elements of healthy Fire Prevention Practices	

PRIORITIES	STRATEGIES	INDICATORS	
	Public Safety Announcements	Output: Fire Prevention program and	
	and Programs.	announcement on all available media in	
	Institutions:	the years 2018-2020.	
	1. Radio		
	2. Television	Outcome: The public will learn and	
	3. Newspaper	practice the elements of healthy Fire	
	4. Internet	Prevention Practices	
	Public Interaction.	Outcome: Fire Prevention lectures will	
	Intuitions:	be presented to the general public in the	
	1. Expositions	years 2018-2020.	
	2. Town hall Meetings		
	3. Fire Station Open Days /	Outcome: The public will learn and	
	Station Visits	practice the elements of healthy Fire	
		Prevention Practices	
Fire	Increase Fire Suppression	Outputs: Fire Stations will Be Built in	
Suppression	Coverage.	Glansville in the years 2019-2021.	
	Institutions:	Outcomes: The Fire Brigade will be	
	1. Glansville Fire Station	able to provide a more readily available	
		Fire Suppression coverage to the areas	
		in the south and east of the Island.	

PRIORITIES	STRATEGIES	INDICATORS
	Increase in the number of Fire Vehicles. Institution: 1. Fire Brigade Administration	Outputs: The Fire Brigade will acquire eight (4) new utility Vehicles (Hiace Buses) in the year 2018.
		Outcomes: The Fire Brigade will be able to provide safe transportation for its personnel to and from work. Transport support additional equipment to emergencies as needed. Transport additional manpower to emergencies as needed. Transport administration staff to various ministries and agencies to efficiently execute administrative tasks. Outputs: The Fire Brigade will acquire eight (1) new Ambulance at the V. C. Bird International Airport in the year 2018.
		Outcomes: The Fire Brigade will be able to provide Emergency Medical Service to patients at the V. C. Bird International Airport and transportation these patients to the Mount St John's Medical Centre.
Fire Investigation	Training for Fire Investigation Team Institution: Fire Brigade Administration	Outputs: Personnel from the Fire Investigation Team will acquire additional training in the years 2018-2020.
		Outcomes: The public will benefit from this additional training of the Fire Investigation Team by the increased efficiency in which this team will be conducting fire investigation.

PRIORITIES	STRATEGIES	INDICATORS
Fire Personnel	Training	Outputs: Personnel from the Fire
Professional	Institution:	Brigade will acquire additional training
Development	Fire Brigade Administration	in the years 2018-2020.
		Outcomes: The public will benefit from this additional training of the Fire Brigade personnel by the increased efficiency in which these fire fighters will be conducting fire suppression duties.
Quality & Quantity of	Training, Coaching and Mentoring	Output: A well trained workforce equipped with the required level of skills
staff	All prison officers will undertake a	and competency to enable us to be
Starr	consistent level of training and	flexible and respond positively to
	qualifications to an appropriate	change.
	professional standard.	Outcome: A respected and professional
		prison service providing quality care,
		custody and control of inmates. Youth
		and professionals willingness to join the
Construction of		organization.
Administrative		Outputs: Administrative Staff return to HMP from Ministry HQ.
Block		Outcomes: Better coordination between
Diock		accounts staff and prison administration.
		Better control of inmates' properties,
		visits conducted in an environment
		supportive of rehabilitation. Safe and
		secure space for files etc.
Expansion of		Outputs: Lessen overcrowding of
Female Prison		growing female prison population.
		Outcomes: Female prisoners, providing
		critical services for the prison, i.e. Laundry, cooking etc.
Improve		Outputs: A more secure facility,
Perimeter		denying access to unauthorised persons
Security		and preventing the introduction of
		prohibited items and articles.
		Outcome: Inmates denied access to
		weapons, cell phones and drugs
		frequently thrown over the wall.

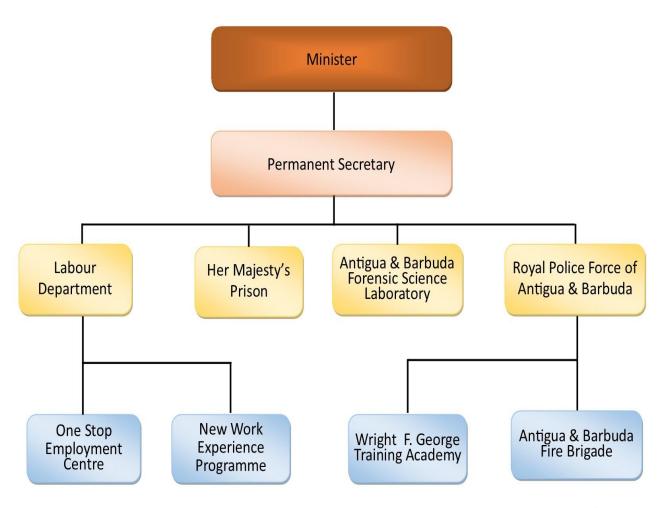
PRIORITIES	STRATEGIES	INDICATORS		
Quality &	Training, Coaching and	Output: A well trained workforce		
Quantity of	Mentoring	equipped with the required level of skills		
staff		and competency to respond to growing		
		demands.		
		Outcome: A respected and professional		
		Department providing quality service.		
Restructure the	Reclassification of staff and	Outputs: Joining work permit, OSEC		
Department	amalgamation of sections	and Free Movement sections together.		
		Outcomes: Better coordination between		
		units and the Labour Commissioner.		
		Greater public confidence in the output		
		of the units		
Conduct	Collaborate with the Statistics	Outputs: Increased knowledge of the		
Employers	Division to conduct the survey	skills needs of employers.		
Skills Demand		Outcomes: Refocus of training		
Survey		institutions to prepare the workforce for		
		available and emerging jobs.		
Promote Skills	Collaborate with ABICE and	Outputs: A more ready supply of skills		
Training	other skills training institutions	labour to the local market.		
		Outcome: Reduction in the number of		
D 4		work permits issued for skilled labour		
Promote	Collaborate and support the	Output: Greater knowledge and interest		
CARICOM	efforts of the NTA and Free	in skills qualification. Better positioning of the NTA to conduct skills assessment		
Skills Regime	Movement Committee	and certification.		
		Outcome: Skilled nationals would be in		
		a more competitive position.		
Establish a	Officially employ two (2)	Output: Have a permanent presence on		
Barbuda Office	Barbuda Council employees who	Barbuda		
of Labour	were previously seconded to the	Outcome: Decentralize the Labour		
oi Lunuui	Labour Department	Department functions on Barbuda		
Improving the	Ensure that all staff receive the	Outcome: Skills learned by staff.		
efficiency of the	appropriate training and regular	The adherence of the standard operation		
staff in the	evaluation of their performance.	procedures and policies.		
workplace	Acquire equipment and tools for	r		
F	training.			
Complete the	Seek technical assistance from the	Outcome: Relevant ABFSL legislation.		
drafting of	Ministry of Legal Affairs or	5		
Legislation for	another agency to draft the Bill.			
the ABFSL				
tne ABFSL				

PRIORITIES	STRATEGIES	INDICATORS	
Renovate and	Ensure the necessary budgetary	Outcome: Completion of temporary	
retrofit	allocations is in place.	facility.	
temporary	Commission Public Works		
facility	Department to design plans and	Outcome: Equipment, etc. Sourced and	
	commence renovations.	installed in facility.	
	Purchase of furniture, equipment,		
	tool, hardware and software.	Outcome: Forensic analysis commences	
Acquire	Petition the Cabinet of Antigua	Outcome: Increase in staff complement	
additional staff	and Barbuda to support the		
	employment of additional		
	qualified forensic scientist and		
	cybercrime experts.	Outcome: Beneficiaries will be engaged	
	Registration of beneficiaries as	in the Temporary Employment	
	job seekers.	Programme for a period of 6 months.	
	Launch a recruitment programme.		
Improving the	Ensure the staff receive the	Outcome: Increase competence of	
efficiency of the	necessary training.	trained Staff.	
Work Place	Allocate funds for training both		
through	locally and overseas.	New skills learned by Staff.	
training	Purchase the necessary equipment	Staff obtain certifications.	
	and tools.		

Organisational Structure

The following diagram depicts the current activity structure of the Ministry.

Ministry of Legal Affairs, <u>Public Safety and Labour</u> Organizational Chart



October 2017

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
	orney General and Ministry of Justice, Legal airs, Public Safety, and Labour			
5501	Attorney General and Legal Affairs HQ	255,000	5,539,431	368,865
5502	Office of the Director of Public Prosecutions	-	803,391	-
5503	Printing Office	83,500	1,703,572	300,000
5504	Land Registry Division	235,000	639,816	-
5505	Industrial Court	-	458,590	-
5506	High Court	475,000	3,913,632	1,307,250
5507	Magistrates Court	1,737,000	1,751,725	-
5508	Legal Aid and Advice Centre	-	492,662	-
5509	Intellectual Property	994,000	734,659	-
5510	Labour	4,900,000	14,329,061	100,000
5511	National Security HQ	-	1,980,655	-
5512	Police	826,000	41,829,132	12,125,334
5513	Police Training School	-	473,239	70,000
5514	Fire Brigade	-	10,330,770	2,100,000
5515	Prison	-	4,779,199	-
. • –	FOR ATTORNEY GENERAL AND MINISTRY OF E, LEGAL AFFAIRS, PUBLIC SAFETY, AND R	9,505,500	89,759,534	16,371,449

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Attorney General and Ministry of Justice, Legal Affairs, Public Safety, and Labour	75,926,835	10,747,190	-	3,085,509	10,519,012	5,852,437	106,130,983
Attorney General and Legal Affairs HQ	3,989,886	1,403,845	-	145,700	368,865	-	5,908,296
291 - Legal Services	3,989,886	1,403,845	-	145,700	368,865	-	5,908,296
Office of the Director of Public Prosecutions	736,335	67,056	-	-	-	-	803,391
390 - General Public Services	736,335	67,056	-	-	-	-	803,391
Printing Office	1,371,572	332,000	-	-	300,000	-	2,003,572
330 - Printing and Publishing	1,371,572	332,000	-	-	300,000	-	2,003,572
Land Registry Division	503,775	136,041	-	-	-	-	639,816
390 - General Public Services	503,775	136,041	-	-	-	-	639,816
Industrial Court	323,734	21,678	-	113,178	-	-	458,590
390 - General Public Services	323,734	21,678	-	113,178	-	-	458,590
High Court	3,682,332	215,300	-	16,000	907,250	400,000	5,220,882
390 - General Public Services	3,682,332	215,300	-	16,000	907,250	400,000	5,220,882
Magistrates Court	1,709,905	41,820	-	-	-	-	1,751,725
291 - Legal Services	1,709,905	41,820	-	-	-	-	1,751,725
Legal Aid and Advice Centre	414,712	77,950	-	-	-	-	492,662
290 - Public Order and Safety	414,712	77,950	-	-	-	-	492,662

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Intellectual Property	649,159	85,500	-	-	-	-	734,659
291 - Legal Services	649,159	85,500	-	-	-	-	734,659
Labour	13,703,561	445,200	-	180,300	100,000	-	14,429,061
390 - General Public Services	-	-	-	-	100,000	-	100,000
392 - Labour Affairs	13,703,561	445,200	-	180,300	-	-	14,329,061
National Security HQ	1,269,871	225,784	-	485,000	-	-	1,980,655
390 - General Public Services	1,269,871	225,784	-	485,000	-	-	1,980,655
Police	33,721,832	6,012,300	-	2,095,000	6,672,897	5,452,437	53,954,466
255 - Public Buildings and Heritage Sites	-	-	-	-	-	1,500,150	1,500,150
290 - Public Order and Safety	33,721,832	6,012,300	-	2,095,000	6,672,897	3,952,287	52,454,316
Police Training School	173,704	299,535	-	-	70,000	-	543,239
290 - Public Order and Safety	173,704	299,535	-	-	70,000	-	543,239
Fire Brigade	9,782,758	543,781	-	4,231	2,100,000	-	12,430,770
290 - Public Order and Safety	9,782,758	543,781	-	4,231	2,100,000	-	12,430,770
Prison	3,893,699	839,400	-	46,100	-	-	4,779,199
290 - Public Order and Safety	3,893,699	839,400	-	46,100	-	-	4,779,199

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

OMBUDSMAN

Budget Plan For the FY 2018

1. **MINISTRY OVERVIEW**

1.1 **The Department**

The Constitution of Antigua and Barbuda Section 66 Part 5 makes provision for the functions, powers and duties of the Ombudsman. The Ombudsman Act No. 5 of 1994 stipulated that an Ombudsman should investigate, mediate, advise, report findings as well as make recommendations after considering such faults as delays, bias, discrimination, discourtesy, failure to give reasons for action, and harassment. Thus the motto of the Department is "to Champion the Right of the people and ensure that justice always prevails."

1.2 **Vision**

To create a high level of awareness within the public and the public sector entities and officers of their rights, respect for their rights and enforcement of those rights so that there is fairness and justice at all times.

1.3 **Mission**

To investigate, efficiently, complaints of the public against unfair administrative decisions of Government officials. This is in keeping with the Ombudsman Act No. 5 of 1994.

1.4 **Performance Review FY 2017**

Parliamentary Oversight

Objective 1: To investigate complaints made by clients against Government institutions and personnel

The department accepted a range of complaints of varying degrees of complexity and initiated investigations as required by law.

Objective 2: To deliver educational programmes which will sensitize both officials of Government and prospective clients on the work of the Ombudsman

The appointment of an Ombudsman in the latter part of 2016 inhibited the number of outreach programmes and public awareness activities. The Ombudsman visited schools, including the School for the Deaf & Dumb as well as the Fiennes Institute and the Clare View Hospitals. The Office will increase its Public Awareness programmes in 2017, to include the island of Barbuda.

There is need for the continued training of members of staff to equip them to deal with the demand of the office. In 2017, much of the training was focused on the Ombudsman in preparation for the challenges of the new position; while networking with regional and international bodies/counterparts. Hopefully, 2017 the focus will be on the staff especially the new officers who joined the staff in 2016 and 2017.

Objective 3: To identify situations which have impacted negatively on the systemic operations of Government entities and to carry out own motion investigations

There is need for government and statutory bodies to be more responsive to the request for information from the office. Some departments seem to have a records management problem; being unable to locate files of staff members. The office is still not able to carry out "own motion" investigations, and so reduce conflict in the work place.

1.5 **Summary of Critical Issues**

- 1. It has become apparent that some government departments have systemic issues. The office is ill-equip to deal with Systemic Investigations that is, insufficient staff and resources. The Office proposes to hold a workshop in 2018 for relevant government personnel to learn from a Canadian expert on "the investigation and management of systemic investigations." This workshop, we hope, will lessen the number of complaints against these departments. It is important that heads of department be aware of these issues and more important how to manage these complaints.
- 2. The building housing the Office of the Ombudsman is in need of repairs. The wall have serious cracks, the roof leaks; the windows do not work as do the air conditioning units. The building ought to reflect the importance of the office.

1.6 Strategic Objective and Priorities

<u>Improved public awareness of the Ombudsman's functions and in this quest to improve public satisfaction with the services offered by Government.</u>

Strengthening support for Ombudsman Work

- 1. Continue to provide accessibility to clients in rural areas through outreach programmes with the schools and parent-teacher associations.
- 2. To sensitize Barbudans as to the role and function of the Ombudsman.
- 3. Improve Public Awareness through Educational Campaigns within the Schools, Clubs, and the Public Service by engaging in talks and workshops.
- 4. The office will concentrate on convening and facilitating meetings and seminars with Permanent Secretaries and Heads of Department.
- 5. Increase media presents through social media, radio and television programmes.

1.7 <u>Annual Objectives and Key Results Indicators</u>

Programme: General Public Services

1 Togramme. General Tubil	S S S S S S S S S S S S S S S S S S S				
Annual Objective 2018	Expected Result	Performance Indicator			
Public Education and Outreach is intended to raise the awareness of the nation as to the function of the Office of the Ombudsman. This will be realized through workshops, seminars, media presentations, pamphlets, addresses to divers fora. For example, schools, public and private sector entities, community groups.	Persons will know more about the services offered by the Office of the Ombudsman. Clients will understand procedures to be used to access these services. More clients will use the service. Clients will be able to take note of restrictions on services that are obtainable from the Office of the Ombudsman. This interaction is to be operational throughout 2017 and will be conducted on a continual basis.	 Increase in request for information. More timely response to communication from public sector partners. Conclusion of a higher percentage of cases referred. 			
	These measures will provide storage without using unnecessary physical space, monitor the organization while keeping track of information.				
Development of a Research Unit by: • Creating a complaints database	Office of the Ombudsman will collaborate with relevant agencies that can assist with complaints resolution.	Information can be accessed in real time.			
Cataloguing of specific Laws/Practices which can impact Ombudsman's response to complaints	Clients will be able to access information for their guidance on issues surrounding the areas of complaints.	Improved response time in handling complaints.			
Identification of Public Sector Resources which can be tapped to expedite response to complaints.	We will have in house a set of trained personnel to effectively and efficiently carry out the functions of the Office of the Ombudsman.	Lead public sector entities for referral and collaboration have been identified. Easy identification of relevant Laws/regulations with existing Amendments			
Publication of relevant information to assist complainants in procedural issues		More timely production of Annual Reports and Newsletters.			
Personnel Continuous training for staff.		Demonstrable competencies in handling complaints; Competencies in identifying systemic issues. Improved competencies in Report writing.			

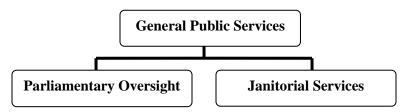
1.8 Organizational Structure

The following chart depicts the current organizational structure of the department:



1.9 <u>Activity Structure</u>

The following diagram depicts the current activity structure of the department:



ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
60 Office of the Ombudsman				
6001	Office of the Ombudsman	-	631,783	7,500
TOTAL	FOR OFFICE OF THE OMBUDSMAN	-	631,783	7,500

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Office of the Ombudsman	483,763	131,770	-	16,250	7,500	-	639,283
Office of the Ombudsman	483,763	131,770	-	16,250	7,500	-	639,283
390 - General Public Services	483,763	131,770	-	16,250	7,500	-	639,283

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Tourism, Economic Development, Investment & Energy

Budget Plan
For the FY 2018

MINISTRY OVERVIEW

The Ministry of Tourism, Foreign Affairs and Immigration is headed by the Hon. Charles Fernandez, the Permanent Secretary within the Ministry is Ms. Paula Frederick- Hunt, the Ministry is made up of the following portfolios and statutory bodies;

- Ministry of Tourism Headquarters
- St. John's Development Corporation
- Antigua & Barbuda Tourism Authority
- Overseas Tourism Offices
- Deep Bay Development Corporation
- Antigua Isle Limited
- New Port (Antigua) Limited
- Corbkinnon Limited
- Antigua Pier Group Ltd.
- FCCA, CHTA, CTO, & Yachting
- Beach Protection.
- Vendors
- Antigua & Barbuda Hospitality Training Institute
- Botanical Gardens, National Parks Authority & Heritage Sites

The tourism industry has evolved into a global phenomenon and is one of the most important economic sectors and social activities of modern time. Today, it contributes directly to 5% of the world's GDP, one in twelve jobs globally and is a major export sector for many countries, both in the developing and developed world. Visitor expenditure on accommodations, food and drink, local transport, entertainment and shopping, is an important pillar of the economies of many destinations, creating much needed employment and opportunities for development. For more than eighty countries, receipts from international tourism were over US\$1 billion in 2010. Globally, as an export category, tourism ranks fourth after fuels, chemicals and automotive products. According to the United Nations World Tourism Organization (UNWTO), tourism is one of the main sources of foreign exchange income for many developing countries and the number one export category, creating much needed employment and opportunities for development. International tourism receipts are estimated to have reached US\$919 billion in 2013, up from US\$851 billion in the previous year, an increase in absolute terms, of US\$68 billion.

According to the Caribbean Tourism Organization (CTO), the Caribbean is the most tourism-dependent region in the world, with few options to develop alternative economic sectors. The region is home to seven out of ten countries in the world, which are most dependant on tourism. The Caribbean now has the thirteenth largest tourism industry globally in absolute size. It is first internationally in relative contribution to national economy; and is 10th globally in its contribution to long-term national growth. Moreover, it is the biggest employer in the region after the public sector, employing 2.5 million people. It is also the largest single contributor to Gross Domestic Product (GDP), and was worth US\$39.4 billion in 2012. This was based on an estimated Caribbean travel and tourism demand of US\$ 55.4 billion, minus imported goods and services spending, of US\$16.0 billion. (Source Caribbean Tourism Organization). The longer-term outlook for Caribbean tourism is encouraging with potential for future growth in the traditional and emerging markets.

Over the last forty years, the tourism industry has grown from strength to strength to become the main foreign exchange earner and the engine of growth in Antigua and Barbuda economy. However, Antigua and Barbuda, like many countries around the globe, has been negatively impacted by the global financial and economic meltdown and this has reflected in the tourism industry. Tourism must therefore be stimulated as one of the most feasible ways to sustain the local economy in order to counteract the economic woes currently being experienced by the island. There are several compelling arguments for the **prioritization** of the urgent transformation of the sector. Which include the following:

- Tourism is the leading foreign exchange earner and contributes significantly to government revenues;
- Tourism is the major contributor to GDP;
- Tourism is an intensive and diverse employer supplying jobs in the professional, technical, craft, skilled, unskilled and operational areas;
- Tourism plays a major role in urban and rural development through investment;
- Tourism complements traditional industries and facilitates inter-sectorial linkages;
- Tourism distributes its benefits widely and plays a valuable role in national development and income distribution;
- Tourism promotes social interactions, peace, tolerance, harmony and cross-cultural understanding;
- Tourism promotes cultural development at the community and national levels;
- Tourism ignites a sense of national pride and respect of culture and heritage;
- Tourism develops a country's image and support all sectors of the economy as well as local communities; and
- Tourism brings social benefits to local communities, as facilities and income become available to local citizens and communities.

In spite of the current global challenges, the outlook for the world tourism remains exceptionally strong. The UNWTO has forecast that the next twenty (20) years will be of continued growth for the sector. Therefore, this is an area that the Government should continue to prioritise and invest in as a central contributor to the island's economic success. To realise the sector's fullest potential, this, the Ministry will rise to the challenge by implementing a comprehensive strategy, together with the policy and legislative instruments, action plans and enabling investment environment that would support its implementation.

Once the Ministry of Tourism, Economic Development, Investment and Energy is given adequate support by way of budgetary allocation- The ministry will actively plan ahead to ensure that it develops the right type of products, to attract the right kind of visitors, in a way that maximises sustainability. For too long, the plan has single-mindedly pursued increased tourism numbers without fully understanding either the local economic benefits of different types of tourist, or the true cost of tourism to local cultures and the environment. Antigua and Barbuda will not just only pursue increased tourist numbers, but maximisation of visitor spend will also become a priority. In pursuit of that goal, the island will focus more on the types of tourist it needs and matching these to the most suitable areas and communities within the country. The ministry is of the view that true sustainability must consider not only environment characteristics and impact, but social, cultural and economic dimensions as well. To successfully achieve these objectives, the ministry plans to conduct a carrying capacity study to assess what number of tourist this nation can comfortably accommodate, whilst minimizing socio –cultural impacts.

Besides un-sustainable tourism development, the lack of attention in the areas of research and development has impacted negatively on the island's competitiveness and its capacity to reap greater economic benefits and increase market share. Due to the extremely volatile nature of the global marketplace, it cannot be predicted what the future will bring. As a consequence, the acquisition of timely, relevant and accurate research and statistics will be critical in maintain and advancing Antigua and Barbuda competitive edge. Global competition is rife and resources and resources are scarce. Therefore, the ministry will embarked upon a more scientific, strategic, and targeted approach will be taken to ensure that the tourism industry is supplied with the relevant information it requires to support policy, marketing, product development and investment decisions that would ensure that return on investment is achieved. It is also critically important for the sector to keep abreast of the global trends that will impact the industry. Timeliness of research will be particularly important to drive urgent decisions making that will support ongoing economic recovery and renewed job creation.

In order to differentiate the Antiguan and Barbudan product in a meaningful and realistic way and grow market share, it is imperative that research and analytical thought urgently become one of the most important elements of tourism planning and development. The ministry will therefore be placing research and development at the centre of tourism planning, management and development going forward, to ensure that competitiveness and profitability of the Antiguan and Barbudan tourism product is sustained. Additionally, the ministry posits that on-going comprehensive market research and trend analysis will also make the industry more crises — resilient and able to withstand or circumvent any unplanned external shocks that will most likely occur. In the short to medium term, the island is being and will continue to be confronted with economic crisis situation affecting all of its major source markets simultaneously. The global nature of the problem means that predicting a recovery for the tourism sector, which has been

resilient to past shocks, is more difficult. Solid research will assist the ministry in planning how to respond to such challenges. Sound data is also essential for providing tangible evidence of the benefits of tourism to the economy.

The Cabinet of Antigua and Barbuda on the 22nd of October 2014, accepted the recommendations of Communique International. Communique International completed a comprehensive analysis of the current position of Antigua & Barbuda in attracting foreign direct investment within the regional setting. On completion of the study, two sectors with the highest potential to attract foreign investment were identified. Sectors identified are;

- Information technology-enabled services/Business Process Outsourcing ITES/BPO.
- Diversified Tourism.

The significance of this acceptance is that it can be assumed that the decision to make tourism a perpetual national priority has been accepted by the highest decision-making body in Antigua and Barbuda. Bearing this in mind the Ministry of Tourism, Economic Development, Investment and Energy has identified the aforementioned areas *inter alia* as priority areas for the next five in the first instance.

This document sets out to provide a road map for the implementation of a number of activities whose purpose is to realize the mission and vision of the Ministry of Tourism. Additionally, the document draws from the wealth of information that is contained in the numerous studies that have been carried out over the years on the tourism product of Antigua and Barbuda. Although the information may be considered dated, however, upon a detail study of the documents it was ascertain that much of the issues and gaps that were previously identified currently exist. Furthermore, upon closer examination of the various recommendations, it was reviled that very little attempts were made in addressing them. In some instances where efforts were made in addressing the recommendations they were made in in a sub-standard manner or was done in a piece meal and dis-jointed manner. Evidently, much of the implementation lack a coordinating mechanism to address cross cutting issues which are common to the tourist industry due to the wide range of stakeholders and government agencies that are involved in the various processes. Perhaps, this was due to weak institutional capacity and a general lack of leadership. It may be also argued that the poor effort at addressing recommendations were due to the failure of making adequate investment in the tourism product and neglecting to recognize it (1) as a key priority and (2) provide the funding in a timely manner.

Tourism involves various stakeholders in the implementation process, taking this into consideration; the Ministry has identified a number of key objectives that will serve as the base of the planning process. Fundamentally, the plan is broken down into three thematic areas;

■ **Behavioral** – attitudes, service orientation, training and professionalism.

GUIDING THOUGHT - "a vacation is an investment in a memorable experience""

Goal: To create a national culture and attitude in order to convince the visitor that his/her investment dollar was well invested.

Theme: Acculturation and Attitudes

 Business Support – Private Sector, Security, Leadership, training, Institutional support and Stakeholders.

Goal: To create an environment of support and guidance through effective policy and planning that will facilitate a value for money product/service.

■ Government Procedures and Processes – Customs, Antigua Port Authority and Immigration.

Goal: To create a speedy, hassle free, easy to use and understand government process in order to offer to visitors a user friendly and efficient travel environment.

Combined, these areas will be the impetus that drives Product Development and Marketing. Essentially, each thematic area is design to address an identified gap and combined will create a premiere destination. The plan will be implemented in three phases short term (18 months) medium term (30 months) and long term (60 months).

This plan must be considered as a living document that is robust enough to adapt and adjust to changes in the international environment. Whereas, many competing destinations are still in developmental mode it must be recognized that destination Antigua and Barbuda has reached maturity. The critical question now becomes what is the next step?

TOURISM INDUSTRY OVERVIEW "A CALL FOR ACTION":

The sustainability of the Antiguan and Barbuda tourism product is inextricable linked to the quality of its tourism assets. However, with a large number of new destinations emerging across the globe, the Antiguan and Barbuda product in contrast, from its hotel plant to its attractions, in many instances, is increasingly considered to be matured and "tired" and in urgent need of rejuvenation. This proves problematic when catering to the modern-day tourist who is well travelled and demands more quality products and services.

Critically, the travel trade, representing both stay over visitors and cruse visitors, has been indicating for years that the hotel product with some exceptions, is generally seen as "dated", with a pricing structure that is not competitive against other destinations, such as Dominican Republic, Cuba or Jamaica. They have been cautioning about the need for urgent refreshment of the Antiguan and Barbuda tourism offering as a matter of priority in order for the destination to retain its competitive edge.

A large part of the problem is that marketing of the island tourism product has out-paced the development of the product. Moreover, relevant research is also not conducted to identify and analyse significant current and future industry trends that will inform the creation of innovative product development initiatives and marketing strategies.

The failure of the industry to embrace technology, innovation and diversification has resulted in a tired, dilapidated assets, a lack of variety of attractions, few organized themed entertainment areas, gaps in the "calendar of events "targeted at filing the low periods, insufficient attention to packaging multiple tourism products together to enhance the collective experience for the visitor, inadequate focus on the development of attractions that would attract the special interest and family niche markets, lack of authentic cultural, historical experiences and the lack of effective use of technology in tourism. There have also been complaints by visitors about the quality of attractions in terms of poor interpretation.

A reputation for slow and shoddy service delivery has become a Caribbean phenomenon and is seriously eroding the region's competitive advantage. Antigua's service is considered to be generally unsatisfactory when compared to destinations that are becoming more increasingly accessible such as Dubai and the Far East. In recent times, there has been a growing trend of mediocre customer service being experienced by local and visitors alike across the island, particularly in areas of courteousness, attention to detail and commercial urgency. Clearly, while

some establishments "woo" the client others are simply appalling and err towards the "less than competent "end of the spectrum.

There is a long – standing issue of some workers still having difficulty differentiating between service and servitude. Additionally, there are also repeated complaints over the years from local, regional and African Americans visitors who patronize tourist establishments, that they receive inferior quality of service when compared to their Caucasian counterparts from North America, Europe or the UK.

POOR SERVICE CAN ALSO BE ATTRIBUTED TO:

- The lack of investment made in the continuous training and coaching required to equip tourism workers with the request tools, i.e. knowledge and skills, they require to perform at world class levels:
- Poor employee morale
- Lack of operational standards to provide the necessary guidelines to achieve excellence on a consistent basis. There cannot be service excellence if there is no business excellence; and
- General breakdown of core values at the national level that has resulted in poor attitudes, unprofessional behaviors and poor work ethic.

These issues have to be dealt with as a matter of urgency through training, education, enlightenment and transformation of the organizational culture across the island. A national culture of service excellence and quality must be institutionalized in accordance with recognized and well-regulated standard for all service providers throughout the island, from gas station attendants and supermarket cashiers, to "invisible" back of the house kitchen staff and housekeeping services, to front of the house staff, beach vendors, taxi operators, water sports operators and reservationist, etc. Benefits of good quality from service providers at a national level will eventually filter down to the tourism sector.

Customers are now being more careful than ever where and with whom they spend their money. Therefore, for the Antiguan tourism industry to survive in this extremely competitive and volatile environment, world class service needs to be provided on a consistent basis, in order to ensure that visitors are receiving exceptional value for money that will result in increased spend, repeat visitation and positive word of mouth endorsements. Fixing the fundamental flaw of poor and inconsistent service in the tourism industry is therefore a vital component of the island's sustainability.

The "human factor" is perhaps the most critical component that will determine the future sustainability and competitiveness of the tourism sector. Therefore, this precious asset must be nurtured, develop and empowered, by ensuring that it is equipped with the tools, knowledge and skills it requires to take the tourism industry to the next level. While the importance of training is generally realised across the sector, traditionally the training culture in Antigua and Barbuda in the tourism sector has not been very strong in relative to the contribution the industry makes to GDP. In many instances, many front-line employees- the first and often the most frequent point of contact for visitors- are often not adequately trained or prepared for the job at hand, and this has had an adverse effect on the quality and service of the industry. There are opportunities available for formal training, at the Associate and Bachelor levels at the ABHTI and by way of UWI. While a number of employees at the line, supervisory or management levels have benefitted from some of these programs, they are not in the majority. The in-house training

opportunities that exist within the sector, often have small take-up rates as they are conducted in an inconsistent and ad hoc manner resulting in poor transfer of knowledge, as skills are not refreshed on a consistent basis.

Access to Training can be Problematic due to some of the Following:

- High financial cost associated with training (viewed as a cost and not as an investment).
- Disruption caused to normal service and production by the absence of employees on training leave;
- Time pressures and lack of management cover in the business.
- Labour turnover and industry exit rates result in poor returns on training investment; and
- Training course usually not fashioned specifically to the needs of the business.

Antigua and Barbudan hotels typically do not have standard operating procedures, therefore, the combination of a lack of rigorous training and relevant management structures, usually results in sub-standard business performance and mediocre service levels.

There is a dearth of mandatory national certification programmes for general front-line tourism workers, tour guides or taxi drivers, similar to those in the Bahamas and Jamaica, to ensure that a consistent and superior standard of service is being offered to all visitors. Bearing this in mind the Ministry will be on a drive to up-grade the ABHTI so as to offer industry workers the opportunity to up-grade, train and re-tool to meet the standards that the visitor expects.

Despite the aforementioned state of affairs with in the tourism industry, Antigua and Barbuda holds exponential potential for growth. However, the government and more so, the Ministry of Finance must recognize the urgency of the matter and adequately finance the industry in a timely manner. The Ministry of Tourism must seriously pay close attention to good governance and recognize tourism is multi-faceted and the need to include all stakeholders in a meaningful manner. Moreover, the ministry must re-organize and build core competencies in order to play a leadership role.

The Ministry of Tourism must address product quality as it relates to repositioning the current product in alignment with new market trends; identifying and developing new products based on competitive analysis; licencing businesses (tourism) based on a set of standards to maintain a high quality and suitable price.

THE WAY FORWARD

VISION AND GOALS

To further develop Tourism in Antigua and Barbuda as a national priority in a sustainable and acceptable manner, so it will continue to contribute significantly to the quality of life for the people of Antiguan and Barbudan.

CORE VALUES & ASPERATIONS

- Relaxation
- Premier
- Authentic
- Natural
- Friendly
- Diverse
- Local Ownership
- Environmentally Conscious
- Job Creating
- Welcoming
- National Acceptance
- Quality Experience

GOALS:

- Growth based on a sustainable market position through development of Antigua and Barbuda's natural, cultural, historic and built heritage.
- Making Tourism a more inclusive industry, ensuring that the benefits of tourism are distributed widely throughout the society.
- Enhancing the visitor experience through improving the service levels within resorts and other key sectors and increasing the types and quality of attractions.
- Enhancing the role of local communities in the tourism industry, to increase local support and enhance sustainability.
- Industry recognition of the importance of Environment sustainability.
- Development of standards and regulations to guide the tourism industry.

KEY OBJECTIVES:

- Growth- sustainable market position (capacity)
- Enhance visitor experience and service quality, physical infrastructure, amenities)
- Community based development (festivals)
- Environment sustainability (preservation, conservation, community benefit).
- Shared endeavor among all stake- holders.

MISSION STATEMENT

To develop an Antiguan brand/product/experience that will be second to none in the OECS/Caribbean region that embraces all aspects of Antigua and Barbuda, people, beauty, heritage and history.

CORE VALUES & ASPERATIONS

- Pristine beaches and waters.
- Economically viable.
- Value for money.
- Our.
- Entertaining.
- Branded.
- Strategic alliances.

KEY OBJECTIVES:

- Create a thriving tourism sector.
- Establish brand Antigua and Barbuda as a top Caribbean destination.
- Grow tourism's contribution to the economy by 5% annually.
- Ensure a sustainable environment.
- Establish mutually beneficial strategic linkages across stakeholders.
- Promotion of a safe Environment.

SITUATION ANALYSIS POLITICAL

- To ensure commitment to the tourism industry by the political directorate.
- To ensure the commitment to adequate funding by the political directorate.
- To ensure that cross cutting policies are recognized and supported at the political level.
- To ensure that the political directorate put tourism as a perpetual priority on the national agenda.
- Establish the tourism industry as a professional industry in the Antigua and Barbuda context.

ECONOMIC

- To establish tourism as a perpetual national priority.
- To generate real economic growth and foreign exchange, by aggressively developing and promoting tourism.
- To create sustainable employment opportunities and contribute to the overall wellbeing of all Antiguans and Barbudans.

- To encourage linkages between tourism and other industries in order to curb leakages and stimulate the multiplier effect.
- To use tourism to aid the development of non-traditional tourism communities.
- To use tourism to aid the development of non-traditional tourism communities.

SOCIAL

- To encourage community participation in the planning, development, implementation, management of all tourism projects.
- To monitor and mitigate the potential adverse impacts of tourism.
- To transform the Ministry of Tourism into a professional body with the capacity to lead the tourist industry through good corporate governance.
- To develop and implement tourism education awareness programmes that will improve/further develop the awareness of the importance of the tourism industry
- To evaluate the current marketing strategy and implement a strategy that is in line with the new strategic direction of the Ministry of Tourism.

TECHNOLOGY

- To establish a results based digital presence.
- To establish on going digital surveys (survey monkey).
- To establish a state of the art digital platform.

DISASTER METIGATION

• Develop a disaster communication plan for the tourism plant. (Infectious diseases, natural disasters and violent crimes perpetrated on visitors, climate change).

KEY SUCCESS FACTORS:

KEY FACTORS		LEAD AGENCY
	LINE	
Raising National Awareness	S	MOT, MOE, ABHTI.
Tourism long Term Planning	S/M/L	MOT, STAKE
		HOLDERS
Industry Measurement (Research & Stats)	S/M/	MOT, Statistics Division
Investment in Marketing and Promotion	S	ABTA, MOT, AHTA.
Maintenance of a Healthy and Attractive Environment	S	Solid Waste, MOH, CBH
Re-Organize, Re-		
Maintenance of the Image of a Safe Secure Environment	S/M	RPFAB/MOT/ABDF
Establishment of Results Based Linkages		MOT,MOA, OTHER
Community Based Tourism Development		MOT, STAKEHOLDERS
Investment	S/M/L	ABIA
Air Access	S/M/L	ABAA, MOT,

Cruse Tourism facilities upgrade (comprehensive Policy)	S/M/L	MOT, Cruse Assoc, SJDC
Yachting & Marine Services (Re-Branding & Policy)	M/L	Stakeholders, MOT,
		Customs, Immigration,
		Port Authority,APUA
Human Resource Development	S/M/L	MOT, BOE, MOE
Information Technology (Digital Platform)	S/M	MOT, IT,
Establishment of comparable Standards	M	MOT, ABHTA, Bue of
		Stan
Establishment of a Licensing Regime		MOT, Legal Affairs,
		Finance
Professionalized tour operators/Taxi services ect.		MOT, Tran'p Boa'd,
		service providers.
Re-Viewed and Updated ABHTI curriculum to meet		MOT, ABHTI,
current & future industry demands		Stakeholders.
Aggressive & Purposeful product development	M/L	MOT, N. Park,
Strong Monitoring & Evaluation	S/M/L	

CRITICAL SUCCESS FACTORS & KEY OUTCOMES

- The presence of a strong political will.
- A system developed to facilitate continuous Product Development.
- Offering of quality service and value for money.
- A program of effective tourism training, education and awareness
- Involvement of local communities (traditional and non-traditional tourism communities).
- Sustainable environmental practices.
- Implementation of creative and aggressive Marketing and Promotion.
- Strong, linkages with other sectors of economy.
- Appropriate supportive infrastructure.
- Investment that are genuine development.
- Safety and Standards implemented.
- Creation and staffing of Policy and Planning Unit within the Ministry of Tourism.
- Establishment of hassle free travel. (Re-orientation of Customs and Immigration to be more visitor focus vs procedural focus).
- Effective Information system developed to facilitate evidence base decision making.
- Enactment of a Licensing regime.
- An effective program to re-brand the Yachting and Marine industry.
- Modernization of St. Johns and docking facilities.
- Development and implementation of a Cruse Tourism Policy.
- A modern & pro-active ABHTI geared to meet the human resource needs of the Tourist Industry.
- Mechanisms to facilitate cross cutting issues.

COMPETITIVE ANALYSIS

Competitive Strengths Antigua	Competitive Weakness Antigua	Competitive Opportunities Antigua
Pristine Beaches	Public infrastructure- roads, signage, water, sewage, utilities, etc.	Capitalize on natural heritage targeting discerning market segments.
Name Recognition/Market Awareness	High cost base	Deliver an authentic low scale low impact eco-type community based tourism experience.
Excellent Sailing Base	Variable quality & value.	Selectively grow accommodation capacity and access.
Range of Accommodations, including several renowned top-end resorts.	Tour operator dominance ex UK	Maintain existing resorts while diversifying the reasons to visit
Friendly People	Environmental standard and physical planning	Avoid the mistakes of other islands.
Associations: eg. Nelson's Dockyard; Sailing Week; Cricket.	Ambiance and physical planning.	
Location + Air Services hub with good trunk routes	Litter/dereliction. Low marketing investment. Low penetration of e-marketing space.	
Source Market mix	Lack of integrated public policy. Poor record of implementation.	
Good distribution through travel trade.		
Attractive villa/holiday home location		
Professional hospitality sector	Limited human resources investment.	

Priorities and strategies 2014- 2019

Priorities	Mandate	Indicators
Priority 1: Marketing & Product Development of the Antigua & Barbuda tourism product Priority 2: Product Development	1. To promote tourism by encouraging persons to undertake travels to Antigua & Barbuda with a view thereto ensure that services that are rendered and facilities/historical sites that are made available to tourist comply with the highest attainable standards. To install a number of bus shed and public rest room on strategic bus route. To install a number of selfie spots To install a number of road signs.	1. Increase tourist arrival. 2. Increase global brand awareness. 3. Increase number of available accommodations. 4. Upgrade & refurbish key historical sites to a level so that they can be self- sustaining through funds collected from paid visits. Outcomes: 1. A refresh tourism product.
Priority 3: Complete Yachting Study (economic impact & policy)	To develop a road map to move yachting to the next level	Outcomes: An improved yachting sector that will continue to contribute to the economy of Antigua and Barbuda

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
80 Tourism, Economic Development, Investment and Energy				
8001	Tourism Headquarters	-	16,060,555	-
8003	Antigua Tourist Office	8,750	3,402,189	-
8004	Overseas Tourism Offices	-	6,034,781	-
8009	Beach, Safety and Protection Unit	-	2,619,580	-
	FOR TOURISM, ECONOMIC DEVELOPMENT, MENT AND ENERGY	8,750	28,117,105	-

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Tourism, Economic Development, Investment and Energy	7,238,724	7,423,100	- 1	13,455,281	-	-	28,117,105
Tourism Headquarters	2,332,055	6,203,000	-	7,525,500	-	-	16,060,555
500 - Tourism	2,332,055	6,203,000	-	7,525,500	-	-	16,060,555
Antigua Tourist Office	2,504,689	897,500	-	-	-	-	3,402,189
500 - Tourism	2,504,689	897,500	-	-	-	-	3,402,189
Overseas Tourism Offices	105,000	-	-	5,929,781	-	-	6,034,781
500 - Tourism	105,000	-	-	5,929,781	-	-	6,034,781
Beach, Safety and Protection Unit	2,296,980	322,600	-	-	-	-	2,619,580
390 - General Public Services	2,296,980	322,600	-	-	-	-	2,619,580

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Trade, Commerce & Industry, Sports, Culture & National Festivals & Community Service

Budget Plan
For the FY 2018

Acronyms

ABBS Antigua and Barbuda Bureau of Standards

ABCSI Antigua and Barbuda Coalition of Services

ASYCUDA Automated System for Customs Data

BSO Business Service Organisation

CAP Country Assistance Programme

CARREX CARICOM Rapid Exchange System

CDF CARICOM Development Fund

CRIP Caribbean Regional Indicative Programme

CROSQ CARICOM Regional Organisation for Standards and Quality

EPA European Partnership Agreement

MSME Micro, Small and Medium Enterprise

MTCI Ministry of Trade, Commerce and Industry

NIP National Indicative Programme

ODS Ozone Depleting Substances

ONAO Office of the National Authorising Officer

PCAD Prices and Consumer Affairs Division

SBDC Small Business Development Centre

TF Trade Facilitation

Ministry Overview

The Ministry of <u>Trade, Commerce and Industry</u>, Sports, Culture and National Festivals is responsible for developing and implementing policies and legal structures to assist in the growth of a robust, diversified domestic economy. For this reason, the Ministry is mindful of the imperative to institute strategies that foster sustainable development, while at the same time increasing our resilience to economic shocks that could destabilise achievements made. The Ministry therefore utilises a suite of tools to achieve its mandate. These include meaningful participation in the regional integration process, simplifying business processes, encouraging innovation and entrepreneurship, sourcing funding for national projects, implementing appropriate laws and regulations and consistent collaboration with stakeholders.

Services offered by the Ministry comprise, inter alia,

- Business advice and Counselling
- Business Marketing
- Enterprise Development
- Trade Facilitation
- Monitoring of and advising on the Montreal Protocol
- Regional integration education
- Development and Implementation of Standards
- Consumer Advice and Education
- Implementation of National Measurement Infrastructure
- Accessing grant funding

The Ministry encompasses the

- Ministry's Headquarters
 - ONAO and EPA Implementation Unit
- Antigua and Barbuda Bureau of Standards
- Prices and Consumer Affairs Division

Motto

Creating a culture of excellence.

Values

- Professionalism
- Loyalty
- Collaboration
- Integrity
- Creativity
- Leadership

Vision

To be the engine of growth in a dynamic, diversified economy

Mission

Our aim is to provide the catalyst for robust, economic activity through the development and implementation of policies which support the empowerment of a sustainable, innovative MSME sector and the continuous enhancement of trade facilitation, ultimately leading to economic growth for all.

Service Performance Review and Critical Issues

Achievements

- 1. Continued implementation of the Montreal Protocol on Substances that Deplete the Ozone Layer.
- a. Training for various stakeholders in respect of gases being phased out, monitoring and detection, identification and recording of correct harmonised codes for ODS
- b. Data collection and analysis of importation of refrigerants
- c. Surveys to determine consumption patterns of ODS
- d. Introduction of new technology which are climate friendly and energy efficient to stakeholders in the local market
- e. Raising awareness of the importance of controlling carbon emissions
- 2. Trade Facilitation
- a. Continuing Implementation of the WTO Trade Facilitation Agreement
- o Finalise process of The WTO Trade Facilitation Ratification
- Notified Category A commitments to the WTO

- o Facilitate the movement of goods across border –Implementation of ASYCUDA
- b. Continued issuing of licences for goods
- 3. Regional Integration
- a. Training of Border Officials on the CSME Regimes for the Movement of Labour
- b. Active participation in the implementation of the Free Movement Regime
- c. Training and Consultation for both Public and Private Sectors on the Community Public Procurement Notice Board (CPPNB) for an Integrated Public Procurement Regime
- 4. Completion of Business Development Consultancies for the Arts and Craft and Agro-Processing Sectors Strengthening the Private Sector Participation in the CSME
- a. Hosting of Arts, Craft and Design Showcase at Jolly Beach
- b. Taste testing exercises by agro-processors in select supermarkets
- 5. Development of the SBDC Model and relevant training for implementation in Antigua and Barbuda
- 6. Establishment of a Retail Outlet, Authentic Antigua Barbuda,, in the Heritage Quay, to promote MSMEs
- 7. Sourcing financing through the 10th EDF for
- a. Implementation of ASYCUDA World
- b. Conceptualisation and Formulation of financing of projects from the EDF
- 8. Completion of consultancy Enhancing Private Sector Competitiveness through the Implementation of the CARIFORUM-EU Economic Partnership Agreement
- 9. Signing of an MOU between Antigua and Barbuda and the Republic of Suriname
- 10. Implementation of the MOU between Antigua and Barbuda and the Republic of Cuba
- 11. Implementation of the CDF CAP addressing the SJDC project and the Learning Resource Centre at the Antigua State College
- 12. Successful staging of the World Consumer Rights Day Programme, 2017
- 13. Publication of the magazine "The Consumer Impact" and "Consumer Protection and Information Guide"

- 14. Continuous provision of consumer advice and awareness programmes
- 15. Participation in the development of CARREX (facilitates rapid exchange of information on dangerous non-food consumer goods)
- 16. Revision of Consumer Protection Act
- 17. Hosting of 3rd CABUREK Meeting and 30th Meeting of the Council of CROSQ
- 18. Certification of ABBS' ISO9001:2015 Quality Management System
- 19. Construction of ABBS'
- a. Temperature Laboratory equipment and training provided
- b. Mass Laboratories and the Volume Laboratory
- 20. Cabinet allocation of land and money for construction of a building for ABBS
- 21. Near completion of the National Metrology Action to guide the implementation of the Metrology Act and Regulations
- 22. Revision of the Standards Act (1987)

Issues

- 1. Unavailability of financing when required
- 2. Limited number of suitably trained and experienced staff
- 3. Inadequate internet connectivity
- 4. Dated legislation
- 5. Inadequate legal support for dealing with matters
- 6. Limited construction of laboratories

Organisational matters

Capability of the ministry/agency

Achievements

- 1. Participation in the development of a Caribbean SBDC Network
- 2. Training in small business development
- 3. Development of MOU with Suriname

Summary of capability development strategy

1. Addition of staff competent in the following:

- Business advising and management
- Trade policy formulation or associated competencies
- Consumerism
- Law
- 2. Targeted staff development (outlined below)
- 3. Efficient implementation of ASYCUDA (licensing aspect)

Priorities, strategies and indicators

The priorities are:

- 1. Micro, small and medium enterprise development and promotion
- 2. Continuous monitoring and development of the Services sector
- 3. Monitoring and participating in the Regional Integration process (CARICOM/CSME, OECS, ACS)
- 4. Enhancing trade facilitation
- 5. Continuous monitoring and implementation of the Montreal Protocol
- 6. Promotion of Consumer rights and responsibilities
- 7. Adoption of CARICOM Standards and development of national standards
- 8. Establishment of the National Radiation Safety and Security infrastructure
- 9. Building and maintaining national measurement infrastructure
- 10. Assist Businesses to meet standards required for production and/or export including Management System Standards
- 11. Implementation of the EDF support to Antigua and Barbuda through the NIP and CRIP
- 12. Implementation of MOUs signed with the Republic of Suriname, Guadeloupe, Martinique, Haiti and the Republic of Cuba
- 13. The efficient management of the implementation of the SIDC and ASC projects
- 14. Continuous review and revision of the legal and regulatory framework and policy formulation
- 15. Capacity Building
- 16. Communication

Priorities	Strategies	Indicators
Priority 1 Micro, Small and	MTCI • Establishment of Small	Input: Implementation of Business Support Systems and
Micro, Small and Medium Enterprise (MSME) Development and Promotion	 Establishment of Small Business Development Centre (SBDC) and Business Incubator Hosting of a National Trade EXPO 2018 Development of closer synergy with financial institutions Enhancement of the Retail Outlet in Heritage Quay (Authentic Antigua Barbuda) Implementation of two three-year strategic plans for agroprocessing and arts and craft Development of a brand for locally produced goods and services Development of the National Garment Manufacturing Initiative 	Business Support Systems and processes Outputs: Ready availability of information to MSMEs Increased numbers and growth of small businesses through sustained sales Improved business management capacity among MSMEs leading to sustainable operations Product improvement Improved access to affordable financing for MSMEs Developed policy and standards with sectoral emphasis on Arts and Craft and agro-processing Consolidation of the Garment Manufacturing Society Training of adults to include enhancement of existing skills in garment construction Production of school uniforms and other goods for the market Continued production of environmentally friendly shopping bags

Priority 2 Continuous monitoring and development of the Services sector	 Monitor and contribute to developments in the various fora (regional and international) Develop a strategy plan Develop a Creative Industries policy 	Output: Procure the services of the relevant consultants Outcomes: Completed Services strategy plan Completed Creative Industries policy Increased collaboration with the ABCSI, particularly with respect to formalising subsectors
Priority 3 Continuous monitoring and participating in the Regional Integration process	Monitor the progress of Regional Integration Initiatives/Projects CARICOM OECS ACS Free Movement Free Circulation Environment Labour Intellectual Property Competition Policy Procurement Public Education	Output: Presentation to educational institutions, service clubs and BSOs Meaningful participation in international, regional and national meetings Actively seek to protect Antigua and Barbuda's interest in various fora Outcomes Better informed citizenry National conformity to regional decisions
Priority 4 Enhancing Trade Facilitation	MTCI Monitor the progress of the Trade Facilitation Agreement	Outputs: Executed consultancy for Outstanding measures to be implemented
	Data collection and analysis	Outcomes: Increase stake holders awareness of the out-standing TF measures Updated National Needs Assessment

Priority 5 Continuous monitoring and implementation of the Montreal Protocol	MTCI Monitor the progress of the Montreal Protocol • Secure equipment (refrigerant identifiers) Promote Energy Efficient & New Technologies Develop standards in the air conditioning and refrigeration sector	Increasing use of energy efficient technologies, nationally
Priority 6 Promotion of Consumer Rights and Responsibilities	PCAD: Organised activities to celebrate World consumer Rights Day 2018 Publication of newsletter 'Consumer Impact' and monthly newspaper articles Lectures in educational institutions and other organisations Conduct of Consumer Survey Website development & Maintenance of Facebook page	Outputs: Outcomes: Better informed Consumers A more pro-active consumer corp Reduced anti-consumer practices by vendors
Priority 7 Adopt CARICOM Standards/Develop National Standards	Declare all CARICOM Standards as Antigua and Barbuda National Standards	Outputs: All Standards gazetted on three occasions and adopted as Antigua and Barbuda National Standards Outcomes: Increased awareness of and interest in standards, resulting in better quality of products and services; increased access to regional and international markets-

Develop, declare and maintain Antigua and Barbuda National Standards in the Tourism, Agriculture, Food safety, Electrotechnical, Environment, Occupational health and safety, Consumer products, Management services, and Beauty and wellness sectors

Outputs:

7 fully functioning Technical Committees and at least ten (10) Antigua and Barbuda National Standards under development for products and services of national importance

Outcomes: Products and services of national concern have specifications for certification

Sensitise businesses on the role of standards in supporting their businesses and provide coaches to assist in standards implementation

Outputs:

All Standards gazetted on three occasions and adopted as Antigua and Barbuda National Standards

Outcomes:

Increased awareness of and interest in standards, resulting in better quality of products and services; increased access to regional and international markets

Sensitise businesses on the role of standards in supporting their businesses and provide coaches to assist in standards implementation

Outputs:

Businesses understanding the role of standards and implementing standards

Outcomes:

More competitive products and services, increased market access, reduction in waste, rework and recalled products; businesses purchasing standards, Bureau generates funds

Sensitise public on the role of standards in consumer protection and safety	Outputs: Public education programmes, and printed material on role of standards Outcomes: More educated consumer who makes better choices in purchasing and demands quality, Bureau can generate funds from
Development of Technical Regulations for products and services which affect the health and safety of the consumer and the environment.	sale of standards Outputs: Technical Regulations based on specifications of the relevant standard declared and gazetted
the environment.	Outcomes: Increased consumer and environmental protection; increased protection from sub- standard goods entering the market place
Acquire and declare the national measurement standards and keep them under review/calibrate	Outputs: National Standards of Measurement Outcomes: Ability to provide traceable measurements
Renovate facility to accommodate laboratories	Outputs: Laboratories where staff can install the equipment and carry out calibration, testing and verification activities
	Outcomes: Bureau to fulfil its mandate under Metrology Act and provide traceability to international standards

	Acquire & Train Staff	Output: Adequate staff with capability to carry out calibration, testing and verification activities Outcomes: Bureau generates funds to support operating expenses (excluding salaries)
Priority 8 Establishment of the National Radiation Safety and Security Infrastructure	Establishment of the National Regulatory Authority for the Radiation Safety and Security	Outputs: Regulatory Authority Appointed by Cabinet; Regulatory Authority Established – financial and human resources provided; Legislation to support Radiation safety and security enacted Outcome: Radiation sources are used safely in medical and industrial applications and the sources are secured and protected from unintended/harmful applications

Priority 9 Building and maintaining national measurement infrastructure	Carry out calibration, verification and measurement services	Outputs: Measurement equipment (e.g. airport scales, post office scales, supermarket & public market scales, gasoline pumps, bottling machines) giving precise and accurate measurements
		Outcomes: Correct measurements used in trade resulting inequity in trade for both vendor and consumer; protection of consumer and environment; support for accreditation of laboratories
	Calibrate mass (BSJ), volume & environment data logging (TTBS) standards currently in hand	Outputs: Calibrated Standards with certificates & traceability to the international prototype of the kilogram
		Outcomes: Traceability extended to instruments verified & calibrated by the Bureau
	Implement Awareness Programme: Participation in junior science quiz & other children's activities; Offer courses to public & industry	Outputs: Students, stakeholders & public more aware of the Bureau and its services
	stakeholders	Outcomes: Increased demand for services. The public is more aware of the Bureau's role and function

	Review Act & Fee Structure to correct Inadequacies, and gaps with other OECS legislation	Outputs: Act and Regulations implemented. Fees better reflect cost to deliver service. Act harmonized with OECS laws Outcomes: Equity in trading; Bureau & services sustainable; Goods & services easily transported within OECS
Priority 10 Assist Businesses to meet standards required for production and/or export including Management System Standards	Provide training seminars and coaching assistance to businesses. Include businesses/stakeholders in standards development committees	Outputs: Businesses implementing standards for their products and services and requiring that inputs sourced elsewhere meet specified standards Outcomes: More efficient businesses producing higher quality goods and services; increased competitiveness; increased market access; generate funds for the Bureau
Priority 11 The successful implementation of EDF support to Antigua and Barbuda through the NIP and CRIP	Establish a comprehensive monitoring and evaluation framework that will highlight issues to be addressed well in advance of the EU's independent monitoring exercise. – Office of the NAO	Outputs: Approved Monitoring & Evaluation template for regular use Outcomes: Reduction in unfavourable findings of the EU's Results Oriented Monitoring exercises for the 11th EDF NIP Identification of issues that could negatively impact the implementation rate of projects

	Participate in Project meetings and Steering Committee meetings	Outputs: Monthly project implementation status reports produced by the Office of the NAO Outcomes: Identification of issues that could negatively impact the implementation rate of projects
Priority 12 Mobilise the implementation of MOU's signed with the Republic of Suriname, Guadeloupe, Martinique, Haiti and the Republic of Cuba specifically in relation to initiatives categorised under trade, culture and tourism.	Through the establishment of a Task Force, identify the priority areas within the MOU's for implementation.	Outputs: Develop an Action Plan for the implementation of the MOU's Outcomes: Increase in trade and business relations with the Republic of Suriname, Guadeloupe Martinique and the Republic of Cuba
	Coordinate with the authorities in the Republic of Suriname and Republic of Cuba to develop key elements of an implementation plan for the recently signed MOU Office of the NAO, Embassy of Antigua and Barbuda in the Republic of Cuba.	Outputs: To develop a frame work to receive and exchange expert assistance from the Republic of Suriname and Cuba Outcomes: Development of an enhanced cooperation mechanism with the Republic of Suriname and Cuba
Priority 13 The efficient management of the implementation of the SJDC and ASC projects	Advance the implementation of the projects under the CDF CAP through regular meetings of the Project Management Committee (PMC)	Outputs: Completion of Phase I of the SJDC project and commence construction on the LRC, ASC Outcomes: Timely implementation of the projects under the CAP as set out in the Loan and Grant Agreements

Priority 14 Continuous review and revision of the Legal and Institutional Framework and Policy Formulation	 Systematic Data Gathering Development of Trade Policy and Strategy Implementation of Oversight Committee 	Outputs: Public awareness drive and initiation of consultancy Outcomes: Completion of a national Trade Policy Approval of a policy for the Creative Industries and Light Manufacturing Expansion of data bases and data analysis
	PCAD : Revision of the Distribution and Price of Goods Act	Outputs: Public awareness drive Outcomes: Adoption of the Consumer Protection Bill
Priority 15 Capacity Building	 MTCI Training in Business advising and counselling Statistical analysis Cluster management Project management Incubator management Monitoring and detection of ODS 	Inputs: Participation in organised training events Outcomes: More staff able to offer quality business advising and counselling More informed public with respect to ODS and mitigating actions

	PCAD: Staff training in Customer relations Public speaking Consumer laws	Inputs: Participation in organised training events Outputs: Better trained staff to advise consumers and handle consumer complaints
	ABBS: as given above	
Priority 16 Implement a Marketing and Communications (M&Cs) plan	ABBS: Finalise and execute Marketing and Communications (M&C) Plan	Outputs: M&C Plans for Standards Development and Technical Services; Stakeholder feedback mechanisms and tools; Feedback evaluation and analysis reports Outcome: Completed M&Cs document; a more widely understood and recognised mandate and a greater demand of the requisite services evidenced by a better informed and aware public
	MTCI Conduct public awareness activities on the various aspects of the Ministry's mandate	Input: Conduct lectures and seminars on the various initiatives Prepare and disseminate printed information. Make media appearances Output: A public better informed about the Ministry's work and

PCAD Conduct public awareness and information activities	Input: Conduct presentations in various public forums, including schools and other organisations
	Outcomes: More informed and active consumers

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Trade, Commerce & Industry, Sports, Culture & National Festivals & Community Service

Budget Plan
For the FY 2018



Business Plan 2018

Ministry Overview

The Ministry of Sports, Culture and National Festivals (SCNF) is responsible for implementing national and targeted sports activities, recreation, cultural activities and various festivals in accordance with the prevailing policy demands, as well as other tasks laid down by the legislation governing the Ministry.

The Ministry works in partnership with its agencies, boards, commissions and the private sector to maximize its the economic and social contributions divisions.

Functions of the Ministry

The functions of the Ministry are as follows:

- Ensure that Sports, Culture and National Festivals policies and strategies are disseminated and appropriately implemented to attain the intended results;
- Build the capacity and support the institutions that support the development of Sports, Culture and National Festivals;
- Strengthen, rationalize and coordinate actions within Government institutions, private sector, civil society, and other partners with an aim of uplifting and promoting Sports, Culture and National Festivals;
- Put in place infrastructural facilities that support the development and sustainability of sports, recreational and cultural programs;
- Promote research and development of cultural and sporting activities;
- Set up and implement a monitoring and evaluation system that helps to measure the progress and impact in the Sports, Culture and National Festivals;
- Provide strategic guidance and orientations on specific programs to the institutions under the Ministry's supervision to ensure alignment with the vision of "building a culture of excellence";
- Source and mobilize resources to implement policies, strategies and programs in Sports, Culture and National Festivals;
- Elaborate the guidelines to orient different stakeholders in Sports, Culture and National Festivals;
- Create and sustain partnerships with affiliated institutions and agencies of the Ministry for efficiency and effectiveness;
- Develop, disseminate and implement standards and norms applicable to local, regional & international standards;

• Ensure alignment and harmonization of the Ministry's programs with the Government strategies;

Divisions/Offices/Sections

The sectors under the Ministry are as follows;

- Ministry Headquarters
- Sports Division
- Sir Vivian Richards Stadium
- Culture Division
- National Festivals Office

Vision

Develop a Culture of Excellence through coordinated activities that improve the quality of work produced by creating synergies with industry partners in an effort of achieving all objectives set out in Governments policy relating to the Ministry of Trade, Industry, Commerce, Sports, Culture & National Festivals.

Mission

Developing a Culture of Excellence

Organizational Chart (s) - See charts below:

Chart 1: Ministry of Sports Headquarters:

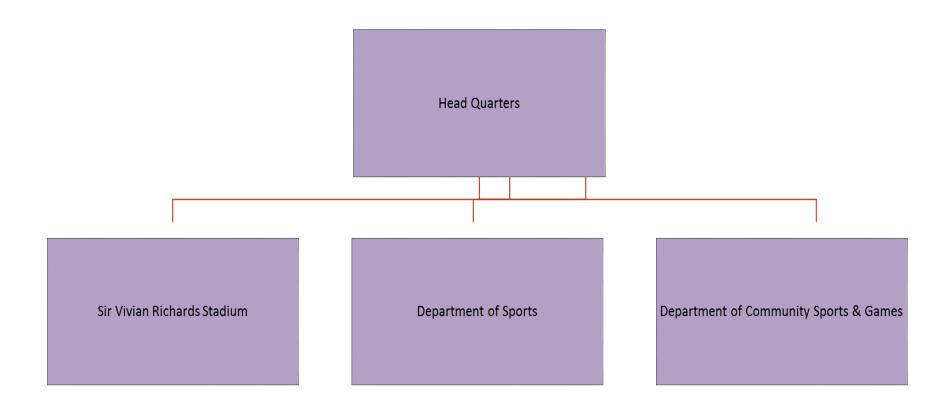


Chart 2: Departmental Heads:

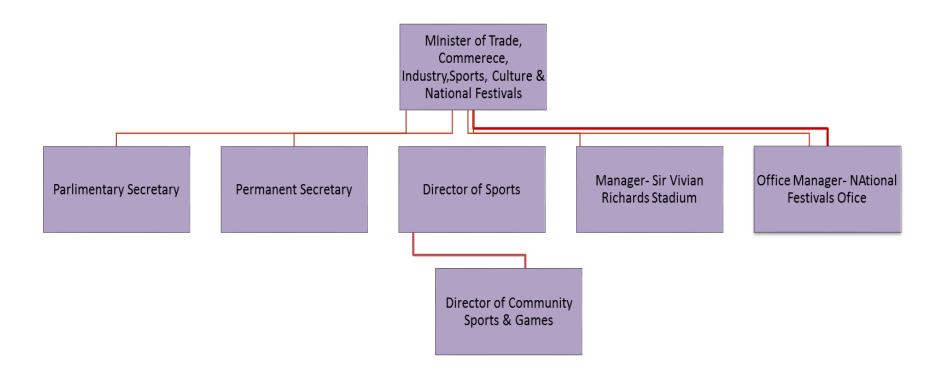


Chart 3- Ministry Headquarters:

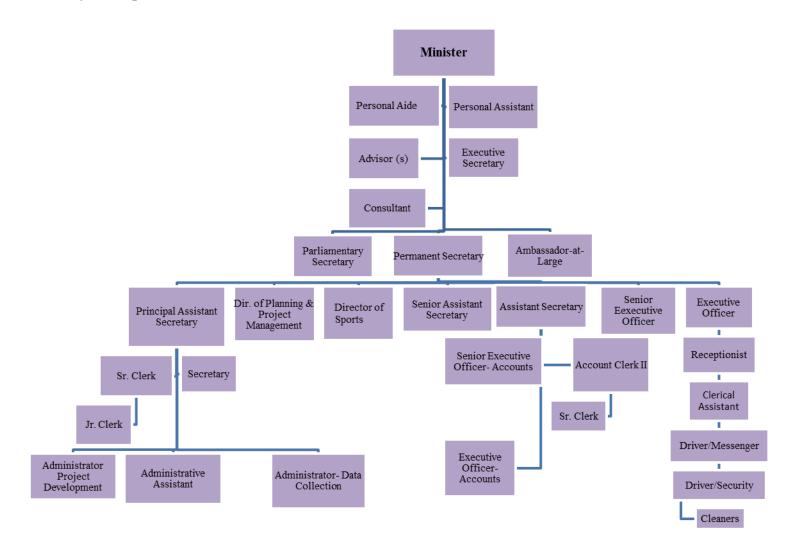
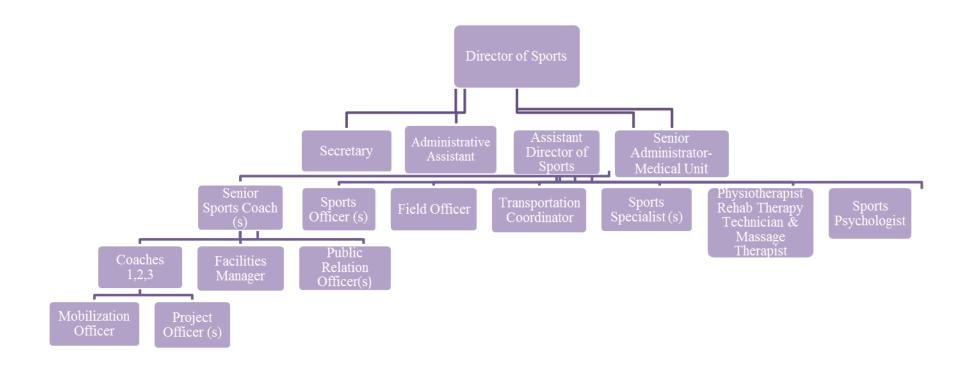


Chart 4: Department of Sports



SPORTS DIVISION COACHES

Athletics:

1. Mitchell Brown

Basketball:

- 2. Mr. Carl Knight
- 3. Mr. Irwyn Armstrong
- 4. Mr. Wayne Harris
- 5. Mr. Bradsbury Browne
- 6. Mr. Cedric David
- 7. Mr. Mario Davis
- 8. Mr. Oslyn Gregory
- 9. Mr. Wayne Harris
- 10. Mr. Coy Quinland
- 11. Mr. David Davis
- 12. Mr. Edward Shaw

Boxing:

13. Mr. Anthony Severin

Cricket:

- 14. Mr. Pernel Watley
- 15. Mr. Purnel Joseph
- 16. Mr. Ridley Jacobs
- 17. Mr. Wilden Cornwall
- 18. Mr. Winston Benjamin
- 19. Mr. Kenneth Benjamin
- 20. Mr. Derol Thomas
- 21. Mr. Francis Mark
- 22. Mr. Austin Richards
- 23. Mr. Alphonso Jarvis
- 24. Mr. David Joseph

Football:

25. Mr. Rowan Benjamin

- 26. Mr. Curtis Charles
- 27. Mr. Sinclair Christian
- 28. Mr. Ezard Simon
- 29. Ms. Valarie Isaac
- 30. Mr. Rolston Williams
- 31. Mr. Clancy Mack
- 32. Mr. Vincent Samuel
- 33. Mr. John Lloyd

Golf:

- 34. Mr. Earlwyn Thomas
- 35. Mr. Assim Weatheril
- 36. Mr. Vincent James

Netball:

- 37. Mrs. Oleno Knight
- 38. Ms. Ruby Williams
- 39. Ms. Shenneth Samuel
- 40. Mrs. Ruth Williams-Browne
- 41. Ms. Joyce O'Donoghue
- 42. Ms. Candace Jones

Tennis:

- 43. Mr. Richardson Elien
- 44. Mr. Damon Oweno Browne
- 45. Mr. Larry Michael

Volleyball:

- 46. Ms. Rosely Lewis
- 47. Mr. Henry Matthew
- 48. Mr. Urvin Lewis
- 49. Mr. Baldwin Anthony (Facilities Manager)

Job Programme;

50. Timothy Mourillon (Athletics)

- 51. Duncan Corbin (Athletics)
- 52. Micaiah Washington (Athletics)
- 53. Ashane Mattison (Athletics)
- 54. Kesswin Anthony (Athletics)
- 55. Jared Jarvis
- 56. Sylvester Joseph (Cricket)
- 57. Keithroy Tittle (Cricket)
- 58. Rayn John (Cricket)
- 59. Torrell Anthony (Golf)
- 60. Rolston Phoenix (Football)
- 61. Karanja Mack (Football)
- 62. Joella Issac Potter (Football)
- 63. Karen Warner (Football)
- 64. Nikesha Samuel (Football)
- 65. Christina Lloyd (Netball)
- 66. Olsen Joseph (Volleyball)
- 67. Rixon Joseph (Volleyball)
- 68. Michael Hamilton (Volleyball)
- 69. Jamaal Frederick
- 70. Dorian Liverpool (Medical Unit)

Chart 5: Department of Community Sports and Games:

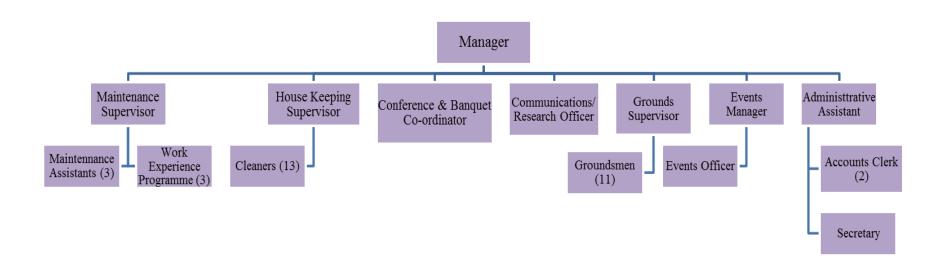


Chart 6: Sir Vivian Richards Stadium

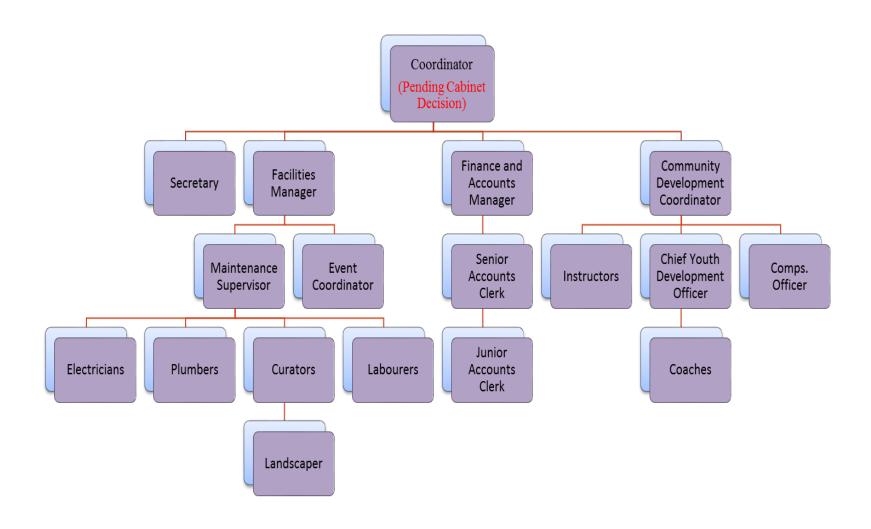


Chart 7: National Festivals Office

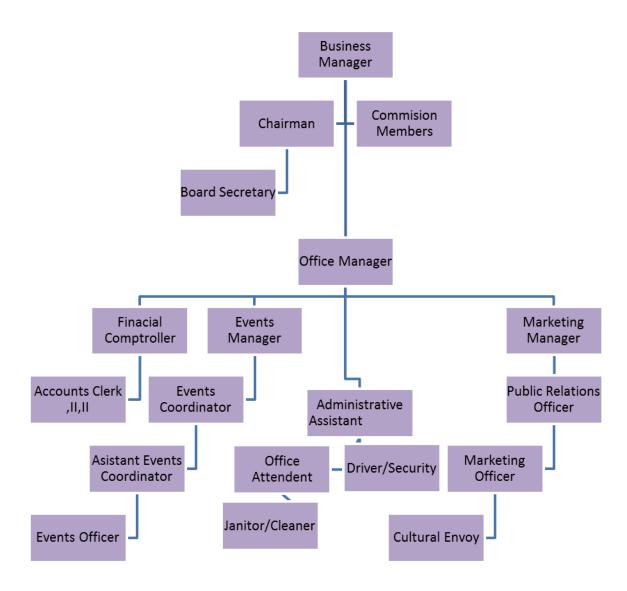
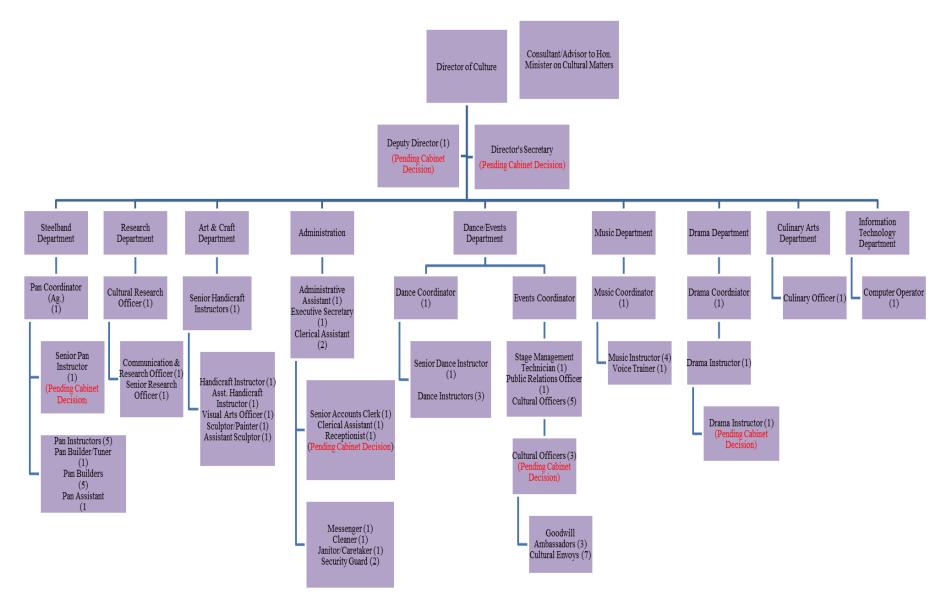


Chart 8: Culture Department



Service Performance Review and Critical Issues

Ministry Achievements

The following are highlights of the achievements of the Ministry in 2017:-

Antigua and Barbuda Festivals Office

- Carnival 60th Anniversary Launch
- Ms. Antigua Barbuda Pageant
- 60th Anniversary of Carnival
- Independence
- National Heroes Day
- V.C. Bird Day

Culture Department

- National Secondary School's Drama Festival
- CARIFESTA 2017
- Caribbean Secondary Schools Drama Festival
- National Dance Festival
- Lion king Antiguan Edition

Sports Department

- 25th Anniversary of National Sports Awards;
- Eastern Caribbean Volleyball Tournament- Antigua girls Under 15 finished second;
- Volleyball under 18 boys won the ECVA Championships and qualified to participate in the world Tournament;
- CARIFTA Games 2017- Team Antigua and Barbuda, 5 medals. Team fully funded by the Ministry of Sports;
- Commonwealth Youth Games- Gold medal for Sheldon Noble. A National Youth Record;

Sir Vivian Richards Stadium

- England vs. West Indies
- India vs. West Indies

- Gospel Light Ministries Activity
- Youth Conference (200+ participant Stadium was also used to house participants)
- Emergency Shelter for the Barbudans

Issues

The Ministry continues to operate with many demands being placed on limited resources, greater emphasis has been placed on a holistic approach to training and training opportunities.

The Ministry is cognizant of the need to improve its service provision capacity, as it positions itself to respond to the increasing demands.

Priorities and strategies 2017-2019

Priorities and strategies 2 Priorities	Strategies	Indicators
Priority A: Facilitate the Creation of New Steel Pan Orchestras in Eastern & Southern parts of Antigua	 To procure equipment through government allocation and public-private partnerships; Upgrade the Pan Lab facilities and develop an enhanced training program. 	 Output: To partner with private sector organizations with a focus to provide capital to invest in purchasing equipment Outcome: Adequate equipment for training and implementation of competitions and other social activities
Priority B: Continued Development of the National Coaching Program	To develop and execute a training programme for gifted/talented athletes across all disciplines.	Output: • To institutionalise training programme in primary and secondary schools' curriculum with particular focus on primary school athletes Outcome: Continuity with respect to training and development of athletes' skills and knowledge

Priority C: Development of Policy which governs the use and maintenance of Sporting Facilities	 To invest in upgrading/refurbishing of the Sporting Facilities through public-private partnerships; To develop a maintenance plan to ensure facilities remain in good repair. 	 Output: To train personnel charged with managing facilities in order to properly maintain the standards of the sporting facilities; Outcome: To have the Sporting Facilities locally, regionally & internationally certified, over to next 5-10 years, to meet international standards of training and to host events.
Priority D: To develop a National Sculpture Park in tribute to our slave legacy and to celebrate our National Heroes	 The creation of sculptors that reflect our past; The creation of statues to immortalize our National Heroes. 	 Output: To encourage national discussion and education on our ancestry. To heighten awareness on the outstanding contribution of our National Heroes.

Priority E: To heighten the importance of the Literary Arts	A literary arts support strategy	Output:
Priority F: Implementation of a National Cultural Policy	 Restructuring of the Cultural Development Division Forging stronger synergies between culture and education 	 Output Expanded entrepreneurial opportunities in the creative arts sector Foster closer linkages between tourism, entertainment and the creative arts Build awareness of traditions, history and culturally significant events and date
Priority G: Revitalization of National Sports Council	 Create a forum for the continued development and maintenance of an integrated approach to National Sport & Games A coherent strategy to address providing funding to athlete development 	 Output: The appointment of appropriate Council members; The creation of a National Youth Sports Academy Increase in the number of disciplines supported

Priority H: Creation of Separate National Festivals Office (NFO)	Expanded functionality and improved marketing/ communication capability and investment opportunities.	Output: • Partnership with various stakeholders and entities to improve the delivery capacity of the National Festivals Office. Outcome: • Stimulate an increase in activities and events at the local, regional and international level.
Priority I: Formalization of the Community Sports & Games Department	 Design and execute a comprehensive community Sports & Games Strategy; Emphasis on coaches certification in collaboration with the respective national associations 	Output: • Design Programmes and structures to capture a specific target audience Outcome: • Stimulate the creation of general community incumbent through the area of specific strategies

Priority J: Renovation of YASCO	Improving the broken, damaged and /or outdated structures at the facility.	Output: • Better facilities to produce World Class Athletes Outcome: • Increase usage of facility for Athletes and groups to further the Ministry's ongoing policy to promote healthier lifestyles and competitive events.
Priority K: Re-orientation of the National Coaching Program	Developing a clear defined strategy to implement the programme.	 Output: Reinvigorating the Coaching Staff to produce better results; Outcome: Creating a better quality of Coaches, thus improving the quality of training and mentoring of new and existing athletes.

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
	de, Commerce and Industry, Sports, Culture and ional Festivals and Community Service			
8501	Trade and Economic Development	-	3,792,066	-
8502	Industry and Commerce	-	458,152	-
8503	Prices and Consumer Affairs	-	1,265,548	-
8504	Bureau of Standards	-	1,012,227	500,000
8505	Sports	-	10,534,956	198,259
8506	Department of Culture	-	12,575,755	-
TOTAL FOR TRADE, COMMERCE AND INDUSTRY, SPORTS, CULTURE AND NATIONAL FESTIVALS AND COMMUNTIY SERVICE		-	29,638,704	698,259

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

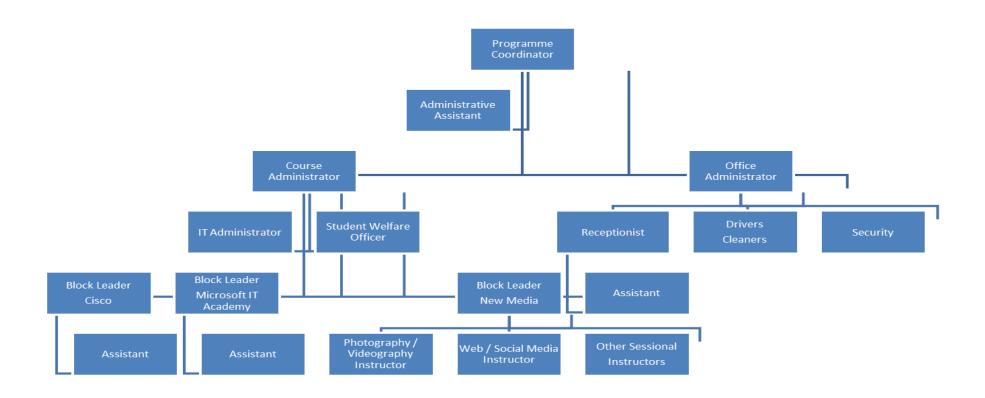
	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Trade, Commerce and Industry, Sports, Culture and National Festivals and Community Service	12,987,699	14,206,459	-	2,444,546	198,259	500,000	30,336,963
Trade and Economic Development	1,378,184	1,261,436	-	1,152,446	-	-	3,792,066
280 - Trade and Economic Development	931,536	1,216,116	-	1,152,446	-	-	3,300,098
390 - General Public Services	446,648	45,320	-	-	-	-	491,968
Industry and Commerce	403,052	5,100	-	50,000	-	-	458,152
280 - Trade and Economic Development	255,072	600	-	50,000	-	-	305,672
390 - General Public Services	147,980	4,500	-	-	-	-	152,480
Prices and Consumer Affairs	1,058,048	181,500	-	26,000	-	-	1,265,548
390 - General Public Services	1,058,048	181,500	-	26,000	-	-	1,265,548
Bureau of Standards	750,637	125,690	-	135,900	-	500,000	1,512,227
281 - Regulations and Standards	750,637	125,690	-	135,900	-	500,000	1,512,227
Sports	5,997,803	3,932,953	-	604,200	198,259	-	10,733,215
430 - Social Protection and Community Development	5,997,803	3,932,953	-	604,200	198,259	-	10,733,215
Department of Culture	3,399,975	8,699,780	-	476,000	-	-	12,575,755
390 - General Public Services	3,399,975	8,699,780	-	476,000	-	-	12,575,755

BUSINESS PLAN FOR THE YEAR 2018 AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Information, Broadcasting, Telecommunications and Information Technology

Budget Plan
For the FY 2018

Organisational Chart of ICT Cadet Programme – Ministry of Information, Broadcasting, Telecommunications and Information Technology



Vision:

Through a process of continuous evaluation, improvement, and standardization, establish a culture of *EXCELLENCE* across all Divisions of the Ministry in all aspects of the provisioning and delivery of services to our various publics.

Ministry Overview

Information Technology Department falls under the Ministry of Information, Broadcasting, and Telecommunication, and Information Technology. The department is responsible for providing ICT equipment and services to every department within the Government. The services we offer include, but are not limited to:

- The provision of computers and printers for use by all government departments
- Installation and maintenance of local area networks
- Repairing and servicing of computers within Government
- Provision of equipment for Government sponsored conferences and events
- Provision of centrally managed internet to all departments who are connected to the Wide Area Network.
- Provision of email services
- The building, deployment and maintenance of websites for the various Government departments
- Support database driven projects such as Freebalance, JEMS (Courts Management Systems), Tourism Database Management, Immigration Management Control, Public Safety Communication Network, Landfolio, the Civil Registry and the Company Registry.
- Development and maintenance of custom applications such as eVisa, Industrial Court Case management
- Datacenter Management
- Government Azure Cloud Services
- Office 365 deployments

The department is comprised of the following sections:

- Administrative including Registry/Accounts,
- Technical Support/Helpdesk,
- Software Development
- Networking
- Web Development,
- E-Government/E-Commerce
- Database Management

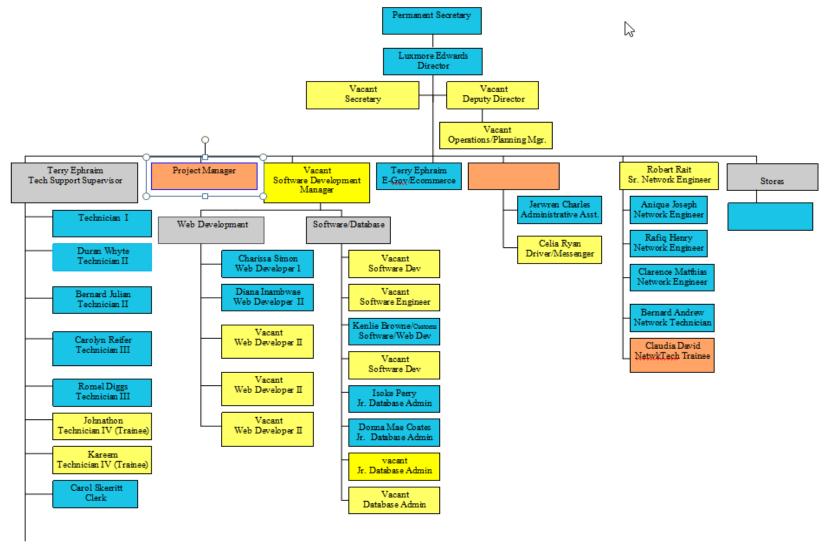
Vision

To be the central provider of ICT equipment and services to all Government agencies.

Mission

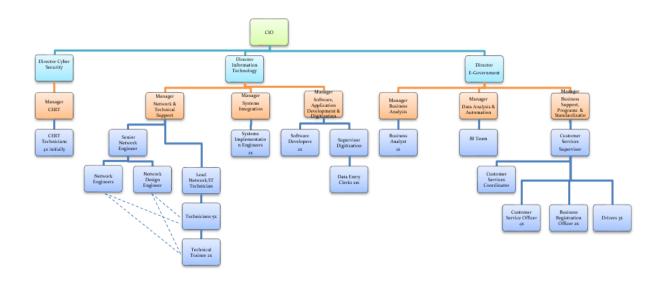
To "ensure the integration and adaptation of state-of-the-art information and communications technology in <u>all spheres of our life</u>, in education, health, production, commerce, services, governance systems, law enforcement, entertainment and social interactions".

Structure diagram (Organisation Chart)



[This is the current organisational structure of the ministry. Insert the diagram. Note any intended changes in the coming 1-3 years.]

MIBTIT IT Organization Chart



[This is the organizational structure the ministry is intending to move to in 2018.]

Service Performance Review and Critical Issues

Annual Objective:

To provide professional and timely technical support to all government ministries and departments.

In order to achieve the aforementioned, the department took a closer look at the way business is conducted with a view to reengineering its day-day operations to bring about a more effective method to meet the various demands. To this end, the technical support unit now has in place a new proactive model that provides pre-troubleshooting services (virus scans, cleaning, installation of network and software, hardware upgrade) to all government departments. In addition, the helpdesk answers and supports over sixty (60) calls on a daily basis on all kinds of matters from email issues to specialized systems.

The IT department also develops and maintains various web portals for central government through its Web Development Unit. The objective of this unit is to provide to the public up-to-date and reliable information built on a user friendly interface about the services offered by the government. The Web Development unit have completed work on a number of portals/websites to include the new portal, Ministry of Agriculture, and Tenders Board. The unit continues to maintain every site that it has built from its inception. The frequency of the update depends on when each department submits its information. Additionally a number of sites undergo a redesign from time to time.

We have been successful in launching the eService facilitating online driver's license renewal, implementation on electronic visa applications, in collaboration with CARICOM/Alpha XP launching of the Companies Registry Online and the Land Registry's Public Access Module. WE have successfully upgraded Barbuda's accounting system and upgraded the IT infrastructure in the Library and Archives. Initial planning has been done with collaboration from the Police in selecting a comprehensive police management system and this should be finalized in 2016.

The department also supports critical infrastructure such as the data center, applications such as Freebalance, Landfolio, CBN's Immigration management Systems, the Civil Registry, the High Court Judicial Management System (JEMS), Passport Office Passport System, e911 infrastructure, internet services to Central Government among others. The department also provide consultation on network infrastructure on new deployments, server configuration, and system administration.

In the specified reporting period we have worked with the High Court and various stakeholders in developing an automated Civil Registry migrating away from the systems we have had in place for the past 5 -6 years. Birth, death and marriage certificates will be printed on security paper, minimizing fraud and tampering of the document and there will be the facilitation on online requests for pertinent documents. This work will continue in 2016.

We are continuing work with the Labour Department and Caricom setting up the Labour Management Information System in automating its operations.

Summary of Critical Issues

Critical Issues that affects the operations of the IT department include:

- Adequate staffing: to date the department needs to hire additional staff with the necessary skills to fill various positions. This is even more critical as are under a wage freeze and have not been able to fill positions lost in the past years due to a hiring freeze.
- Timely access to funds this is a matter the department is seriously addressing at this time. The day to day operations are delayed by weeks and sometime months due to a lack of timely access to funds.
- Limited resources/local supplies As technology charges, the need to source new supplies is of utmost importance to the overall success of the IT department in carrying out its day-to-day functions efficiently. These supplies at times are hard to be had on the local market, and additionally, the lack of financial resources does complicate the department ability to fulfil its duties.
- The work load of the department continues to increase. Each new project that is added becomes a project that we have to support. This puts pressure on the existing staff and limits the efficiency of the staff
- Transport issues also affect the operations of the office. A number of vehicles are out of service for parts. Every service trip needs transport from the offices at Coolidge to the various locations within the country.
- Lack of information from the various departments to keep their web presence current.
- Lack for information of staff movements so that relevant resources in Office 365 and be properly managed.

Strategic Objectives and Priorities

Strategically, the Information Technology Center in its role as the central ICT provider for the government seeks to achieve a number of things over the next couple of years.

The large goal is to streamline each department's business processes in a manner that allows for rapid integration of technology. This would involve an interdepartmental partnership that examines each government departments operations, and as the needs are identified, adjustments and provision will be made to streamline the business processes so that the technology becomes a tool to make the department efficient.

Another strategic objective of the IT Center is to have supporting personnel to address department and national information and communication technology needs. As the government's operations become more technology dependent, it becomes very expensive to have the right calibre of persons assigned to each department. The pool of talent at the IT Center is best served in this objective of working alongside each government department to meet their needs.

The IT Center would like as an objective to see that all the necessary supporting technology needed to make the work of Government more efficient. As such, the department will work alongside the private sector to procure computers, printers and other ancillary equipment to improve the efficiency of each government department. This would also include the necessary servicing and maintenance to keep the equipment operational.

The protection of government data is also a strategic objective to be looked at. We envision starting a Cyber Security Incident Response team to sensitise the civil service to cyber security matters and then be able to respond to new issues as they arise.

A long term objective that we have continued to work on is the deployment of necessary connectivity to the various government departments to facilitate the work of government. This remains a crucial aspect hindered by several challenges.

Priorities and strategies 2018-2019

The following are a list of objectives that the department intends to achieve within the 2018 budget year.

Annual Objective 2018	Expected Result	Performance Indicator
Continued Streamlining of IT Center Operational Procedures using the ITIL methodology	Faster response times to incoming issues with sound documentation	Able to respond to calls within 1hr, 4 hours or next day service
Replacement of the aging network infrastructure in central government	A new network that is robust, able to scale, easy to manage	Network Communication performing flawlessly the users have no complaints
Establishing of a national Civil Registry	A comprehensive electronic national database of all citizens resident in the civil registry covering birth, deaths, marriages, deed poles, adoptions and citizenship	Development of national databases and the creation of the national ID with linkages to several statutory bodies. Electronically issued certificates for all civil registry documents
Establishment of a police management information system	A comprehensive system for the police to use that would provide linkages between all areas of police operations	Improved police efficiencies
Establishment of a Government CSIRT	A dedicated team of persons who will ICT security matters in government, monitor, notify and respond to potential and actual security threats	

Antigua Broadcasting Service

The Department:

The National Broadcasting Services of Antigua and Barbuda is made of up three divisional areas as follows:

- ABS Television
- ABS Radio
- Government Information Services

Vision Statement:

To be recognized as Antigua & Barbuda's leading and most trusted media house, reaching Nationals both locally and in the diaspora as well as other nationalities both locally and abroad.

Mission Statement:

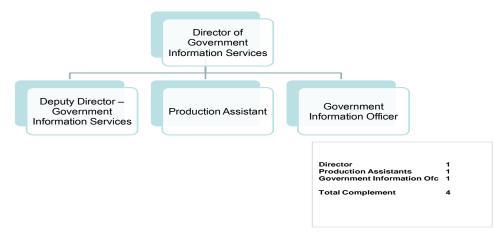
To deliver content across our several platforms that educates, informs, and entertains by:

- Employing and developing persons with the talent, creativity and intellectual capacity.
- Expanding the reach of our content across our several delivery platforms.
- Achieving and maintaining outstanding results.

Organizational Structure:

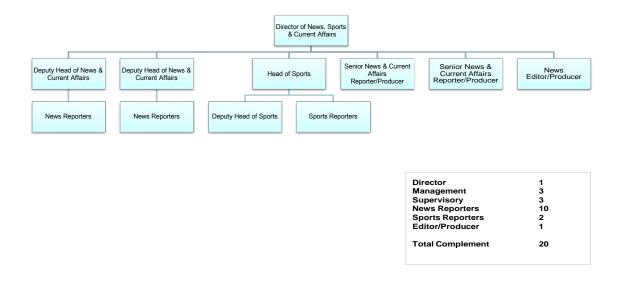


Government Information Services Department



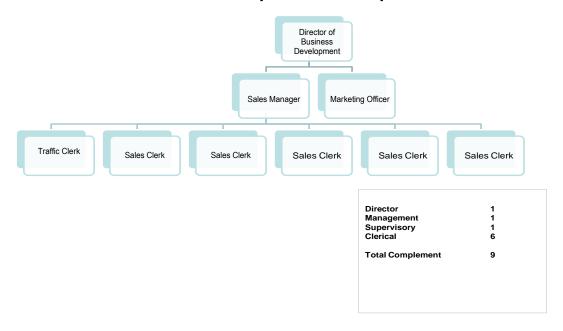


News & Current Affairs Department



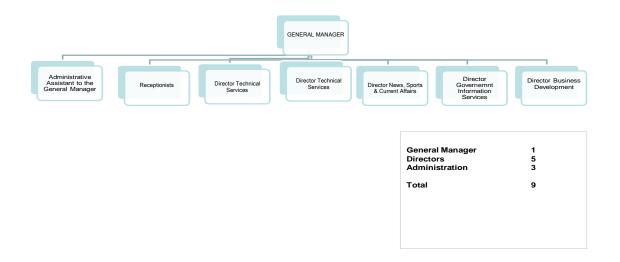


Business Development Department



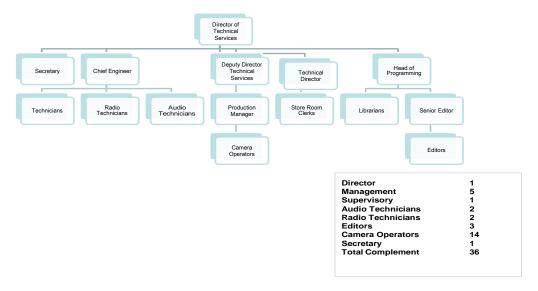


Antigua & Barbuda Broadasting Services





Technical Services Department



Service Performance Review and Critical Issues

Service performance

Achievements

ABS continues to grow marketing share and has surpassed competitors as the "go to" place for news in Social media. Viewers are becoming increasingly engaged in ABS Television. Emphasis is now being placed on the Radio and GIS Division of ABS

- 1. ABS now has more than 50,000 followers on Facebook
- 2. ABS TV now has four (6) live news broadcasts per day.
- 3. ABS Radio now has four (4) news broadcasts and two (2) additional news bulletins per day.
- 4. ABS has introduced several new locally produced programs on television and has now embarked on strengthening the radio product.

Issues

- 1. Availability of funding for equipment purchases stymies efforts to improve the technical plant.
- 2. There are a number of staff do not have fully functional roles and who do not have the capacity to be re-tooled and transferred to other areas.

Organisational matters

Achievements

- 1. ABS earned world wide recognition from our coverage of the hurricanes of 2018. This resulted in our footage being used by all of the major media houses (CNN, CBS, NBC, Reuter, Al Jazeera)
- 2. The News Department has been significantly strengthened by the hiring of an experienced Deputy Director and we have already seen the benefits of this.
- 3. A Deputy Director has now been added to the Government Information Services which has permitted us to expand on our programming in this area.
- 4. ABS Television was upgraded to High Definition in March 2017 resulting in significantly improved reception by our viewers.

Issues

- 1. Training opportunities will be provided to staff as there is skill set gaps which will be required to be filled if the organizations goals are to be achieved.
- 2. ABS radio's equipment now needs to be updated as a priority in 2018.

3. The existing facilities are not adequate to meet operational needs. Movement to another facility must be completed in 2018 and plans made to construct a purpose built facility.

Summary of capability development strategy

ABS will continue to to recruit qualified persons during the coming physical year as well as persons trained in production.

In addition, new radio equipment will be required to upgrade the our service.

Priorities, strategies and indicators

The priorities in order are:

- 1. Relocation to new premises
- 2. Radio Equipment upgrades
- 3. Hiring of professionally trained media practitioners
- 4. Training/re-tooling of existing staff

Ministry Overview

The Telecommunications Division is a department within the Ministry of Information Broadcasting Telecommunications and Information Technology, responsible for the regulation of the Telecommunications sector and matters incidental thereto. The Division is headed by the Telecommunications Office, a position created under the Telecommunications Act Cap 432, whose mandate is to carry out the responsibilities of the Act. The position of Telecommunications Office has been vacant since 2013.

In addition to its core Telecommunications Regulatory function, the division is responsible for the maintenance of all equipment and associated infrastructure associated with the Public Safety Communications Network (PSCN), including the emergency radio communications network and the E911 Centre.

It is anticipated that over the coming months, new Telecommunications law and regulations will be proclaimed to fully liberalize and govern the telecommunications sector in Antigua and Barbuda. The proposed new legislative framework will provide conditions for, among other things:

- a. an open market for telecommunications services, including conditions for encouraging and enabling fair competition in the telecommunications sector.
- b. Promoting the telecommunications sector by encouraging economically efficient investment in and use of telecommunications infrastructure.

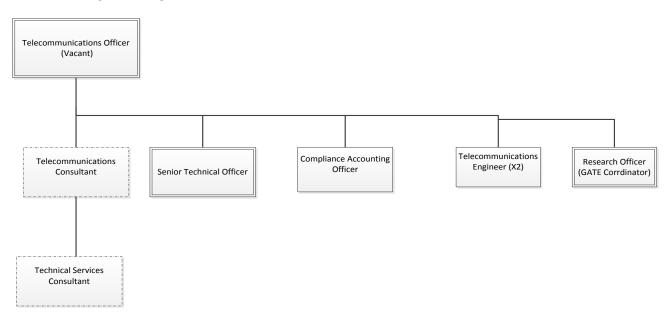
c. the establishment of new Telecommunications Regulatory Commission (NTRC) to have oversight of the sector.

The NTRC will be an independent Statutory Authority, funded mainly through the license fees and spectrum fees collected from public Telecommunications network operators and service providers. It is expected that immediately following the enactment of the new legislation the telecommunications Division, including all its existing staff, will incorporated into the new NTRC.

Vision

Mission

Structure diagram (Organisation Chart)



Service Performance Review and Critical Issues

Achievements In addition to its normal licensing activities, during the year 2017, the Division was mainly focused on preparing for the impending new regulatory setup, taking the lead role in the final drafting of the new Telecommunications act and implementing a new Integrated Telecommunications Management System (ITMS). The ITMS is intended to streamline the operations of the Telecommunications Division and the soon to be created NTRC. In addition, the Division continued a number of ongoing work including, negotiating a framework agreement with ECTEL and the French Territories of Guadeloupe with the aim of: a) reducing the problem of cross border interference in the land mobile frequency bands; b) optimizing the use of spectrum resource in the border area; and c) strengthening cooperation between administrations in the management of interference issues.

Issues: Over the years, the Division has been somewhat constrained in its ability to perform its core regulatory functions as a result of:

1. lack of the legal authority needed to deal with many of the complex issues related to regulating a modern competitive telecommunications sector.

- 2. limited resources (skilled staff and technical resources) to carry out its primary mandate under the current Act, which is the management of the countries spectrum resources.
- 3. the position of Telecommunications Officer being vacant for 3 years (due to delayed enactment of the new legislation)
- 4. Insufficient and inconsistent funding to properly maintain key infrastructure related to the emergency communications network and key monitoring equipment.

Organisational matters

Capability of the ministry/agency

Achievements During 2017, a new position, Senior Technical Service Officer was created within the Division, responsible for the day to day licensing activities and other administrative duties with the resignation of the Assistant Telecommunications Officer. The Senior Technical Officer will initially give priority to: a) providing technical support in the area of spectrum management; b) ensuring the integrity of all spectrum and licensing data recently migrated to the new ITMS system; and c) assist in streamlining the processes within the division.

It is intended that this position, subject to confirmation by the Board of Directors of the proposed NTRC, will be transitioned to the new organization.

Issues Maintaining staff morale in the present climate of uncertainty pending passage of the act and the setting up of the NTRC remains a major challenge. Recommended upgrades in staff emoluments made during the year have been delayed due to the impending changes that will be brought about with the passage of the Act.

Another significant challenge is in the maintenance of the emergency communication equipment, including E911 which is now effectively at end of life and in need of urgent replacement/upgrade. \$978,000 was approved in the in the 2017 for an upgrading of the Emergency Radio System and replacement of the E911 platform. However due to a number unforeseen challenges, including the total loss of all equipment in Barbuda, a decision was made to revisit plans and to replace the entire emergency radio system in the upcoming year.

Priorities, strategies and indicators

The first objective immediately following the enactment of the new legislation will be setting up the NTRC, including the appointment of the Board of Directors, a Managing Director and key regulatory functions (legal, financial/economic, technical and administrative staff). It is likely that the newly created NTRC will move to new premises once the necessary approvals and funding can be obtained.

Key deliverables during the first 3 months of the NTRC will be drafting and recommending for promulgation by the Minister the following regulations, in consultation with stakeholders:

- Licencing Regulations
- Fees Regulations (spectrum and License fees)
- Interconnection Regulations

- National frequency Spectrum Plan
- Management of the Universal Fund
- Facilities access Regulations

During the year an International Expert (IE) was made available by the International Telecommunications Union (ITU) to: "establish an effective institutional and governance structure which is able to meet the future needs and challenges of the sector while achieving the objectives of the new legislation and key stakeholders".

The IE's final report including a number of recommendations, including:

- The staff complement of the NTRC should be twelve posts, and the NTRC should build up to this number over a two year timescale
- The structure of the NTRC should be profession based
- A Transition Team should be appointed for about six months as soon as the Telecommunications Bill becomes law to manage the recruitment of staff and the establishment of the NTRC
- During this time, an Executive Director and staff for eight other posts should be recruited
- As this team comes into existence, it should initiate the NTRC's high priority projects, including the setting of licence and spectrum fees, the issue of licences to public operators, and the production of regulations on infrastructure sharing and interconnection
- This team, once established, should recruit staff for the remaining posts. A Universal Service Administrator should be appointed once a suitable scheme has been approved by the Minister.

Once constituted, the Commission will need to begin a programme of public awareness to sensitise the public generally about the provisions of the new Act, the functions and working of the Commission and the rights afforded them under the new law.

Although it is intended that the newly created organization will be funded from fees collected from licensees, it is unlikely that in the first year of operation the revenues collected will be sufficient to fully cover its costs. Consequently, the amount included in this year's recurrent expenditure for the Telecommunications Division will be needed to supplement the funding of the commission during the first 12 months.

Priorities and Strategies

- 1. Increase investment in broadband infrastructure
- 2. More consumer choice in services and technologies
- 3. Reduce entry level price of broadband.
- 4. Improve quality of Broadband services

Priorities and strategies 2016-2015

Priorities	Strategies	Indicators
Priority 1 . Increase Investment	Remove regulatory uncertainty by	Outputs: Establishment of NTRC, New fess
in broadband infrastructure	creating a modern ICT regulatory	regulations, Licencing regulations, interconnection
	framework that provides an investor	regulations.
	friendly climate.	
		Outcomes: 10% increase in capital investment in
		the telecoms sector in the first year.
	Encourage and facilitate infrastructure	Outputs: Facilities Access regulations and
	sharing among network operators to	guidelines.
	optimize existing infrastructure and	Outcomes: At least one new fixed wire broadband
	capacity.	provider enters the market.
Priority 2. Increase consumer choice in ICT related service providers and technologies	Introduce licensing regime which is technology neutral and allows for transparency and a level of predictability in the licensing process.	Outputs: Modern licencing regime in place Outcomes: A minimum of three service providers with fixed and mobile broadband propositions. At least two local locally established service providers.
Priority 3 Reduce the entry level price of broadband to consumers	Increase competition in the provision of broadband services. Reduce duplication and complexity in network infrastructure.	Outputs: licensing regulations, Facilities sharing regulations and guidelines, increased regulatory oversight of licensees. Outcomes: 10% reduction in the lowest entry level price available in the market

Priorities	Strategies	Indicators
Priority 4 Improve the quality	Closer oversight of operators ensuring	
broadband service	compliance with licence obligations.	

The development projects are summarised below.

EC\$mill

Project title	Brief description	On-	2018	2017	2017
		going or	funding		
		new			
E911	Replacement of the		\$279,297	NIL	NIL
Equipment	existing 911 system				
Replacement	which is now end of				
	life and in urgent	New			
	need of replacement				
Emergency	Replace exisiting		\$714,545	NIL	NIL
Radio	analogue emergency				
Network	Radio System with				
Upgrade	modern Digital				
	system with the aim	New			
	of improving				
	coverage, improving				
	reliability and				
	reducing the annual				
	operating cost.				

ICT Cadet Programme

• The ICT Cadet Program is a recruitment initiative that targets individuals who have completed secondary school and/or completed their CXC examinations. It is an exciting opportunity for individuals interested in working in Information Technology related fields to acquire technical skills as well as gain valuable workplace experience. It is envisaged that the majority of the cadets could proceed onto a path of self-entrepreneurship or pursue higher education at places like the Antigua and Barbuda International Institute of Technology (ABIIT) or the University of the West Indies (UWI). The ICT Boot Camp will teach the cadets specific skills, tools and technologies over a 6-month period in a zero-distraction environment.

Service performance

Achievements

- Between March 2016 and March 2017, the ICT Cadet Training Programme will have graduated over 60 individuals with skills in Cisco IT Essentials training, New Media (Photography, Graphic Design, and Photo Journalism) training, and Microsoft Imagine Academy Training
- 2. Facilitated the deployment of IT Equipment to various government Agencies and Ministries bringing offices online

Issues

No issues

Organisational matters

Capability of the ministry/agency

Achievements

Successfully engaged with Microsoft to become an official **Microsoft Imagine Academy** opening the doors to access vast amounts of content for learning in the following areas:

- a. Database Fundamentals
- b. Server Administration
- c. Introduction to Programming
- d. HTML5 App development
- e. And much more....
- 2. Each ICT Cadet will be able to achieve certification from Microsoft upon completion of the course content
- 3. The ICT Cadet Programme is also an official Cisco Partner and is part of the Networking Academy Programme. Staff and Cadets have access to all of Cisco's course material and can pursue certification in IT Essentials, A+, Network+, CCNA and many other courses.
- 4. We have built solid relationships with reputable industry companies to send ICT Cadets out on training and internships after completion of the programme. So much so that, persons are calling and requesting ICT Cadets to assist in various projects.

Issues

Equipment such as the Canon Rebel T5i Cameras purchased in 2013, are beginning to age through regular usage wear and tear. These will need to be replaced in another year in order to adequately fulfil the performance requirements of the ICT Cadets undertaking the New Media segment of the training programme.

1. The staffing requirement to facilitate the Microsoft Imagine Academy courses is significantly affecting the budgetary requirements. The current arrangement of an Independent Contractor to provide sessional instructor services, severely hampers the

financial resources of the division and also provides uncertainty. A staffing position needs to be developed to ensure the ongoing commitment to the programme, and also effectively utilise the current available funds.

Priorities, strategies and indicators

The priorities in order are:

- 1. To reduce unemployment in Antigua and Barbuda by:
 - a. providing school leavers and unemployed persons with professional level ICT training;
 - b. providing workplace experiences to assist persons to effectively use their training in a professional environment.
- 2. To facilitate economic growth/development by:
 - a. providing an ICT-skilled workforce;
 - b. facilitating the provision of ICT-related services and attract foreign investment;
 - c. increasing labour productivity;
 - d. reducing unemployment and create different types of jobs.
- 3. To build an entrepreneurial culture by partnering with various businesses and stakeholders to enhance training effectiveness and broaden the scope of the ICT Cadets opportunities

ANTIGUA ESTIMATES - 2018 SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
95 Information, Broadcasting, Telecommunications and Information Technology				
9501	Public Information and Broadcasting	711,000	9,214,140	994,842
9502	Information Technology	-	5,892,184	1,000,000
9503	Telecommunications Division	-	1,470,954	-
TOTAL FOR INFORMATION, BROADCASTING, TELECOMMUNICATIONS AND INFORMATION TECHNOLOGY		711,000	16,577,278	1,994,842

ANTIGUA ESTIMATES - 2018 MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Information, Broadcasting, Telecommunications and Information Technology	9,652,078	6,492,050	-	433,150	1,994,842	-	18,572,120
Public Information and Broadcasting	6,750,410	2,412,230	-	51,500	994,842	-	10,208,982
410 - Telecommunication and Information Technology	6,750,410	2,412,230	-	51,500	994,842	-	10,208,982
Information Technology	2,270,664	3,606,520	-	15,000	1,000,000	-	6,892,184
410 - Telecommunication and Information Technology	2,270,664	3,606,520	-	15,000	1,000,000	-	6,892,184
Telecommunications Division	631,004	473,300	-	366,650	-	-	1,470,954
410 - Telecommunication and Information Technology	631,004	473,300	-	366,650	-	-	1,470,954



ANTIGUA ESTIMATES 2018

STATUTORY
ORGANISATIONS'
BUSINESS PLANS



AGRICULTURAL DEVELOPMENT CORPORATION (ADC)

Business Plan For 2018-2020

1. The Agricultural Development Corporation's overview

The Corporation continues to perform an important role to the agricultural sector by:

- Stimulating, facilitating and undertaking the development of agriculture in Antigua and Barbuda through the renting of farm lands for agricultural projects.
- Contributing to the local food security of the nation by the commercial production and marketing of agricultural crops.
- Encouraging partnership with farmers and agricultural related enterprises in production techniques, storage and marketing of agricultural commodities.

The Antigua and Barbuda Agricultural Development Corporation was established on 1st March 1979 and is governed by the Antigua and Barbuda Agricultural Development Corporation Act (CAP 20) and operates under Code Grants to Statutory Bodies (37015) Department of Agriculture in the Ministry of the Agriculture, Lands, Fisheries and Barbuda Affairs. The Corporation collaborates with the Caribbean Agricultural Research and Development Institute (CARDI), Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs , Inter- American Institute for Cooperation on Agriculture (IICA), GARDAC, Farmers and other partners.

Vision

To be a vibrant organization guided by creativity, innovation, respect for the environment, standards of efficiency and the application of appropriate science and technology to deliver effective services.

Mission

To produce high quality and safe foods which meet or exceed world standards, utilizing good agricultural practices and ensure that agriculture regains and retains its proper place in our economy, contributing substantively to our GDP, while providing satisfaction for our customers and meaningful employment for our people now and in the future.

2. Environment the organization is operating in

The ADC's main's mandate is to develop and manage on a commercial basis, plantation and other Agricultural lands managed by the agricultural Development Corporation in conformity with the government's agricultural policy, so as to stimulate and encourage the private sector in Antigua and Barbuda. It also stimulates, facilitates and undertakes the development of agriculture in Antigua and Barbuda. It also subsequently administer such agricultural development schemes particularly of a commercial nature as the Government approves. Funds

for Corporation are obtained via; The sale of agricultural produce and cotton lint, Land, Building and Equipment rental and Annual Government subsidy.

3. Service performance review and critical issues

The year 2017 was a very challenging one for the Agricultural Development Corporation (ADC).

3.1 Achievements

FY January 2017 to June 30th, 2017.

Production and productivity was increased by:

- 1. The Reduction on the reliance of food imports through greater domestic food production
- 2. Made a substantial contribution to meeting the food and nutritional requirements of the population by crops produced to supplement and meet the needs of the School Meals Programme in addition to substantial contribution by way of produce to the Fiennes Institute, The Clareview Hospital as well as the Prison.
- 3. Expansion of the export of agricultural commodities to maximize foreign exchange earnings. Except for cotton production, this was not achieved. A niche has recently opened for the local region which shows great promise. A test shipment of Sweet potatoes and yams were sent to the UK and the response was very good. Markets were being prepared to accept produce from ADC regionally and internationally.
- 4. Encouraged agro processing development was partially achieved through the growth and marketing of crops such as hot peppers.
- 5. Fostered the development of appropriate technology through research and development in collaboration with the Ministry of Agriculture and ensure transfer of technology to farmers. This was partially achieved. Research on sweet potato production was conducted by CARDI, which resulted in the best yield by month, conditions under which results were obtained, (rain fed vs irrigated). More extensive research are to be conducted.
- 6. Provided training opportunities for youth in agriculture. This was partially achieved. Field trips by Secondary Schools were organized and accommodated throughout the year. Particularly useful for those students which took Agricultural Science subjects for CXC. An ongoing exercise. Additionally, graduates from GARDAC were attached to the Corporation to obtain practical training in Agriculture.

7. Reduced unemployment/underemployment by creating increased opportunities in agricultural related activities. This was partially achieved particularly with cotton which must be handpicked.

3.2 Issues

The Corporation experienced numerous difficulties during the period, these are:-

- Lack of vehicles ,equipment and implements
- Numerous land/buildings disputes
- Inadequate funds for the management of Corporation
- Low rainfall and limited water supply for irrigating crops
- In adequate storage and post harvest facilities

4. Organizational matters affecting the capability of the organization

4.1 Governance

The ADC Board is comprised one Chairman, one Deputy Chairman, one Secretary, two ex officio members (CMC Chairman and the Director of Agriculture) and three Regular members and a Recording Secretary).

4.2 Structure and staffing

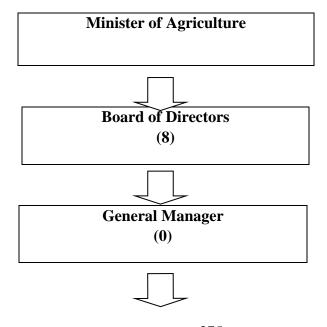
Board of Directors

Number of Positions	Name of Position	Annual Salary
1	Chairman	24,000.00
1	Deputy Chairman	18,000.00
1	Secretary	18,000.00
2	Ex officio Members	24,000.00
3	Regular Members	36,000.00
1	Recording Secretary	18,000.00
	Total	126,000.00

Staff List

Number of Positions	Name of Position	Annual Salary
1	Office Manager	58,800.00
1	Production Manager	60,000.00
1	Field supervisor	47,450.00
1	Cotton Ginnery supervisor	42,250.00
1	Recording Secretary	18,000.00
1	Maintenance supervisor	47,450.00
3	Office Assistants	106,200.00
1	Sales & Marketing Assistant	26,400.00
1	Cashier	26,400.00
1	Nursery Assistant	31,850.00
1	Driver/ Messenger	31,200.00
2	Tractor operators	79,000.00
1	Heavy Duty Equipment operator	41,600.00
1	Spray Man	37,440.00
1	Cotton Main ginner	21,450.00
1	Cotton Feeder	21,450.00
1	Cotton Baler	19,500.00
21	Field labourers	483,600.00

ADC's Organizational Chart



1 Office	1 Lands/	1 Ginnery	1	1
Manager	Buildings	Supervisor	Maintenance	ProductionManager
	Manager		Equipment/	1 Production/Field
			Supervisor	Supervisor
2 Office	1 Lands/	1 Main	1	1 Nursery Ass.
Assistants	Office	Ginner	Maintenance	1 Spray Man
1 Sales	Assistant	1 Gin	Assistant	21 Field Labourers
Marketing		Feeder	2 Tractor	
Ass.		1 Gin Baler	Operators	
1 Cashier			1 Heavy	
1 Messenger			Duty	
/Driver			Operator	

4.3 Achievements

FY January 2017 to June 30th, 2017.

There were some significant changes in the organization of the Corporation in accordance with the Agricultural Development Corporation Act. A new board was installed in January, 2013 to manage the Corporation. The Board sub divided its members into three sub committees in the absence of a General Manager to review the corporation's 2017 work program .These subcommittees include: The Administrative and Financial subcommittee , The Lands, Buildings, Machinery and equipment subcommittee and The Production and Marketing committees which resulted in the following achievements.

- Office Staff attended and completed various training courses organized by the Training Department
- Field and Ginnery staff were exposed to various training in Agriculture as organized by the Ministry of Agriculture.
- Attended and participated in local agricultural exhibitions.

4.4 Issues

- Lack of a General Manager and funds for the hiring and payment of same for the day to day management of the Corporation
- High wage bill
- Lack of vehicles

4.5 Summary of capability development strategy

- Procurement of two Pick-up trucks and a coaster Bus to transport staff
- Retention of a lawyer /law firm to address legal issues
- Conduct an inventory of lands, buildings, estate and equipment belonging to the Corporation
- Explore option of utilizing technologies to harness water for all year cultivation
- Storage and Packaging house to be repaired
- Hiring/secondment of an officer from MOA to fill position as GM
- Identify debtors/creditors to the Corporation with an option to waive payments / write off payments
- Holistic approach to reorganize/restructure the organizational structure, staff placement/replacement, pensioners to be severed etc.

5. Priorities, strategies and indicators

5.1Priority objectives and strategies

The priority objectives in order are:

To increase production and productivity by;

- a. Reduction on the reliance of food imports through increased food production.
- b. Make a substantial contribution to meeting the food and nutritional requirements of the population.
- c. Expansion of exports of agricultural including cotton commodities to maximize foreign exchange earnings.
- d. Encourage agro processing development.
- e. Improving the quality of rural life by increasing farm incomes and expanding rural activities.
- f. Upgrade /renovation/relocation of facilities(Ginnery, Main shed and Estate House)
- g. Foster the development of appropriate technology through research and development in collaboration with the Ministry of Agriculture and ensure transfer of technology to farmers
- h. Provide training opportunities for youth in agriculture.
- i. Reduce employment/ under employment by creating increased opportunities in agricultural related activities.

Priorities and strategies 2018-2020

Strategies	Indicators
	Outputs/Outcomes
Establish Farm and production plan for increased crop production Succession planting in substantial quantities in order to meet local demand, export demand if possible, and forestall shortages in critical periods.	Approximately 50-70% increase in production of priority crops by January to December 2018 Progress and monthly reports Quantity of crops produced Yield per acre of crop
In collaboration with the Ministry of Agriculture Zero Hunger Challenge, select and cultivate crops which are required to contribute to the project for Antigua and Barbuda	Fields established, data collected and analysed for contribution by December 2018 Evaluation data on completion of harvest Feed back from consumers Progress reports
Identification of lands for crop expansion and agricultural diversification	Approximately 200 acres of land would be dedicated to Cotton cultivation by August, 2018 Measurement of Plant plant paramaters and Data analyses to ensure quality lint is obtained Weekly scouting of
	Establish Farm and production plan for increased crop production Succession planting in substantial quantities in order to meet local demand, export demand if possible, and forestall shortages in critical periods. In collaboration with the Ministry of Agriculture Zero Hunger Challenge, select and cultivate crops which are required to contribute to the project for Antigua and Barbuda Identification of lands for crop expansion and

To encourage agro processing development eg hot pepper, sweet potato chips etc	In collaboration with local manufacturers determine produce and quantity needs for their industries Identification of mutual partners to embark on project Explore options of contract farmers to adequately meet needs	damage and management Crop yield assessment Produce adequate quantities of raw material for project from Jan-Dec, 2018 Quality control methods employed Crop yield and quality of crops produced Record keeping and trace back system implemented to identify batch of harvests etc.
Foster the development of appropriate technology through research and development.	Identified field trials implemented In collaboration with the Ministry of Agriculture and CARDI implement project for transfer of technology to farmers	All planned field trials implemented by Dec 2018 Number of field trials implemented Data collected and analysed and documented Rate of adoption and Feed back from farmers
To continue upgrade ,renovate and improve the existing facilities Ginnery, Main storage shed and Estate House	Assessment for Repairing, upgrading or relocation of respective facitilities Scope of work to be done Implementation of respective projects	Repairs/Upgrade renovations/ relocation completed by March, 2018. Furnishing and equipping by May 2018 Maintenance work

5.2 Performance measurement

All activities will be monitored and measured for viability and the following performance indicators will be used;

- 1. Value of sales of produce(optimum sales, sales growth, customer relationship, sales records)
- 2. Value of agricultural production(optimum yields, acreage base, production records)
- 3. Value added as a percentage of food processing revenue
- 4. Total exports of food (market studies etc.)
- 5. Financial statements
- 6. Project monitoring and evaluation for capital projects
- 7. Monitoring local nutritional surveys etc.
- 8. Analysis and comparative studies on production
- 9. Varietal studies and other experimental trials
- 10. Number of persons trained in agriculture at the ADC and number gained employment at or as a result of ADC's support.

6. Finances

6.1 Forecast financial statements and assumptions

Item	2017	2018	2017-2019
Recurrent Income			
Sale from produce	198,192.00	178,147.61	115,659.75
Rental of Lands	9,010.00	79,483.00	56,018.00
Rental of properties	25,000.00	30,000.00	30,000.00
Equipment rental and			6,646.08
services	44.000.00		
Sale of Cotton Lint	11,000.00		
In some from other	1,858,331.00	1,000.000.00	542 645 25
Income from other sources	1,030,331.00	1,000.000	543,645.25
(Gov't Subsidy)			
(Gov t Subsidy)			
Total	2,101,533.00	1,287,630.61	636,309.33
	2,101,000.00	1,207,030.01	000,000,000
Recurrent Expenditure			
Salaries	236,400.00	236,400.00	235,290.88
Wages	942,978.40	917,690.00	856,440.00

Board Stipend	136,800.00	136,800.00	120,000.00
Office Supplies	15,000.00	20,000.00	33,600.00
Office Equipment	11,250.00	11,250.00	50,000.00
Social Security Benefits	46,000.00	65,500.00	84,000.00
Contributions			
Medical Benefits	34,000.00	52,049.00	66,000.00
Contributions			
Education Levy	18,000.00	21,600.00	22,800.00
Contributions			
Lime	8,280.00	8,280.00	14,400.00
Maintenance supplies	200,000.00	90,000.00	120,000.00
Income Tax	20,000.00	16,000.00	15,600.00
Household Sundries	20,000.00	15,000.00	24,000.00
Computer Supplies			48,000.00
Production Supplies	222,000.00	100,000.00	300,000.00
Protective Clothing	22,000.00	20,000.00	50,000.00
Miscellaneous	150,000.00	50,000.00	100,000.00
TOTAL Recurrent			
Expenditure			
Capital Expenditure			
Ginnery renovation and			500,000.00
Improvement including			
relocation			
Renovation and Repairs			400,000.00
to Shed & Storage			
Facity at ADC			
Renovation and repairs			1,000,000.00
to Estate House			
Acquisition Machinery,			800,000.00
vehicle and Equipment			
Total Recurrent			2,700,000.00
Expenditure			

6.2 Arrears

Arrears as at November, 2016 to present

Code (if	Description	Supplier	EC Amount not	Average
relevant)			paid	number of
				days overdue
				for payment
Arrears to local				
private sector				
service suppliers				
Arrears in				
salaries,				
gratuities				
Arrears to				
government				
owned suppliers				
Arrears in				
interest or				
principal				
repayment				
Other (specify)				

6.3 Significant capital developments

New Development (Capital) Projects

Programme/			2018	2019	2020
Project Inputs	Capital Expenditure			Capital	Capital Expenditure
(Major	Consolidat	-		Expenditure	
Components)	ed Fund	Funding			
1.Acquisition of					
Equipment etc.					
2.Repairs to					
Storage Shed					
3.Relocation/Up					
grade of					
Ginnery					
4. Repairs to					
Estate House					
Total					
Basic Cost					
Physical					
Contingences					
(5%) Sub Total					
Price					
Contingences					
(3% p.a)					
Interesting					
During					
Construction					
Total Project/					
Programme					
Cost					

6.5 Any proposed major financing transactions

Efforts are being made to obtain loans or guarantees that may be sought from or with Government support for an injection of funds.

6.6 Government funding

As stated earlier in document that annual funds by way of a grant is given to the Corporation.

6.7 Additional information for Government financed organizations

Revenues, expenditures and financing 2015-2017

Revenues by	2017 Actual	2017	2018	2019	2020
type		estimated			
Recurrent					
Expenditures					
by type					
Capital					
Expenditures					
Balance					
List					
financing					
sources and					
amounts if					
balance is					
negative					

7. Risk management

Risk	Risk management
Unavailability of funds and timeliness of	Closely monitor procurement and vouchers
release of subventions from the Treasury	at Treasury.
	Explore other funding options
	Diversification of the Corporation for
	increased revenue generation
Natural Disasters	Implementation of a Disaster Preparedness
	plan.
	(Strategy and Simulation Exercise)
Unmarketability of produce	Embark on an aggressive marketing
Offinarketability of produce	strategy
	Increased security systems implemented
Praedial larceny	,crop registration and insurance options be
	explored
Damage to equipment due to irresponsible	Retraining and supervision, implementation
use	of log system and maintenance schedule

8. Information and reporting

The Corporation cannot provide estimated costs for the upgrade /relocation of the Cotton Ginnery as a PSIP proposal is to be done. It is hoped that this would be completed shortly. Reporting would be submitted by Monthly Statements and Reports via email and hard copies.

Appendix to the Business Plan Template Trends and Issues with fiscal impacts 2017 – 2020

Significant Trends and Issues	Potential impact on the Corporation and spending institutions
Economy	1
Government's inability to finance programmes due to short fall in revenue collection	Decimation of programmes, non- payment to creditors, inability to procure agro inputs and supplies The non-implementation of programmes for the ADC.
Social environment	
Provision of jobs for locals in the agricultural sector	High unemployment rates in Antigua and Barbuda
Policies and activities of NGO's,	
 international agencies , private sector ➤ CARDI and other related institutions unable to obtain funds from government ➤ Other agencies unwilling to conduct business with the Corporation due to the reduction of funds Effect of the environment 	Unwillingness to support national agricultural and development agenda Non implementation of approved work programme and incomplete work programmes Affect food and nutritional security, local
 Climate change and global warming effects 	food systems by increased flooding, droughts etc. increase in plant pests, pathogens
Government policy and decisions ➤ Availability of vehicles and Fuel allotment ➤ Acquisition of funding for the Corporation ➤ Freeze of employment, purchase of vehicles	Inability to implement planned activities and programmes
Other, including capability development	

and changes in input costs

- ➤ Increase cost for agro inputs e.g. fertilizers, seeds, chemicals etc.
- > Availability of agro inputs
- ➤ Government subsidized CMC is unable to provide critical agricultural inputs at a reduced rate

Result in increased cost of production

ANTIGUA and BARBUDA INVESTMENT AUTHORITY

Business Plan For 2018-2020

1. Statutory organization overview

The Antigua and Barbuda Investment Authority (ABIA) promotes opportunities for investment, advocates for improvement in the investment climate and facilitates ease of doing business in the Country. It provides persuasive information to attract foreign investors and assist domestic entrepreneurs in business development. In addition to specific information and technical assistance, it administers the incentives and concessions program and offers training and business advice to local entrepreneurs.

Under the Ministry of Tourism, Investment, Economic Development and Energy, the ABIA operates as an autonomous statutory corporation with functional service directorates including Investment Facilitation, Enterprise Development, Economic Development and Planning and Administration.

Mandate and scope and nature of business

Vision

For Antigua and Barbuda to be a preferred location for foreign and domestic investment resulting in growth and development, job creation and economic diversification.

Mission

To pro-actively seek, attract, facilitate and retain sustainable foreign and domestic investment in line with the country's strategic development objectives

2. Environment the organization is operating in

The Authority pursues its mandate in an environment of constrained global investor confidence and a high competition for FDI attraction. The Authority has pursued leads to develop opportunities in established sectors as well as emerging sectors with value added potential while strengthening the support mechanisms to support existing enterprises.

With regard to domestic investment, the Authority continues to encourage re-investment in existing viable projects and to provide facilitation and business development services with a view towards retaining jobs as well as ensuring continued employment generation. In deploying its Business Development programmes, the Authority is intention fostering an increasingly more supportive investment environment in partnership with other service institutions as well as through the streamlining of its own operations.

The Authority has noted the continued interest of the international donor community to engage with and support the work of business support organizations (BSOs) and has been responsive to these opportunities. Additionally, the Authority has been the primarily sourced

of contact by Regional and International Development agencies seeking data and information to better inform the delivery of programmes.

3. Service performance review and critical issues

3.1 Achievements

- 1. The store of information (numeric and non-numeric) at the ABIA has expanded and this has enhanced the responsiveness to investor requests
- 2. A complete overhaul of digital and social media platforms to advertise and promote ABIA programmes
- 3. A concise and systematic redesign of the ABIA website including the user interface, allowing for a better user experience and access to information
- 4. Development and roll out of Mind Your Construction Business Course targeted to Homeowners, Mortgage lenders and Contractors
- 5. Under the completed phase 5 of CAB-I, 127 completed homes were achieved at a combined value of EC\$448.5M
- 6. Developed the GATE/ICT business entrepreneurship syllabus which allowed for the integration of a business component into the programme

3.2 Issues

Accurate, reliable and timely information is critical to effective decision making. The ABIA's role in providing investors with timely information on which to base their decision making has been stymied by lack of responses or slow responses from public sector entities. It is imperative that there is recognition that lead times for information provision must be shortened if Antigua and Barbuda is to fulfill its mandate with respect to foreign Direct Investment attraction.

4. Organizational matters affecting the capability of the organization

4.1 Governance

There is no Board in place at the Antigua and Barbuda Investment Authority, even though an amendment to the Investment Authority Act passed in Parliament in early 2016 made provision for the board to be reduced from ten (10) to five (5) persons.

4.2 Structure and staffing

4.3 Achievements

- 1. One staff member trained in India in the area of Cluster Development and Management and other trained in Grant and project Proposal Writing.
- 2. Upgrade of computer hardware for five (5) officer

4.4 Issues

1. Challenge securing adequate location to house some MYB courses

5. Priorities, strategies and indicators

5.1 Priority objectives and strategies

The priority objectives in order are:

- 1. Introduction of mentorship programme to facilitate SME clusters to prepare for 2019 Compete Caribbean Clusters call for assistance.
- 2. Hosting Crowd funding Workshop for SMEs
- 3. Training for EDD Officers in SME development trends
- 4. Enhance information gathering and dissemination
- 5. Sector policy development for Antigua and Barbuda
- 6. Support Doing Business and Investment Climate enhancements

D. 1. O. 1.		T 11 /	
Priority Objectives	Strategies	Indicator	
Information Gathering	Build internal	<u>Output</u>	
and Dissemination	macroeconomic data base	Statistical Tables	
	inclusive of both historical	Saved documents	
	and forecast data on major	ECCB Statistics	
	economic indicators covering	<u>Outcome</u>	
	inflation, employment, GDP,	Information available on a	
	balance of payments and	more timely basis	
	trade		
		Output	
		Records of Mail, telephone,	
	Provide potential investors	email or face to face contact	
	with economic information	Outcome	
	with the objective of	Number of New Investments	
	influencing location	attracted	
	decisions and attracting high-		
	value business and	Output	
	investment;	Number of business	
	, , , , , , , , , , , , , , , , , , , ,	enquiries, capital	
		expenditure on new	
	Manage research data,	investments and expansions	
	information, and competitive	investments and expansions	
	intelligence to assist in	Outcome	
	identifying opportunities for	Records of the Investment	
	business investment		
		Facilitation Department	
	attraction, and prioritize		
	targets for economic	<u>Output</u>	
	development;		

	Participate in Meetings with potential investors and well provide information for publications promoting Antigua and Barbuda as an ideal investment location.	Records of Meetings attended and submissions for publications Outcome Number of media stories published
	Maintain Online Guide	Output iGuide information updated Outcome Webpage Views
Sector Policy and Development	Prepare sector profiles, particularly in those niches where information is deficient or unavailable	Output Documentation of Profiles Outcome Records of enquiries and information provided
	Collaborate with local private sector entities to identify barriers to growth	Output Records of meetings Outcome Annual Reports
	Participate in workshops/consultations on continued initiatives to elaborate a Services Sector Policy for Antigua and Barbuda	Output Number of meetings attended Outcome Services Sector Policy approved and adopted by Parliament
Doing Business and Investment Climate	Continue collaboration with the US Embassy, the World Bank and the ECCB in	Output Video Conferences hosted, Complete Investment Climate Survey Form

support of annual	Outcome
publications	Published Investment
publications	
	Climate Report and Doing
	Business Rankings
	Output
Keep abreast on trends,	Records of both online and
information systems, and	hard copy reports/papers
developments in the field of	
economic development	<u>Outcome</u>
research and analysis	Knowledge base on current
	issues expanded
	P
	Output
	Doing Business
D 211 12 4 1	collaboration with Ministry
Build capacity through	of Information
strategic partnerships with	and other stakeholders
industry leaders, government	
officials, and community	<u>Outcome</u>
stakeholders	Records of email contacts
	and meetings attended
	Output
	Monitoring of legislative or
	regulatory changes
Monitor developments with	associated with
respect to the country's	international/regional treaty
regional and international	commitments
treaty obligations which	
•	Outcomo
could impact on the country's	Outcome Changes documented and
investment climate.	Changes documented and
	implemented at the national
	level

Priority Objectives	Strategies	Indicators
Delivery of business training	Hosting of 16 businesses	Outputs; 16 courses
to SMEs	courses which specialize in Outcomes: 275 p	
	business principles	trained
Introduction of mentorship	To locate and prepare SMEs	Outputs: SME clusters
with clusters of SME to	to collaborate as clusters	Outcomes: 3 clusters with
prepare for Compete		mentors ready to access
Caribbean		

		Compete Caribbean
		assistance
Branding workshop	Hosting of 2 branding	Outputs: 2 workshops
	workshops for SMES	Outcomes: 25 SMES trained
		in branding
Youth Entrepreneur	Hosting youth summer camp	Output: Youth camp
Education component("The Real Hustle" in	Outcomes: 100 youth
summer youth camp)	collaboration with the Min	trained in business syllabus
	of Educ emphasizing the	for CXC entrepreneur
	CXC Business syllabus	component
Approval of SMES under	Sensitization of business	Output: sensitization
the Small Business Dev Act	public of the Small business	programme
	Development Act	Outcome: 50 SMEs
		Approved under the Small
		Bus Act
Use of website to register	The use of technology to	Output: Advertising online
online for courses and	facilitate the delivery for	for courses
advertise for courses	content and information to	Outcome: online registration
	SMEs. Widening of service	for courses
	offerings to clients	
Business training for ABDB	Development of training	Output: tailored business
venture capital successful	specific to each successful	training programmes
applicants under the ABDB	applicant under the venture	Outcomes: 20 successful
	capital fund with the ABDB	applicants under the
		programme that are able to
		repay loans
Crowdfunding Assistance	Assist SMEs interested in	Output: training modules on
programme Workshop	funding projects by training	how to develop
	in how to access	crowdfunding campaign
	crowdfunding campaigns	Outcomes; 5 successful
		crowdfunded projects
Creativity for Employment	To host a community	Output: Community based
and Business Opportunity	entrepreneurship workshop	entrepreneur training
(CEBO)workshop	in conjunction with the	Outcomes: 25 individuals
CARICOM Model	Ministry of Youth Affairs	17-35 in a specific
		community trained in
		entrepreneurship
Website update with tips for	Use current topics from	Output: 12 tips, 8 tutorials
business and tutorials from	MYB courses that are	Outcome; increased use of
MYB courses	critical to business	website as a go to for SME
	development and provide	information
	online tutorials via website	
	and everyday tips for	
	business	

Training for EDD Officers	Training in SME	Output: sponsored training
	development trends for	programmes
	officers	Outcome: Increased capacity
		of the EDD department to
		serve SMEs
Virtual secretariat for SMEs	2 computer stations with	Output: 2 computer
	time allotted for SMEs to	terminals
	research or use the internet	Outcome: 20 SMEs having
	to assist in undertaking	access to internet and
	business	advisory services of the
		EDD to develop business.

5.2 Performance measurement

5.3 Additional performance to comply with section 62 (1) c Finance and Administration Act

Code if relevant	Services title:					
Description:	 					
Financial and Non-	Financial Performance Measures	2016 actual	2017 est.	2018 est.	2019 est.	2020 est.
Quantity						
Quality						
Efficiency						
Government						
funding, other						
funding (specify)						
Total						
_	outcomes or expected contribution, if any,		goals and i	nitiatives	of the NES	T or to
the organization's or	wn strategic objectives as expressed in the	Business Plan]				

6. Finances

6.1 Forecast financial statements and assumptions

	Jan	to Dec 2017	Jan	to Dec 2018	Jan	to Dec 2019	Jan	to Dec 2020
		Projected Budgeted			Budgeted		Budgeted	
Income								
Government Subsidy		1,500,000.00		1,620,000.00		1,680,000.00		1,680,000.00
Consultation Fees		-						
MYB Income		5,000.00						
CAB-I Income		43,000.00						
CCIC Income		-						
Other Income		12,000.00		15,000.00				
Factory Shell Sale Income		120,000.00						
TOTAL INCOME	\$	1,680,000.00	\$	1,635,000.00	\$	1,680,000.00	\$	1,680,000.00
Expenses								
Salaries & Benefits		1,120,000.00		1,135,000.00		1,175,000.00		1,200,000.00
Directors Fees		-		-		-		-
Rent Expense		180,000.00		180,000.00		180,000.00		180,000.00
CAB-I QS Fees Collected		41,000.00						
Advertising, Promotion & Marketing	5	96,000.00		60,000.00		70,000.00		40,000.00
Utilities		72,000.00		75,000.00		75,000.00		75,000.00
Maintenance & Repair - Equipment		6,000.00		5,000.00		5,000.00		5,000.00
Automobile Expenses		22,000.00		25,000.00		10,000.00		12,000.00
Office Supplies & Expenses		25,000.00		25,000.00		25,000.00		25,000.00
Professional Fees/Projects		35,000.00		35,000.00		35,000.00		40,000.00
Cleaning Expenses		20,000.00		20,000.00		21,000.00		22,000.00
Travel & Accomodations		18,000.00		18,000.00		18,000.00		18,000.00
Bank Charges		1,600.00		1,700.00		1,800.00		1,500.00
Depreciation Expense		5,000.00		5,000.00		12,000.00		12,000.00
Seminars & Training		500.00		5,000.00		5,000.00		5,000.00
Mind Your Business		9,000.00						
Postage, Printing & Newspapers		150.00		200.00		200.00		200.00
Membership Fees		5,500.00		5,500.00		5,500.00		5,400.00
Audit Fees		15,000.00		30,000.00		30,000.00		30,000.00
Board Related Expenses				-		-		-
Meals & Entertainment		2,000.00		4,000.00		5,000.00		1,500.00
Legal		5,000.00		5,000.00		5,000.00		5,000.00
TOTAL EXPENSES	\$	1,678,750.00	\$	1,634,400.00	\$	1,678,500.00	\$	1,677,600.00
NET PROFIT/(LOSS)	\$	1,250.00	\$	600.00	\$	1,500.00	\$	2,400.00

6.2 Arrears

Arrears as at [insert date]

Code (if relevant)	Description	Supplier	EC Amount not paid	Average number of days overdue for payment
Arrears to local private sector service suppliers	Purchase of three (3) used vehicles for Pillar Rock Medical Documentation Trainers	• Harney Motors Ltd	• EC\$72,873.00	• 2190
Arrears in salaries, gratuities	N/A			
Arrears to government owned suppliers	Outstanding Payroll Taxes	MBSSSBOEIRD	 205,000 95,000 146,725 295,000 	182536518252190
Arrears in interest or principal repayment	N/A			
Other (specify)	N/A			

1.3 Dividend for profit making organizations and other financial measures $N\!/\!A$

6.4 Significant capital developments

A replacement vehicle is required to run daily errands at the ABIA. The existing vehicle was provided by the Transport Board in 2007 as a used vehicle and is now 18 years old. It now requires regular maintenance and replacement of parts rendering it unreliable and a safety risk.

A Voxy Noah van is recommended as a suitable replacement at a cost of approximately EC\$40,000 (free of duty and taxes)

6.5 Any proposed major financing transactions

6.6 Government funding

The ABIA was instructed in July 2016 by the then Minister of Tourism, Economic Development, Investment and Energy to reimburse Antigua Power Company Ltd (APC Ltd) US\$70,000 (EC\$189,000) for payment made to Ernst & Young in 2012 to undertake a valuation of the 50.9 Mega Watt plant. At the time the valuation was commissioned, the government was not in a position to fund the cost and it was agreed between the then Minister of Finance and the Chairman of APC that APC would advance the US\$70,000 to fund the valuation on the understanding that the funds would be reimbursed by the government. Unfortunately, APC was never reimbursed and continued to press the ABIA for reimbursement as the organization played the leading role in the execution of the valuation project.

The reimbursement of these funds would provide required capital to purchase a much needed replacement vehicle as well as contribute to the paying down of the arrears recorded in 6.2

6.7 Additional information for Government financed organizations

Revenues, expenditures and financing 2018-2020

	2016 actual	2017 estimated	2018	2019	2020
Revenues by					
type					
Recurrent					
expenditure by					
type					
Capital					
expenditure					
Balance					
List financing					
sources and					
amounts if					
balance is					
negative					

6.8 Any other matters as are agreed by Minister(s) and the Board.

7. Risk management

8. Information and reporting

ANTIGUA PIER GROUP LTD.



Business Plan For 2018-2019

1. Antigua Pier Group organization overview

Mandate and scope and nature of business

The Antigua Pier Group Ltd (APG) was incorporated in June 2000 and falls under the Ministry of Tourism. The company operates as a joint venture with the **Government of Antigua and Barbuda**, the **St. John's Development Corporation**, the **Antigua Port Authority** and **Key Properties Limited** with the objective to evaluate, develop and secure opportunities for the advancement and sustainable growth of Antigua& Barbuda as a leading cruise ship destination. Fundamental to this objective is the management, upgrading and development of the Heritage Quay and Nevis Street cruise piers.

APG is also responsible for all activities associated with cruise ships entering and berthing at the facility, the installation and maintenance of all necessary markers and navigational aids within the complex, line handling, approach channels and turning basins, the supervising and licensing of all pier to ship connections, sub-contractors, tour operators, ground handlers and/or their ship agents, line charges, water sales, garbage collection, sludge collection, bunkering, tour operations, security and insurance issues, and the collection of head tax revenue derived from the said ships.

Vision

APG's strategic vision includes developing the overall visitor experience available to be enjoyed by cruise line and guests visiting our island. The company is working closely with principal partners including the Government of Antigua and Barbuda, the Department of Marine Services and Merchant Shipping, The Antigua & Barbuda Tourism Authority, Brysons Shipping, St. John's Development Corporation and The Antigua Port Authority to identify future growth in cruise tourism, ship handling, training, ISPS compliance and requirements and infrastructure facilities.

Mission

In collaboration with key stakeholder organizations the Antigua Pier Group has put in place a comprehensive strategic development and operations management program to improve and enhance the aesthetics of the immediate areas around both Cruise Piers and the environs in downtown St. John's including streams drifting into the Waterfront. These projects include; Street re- surfacing, sidewalk and signage program, multiple taxi dispatch hub, pedestrian walkways, expanded taxi parking facilities and landscaping. In direct response to the many request by the Florida Caribbean Cruise Association FCCA, the APG in consultation with multiple agencies including; the Royal Police Force of Antigua & Barbuda have introduced a Traffic Management manual for emergency, taxis and private vehicles. This collaboration also includes the Fire Brigade which will operate at Heritage Quay for the 2017/2018 cruise season.

Additionally, the Emergency Management Services EMS will operate its Medic services from the Heritage Quay shopping centre – Nevis Street and Heritage Quay Piers for the 2017/2018 cruise season. These improvements have led to increase spending by cruise passenger to improve and enhance the favourability of the destination. These developments are likely to increase cruise passengers satisfaction and experience. The further expansion t of a Fifth Berthing Pier to accommodate the larger Mega cruise ships schedule for completion in 2019/2020 will place Antigua and Barbuda as one of the most beautiful and ultra-modern ports in the OECS and the wider Caribbean. Further it is the directive of the Board of the Antigua Pier Group (APG) to seek collaboration with other public/private industry partners in developing extensive training program design to increase new entrepreneurship opportunities in the areas of leisure and entertainment critical to economic growth and destination experience.

2. The Industry – an Environment of New opportunities and Collaboration

The Antigua Pier Group although operating in a highly competitive cruise industry remains confident given the partnership support it continues to receive from the GoAB as well as other Key stakeholder organizations remain optimistic in the short as well as medium term growth of the sector. The Group understands the environment in which it competes especially within the OECS territories to include; St. Maartin, St. Thomas, St. Croix, Tortola and St. Kitts. The introduction of new Cruise Piers within the OECS and other Caribbean Cruise markets have significantly increase the importance of our individual territories as a significant space for cruise tourism expansion. The cruise sector partnership with Florida Caribbean Cruise Association (FCCA) over the past decade have been demanding a specific tailoring to each destination; a more localize authentic experience of Leisure and Entertainment as a feature of Caribbean life – as a result an emerging entrepreneurial sector local to the destination with an underpinning of excellence is at the beginning stages to increase spending in Antigua & Barbuda. This year's Cruise Season 2017/2018 have experienced two major category 5 Hurricanes and reminds us of the environmental threat of hurricane, tropical storms and tornados during the months of June to December. Due to our early preparation APG was able to mitigate these threats with the able assistance of the Antigua Port Authority. The expansion of the Heritage Quay Pier to accommodate Oasis type ships was rewarded with the arrival of the Anthem of the Seas which made its inaugural voyage on 4th December 2016.

3. Service performance review and critical issues

[3.1] Achievements

- 1. The dredging of the harbor was completed in March 2015
- 2. A reduction in the premium for insurance on the piers reduced from EC\$488K to approximately EC\$338K
- Preliminary plans and mobilization have begun on the expansion of Heritage Quay Pier to accommodate the largest classes of cruise ships in the world.
- 4. Improved lighting on both the Heritage Quay and Nevis Street piers to accommodate cruise ships overnighting and cruise ships leaving later at evenings from the St. John's harbor
- 5. Significant upgrade and training of the Security services at both cruise piers
- 6. Improve security signage of both Heritage Quay and Nevis Street Piers.
- 7. Renovation of the Security booth at Nevis Street pier.
- 8. Seating and Bench upgrades at both cruise piers
- 9. Welcome Signs and Selfie Spots
- 10. Landscaping & Decorations

[3.2] Issues

- 1. Slow payment to the National Solid Waste Management Authority for Environmental Levy seeks further improvement in favor the authority
- 2. Summer rate of US \$1.00 for cruise passenger head tax to major cruise lines needs to be revised since there has been no increase in cruise calls during the summer months.
- 3. The Group and its Board of Directors with the support of the Minister of Tourism continue its efforts to negotiate more favorable interest reduction on the bond obligations in order the current revenue stream. The slow summer cruise traffic continues to provide significant challenge during the third quarter period. This often requires the assistance of government debt reserved financial mechanism necessary to avoid default.
- 4. There is no functional security screening equipment at both piers as we continue to rely on our security personnel to ensure the protection and safety of the Cruise Piers.

4. Organizational matters affecting the capability of the organization

[4.1] Governance

- Chairman \$2,000.00
- Deputy Chairman \$1,500.00
- 5 Directors \$1,000.00 each
- Company Secretary \$1,500.00
- Recording Secretary \$1,000.00

New board installed in July 2014.

[4.2] Structure and staffing

Number of Positions	Name of Position	Annual Salary
1	Managing Director	\$96,000.00
1	Operations Manager	\$60,000.00
1	Accountant	\$54,000.00
1	Accounts/Office Assistant	\$30,000.00
1	Maintenance/ Sanitation Worker	\$36,000.00
2	Gangway Operators – EC \$54.00 per ship	fluctuates

[4.3] Achievements

- 1. New computer systems and upgraded QuickBooks Accounting software
- 2. Purchased external hard drive for off-site storage.
- 3. New multifunctional coloured printer and scanner

[4.4] Issues/Work to be completed

- 1. The piers and security equipment needs to be have preventative maintenance checks on a regular basis
- 2. The separation into different bank accounts of the cruise passenger tax and environmental levy is necessary
- 3. We need insurance coverage under the GOAB insurance policy
- 4. Need new screening equipment at Nevis Street pier costing approximately US \$60K.
- 5. Relocation of Main Electric distribution (the best location to relocate this panel, would be the wall behind the tourism booth but attached to the hotel). This will involve removing paving stones and cement to get to electrical lines and running new conduit. This will also include building of a secure metal frame box for the housing of meters and electric breaker panels and shut off switch.
- 6. Re-routing of Elec. lines to mount of the seawall of pier. (N.B. At present there are still dangling in the water.
- 7. Running new electric supply to feed the lights of the pier along with installing outlets 110/220 volts. (This involves excavating approx.: 600 feet and planting conduit and wire in concrete pier surface)
- 8. Removal of old AC units and installation of 2 ACs
- 9. Building of catchment baskets for Nevis and South St gutters to trap debris
- 10. Installation of Fire Hydrants and water taps on both Nevis St and Heritage Quay piers

[4.5] Summary of capability development strategy

- The control of revenue needs to be under the control of the management of Antigua Pier Group and not the trustee (ACB)
- Re-negotiate the summer rate of US \$1.00 offered to major Cruise Lines since there is no evidence of more cruise calls. The legal charge of US\$6.00 per passenger needs to be applied.
- More revenue streams are needed tour operators, taxi drivers etc that benefit from cruise ships should be charged a user fee that will be used towards the maintenance of the piers & the servicing of the bond.

- Development of a billboard annual sponsorship rental income on the pier and surrounding terrain. Along with seeking private sponsorship for the placement of benches on the pier in return for advertisement on these benches. These annual fees can be revenue used to maintain the benches and billboards throughout the year and market Antigua as the best tourist destination in the Caribbean by air and sea.
- Environmental Levy remitted to National Solid Waste Management Authority
 (NSWMA) is US\$1.50 per passenger. However, NSWMA does not remove garbage from
 the piers or the surrounding coastline. We propose giving US \$1.00 of the environmental
 levy to NSWMA and the remainder (\$0.50) to Antigua Pier Group to cover cleaning
 costs of the piers and surrounding coastline.

5. Priorities, strategies and indicators

The priority objectives in order are:

- 1. Expansion of the Heritage Quay Pier to accommodate larger classes of ships
- 2. Refinance bond from fixed rate of 9% to a lower interest rate of approximately 5%
- 3. Increase revenue streams through more regulations and usage fees on the taxi operators & tour operators using the piers for their private businesses
- 4. Sharing of environmental levy collected between NSWMA and APG to assist in cleaning the piers and developing a preventative maintenance plan such as dredging every 2 years
- 5. Purchase security equipment for Nevis Street Pier to meet ISPS standards currently we have an interim certification until December 2015.

5.1 Performance measurement

Code if relevant	Services title:							
Description: Collect of cruise calls annual	tion of Cruise Head Tax from ally	Cruise Lines	s – increas	ing passen	ger arrivals a	and the number		
Financial and Non-	-Financial Performance	2014	2015	2016	2017	2018		
Measures		actual	est.	est.	est.	est.		
Quantity	Cruise Calls	319	342	408	449	494		
	Cruise Passenger Arrival	520,63	698,56	927,57	1,020,335	1,122,369		
		9	8	7				
Quality								
Efficiency								
Government								

funding, other			
funding (specify)			
Total			

Expected results: The upgrade of St. John's and APG taking a leading role in cruise tourism marketing we expect an increase in the number of cruise ships visiting our port along with corresponding increase in the number of cruise passengers.

6. Financials

6.1 Forecast financial statements and assumptions

*This can be found in a separate attachment in an Excel document.

6.2 Arrears

Arrears as at [December 31 2017]

	Dec 31, 17
APUA	458.14
Antigua Pier Group Ltd.	27,490.51
Antigua Port Authority	1,747,534.18
Antigua Port Authority (EC\$)	63,544.50
BDO Eastern Caribbean	20.92
Conrad Pole EC\$	80,333.91
CSN Technologies Inc.	2,137.50
GOAB-Debt Reserve Acct - US\$	1,085,817.07
Inland Revenue	295.78
Key Properties Ltd	1,480.52
Medical Benefits	673.03
National Solid Waste Management	1,834,758.58
National Solid Waste Management (EC)	3,544.33
Social Security	791.79
Square Deal Holdings	15,789.70
State Insurance Corporations	168,499.92
TOTAL	5,033,170.38

The balance of the Bondholders Interest and Principal payments as at December 31, 2017 is **USD\$21,906,911.08**. The last payments were made on January 2, 2018;

Principal USD\$200,000.00 Interest USD\$496,295.21

TOTAL <u>USD\$696,295.21</u>

6.3 Any proposed major financing transactions

We will be seeking the Government's support in reducing the current interest rate of 9% on the fixed rate bond of US \$24,406,911.00 reducing it to 5%. We also require a subsidy from the government for any periods that APG cannot meet bondholder payments instead of the existing overdraft facility. Effective October 1 2015 the quarterly principal payments was increased to USD\$200,000.00.

6.4 Government funding

The government through the debt reserve account covers any shortfall in interest and/or principal to bondholders quarterly.

Additionally, the government has promised to assist in paying APG annual insurance premium of EC\$338K.

6.5 Additional information for Government financed organizations

*APG received a subvention of XCD\$75,000.00 from the Government of Antigua & Barbuda for 2017.

7. Risk Management

Set out the major risks to the delivery of services and the maintenance of capability and the risk management strategies in the table below.

Risk	Risk Management
Poor maintenance of piers could result in US ships	Better access to funding to service pier security
not allowed to visit our ports due to non-	equipment and pier maintenance especially
compliance with International Port Security	following adverse weather conditions
Measures	
Government unable to meet our shortfall in interest	Re-finance Bond at a lower interest rate and
and principal payments to bondholders could ruin	increase APG revenue stream through government
the reputation of the country on international stock	legislation then APG will be able to cover all
exchanges	expenses and report a profit.

The Board of Education - 1994

Business Plan
For 2018-2020

1. Statutory Organization Overview

Mandate, Scope and Nature of Business

Mandate:

The Board of Education (BOE) is established as a legal entity under the laws of Antigua and Barbuda through <u>The Board of Education Act – 1994</u> on October 4, 1994. The Act requires that a fund is created and the monies levied on salaries and wages including overtime of all persons employed in Antigua and Barbuda, be used for the purpose of:

- a. Awarding of bursaries, financial assistance and scholarships that would fall under the priority areas outlined by the Government and communicated to the Board by the Minister of Education annually.
- b. The provision of text books to all students in primary and secondary schools in Antigua and Barbuda.
- c. Directives issued by the Minister of Education to assist and fund any other area that he may see fit.

Scope

Section 9a, b, and c of the Act States that the funds collected from the Education Levy are to be utilized principally for the following:

- 1. Scholarship awards
- 2. Purchase and distribution of school texts under the Book Scheme program (and)
- 3. The Minister's priorities may give directive on any other matters deemed to be priority.

The functions of the Board have increased over the years to include the following:

- Building of new schools and expansion of existing school plants and other learning institutions
- The maintenance of school plants to include plumbing, electrical and carpentry work, and(landscaping)
- The construction, provision and repair of school furniture (desks and chairs, teacher's desk and chairs, cupboards, filing cabinets etc.)
- The purchasing and maintenance of school equipment (fridges, stoves, photocopy machines computers, printers, air conditioning units
- Payments on behalf of the Government of Antigua and Barbuda to Caribbean Examination Council
- Payment of Economic Cost to the University of West Indies
- Purchase of school supplies from A Z
- Supply materials and equipment for curriculum areas: Industrial Arts, Science, Art & Craft, Agricultural Science, Workshops and Seminars, Sports Activity, Modern Languages, School Libraries, Music, Early Childhood Education, Infant Pedagogic Education, ABICE, Adele School

The Act does not allow for the funding of Tertiary Education. However, as a result of section 9c of the Board of Education Act, the Minister of Education requested that provisions be

made for the Antigua State College and as such the Board of Education makes provisions annually in the budget to cover the following:

- Monitoring of UWI
- Workshops (raw materials, teaching supplies, lab supplies, audio visual materials and computer lab supplies)
- Furniture and equipment (chairs for staff and students, desks and tables, computers, printers, and accessories, typewriters, photocopiers, filing cabinets)
- Repair and maintenance of the plant

The National Scholarship Committee (NSC) makes the determination as to who would receive scholarships by a predetermined criterion, and in keeping with the amount budgeted by the Board of Education. The Minister of Education communicates the areas of study that are considered to be of national priority. Cabinet decision of 2017 states one island scholar and four Proxim Scholars at an amount of USD\$10,000 annually.

Vision

The Board of Education will remain committed to advancing the cause of educational development in Antigua and Barbuda by being responsible stewards of its resources.

Mission

The Board of Education is a corporation of excellence designed to facilitate and enhance education throughout the country by providing services to assist in the effective delivery of education through the impartial distribution of scholarships to citizens and by providing books to educational institutions by means of the efficient collection of education levy while continuously operating within the laws of Antigua and Barbuda.

2. Environment the organization is operating in

The economic environment has been gradually stabilizing over last the four years which coincides with increases in our overall levy collections. However, the lack of Government submissions since 2013 continue to have a negative impact on cash flow as the estimated amount of XCD5.3 million cover approximately 25% of our planned expenditure. However, it must be noted that Government's injections has allowed for the expansions of five schools in 2016.

The operational environment is highly volatile as it relates to unplanned expenditure due the nature of the services provided to the school/educational infrastructures such as the loss of the administrative building at the All Saints Secondary School due to fire. Emergency maintenance related to aging facilities and now the increased school population given the influx of students from neighbouring islands resulting from the passing of several hurricanes.

3. Service performance review and critical issues

3.1 Achievements

The Board of Education has accomplished the following for the year 2017:

- Increased overall levy collection by approximately 4% as at June 2017 over last year actual collection; Budgeted increase target was set at 7%
- Registration of 349 new customers, which accounts for approximately 759 employees and corresponding levy deductions of approximately XCD145, 000.
- Construction of the Sir Novell Richards Academy (SNRA)
- Expansion of two primary schools Pigotts and Five Islands
- Extensive repairs to existing School Plants to include the major renovation of the Teacher's bathroom at PMS, AGHS Science Block and large scale repainting of several other school plants
- Procuring equipment for the School Meals program and assisting with renovations
- Financed new and continuing scholarship awards
- Financing major repair to the ASC Five Islands and Golden Grove Campuses
- Improved collections from delinquent scholarship students
- Supply books within a timely manner as well as the required amounts to the various schools in accordance with the act
- The efficient procurement and distribution of school supplies

3.2 Issues

The Board of Education encountered the following during the year 2015/2016:

- Despite the increase in our levy collection from private entities, the lack of submissions from public entities including Central Government, continue to retard cash flow and the full implementation of the 2017 budget allocation.
- The Board is thankful for the support it received from other Government agencies but is weary of the fact that we need more support and commitment from both government and private entities if we are to continue to improve education.
- Unavailability of material during construction of the SNRA.

4. Organizational matters affecting the capability of the organization

4.1 Governance

There shall be a Board of Directors to provide oversight of BOE with directives given annually by the Minister of Education. The Commissioner of Inland Revenue is responsible for the computation, collection and recovery of the levy according to section (20) of the Board of Education Act

Board of Directors

Director	Annual Fee
	\$
Chairman	48,000
Deputy Chairman	24,000
9 Members	126,000

4.2 Structure and staffing

NO.	Name	
of	of	Annual
Positions	Position	Salary
1	EXECUTIVE SECRETARY	\$192,822.04
1	FINANCIAL ADMINISTRATOR	\$100,837.69
1	HUMAN RESOURCE MANAGER	\$93,298.45
1	PROJECTS MANAGER	\$110,892.69
1	DEPUTY FINANCIAL ADMINISTRATOR	<i>\$79,956.48</i>
1	INTERNAL AUDITOR	\$85,222.44
1	SCHOLARSHIP COORDINATOR	\$68,177.95
1	AUDIT CLERK	\$48,607.17
1	SECRETARY TO THE BOARD	\$66,252.63
1	PROJECTS SUPERVISOR	\$62,114.47
1	SECRETARY TO EXECUTIVE SECRETARY	\$46,125.00
1	IT LIAISON OFFICER	\$63,956.67
1	ASST. IT LIAISON OFFICER	\$57,561.12
1	ASST. TO HUMAN RESOURCE MANAGER	\$30,319.79
4	IT TECHNICIANS	\$180,233.44
3	SENIOR ACCOUNTS CLERKS	\$161,223.15
3	ACCOUNTS CLERK	\$141,132.13
1	RECEPTIONIST	\$33,418.73
4	ADMINISTRATIVE ASSISTANT - SCHOLARSHIP	\$159,926.53
6	ADMINISTRATIVE ASSISTANT	\$217,293.29

2	BOOK SCHEME CORDINATOR	\$93,480.00
1	PROCUREMENT OFFICER	\$64,274.02
1	ASSISTANT TO INVENTORY OFFICER	\$49,418.45
1	FIXED ASSETS CLERK	\$39,934.81
1	SR. INVENTORY CLERK	\$48,178.20
6	INVENTORY CLERK	\$237,062.79
19	BOOK MANAGERS	\$580,321.57
1	LEVY MANAGER	\$73,800.00
1	SUPERVISOR LEVY	\$63,425.42
1	ASSISTANT LEVY SUPERVISOR	\$55,154.23
1	SENIOR CASHIER	\$46,654.15
1	JUNIOR CASHIER	\$27,602.88
12	LEVY CLERKS	\$386,019.82
2	COLLECTIONS OFFICER	\$86,951.60
2	DRIVER	\$66,843.17
3	MAINTENANCE MAN	\$76,580.36
2	GROUNDS ATTENDANT	\$79,081.05
3	CLEANERS/MESSENGER	\$66,764.26
95	TOTAL	\$ 4,140,918.59

4.3 Achievements

- Staff development 11 staff from varying departments continued their pursuit of associates and bachelors program in 2017
- Training sessions across departments and all levels of employee to include directors of the Board of Education
- Relocated Levy Staff the office space that is closer and more adequate to allow for more efficient operation of the department

4.4 Issues

- Inadequate space/capacity to house increased staff compliment
- Further upgrade of Book Scheme Manager working environment is needed
- Misuse and damages to ABCDE device; non collection of the ABCDE devices; transitioning from textbooks to electronic devices had it challenges

4.5 Summary of capability development strategy

The Board is focused on continuously improving the already stellar service it provides and therefore several measures were taken to ensure that we continue to improve:

- Adequate staffing Book Scheme, Scholarships and Maintenance
- Adequate space for administrative staff by the construction of additional office spaces
- Review of policies and procedures across all department (still ongoing procedure manuals expected for 2018)
- Acquire new data software for Fixed Assets, Book Scheme and Scholarships to improve reporting, cut cost, and increase overall efficiency.
- Closer collaboration with the Ministry of Education and other educational institutions
- Review of levy collection strategies

5. Priorities, Strategies and Indicators

5.1 Priorities and strategies 2017-2019

Priority objectives	Strategies	Indicators
Collection of levies	Strengthen ties with other	Outputs:
	Statutory Corporations to	Increase customer base and
	include SJDC, SSS, and	overall levy contribution
	MBS among others.	
	(formulation of an official	Outcomes:
	document allowing the	Greater ability to fund
	sharing of information	expenditures
	across all entities)	
	Increase involvement of the	Outputs:
	IRD to assist with the	Reduction in receivables
	collection of old debts with	
	the use of their Bailiff.	Outcomes:
		Increase in cash inflow
	Negotiations at Board level	Outputs:
	with State Owned Entities	Formal repayment agreement
	with large outstanding	
	balances	Outcomes:
		Increased monthly cash inflow
	Strategic Advertising and	Output: Increase public
	Promotion	awareness
	Levy Calculation	
	Annual Returns forms	Outcomes:
	Compliance policies	Increased inflow of customer
		information; greater interaction
		with customers and general
		public
Book Schemes	Restructure and revamp the	Outputs:
	book scheme's processes.	Improves efficiency in reporting
		Outcomes:
		Ensures accurate procurement of
		books by minimizing errors

	Implementation of	Output:
	_	Synchronized system utilized by
	electronic filing and	
	database system for	all Book Scheme Managers
	textbooks in circulation	
		Outcomes:
		More precise book orders;
		greater efficiency in locating
		records and reduction in time
		when issuing textbooks
Scholarships	Ensure the application	Outputs:
•	process is effectively	Timely responses to applicants
	managed	
		Outcomes: Improvement in the
		application turnaround time
	Improve on the existing	Outputs:
	database and setup a new	Create a more interactive
	more interactive database	environment that allows the user
	more interactive database	
		to adequately access records and
		applicants personal information
		Outcomes:
		Effective reporting methods
	Increase budget allocation	Outputs:
	for New Scholarships	Increase number of awards
	(Ministry of Education)	mercuse number of awards
	(Ministry of Education)	Outcomes:
		Building capacity of educators
		and educational administrators
Expansion of School	CHSS staff room	Output:
Plants	CHSS start room	Increased capacity
Flants		increased capacity
		Outcome:
		Improved teaching environment
	Phase 2 of SNRA Plant	Output:
	Thase 2 of SNRA Hant	-
		Increased capacity
		Outcome:
		Increase accessibility to
		education for the surrounding
		area given the evident growth in
		the populous
		me populous

Improvement of plants	Expand and maintain	Output: Accommodation of the
	existing school plants	increased capacity due to
		universal secondary education
		Outcomes:
		Increased access to education
		throughout the island
	Continuous assessment of	Output:
	plants by working more	Effective tracking and planning
	closely with MOE personnel	of renovations and
	responsible for specific	improvements to be done
	areas of maintenance.	
		Outcome:
		Maintaining adequate reporting
		and ensuring good conditions are
		sustained within the plants

5.2 Performance measurement

The Board of education continues to ensure that performance is measured at every area of the board's major functions by ensuring that reports are prepared and reviewed by the Board of Directors on a monthly basis. Regular financial reports are completed to ensure that operations and expenditures are corresponding with the budget.

5.3 Additional performance to comply with section 62 (1) c Finance and Administration Act

Code if relevant	Code if relevant Services title: Sci		hool Maintenand	ce			
Description: Annual Maintenance of School							
Financial and No Measures	n-Financi	al Performance	2017 actual	2018 est.	2019 est.	2020 est.	
Quantity	Educinclud Deaf,	chools and other ational Entities to de School for the NPL and Early thood Center	\$4,006,000	\$3,438,828	\$3,755,810	\$4,161,492	
Quality	Gene Plant	ral repairs to all					
Efficiency	Budg utiliz	et was fully ed.					
Expected results	: Continuo	us upkeep of all So	chool Plant and I	Major future rei	novations.		

Code if relevant		Services title: Sch	olarships			
Description: New	w Awards a	and Disbursements				
Financial and No	on-Financia	al Performance	2017 actual	2018 est.	2019 est.	2020 est.
Measures						
Quantity	is dep amour each s to the alloca Nation	pers of Awardees pendent on the nt awarded to student in relation overall budget ated to the nal Scholar mittee (NSC)	\$4,607,803	\$5,390,000	\$5,500,000	\$5,650,000
Quality	to stud priori nation	arships awarded dents based on ty areas based on nal needs and 5 I Scholars				
Efficiency	fully u additi	unt allocated was utilized with onal provision for additional Island ars				

6. Finances

6.1 Arrears

The only major arrears carried is related economic cost and is payable to the University of the West Indies. It was the Board's intent to reduce the arrears outstanding in 2017 by making payments of approximately XCD\$4.5 million. However, only approximately XCD\$1 million was paid on the outstanding balance which has caused a net increase in the total amount outstanding. The debt now stands at approximately XCD\$10.3 million. The Board is currently seeking the direct injection from the Central Government through payment of outstanding levy contribution to go directly to reducing the debt.

Arrears as at December 31, 2016

Code (if relevant)	Description	Supplier	EC Amount not	Average			
			paid \$	number of days			
				overdue for			
				payment			
Regional	Economic Cost	UWI	10,294,105	365			
Suppliers							

6.6 Government funding

In 2017 Central Government assisted with providing guarantees for both XCD\$15 million loan facility and overdraft facility of XCD\$4 million.

Revenues, expenditures and financing 2017-2020

	Actual	Estimated	Estimated	Estimated
	2017	2018	2019	2020
REVENUE	22,085,298	37,385,011	34,560,552	35,713,434
Other Inflow:				
Government Transfers				
Loan Facilities	15,000,000			
Total Income	\$37,085,298	\$37,385,011	\$35,560,552	\$36,713,434
Recurrent Expenditure	13,731,746	17,149,883	17,719,190	18,264,085
Administration Expenditure	6,581,248	10,971,749	7,927,256	8,062,029
Capital Expenditure	23,328,141	9,225,248	9,213,930	9,867,318
Total Expenditure	\$43,641,135	\$37,346,879	\$35,261,619	\$36,626,726
Net (revenue - expenditure)	(6,555,837)	38,132	298,932	86,709
Financing 2017 is finance				
by XCD\$5 million short term overdraft facility and cash				
reserves from 2016				
financial year				

6.7 Any other matters as are agreed by Minister(s) and the Board.

7. Risk management

Set out the major risks to the delivery of services and the maintenance of capability and the risk management strategies in the table below.

Risk	Risk management
Non-compliance of submissions of	Improved assessment and collection methods
contributions deducted from employees	have been implemented and follow through on
salaries	collection outstanding funds
	There is also remedy by law
Continuous non receipt of outstanding	Assistance for the Minister to negotiate payment
government funds of approximately XCD\$18.4	with Minister of Finance/Accountant General
million as of October 31, 2017	
	Provision of funding or services by other
	Government entities be considered

8. Information and reporting

Appendix to the Business Plan Template- table for analysis purposes only

Significant trends and issues	Potential impact on the ministry and its spending institutions			
Economy and market				
Increase in customer registration indicates a positive turn our economy and market	Increase in Levy Collection – Enables fulfillment of planned budgeted expenditures			
Social environment				
Immigrants populous	Both positive and negative impact – Positive in the collection of fees for the processing of labour and immigration letter; Negative in relation to school population and increased supplies and maintenance of these schools			
Policies and activities of NGOs, international ag	gencies, private sector			
Regional and International Publishers change in text and prices	Increase in Book Scheme Expenditure			
Effect of the environment				
FloodingHigh Winds	Damage to School Plants and increase in expenditure outside of planned budget			
Government policy and decisions				
Compliance letter from Statutory Corporations for immigrants and entrepreneurs	Increased customer registration – Increased levy collection			
Other influences				
List significant other trends/issues	Describe actual and potential impact including fiscal impact			

Central Housing and Planning Authority (CHAPA)

Business Plan For 2018-2020

DESCRIPTION		BUDGET Y/E 2018	REMARKS on ACTUALS
RECEIPTS	Sq ft for sale		
LAND SALES			
Piccadilly (approx 28 acres)	813,120.00	1,829,520.00	
Lindsays (approx 17 acres)	493,680.00	666,468.00	
Newfield (approx 13 acres)*	377,520.00	625,303.80	
Montrulia (approx 27.72 acres)	804,988.80	1,829,520.00	
Zion Hill (approx 9.5 acres)	275,880.00	1,241,460.00	
Pares (approx 4.5 acres)	130,680.00	588,060.00	
Lindsays (aprox 18 acres)	522,720.00	2,352,240.00	
Jennings (approx 14 acres)	406,560.00	914,760.00	
Piccadilly (approx 32 acres)	929,280.00	2,090,880.00	
TOTAL LAND SALES		12,138,211.80	
HOUSING SALES			
Rent-to-own converted to sales - North Sound/Folley's		6,448,178.06	
House Sales - North Sound/Herberts		6,147,170.00	
Low Income Housing Dev		-	
TOTAL HOUSING SALES		12,595,348.06	
Receivables:			
North Sound Account (rent-to-own)		261,522.24	
Folley's Account (rent-to-own)		542,029.56	
Jolly Hill (rent-to-own)		14,832.00	
Construction Products Ltd.		125,220.27	
Mortgage (existing loans)		589,903.26	
Lands (existing loans)		6,257,401.13	
Staff Loans		146,834.50	
Total Expected from Receivables		7,937,742.96	
Delinquent Recoveries		900,000.00	
Other Receipts:			
Miscellaneous income		5,000.00	Survey fees, Rent, Quarry materials, other
Other Receipts			
Total Other Income		5,000.00	

Total Budgeted Receipts	33,576,302.82	
Cost of Land Sales:		
Land development costs:		
Surveyors fees	200,000.00	
Cost of Lands	60,000.00	
Cost of House - building cost	4,886,416.00	
	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	based on 1/3 of total acreage to be developed
Infrastructure Expenses (approx \$3.50 sq/ft of lands to be developed	8,034,933.99	less salaries for operators
Sewage Plant - North Sound	55,500.00	1
Land Registry -Filing Fees	40,000.00	
Stamp duty	204,500.00	
Legal Fees - Customer	250,000.00	
Customer Insurance	175,859.14	
Total Cost of Sales	13,907,209.13	
Gross Profit	19,669,093.69	
OPERATING EXPENSES		
Salaries & Related Expenses (incl \$10,000 for acting etc)	1,882,982.14	
Wages & Related Expenses	1,113,068.57	
Overtime (incl Social Security & Medical Benefits contribution)	110,500.00	
Social Security Scheme - Emplyr	111,076.47	
Medical Benefits Expense-Empl	58,988.57	
Pension Benefit	340,678.68	
Gratuity	97,388.00	
Interest-Bandes Bank	815,070.00	
Interest Expense Loans	10,000.00	
OD Interest expense (estimated 1% per month)	9,500.00	
Staff Bonus	20,000.00	
Other allowances (Telephone, Duty, Entertainment)	171,500.00	
Staff Uniforms	55,000.00	
Other Staff Benefits (Medical Insurance)	145,121.34	
Staff Training	40,000.00	
Board Member Renumeration (incl allowances & medical insurance)	243,860.28	
Travel Allowance	60,924.00	
Overseas Travel	20,000.00	

Bad debts expense		
Public Relations Fees	25,000.00	
Legal - CHAPA	25,000.00	
Professional fees	25,000.00	
Audit & Accounting Fees	100,000.00	
Consultation fees	20,000.00	
Collector's fees & Commission	25,000.00	
Security services	325,000.00	
IT systems support services	50,000.00	
Conferences & Seminars	20,000.00	
Marketing/PR Fees	5,000.00	
Vehicle Maintnce-Pickup&Trucks	50,000.00	
Standby Generator Maintenance	2,500.00	
Bulldozer Maintenance	40,000.00	
Motor Grader Maintenance	20,000.00	
Track Loader - Maintenance	50,000.00	
Road Roller (Vibrator) Maint.	20,000.00	
Backhoe - Maintenance	25,000.00	
Excavator Maintenance	40,000.00	
Repairs & maintenance-Computer	20,000.00	
R&M - Office Equipment	10,000.00	
Repairs & maintenance-Off Bldg	20,000.00	
R&M - Air Conditioners	10,000.00	
Diesel - General Use	1,000.00	
R&M - Yard & Surrounding Upkeep	5,000.00	
General Maintenance	5,000.00	
Dump Truck Maintenance	20,000.00	
Transport Cost H-Duty Equipmt	7,500.00	
Maintenance Oils	1,000.00	
Amortization (depreciation)	-	
Electricity	80,000.00	
Telephone - Local	32,000.00	
Telephone - Overseas	2,500.00	
Water - A.P.U.A.	10,000.00	
Internet	5,400.00	
Telephone - Wireless	58,000.00	
Diesel - Heavy Duty Equipment (approx 2000 gal p/mth)	175,000.00	
Furnitures & Fixtures	5,000.00	

OTHER PAYMENTS		
TOTAL CAPITAL EXPENSES	108,000.00	
TOTAL CADITAL EVDENCES	100 000 00	
Surveying tools & accessories	38,000.00	
Computer Equipment	50,000.00	
Furniture	20,000.00	
Expected Capital Expenses		
PROJECTED NET PROFIT/(LOSS)	12,505,259.64	
TOTAL OPERATING EXPENSES	7,163,834.05	
Miscellaneous Expense	2,500.00	
Gifts & Wreaths etc.	10,000.00	
Tools	3,800.00	
Equipment rental	3,000.00	
Loss on sale of Asset	20,000.00	
Housing Infrastrc Site DevIpm	5,000.00	
Donations / Grants	15,000.00	
Exchange Rate Gain/Loss	5,000.00	
Bank charges	15,000.00	
Interest expense	10,000.00	
Entertainment	25,000.00	
Membership Assoc dues & fees	3,400.00	
Board Meeting	20,000.00	
Insurance-Workmen Compensation	9,500.00	
Insurance - Office equipment	1,360.00	
Insurance - Furniture & Fixtur	3,600.00	
Insurance - Vehicle	15,000.00	
Insurance - Machinery and equi (incl generator)	85,216.00	
Insurance-Building & plant	155,400.00	
Other Office Expense	35,000.00	
Advertisement/Photos etc.	10,000.00	
Postage Office Cleaning Supplies	500.00 20,000.00	
Stationery & Supplies	50,000.00	

Bandes Bank Loan Principal Payments	4,204,065.85	
Geacoas	3,582,449.00	
Harney Motors	85,900.00	
House Loans Disbursements	1,000,000.00	
Social Security Loan	84,194.00	
Staff Loans	100,000.00	
State Insurance Payments	60,000.00	
TOTAL OTHER PAYMENTS	9,116,608.85	
TOTAL CAPITAL EXPENSES & OTHER PAYMENTS	9,224,608.85	
SURPLUS/(DEFICIT)	3,280,650.78	

FINANCIAL SERVICES REGULATORY COMMISSION

Business Plan

For 2018-2020

1. Statutory organization overview

1.1 Mandate and scope and nature of business

The Financial Services Regulatory Commission (FSRC) was originally established by the International Business Corporation Act Cap 2000. The role of the Commission was subsequently enshrined in the FSRC Act No. 5 of 2013 in which its primary roles were outlined in Section 5 as follows:

- i. Regulatory functions namely to regulate and supervise financial services business carried on in or from within Antigua and Barbuda in accordance with this Act and the regulatory laws; to perform any other regulatory or supervisory duties that may be imposed on the Commission by other Acts;
- ii. Collaborative functions namely, to provide assistance to overseas regulatory authorities in accordance with the Act; and
- iii. Advisory functions, namely, to advise the Government on matters to include whether the regulatory functions and the collaborative functions are consistent with functions discharged by an overseas regulatory authority; whether the regulatory laws are consistent with the laws and regulations of countries and territories outside Antigua and Barbuda; and recommendations of international organizations.

In performing its functions and managing its affairs, the Commission shall:

- ✓ have regard to the requirements of a sound financial system in Antigua and Barbuda;
- ✓ have regard to the maintenance of market confidence, consumer protection and the reputation of Antigua and Barbuda as a financial center;
- ✓ use its resources prudently for its efficient and economic operation;
- ✓ have regard to generally accepted principle of good corporate governance;
- ✓ comply with the Act and any other act, including any regulations or directions made or given thereunder and give such ancillary powers as may be required to fulfill the functions;
- ✓ co-operate with domestic and international government agencies and statutory organizations with a view to reducing the possibility of financial services business or relevant financial business being used for the purpose of money laundering or other crime.

The Regulatory Laws through which the Commission can carry out its mandate is found in Section 2 of the Financial Services Regulatory Act No. 5 of 2013; these include:

✓ The International Business Corporations Act Cap. 222 as amended;

- ✓ The International Banking Act No. 6 of 2016;
- ✓ The Insurance Act No. 13 of 2007 as amended;
- ✓ The Co-operative Societies Act No. 9 of 2010 as amended;
- ✓ The Money Services Business Act No. 2 of 2011 as amended;
- ✓ The Interactive Gaming and Interactive Wagering Regulations No. 34 of 2007 as amended;
- √The Corporate Management and Trust Services Providers Act No. 20 of 2008 as amended;
- ✓ The International Trust Act No. 18 of 2007 as amended;
- ✓ The International Foundations Act No. 19 of 2007 as amended;
- ✓ The International Limited Liability Companies Act No. 20 of 2007 as amended;
- ✓ The Antigua and Barbuda Development Bank Act as amended.

The Commission has regulatory and supervisory oversight of International Banks, Trust Corporations, Microfinance, Cooperatives, Antigua and Barbuda Development Bank, International and Domestic Insurance, and Money Services Business. The Commission operates under delegated authority from the Office of National Drug and Money Laundering Control Policy (ONDCP) to conduct the AML/CFT onsite examinations of the financial institutions under the regulatory purview of the Commission.

1.2 Vision

The Financial Services Regulatory Commission is committed to the effective regulation and supervision of Antigua and Barbuda's financial services sector, by upholding internationally recognized standards of compliance, thereby positioning the jurisdiction as the preeminent financial center in the financial services arena.

1.3 Mission

To develop Antigua and Barbuda as an effectively regulated, well managed major financial services jurisdiction.

2. Environment the organization is operating in

The Commission operates in a highly competitive international financial arena. Antigua and Barbuda competes with offshore financial centers to include Cayman Islands, British Virgin Islands (BVI), Bermuda, Isle of Man, Guernsey, Jersey, Gibraltar, Panama, and Turks and Caicos Islands. In the case of Antigua and Barbuda the contribution of the offshore financial sector to the GDP is small in relation to the other international financial centers where more resources are allocated in the marketing of these competitive centers. The country, as well as the Commission committed additional resources in 2017 in the marketing of the jurisdiction. The

incorporation of International Business Corporations is a highly competitive business activity which is dominated by the BVI. In an effort to increase the ease of doing business, the Commission has automated the incorporation and post incorporation activities with the successful launch of its e-Registry platform.

The de-risking phenomenon continues to negatively impact the operations of the international banking sector and, in some cases, some of the international banks only have access to one correspondent banking relationship. This has increased the level of concentration risk within the sector. One new licensee was not able to commence its international banking operations due to its inability to obtain a correspondent bank. While the number of correspondent banks which has closed relationships with the banks in Antigua and Barbuda has stabilized, the international banks continue to experience difficulties establishing new relationships.

The newly constituted Antigua and Barbuda Gambling Authority will assume responsibility for the regulation and supervision of land-based gambling and interactive gaming and interactive wagering. It is expected that the Commission will provide all the technical and administrative support to the Authority during its nascent year. As part of the remit provided by the Eastern Caribbean Central Bank (ECCB) Monetary Council, the regulation and supervision of the Insurance and Pension Sector will transition to the Eastern Caribbean Currency Union Financial Services Commission when all the legal and administrative matters are completed. This is anticipated to be in place within the next 2-3 years.

In order to ensure that Antigua and Barbuda keeps its regulatory and supervisory framework comparable with or exceeding the standards set by the Financial Action Task Force and the Organization for Economic Cooperation and Development (OECD)'s Global Forum, the Commission continues to work very closely with the ONDCP, the Inland Revenue Department, Ministry of Finance, and the Attorney General's Office.

See **Appendix A** for significant trends and issues impacting the FSRC.

3. Service performance review and critical issues

3.1 Achievements

During 2017 the Commission achieved the following:

- (i) As the newest member of the Caribbean Group of Banking Supervisors (CGBS), the Commission hosted the XXXV annual conference under the theme "The Impact of Technology on Supervision" at the St James Club during the period July 06-08, 2017. This was considered the largest and most successful annual conference in the history of the CGBS.
- (ii) The Commission successfully launched its e-Registry on July 20, 2017. This improved the

- operational efficiency of sectors doing business with the Commission by automating the incorporation and post incorporation processing of International Business Corporations.
- (iii) Two employees were provided hands on training in the stress testing of the banking sector by way of a short term attachment with the Central Bank of Trinidad and Tobago. On completion of the short term attachment, the Commission commenced stress testing the International Banking sector in September 2017.
- (iv) The Commission underwrote the cost as well as provided subject matter expertise to facilitate the enactment of the Gambling Bill and the supporting regulations.
- (v) The Commission signed a Memorandum of Understanding (MOU) with the members of the Group of International Finance Centre Supervisors (Bahamas, Bermuda, BVI, St Maarten, Curacao, Cayman Islands, Panama, Isle of Man, Guernsey, Macao, Gibraltar, Turks and Caicos Islands, Vanuatu, Cook Island, Samoa, and Labuan).
 - Domestically, MOUs were also signed with the Competent Authority for Global Forum the Commissioner of Inland Revenue and the Registrar of the Domestic Company's Registry.
- (vi) The Commission was accepted as a member by the General Assembly of the Association of Supervisors of Banks in the Americas (ABSA). The General Assembly includes USA, Mexico, Brazil, Uruguay, Bolivia, Cuba, Argentina, Spain, Paraguay, Guyana, Haiti, Jamaica, Cayman Islands, Aruba, Curacao, Barbados, Belize, Bahamas, Surinam, Trinidad and Tobago, Honduras, ECCB, BVI, Puerto Rico, Panama, Ecuador, Chile, Nicaragua, Venezuela, El Salvador, Columbia, Costa Rico, Turks and Caicos Islands and Hispaniola.
- (vii) The Commission working closely with the Ministry of Finance, and the Commissioner of Inland Revenue, was able to successfully increase the provisional rating of Antigua and Barbuda after being invited into the OECD Global Forum's fast track process. This served to improve the country's chances to avoid being blacklisted by the European Union in December 2017.
- (viii) The Commission bore the expense of additional resources needed to complete the National Risk Assessment during preparation for the recent assessment of the Jurisdiction by the Caribbean Financial Action Task Force (CFTAF).
- (ix) The Commission has successfully transitioned the licensing, regulation and supervision of the microfinance sector.

3.2 Issues

✓ The international banking and gaming sectors were, and continue to be, negatively impacted by the de-risking phenomenon. The Commission's revenue stream was negatively impacted with the decline in the number of international banks and gaming companies failing to renew their licenses. With the return of statutory deposits for

international banks that ceased operations, the base on which interest income is earned, is reduced. Further reduction of interest income, license fees and registration fees is expected with the transfer of the regulation and supervision of the international wagering and gaming sector to the Antigua and Barbuda Gambling Authority.

✓ The Commission did a restructuring to re-assign the personnel from the Gaming Department, with the exception of the Director, to other departments in consideration of the possibility that a management contract may not be secured with the Gambling Authority. There is, however, still the possibility that personnel from other departments may be displaced in 2018/2019 if they are not able to successfully compete for positions that will be advertised regionally when the ECCU Financial Services Commission is fully operational.

4. Organizational matters affecting the capability of the Organization

4.1 Governance

The policy and general administration of the affairs of the Commission are directed by the Board of Directors, which constitute seven to nine directors including Chairman and Deputy Chairman. The CEO reports to the Board. The CRO reports to the CEO administratively and also reports indirectly to the Board. The current positions and remuneration of the Board of Directors and support are as follows:

Number of	Name of Position	Board Fee
Positions		\$
1	Chairman	42,000
8	Regular Members	288,000
1	Board Secretary	24,000
1	Recording Secretary	14,400
	Total	368,400

4.2 Policy and Planning

Policy work at the Commission is often driven by the lack of specificity and clarity in existing laws and regulations and the resulting requirement to interpret the regulations, as well as amending or creating new laws to bring our legislative framework in closer alignment with international standards. In 2016/2017, several amendments were made to laws being administered by the Commission. Drafting support was also provided to both the Supervisory Authority for the Caribbean Financial Action Task Force "CFTAF" – the Director of the

ONDCP and, the Competent Authority for Global Forum – the Commissioner of Inland Revenue.

In response to new legislation brought into effect in 2016, the perception that the jurisdiction engages in harmful tax practices was partially allayed by the imposition of a corporate income tax on international banks. Other amendments with international implications made in 2016/2017 included the requirement for the submission of an annual attestation on the beneficial ownership of international banks, as well as the requirement for financial records to be produced by offshore entities upon demand by the Commission.

The new Gambling Act enacted in 2016, served to bring the law governing the sector in line with international standards.

The Commission also played an integral role in ensuring the completion of the National Risk Assessment and, the questionnaire on Technical Compliance in preparation for the CFTAF assessment of the jurisdiction performed in 2017; by contributing both technical and financial assistance. Human capital was also provided in support of the efforts made to raise the jurisdiction's provisional rating during the OECD's Global Forum Fast Track Process, to avoid being black listed by the European Union in December 2017.

Identified policy initiatives for 2018 include the upgrade of existing laws and regulations under the purview of the Commission:

Objective (List of Goals	Task
`	Completion of the revision of the Master
International Business Corporations Act 2017	Draft of the IBCA 2017 to reflect matters
	related to beneficial ownership and e-
	Registry.
IBC Regulations 2017	Finalize draft submitted to Legal Affairs.
International Insurance Act 2017	Revision of the initial draft Bill.
FSRC Regulations; International Trust Act	
Limited Liability Regulations; International	Finalize drafts
Foundations Regulations respectively of 2017	
Consolidation of all Regulatory Laws	Continuation of the exercise already
	commenced.
	Cooperative Society Regulations
	Corporate Management and Trust
Other 2017 Laws	Service – Circulars
	• International Insurance Regulations
	Domestic Insurance Regulations
	• International Banking Regulations

A Board retreat was held to establish the Commission's Strategic Intent and Objectives for the years 2018 to 2020. Details of the results can be found in **Appendix H.**

4.3 Structure and staffing

The projected staff complement is 39, comprising 8 contracted management positions and 31 permanent (line) staff positions; with a total annual remuneration of \$3,759,758, \$3,850,635, and \$3,875,636; for the years 2018, 2019 and 2020 respectively. Contracted employees are paid gratuity of 12.5% of annual base salary. Permanent or line staff are supported by a Collective Bargain Agreement which includes provisions for a contributory thrift fund at 3% of base salary, annual cost of living adjustment (COLA) on base salary and group health care scheme. Based on past COLA, salary for permanent staff is projected to increase at rates of 2%, 2% and 1% in 2018, 2019 and 2020 respectively. The proposed staff complement for 2018, 2019 and 2020 is distributed as follows:

Number of Positions	Name of Position	Annual Salary 2018 \$	Annual Salary 2019 \$	Annual Salary 2020 \$
1	Chief Executive Officer	240,480	240,480	240,480
1	Chief Regulatory Officer	192,000	192,000	192,000
5	Directors	756,000	756,000	756,000
1	Legal Counsel	162,000	162,000	162,000
1	Assistant Human Resources Manager	95,546	97,457	98,431
1	Regulatory Manager (seconded)	116,529	118,860	120,049
4	Regulatory Team Leader	426,035	434,556	438,901
4	Senior Regulatory Team Support	375,085	382,586	386,412
5	Regulatory Team Support	442,773	451,629	- 456,145
1	Asssitant Regulatory Team Support	77,829	79,386	80,180
3	IBC Admin Officers	140,751	143,566	- 145,001
1	Research Officer	104,423	106,511	107,576
1	Assistant Research Officer	58,738	59,913	60,512
1	Accountant	84,000	85,680	86,537
2	Accounts Officers	129,135	131,718	133,035
1	Senior IT Officer	91,370	93,197	94,129
1	Helpdesk Specialist	78,000	79,560	80,356
1	System Administrator	78,000	79,560	80,356
1	Executive Assistant to the CEO	-	84,000	- 84,840
1	Receptionist	33,285	33,951	- 34,291
1	Driver/Facility Attendant	37,279	38,025	38,405
1	Director (3 months only)	40,500		
39		3,759,758	3,850,635	3,875,636

^{*}See Organizational Chart 2018 – Appendix I

4.4. Achievements

- (i) The Commission with the joint assistance of the Employers Federation and Department of Labour provided training for its management and supervisory employees in Industrial Relations.
- (ii) The Commission along with the assistance of consultants provided training in the Performance Appraisal process.
- (iii) The National Office of Disaster Preparedness delivered training on preparing for disasters to the entire staff complement.
- (iv) Several members of staff and management received certifications in administering first aid.
- (v) The Commission successfully replaced the desktop computers for all the management and supervisory staff with laptops.
- (vi) The Commission completed its first round of rotation of supervisory staff as part of the strategy to provide them with exposure in all of the sectors which are regulated by the Commission.
- (vii) The Commission conducted a review of its operations and made changes to the organizational chart to add more resources to the Information Technology, Finance and all the units within the Regulatory Department, as well as to the general oversight of the operations of the Commission.
- (viii) The Commission successfully upgraded its core operating systems to Windows10, and upgraded its Microsoft Exchange Server to improve on security.
- (ix) Several policies and procedures manuals were updated and re-introduced to staff to guide operations.

4.5 Issues

- ✓ The Commission's operations were subject to several closures due the presence of fibre glass which impacted the air quality. In spite of several remedial actions taken by the landlord the problem persisted. This led to industrial action being taken with employees walking off the job. The landlord with the assistance of an Air Quality expert completed additional remedial work to arrest the problem.
- ✓ The footprint of the current premises surpasses the needs of the Commission. The Commission is exploring cost effective options.
- ✓ The Commission requires additional skilled resources in the IT and Finance Departments.
- ✓ Though not the competent authority for CFATF, Global Forum's Standard on Automatic Exchange of Information (AEOI) or OECD's Common Reporting Standards, these

- international frameworks have serious implications on the continued existence of the Commission due to their focus on the offshore financial sector.
- ✓ The adoption of the EU's Base Erosion and Profit Shifting (BEPS) framework, which focuses on the eradication of what is considered "harmful tax practices' being associated with the IBC regime, will have a detrimental impact on the IBC Registry's core functions and operations.

4.6 Summary of capability development strategy

- ✓ The Commission will continue to build on the capacity of employees by arranging short term attachments with the Central Banks of Barbados and Belize, and the Jamaica Financial Services Commission; to commence stress testing of credit unions and insurance entities, along with expanding the skill set of employees involved in the regulation of pension funds. An attachment was secured in Guernsey for the Corporate Management & Trust Services Providers (CMTSP) Department and; another attachment with the Gaming Commission of Isle of Man for the Gaming support staff.
- ✓ The Commission will continue the close collaboration with the ONDCP and arrange joint training for all persons involved in the AML/CFT onsite examination of financial institutions.
- ✓ The Commission has completed its review of the organizational design. The Director of Gaming will be transferred/seconded to the Antigua Gambling Authority and will be responsible for the day to day management of this body if the proposed management contract between the Gambling Authority and the Commission is accepted.
- ✓ The Commission will have a net increase of 6 professionals to augment the skilled resources in all the units within the Regulatory Department, Finance and IT Departments.
- ✓ The Commission has communicated training needs for 2018 to funding agencies such as Caribbean Regional Technical Assistance Centre (CARTAC).
- ✓ A consultant has been contracted to assess the needs of the Commission and design a performance management system which would come into effect early 2018.

5. Priorities, strategies and indicators

5.1 Priority objectives and strategies

Increased ease of doing business with the Commission in 2018

✓ The Commission will contract the services of a database developer to expand the capabilities of the e-Registry platform to include the online submission of all regulatory returns from all the financial institutions regulated by the Commission. This is expected

to improve the operational efficiencies within the regulatory department while increasing the competiveness of the Corporate Management and Trust Services Providers.

<u>Improved Supervisory Strategy for 2018</u>

- ✓ Human Capital Development (i.e. ongoing Recruitment, Orientation & Training).
- ✓ Adoption of Risked Based Supervision (from Compliance Based) for all relevant sectors.
- ✓ Electronic submission of returns through e-platform with data mining capabilities.
- ✓ Conduct of joint studies with the industry to address specific issues.
- ✓ Collaboration (shared experiences & ideas) with counterpart Supervisory Authorities on new approaches to consolidated and cross-border supervision.
- ✓ Holding trilateral meetings with management of supervised entities & external auditors.
- ✓ Regular participation in forums held by regional bodies.

The strategies to achieve key priorities and the indicators to measure performance are set out in **Appendix B**.

5.2 Performance measurement

Performance Indicators

In order to compete in the international arena, it is imperative that the Commission is able to process applications within the guidelines of the law and, as efficiently and effectively as possible. The ability to attract and retain International Business Companies (IBCs) business translates into increased revenues for the Commission. The following performance indicators regarding the timely processing of applications were established to evaluate the performance of the Commission.

Performance Indicator 1: Notification to applicant within 5 business days (once payment is received) that the application is: (a) complete, or (b) not complete and specify what additional information is required.

Performance Indicator	Actual 2016/17	Target 2016/17	Target 2017/18	Target 2018/19
Notification of Completed Application within 3 business days of receipt of application	90%	100%	100%	100%
Notification of Deficient Application within 3 business days of receipt of application	85%	100%	100%	100%

Performance Indicator 2: Notification to applicant of the Commission's decision within 5 business days of the decision being finalized.

Performance Indicator	Actual 2016/17	Target 2016/17	Target 2017/18	Target 2018/19
Notification of Commission decision within 5				
business days of decision being finalized	100 %	100%	100%	100%

Performance Indicator 3: Percent of Applications processed within the 60 business day period.

Performance Indicator	Actual 2016/17	Target 2016/17	Target 2017/18	Target 2018/19
Percent of fully documented applications for				
license processed within 60 business days	100 %	100%	100%	100%

Performance Indicator 4: If at any point during the process the Commission finds that additional information is required before a decision can be made the Commission will notify the applicant of that requirement within 5 business days after the need for more information is identified.

Performance Indicator	Actual 2016/17	Target 2016/17	Target 2017/18	Target 2018/19
Notification of need for additional information				
within 5 business days of need for additional	85%	100%	100%	100%
information being identified				

Following the implementation of process changes and hiring of additional staff resources in 2016/17, the Commission was largely able to meet the targets set. In 2016/17, the Commission incorporated 232 IBCs and made decisions on 7 applications for licenses (excluding Insurance).

Performance Indicator 5: Result of examinations reported within 30 business days after field work.

Performance Indicator	Actual 2016/17	Target 2016/17	Target 2017/18	Target 2018/19
Examination report submitted within 30				
business days of field work	90%	100%	100%	100%

See **Appendix** C for General Operating Standards for the Regulatory and Registry Departments.

5.3 Additional performance measure to comply with section 62 (1) c Finance and Administration Act

Code if relevant	Services title: Budget preparation	
Description: The	Audit and Finance Sub-committee is responsible for the oversight of the budget,	
forecasting the	various revenue streams and the overall financial envelope. The budget is	
developed taking into consideration the impact of donor support for employee development. The		

development of the budget baselines, the assessment of new recurrent funding and preparation of budget documentation are done by the members of management. The head of the Finance function and Chief Executive Officer are responsible for monitoring financial performance throughout the year. The Finance Department produces analyses of all expenditure and improves the budget presentation to aid in resource allocation decisions.

See Appendix D for Financial and Non-Financial Performance Measures

6. Finances

6.1 Forecast financial statements and assumptions

See **Appendix E** for detailed statement of projected income and expenses, including capital expenditure, for financial years 2018, 2019, 2020; and **Appendix F** for select supporting schedules.

6.2 Arrears

Arrears as at December 04, 2017

Code (if relevant)	Description	Supplier	EC Amount not paid	Average number of days overdue for payment
Arrears to local private sector service suppliers	None		\$0	
Arrears in salaries, gratuities	Management Gratuity	Staff	\$223,768	Payable at the end of the financial year
Arrears to government owned suppliers	Scanning of Documents project	Ministry of Information	\$35,000	90 days
Arrears in interest or principal repayment	None			
Other (specify)	None			

6.3 Statutory Obligations

The Statutory Deposits for the following institutions are past due for repayment and payments of these amounts may be requested at any time:

		\$
Stanford International Bank Limited -		1,344,100
Liber Novus Bank Inc	-	268,820
Barrington Bank Inc #8602	-	1,344,100
EVG Bank Ltd	-	1,344,100
Gaming Ventures Limited	-	268,820
Total		4,569,940

Statutory Deposit in the amount of \$3,899,642 is being held for gaming companies and due for transfer to the Gaming Authority at any time.

The pay out of these amounts will result in a significant decrease of the investment portfolio and a negative impact on interest income. We note, however, that the proposed increase in statutory deposits for international banks should redound to interest income. See **Appendix G** for the schedule of proposed increases to statutory deposit.

6.4 Significant capital developments

A key capital project for the next financial year is the further development of the e-Registry which is

listed among the key priorities for 2018. An amount of EC\$243,000 (US\$90,000) is estimated for this

project. See **Appendix F** (note 12) for a Schedule of Capital Expenditures for the financial years 2018, 2019, 2020.

6.5 Proposed major financing transactions

The Commission is planning to acquire a company vehicle. The amount of \$120,000 is allocated for the purchase. The Commission has also budgeted for a second vehicle at a cost of \$120,000 for the office of the Chief Executive Officer.

6.6 Government funding

No application for Government funding is being made at this time.

6.7 Additional financial information

Summary of Revenues, Expenditures and Financing for 2018 - 2020

	2016 actual \$	2017 estimated \$	2018 \$	2019 \$	2020 \$
Total Revenues	6,353,589	5,588,231	5,922,899	6,221,088	6,245,904
Total Recurrent Expenditure	7,376,244	7,534,691	7,240,276	7,198,576	7,089,855
Total Capital Expenditure	685,486	308,346	476,652	88,843	51,033
Balance	(1,708,141)	(2,254,805)	(1,794,029)	(1,066,332)	(894,984)
List financing sources and amounts if balance is negative	None	None	None	None	None

See **Appendix E** for detailed Statement of Income and Expenses and **Appendix F** for notes and schedules in support of select budgeted items.

6.8 Any other matters as are agreed by Minister(s) and the Board.

There are no other pending matters.

7. Risk Management

Major risks to the delivery of services and the maintenance of capability and; the risk management strategies are outlined below.

Risk	Risk management
[list risk and quantify where feasible]	[state strategy to manage risk]
Board may not be sufficiently engaged in challenging risk profile of the Commission	Audit Committee to play a more influential role in key areas of risk management such as capital allocation; Develop a risk matrix; Determine risk appetite at enterprise level and link to decision making; Establish an internal audit function to ensure risk decisions are covered.
Size and skill level of regulatory staff complement may inhibit the efficient application of the risk based approach to supervision	Invest in the expansion of the size and level of sophistication of the risk function at both the business unit and individual levels Continue to ungrade the methodologies used to identify risks
Models used might underestimate both internal and external size and risks of some exposures	Continue to upgrade the methodologies used to identify risks in various industries through knowledge gleaned from short term attachments and technical training.
Evolving regulatory and business environment driving change to risk governance	Assist the industry to improve risk governance by making recommendations for the creating and implementing new internal stress testing strategies and processes to minimize failures.
Shrinking revenue base increase liquidity risk in Commission	Change approach to managing internal liquidity risks: increase buffers of liquid cash; introducing more rigorous pricing structures; elevate the discussion and approval of liquidity risk appetite and contingency planning to Board level.
Absence of consolidated risk management across the Commission	Institutionalize a strong risk culture that creates a tangible sense of risk ownership throughout all levels of the organization, not just in the regulatory function; Strengthen risk roles and responsibilities framework; enhancing communication and training; and reinforce accountability.
Internal transparency, data and systems. Challenge aggregating appropriate data from multiple siloed systems, which translates into fragmented management information on the degree of risk facing the Commission.	Continued focus on improving internal transparency of information; The new regulatory regime is driving an increased investment in databases and IT systems to support risk management, to which the Commission is responding.
Cyber threats to data housed by the Commission	Educate employees at all levels about cyber threats; Understand the potential culprits and their motivations to engage in a cyber-attack on the Commission; Ensure that key fundamental safeguards for effective cyber security are in place – including ongoing monitoring, up-to-date personal or sensitive data inventory, a back-up policy and business continuity plans; Continue to engage with regulators from other jurisdictions to understand what other peer organisations are doing to counter cybercrime and adopt 'best in class' practices.

8. Information and reporting

Monthly management reports will be presented that track performance against plans and budget.

Appendix A Significant Trends and Issues impacting the FSRC

Significant trends and issues	Potential impact on the FSRC	
Economy and market		
The scope, timing and potential impact of the still-evolving global and national regulatory reform is the top challenge	 De-risking/ loss of correspondence banking relationships leading to loss of new/existing licensees; threatens sustainability of some sectors and potential for revenue generation; International frameworks such as EU Base Erosion and 	
	Profit Shifting BEPS initiatives aim at dismantling the IBC regime considered "harmful tax practices"; threatens sustainability of the IBC Registry.	
Other jurisdictions are proving to be more competitive than Antigua and Barbuda. The lack of competitiveness makes it difficult to attract business	The lack of competitiveness raises the issue of the repositioning of Antigua and Barbuda and its value proposition in the financial services sector. It also brings into focus the effectiveness of the efforts aimed at promoting the financial services sector.	
Trends in technology have opened up opportunities for the way in which business is done in the sector.	With regards to technology, the Commission has embarked on the E-Registry System and would continue to look for other opportunities that can be exploited on account of technological developments.	
Social environment		
Pressure for more socially responsible organizations and work styles.	Will result in significantly increasing corporate attention on social and environmental sustainability activities such as reducing energy consumption and discouraging wasteful and environmentally unsustainable work practices.	
Effect of the environment		
Climate change, the resulting severe adverse climatic conditions; cost of devastation are issues with which the region must now grapple.	This has direct implications for the insurance sector and the cost of doing business. Insurance companies are likely to take a different look at their insurance risk and, it is anticipated that re-insurance cost would increase and this in turn would be passed onto the consumer.	
Government policy and decisions		
Decision to establish the Gambling Authority;	Transfer of statutory deposits will lead to loss of revenue base on which to earn interest income, and loss of fee income;	
Policy decision to regulate the ECCU region as one financial space	Potential displacement of staff from the Commission as the supervision of the various sectors are assumed by the ECCU Financial Services Commission	
Other influences		

Appendix B Priorities and strategies for 2018 - 2020

Priority objectives	Strategies	Indicators
Priority 1 Strengthen the Operational functions (HR; IT & Finance) to better support the	Structure of support function is reviewed for optimal operations and for work programs and process to enable greater efficiencies; Have most of the positions in the new structure filled and officers at their right levels according to the agreed structure.	Outputs: New Structure of Operations is formalized and implemented. Outcomes: (a) Vacant positions are advertised and filled; (b) Current staff substantially fill positions as per the structure.
Regulatory Units.	Implement Performance Management Process including development of Individual Work Plans & Individual Capability Development Plans.	Outputs: All staff complete Individual Work Plans & Capability Development Plans. Outcome: Fair and transparent process.
Priority 2 Effective training and capacity development of staff	Training Needs Analysis completed across the Commission.	Outputs: Staff Training and Development Schedule documented, costed and endorsed by Executive. Outcomes: (a) Supervision and examination measures strengthened; (b) Increased and more timely work output.
Of Staff	Staff development plans implemented Staff attend sponsored and internal trainings Short term attachments secured for regulatory staff	Outputs: Workforce plan implemented. Outcomes: (a) Increased compliance with international standards such as BASEL II; (b) Models created and implemented to improve supervision of sectors.

Priority 3 Financial regulation policy advice and analysis that contributes to removing barriers to business creation and investment	Financial regulation analysis and advice on ad hoc matters is provided as required, including inputs required for other supervisory and competent authorities and processes	Outputs: Timely advice to Minister, Cabinet, and other agencies as required. Outcome: Improved investment climate.
Priority 4 Update/create new	Draft amendment/new legislation/regulations and submit to Legal Affairs to prepare Bills for Parliament	Outputs: (a) Acts/regulations updated/enacted; (b) Technical staff trained on the new legislation. Outcome: New legislations and attendant regulations implemented.
laws and regulations; consolidate where needed	Undertake communications with Stakeholders to improve understanding of the Legislation	Outputs: (a) Stakeholders informed; (b) Better understanding of reforms; (c) Better relationships established with stakeholders. Outcomes: (a) Leads to better cooperation results; (b) New product offerings such as captive insurance made available.
Priority 5 Expand use of e-platform	Build additional features in e-Registry to include the filing of annual returns for licensed entities	Output: Meaningful data analysis. Outcome: Ability to produce statistical information efficiently.

Appendix CGeneral Operating Standards for the Regulatory & Registry Departments

Activity	Time Frame	Exceptions
Arrival for work	No later than 8:00 am.	All exceptions must be notified to the Regulatory Head or Human Resource Manager.
Diary system	Each team member must use the Microsoft Outlook online calendar to diarize follow up actions from Licensed Institutions.	No exceptions.
Draft examinations reports	Draft examinations reports must be completed no later than 2 weeks after the exit meeting.	Exceptions may be allowed in cases where team members are awaiting outstanding information from the licensed institutions to complete the draft report or if two onsite examinations are conducted consecutively.
Response to draft examination report	Team members must diarize to ensure that licensed institutions confirm the accuracy or otherwise of the draft report within the stated deadline.	No exceptions.
Final report	The final report must be submitted no later than 2 business days following receipt of the confirmation from licensed institutions that the draft report is accurate.	No exceptions.
Responses to Final Examination Report	Team members must diarize immediately and follow the responses to the final examination report through to completion	No exceptions.
AML/ CFT report	Team members must complete simultaneously the draft report to the ONDCP and the draft examination report. The report to ONDCP must follow the prescribed format.	No exceptions.
Correspondence not defined below	Team members must acknowledge immediately then prepare draft responses to correspondence no later than 3 business days after receipt of the correspondence.	Exceptions may be allowed based on the complexity of the subject matter and level of research required to be undertaken by the team member.
Filing	Team members must file immediately copies of inward and outward correspondence in accordance with the filing procedures.	No exceptions.
Filing	Team members must keep the filing up to date and in a tidy condition at all times.	No exceptions.

Certificate of Good	Team members must complete the template and	No exceptions.
standing	process same business day of receipt.	_
Resignation of	Team members must complete the template within	No exceptions.
directors	same business days.	1
Letters of good	Team members must complete a draft letter within	No exceptions.
standing	1 business day.	1
Request to add new	,	
directors or other	Team members must acknowledge and process the	No exceptions.
change in particulars	application immediately on receipt.	1
since registration		
Request for new	Team Members must acknowledge and process the	No exceptions.
license	application on receipt.	Two enceptions.
Gazette of financial	On receipt of the audited financials, team leader	
information	must prepare supporting memo for publication in	No exceptions.
(banking)	the official gazette no later than 3 business days	140 exceptions.
(banking)	after receipt.	
Regulatory Returns	Should be immediately acknowledged on receipt	No exceptions.
Regulatory Returns	and processed within 3 business days.	No exceptions.
	Must diarize for receipt of all returns and update the	No executions
Dagulatomy Datuma		No exceptions.
Regulatory Returns	status reports in the appropriate drive.	
DDE former	All letters from the Commission must be printed,	No avagations
PDF format	signed and then submitted electronically in PDF	No exceptions.
	format.	
		Exceptions allowed in the
Letters received	Letters received should be date stamped scanned	few cases where the letters
	and stored electronically in the appropriate file.	are too voluminous to be
		scanned.
Quarterly Peer	To be completed within 21 days after the end of a	No exceptions.
Review of Files	Quarter.	
	Contact should be made two months prior to expiry	
License Renewals	of existing license with follow up made at one	No Exceptions.
	month prior. Also communications noted and	_
	diarized.	
	Team Members to monitor and record monitoring	
	on checklist ensuring compliance and dated. Any	
Website Monitoring	notification of non-compliance to Licensee to be	No exceptions.
	diarized and followed up to conclusion.	•
Charter	•	N
Customer	Contact to be made with both customer and licensee	No exceptions.
Complaints	within 1 business day regarding complaint –	NY .
(Gaming and if	according to the Act Licensee has 21 days to	Note
applicable	respond – diarize for follow up – keep customer	Customer Service best
elsewhere)	advised of progress – ensure complaint is finalized.	practices required.
F	All email communications are to be checked for	
Email	spelling and grammar prior to sending. When	
Communications	sending emails ensure that all Regulatory personnel	No exception.

	in the department are copied on relevant material so	
	that all are aware of progress.	
Regulatory Folders	Team Members are to ensure that all	No exceptions.
on shared drives	correspondence, examination reports, compliance	
	documents, financial analysis, complaints and	
	Licensing matters are all copied to the shared drives	
	as received and or sent.	

Appendix D Financial and Non-Financial Performance Measures

		Performance	Action
Financial and Non-Financial Perfor	mance Measures	measures/output indicators	
	Ensure statutory deposits/fees paid by sectors are commensurate with the risks posed by reviewing fee structure.	Prepare draft restructuring plan for statutory deposits for International Banking sector for approval and implementation.	See table I below for proposed fee structure.
Quantity Strategic Priority: To strengthen and increase domestic	Effectively manage abandoned property remissions to the Treasury.	Compliance monitored.	
revenue.	Ensure correct levels of penalties are imposed to encourage compliance; Administrative penalties are paid into the consolidated fund.	Number of compliance by sector. Increased penalties lead to increase in revenue.	Implement penalty regime across all sectors.
Quality Strategic Priority: Provide the Government with information on the Commission's spending to inform and effectively influence better allocations and policies.	Improve data management, expenditure analysis and communicating this to key stakeholders.	Update the Annual Business Plan with 2018-2020 budget data.	
Quality Strategic Priority: Annual Budgets are delivered within the legislative and budget timeframes; embedding budget process reforms that aim to improve the quality of allocations, expenditure and budget outputs/outcomes. Key process Strategies: Budget calendar closely followed.	Output: 2018-2020 Budget submitted to Ministry of Finance within legislative time line having gone through the reformed budget process.	Review the 2017 Budget process and implement changes to improve timeliness of inputs and quality of budget.	
Efficiency Strategic Priority: Strengthening the Commission's budget preparation and planning systems to ensure resources are applied to sustainably and effectively support better quality services for the supervised sectors.	Output: Structure of Finance Department is reviewed for optimal operations and for work programs and process to enable future growth and development.	New structure of Finance Department is formalized and implemented.	Finance Department Work Plan accurately reflects priorities.
Protect resource allocation to key service delivery, and infrastructure areas of expenditure and improve quality of the Commission's spending generally.	Output: Formal allocation and spending policy.	Use the policy to provide advice to Management/Board about revenue requirements.	Provide advice to the Board and Management to when targets or not going to be met.

Expected results: In 2018 a key priority will be to increase the Commission's ability to contribute to the Consolidated Fund. The Commission will also strive to improve reliability of the budget through a strong focus on budget execution,

and to produce budget to actual variance analysis on a timely basis to better inform business decisions.

Appendix E Detailed Statement of Income and Expenditure

FINANCIAL SERVICES REGULATORY COMMISSION

CONSOLIDATED DEPARTMENTS

Projected Income

For The Years 2020, 2019 and 2018 with 2017 Actual Comparative

(Expressed in Eastern Caribbean Dollars)

Description		Item #	Budget 2020	Budget 2019	Budget 2018	Projected Jan- Dec, 2017	Actual Jan -Dec 2016
Revenue			\$	\$	\$	\$	\$
Incorporation Fees		1	124,740	115,830	105,300	109,092	71,614
Re-registration Fees	Note 1: Appendix F	2	1,281,124	1,280,318	1,279,511	1,016,817	1,346,143
Application Fees		3	27,000	32,000	37,000	85,044	39,785
Post Incorporation Fees		4	249,235	249,235	249,235	274,956	83,742
License Fees	Note 2: Appendix F	5	1,444,545	1,337,017	1,219,489	2,643,740	2,894,829
Money Svcs License/Location/Sub-Lic	censee Fees	6	37,500	37,500	37,500	35,000	
Gaming Administration Fee	Note 3: Appendix F	7	1,200,000	1,200,000	1,200,000	-	-
Examination Revenue (net)	Note 4: Appendix F	8	763,158	771,253	668,757	775,502	868,187
Supervision & Monitoring Fee	Note 5: Appendix F	9	291,292	318,174	227,528		
Interest Income - CD's (net)	Note 6: Appendix F	10	246,726	246,726	246,726	237,381	493,663
Interest Income - Tbills, Notes & Bonds	Note 7: Appendix F	11	234,211	254,373	274,535	244,767	363,761
Interest Income - Bonds	Note 8: Appendix F	12	321,587	355,222	355,222	21,394	
Key Persons Fees		13	-		-	4,704	9,678
Renewal Fees		14	-		-	53,764	87,977
Pension Plan Fees		15	10,000	10,000	10,000		15,645
Cert. of Good standing fee		16		-	-	79,766	73,549
Miscellaneous fees/Other income		17	14,785	13,441	12,097	6,305	5,015
Total Revenue (A)			6,245,904	6,221,088	5,922,899	5,588,231	6,353,589

FINANCIAL SERVICES REGULATORY COMMISSION CONSOLIDATED DEPARTMENTS Projected Expenses For The Years 2020, 2019 and 2018 with 2017 Actual Comparative (Expressed in Eastern Caribbean Dollars)

Description

General & Administrat	ive Expenses	Item #	Budget 2020	\$ Budget 2019 \$	Budget 2018 \$	Projected Jan - Dec 2017 \$	Actual Jan - Dec 2016 \$
Salaries and Wages	Note 9: Appendix F	19	3,875,636	3,850,635	3,759,758	3,594,348	3,176,369
Social Security		20	223,887	216,315	214,224	160,542	143,150
Medical Benefits		21	141,556	140,660	137,439	117,281	122,881
Medical Insurance		22	70,879		69,602	60,643	63,446
Thrift Fund Workman's Compensation		23 24	77,543 13,691		72,800 13,691	58,727 13,093	48,343 12,842
Gratuity		25	202,710		207,773	179,158	169,691
Training & Education	Note 10: Appendix F	26	98,454		180,541	120,537	40,534
Conferences	Note 11: Appendix F	27	240,237		216,175	285,225	399,732
Restructuring		28	-	-	-	-	23,992
Capital Expenditures	Note 12: Appendix F	29	51,033	88,843	476,652	308,346	685,486
Membership & Association Fo	ees Note 13: Appendix F	30	35,420	35,420	35,420		_
Uniform Allowance		31	27,450	87,450	28,080	86,120	16,490
Travel Allowance		32	254,400	254,400	250,650	214,700	202,800
Duty and Housing Allowance	е	33	-	-	-		5,000
Website Allowance		34	-	-	-		5,500
Utility Allowance		35	-	-	-	-	500
Employee Awards Ceremon	y & Other Staff Activities	36	15,000	15,000	15,000	11,642	2,755
Board Fees and Expenses		37	396,000	396,000	396,000	366,261	322,118
Meals & Entertainment		38	5,000	5,000	5,000	10,929	11,408
Rent	Note 14: Appendix F	39	450,000	450,000	504,870	669,480	734,933
Telephone - Local	Note15: Appendix F	40	39,000	39,000	60,000	64,838	75,168
Telephone - International		41	2,400	2,400	2,400	1,577	1,624
Telephone - Mobile		42	44,500	44,500	44,500	43,178	75,544
Internet		43	63,960	63,960	82,200	94,530	56,996
Electricity	Note16: Appendix F	44	156,000	156,000	156,000	226,299	234,461
Water		45	3,000	3,000	3,000	2,974	13,504
Legal/Professional Fees	Note 17:appendix F	46	10,000	22,500	83,015	169,479	113,584
Examination expenses		47	33,690	61,945	61,945	82,333	234,338
Maintenance Charges		48	52,080	52,080	52,080	54,537	31,109
Security		49	48,000	48,000	48,000	49,390	47,947

FINANCIAL SERVICES REGULATORY COMMISSION CONSOLIDATED DEPARTMENTS Projected Expenses For The Years 2020, 2019 and 2018 with 2017 Actual Comparative (Expressed in Eastern Caribbean Dollars)

Description

General & Administrati	ve Expenses	Item #	Budget 2020 \$	Budget 2019 \$	Budget 2018 \$	Projected Jan - Dec 2017 \$	Actual Jan - Dec 2016 \$
Courier		50	12,000	12,000	12,000	3,926	14,920
Promotional Material/Adverti	sement	51	11,000	11,000	11,000	52,822	114,724
Supplies & Stationary	Note 18: Appendix F	52	53,245	53,245	53,245	88,741	63,035
Cleaning Services		53	86,400	86,400	86,400	97,750	87,700
Newsletter/ Magazine, Quick	books Subscription & Textbooks	54	-	-	-		31,695
Subscriptions & Publications	Note 19: Appendix F	55	37,931	37,931	39,198	47,853	-
Corporate Sponsorship		56	-	-	23,334	-	-
Vehicle Maintenance		57	6,250	6,250	12,500	18,833	14,852
Bank Charges		58	10,400	10,400	10,400	20,931	9,176
Interest Expense	Note 20: Appendix F	59	-	-	-	27,348 _	27,000
Audit		60	32,000	32,000	32,000	39,071	29,610
Donations & Contributions		61	-	-	-	2,716	3,875
Risk, Burglary, Fire & Other Inst	urance	62	40,000	40,000	40,000	21,138	10,703
Miscellaneous		63	5,100	5,100	5,000	4,862	5,411
Total P	ayments		6,925,851	7,072,382	7,501,891	7,472,159	7,484,945
	sh Expenses						
Depreciation & Amortization Bad debt		64 65	204,071 10,966	204,071 10,966	204,071 10,966	202,339 168,538	154,826 421,959
Total Expens	es	03	7,140,888	7,287,419	7,716,928	7,843,036	8,061,730
Surplus/(Deficit) for the Year			(894,984)	(1,066,332)	(1,794,029)	(2,254,805)	(1,708,141)
10% of Surplus to be remitted	d to Consolidated Fund				, /		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
10% of 20thing to be fattilled	a lo comonidated forta	i l		-	-		-

APPENDIX F NOTES AND SCHEDULES FOR SIGNIFICANT BUDGETED ITEMS

Note 1: Schedule of Re-Registration Fee (Budget Item 2)

Department	2018	2019	2020	
	\$	\$	\$	
IBC	992,250	992,250	992,250	
Banking	7,258	8,065	8,871	
Cooperatives	1,500	1,500	1,500	
Insurance	278,503	278,503	278,503	
	1,279,511	1,280,318	1,281,124	

Note 2: Schedule of License Fees (Budget Item 5)

The drastic reduction in license fees is due to the fall away of fees associated with gaming licenses

Department	2018	2019	2020
	\$	\$	\$
Banking	994,634	1,102,162	1,209,690
Corporate Management & Trust	144,855	144,855	144,855
Micro Finance Business	80,000	90,000	90,000
	1,219,489	1,337,017	1,444,545

Note 3: Gaming Administration Fee (Budget Item 7)

The Commission proposes to enter into a Service Agreement to offer technical assistance and support to the Gaming Authority. An amount of \$100,000 will be charged monthly for the service offered. The administration fee should offset the loss of license income associated with the gaming business.

Note 4: Schedule of Examination Revenue (Budget Items 8 and 47)

Department	2018	2019	2020
	\$	\$	\$
Banking	573,587	623,662	674,738
Gaming Support	52,420	104,840	52,420
Insurance	36,000	36,000	36,000
IBC	6,750	6,750	
	668,757	771,252	763,158
Examination Expenses - Banking			
Budget Item 47	61,945	61,945	33,690
Net Examination Revenue	606,812	709,307	729,468

Note 5: Schedule of Supervision and Monitoring Fee

Department	2018	2019	2020
	\$	\$	\$
Money Service Business	40,000	40,000	40,000
Micro Finance Business	80,000	90,000	90,000
Insurance	107,528	188,174	161,292
	227,528	318,174	291,292

Note 6: Interest Income - CD's (Budget Item 10)

Interest Income is shown net of interest accrued (Budget Item 59) on statutory deposits that are held for insurance companies. Both the deposit and accrued interest would become payable only when the respective insurance company ceases operation.

Note 7: Interest Income - Treasury Bills, Notes and Bonds (Budget Item 11)

Included in Interest Income Treasury Bill is the interest that is projected on the additional statutory deposit that is to be paid in by international banks; and which is proposed for placement in Treasury Bills. See Appendix G for a discussion on the increase in statutory deposits.

Note 8: Interest Income - Bonds (Budget Item 12)

Included in Interest Income – Bond is accrued interest on the Deposit Protection Trust and amount of \$168,173 on impaired statutory deposit (\$4,204,314) that was held as an investment with the defunct ABI Bank that is in receivership. Per Cabinet decision, the amount is to be treated as a bond with interest accrued at a rate of 4% per annum.

Note 9: Schedule of the increase in Salary Expense between 2017/2018 (Budget Item 19)

SCHEDULE OF INCREASE IN SALARY EXPENSE BETEWEEN 2017 & 2018

Salary Projection to December 31, 2017

\$ 3,594,348.00

Budgeted Salary for 2018			\$	3,759,758.05
Increase in Salary			<u>\$</u>	165,410.05
Analysis of Increase				
COLA - 2% of permanent staff salary			\$	45,044.97
Changes in staff complement Net change in management's remuneration			\$	(4,135.00)
Director - Gaming (3 months only)			\$	40,500.00
Accountant	1	vacant post	\$	84,000.00

Note 10: Schedule of Training and Education (Budget Item 26)

					Designated		2018	2019	2020
			Date/		# of		20.0	20.0	
Host	Description of Engagement	Location	Duration	Department	Employee	Employee	Cost	Cost	Cost
							\$	\$	\$
Bank for International			Annual		_				
Settlement (BIS)	Financial Stability Institute (FSI)	Online	subscription	Gaming	2	TBD	2,853	3,124	3,396
				MSB	3	TBD	2,880	2,880	2,880
				Banking	1	TBD	899	899	899
				Cooperatives	1	TBD	1,818	1,818	1,818
				Insurance	4	TBD	4,000	4,000	4,000
							12,450	12,722	12,993
KAW Management Services	AML/CFT Workshop	Antigua	9-10 July, 2018	CMTSP	2	TBD	3,754	3,754	3,754
TOWN Management Octobers	ANILIOI I WORKSHOP	rungua	5 10 daily, 2010	Gaming	2	TBD	4,048	4,429	4,809
				MSB	2	TBD	4,075	4,075	4,075
				Banking	1	TBD	1,888	1,888	1,888
				Cooperatives	2	TBD	4,075	4,075	4,075
				Insurance	2	TBD	4,140	4,140	4,140
				Legal	3	all	6,000	6,000	6,000
				Board	2	TBD	4,000	4,000	4,000
							31,981	32,361	32,742
TBD	TBD	TBD	TBD	Board	TBD	TBD	10,000	10,000	10,000
100	100	100	100	Dould	100	100	10,000	10,000	10,000
Guernsey TCSP	Attachment	Guernsey	5 days	CMTSP	2	TBD	26,604		
TBD	Attachment - Stress testing	TBD	TBD	Insurance	2	TBD	22,000		
TBD	Attachment - Pension Supervision	TBD	TBD	Insurance	2	TBD		22,000	
		Online/							
TBD	Training in Adobe Software	Antigua	TBD	Legal	1	K Benjamin	3,510		
TBD	Excel, Quickbooks, IFRS	Antigua	TBD	Finance	4	All	5,000	5,000	5,000
Global Forum	Training - Benefical owner	TBD	TBD	Admin	1	CEO	20,423	-	-
General Provision (local or									
abroad)	TBD	TBD	TBD	HR	All	All	16,000	16,000	16,000
	Windows 10: Configuring windows								
	devices (Exam 70-697) - 5 day								
Microsoft	bootcamp	TBD	TBD	IT	1	C Francis	10,854	-	
	MCSA (Exams 70-410, 411, 412)- 9 day			l <u>.</u>					
Microsoft	bootcamp	TBD	TBD	IT	1	C Francis	-	16,288	
	Windows 10: Configuring windows devices (Exam 70-697) - 5 day								
Microsoft	bootcamp	TBD	TBD	ΙT	1	G Merchant	_	10,854	
IVE OI U O U I I	MCSA (Exams 70-410, 411, 412)- 9 day	טטו	טטו	- ''	I	OWEIGHAN	-	10,004	
Microsoft	bootcamp	TBD	TBD	ΙT	1	G Merchant			16,288
	Microsoft SQL Server Administration - 9								.,
Microsoft	day bootcamp	TBD	TBD	IT	1	G Merchant	16,288	-	
CBT Nuggets	CBT Nuggets Renewal	Online		IT	all		5,431	5,431	5,431
							400 544	120.050	00 454
							180,541	130,656	98,454

Note 11: Schedule of Conferences, Seminars and Workshops (Budget Item 27)

				Designated			2018	2019	2020
Host	Description of Engagement	Location	Date/ Duration	Department	# of Emplo	ye: Employee	Cost	Cost	Cost
							\$	\$	\$
Office of Alexa	Outron out office	Maria El	April 29 - May	OLITOD	4	TDD	40.000	40.000	40.000
Offshore Alert	Conference - networking		. 2 (3 days)	CMTSP	1	TBD	13,322	13,322	13,322
Corporate Registers Forum	Conference	TBD		CMTSP	1	TBD		17,202	17,202
International Money Transfer									
Conference		USA	November	MSB	1	TBD	11,941	11,941	11,941
Caribbean Group of Banking									
Supervisors Workshop				Banking	1	TBD	16,030	16,030	16,030
International Credit Union									
Regulators' Network		TBD		Cooperatives	1	Director	10,868		
CARTAC	Technical Assistance Workshop	TBD		Cooperatives	2	TBD	3,804		
CAPS - Caribbean	Annual workshop & meeting								
Association of Pension	(CARTAC sponsored)	St Kitts	June	Insurance	2	TBD	2,160	2,160	2,160
CAIR- Caribean Association	Annual workshop & meeting							,	,
of Insurance Regulators	(CARTAC sponsored)	St Kitts	June	Insurance	2	TBD	2,688	2,688	2,688
UWI - University of the West	Annual Carribean Commercial Law								
Indies	Workshop	TBD	TBD	Legal	1	Dr NS	-	10,000	-
Overseas (not specified)	TBD	TBD	TBD	Finance		1 TBD	10,672	10,672	10,672
CIAT - Tax Adm/IOSCO		TBD	TBD	Admin	1	CEO	13,133	13,133	13,133
Global Forum	Plenary			Admin	2	CEO & Legal	25,139	25,139	25,139
Global Forum	Plenary	TBD	TBD	Admin	2	CEO & Legal	27,557	27,557	27,557
CFATF	Plenary	Cayman	TBD	Admin	2	CEO+	19,713	29,570	29,570
CFATF XLVI & Work Group	·								
Meet		TBD	TBD	Admin	2	CEO+	23,349	35,024	35,024
GIFCS - Group of									
International Financial Service	Plenary	TBD	TBD	Admin	1	CRO	14,516	14,516	14,516
CGBS -Caribbean Group of									
Banking Supervisors	Conference	TBD	TBD	Admin	1	CRO	10,642	10,642	10,642
ABSA -Association of Bank									
Supervisors of the Americas	Conference	TBD	TBD	Admin	1	CRO	10,642	10,642	10,642
							216,175	250,237	240,237

Note 12: Schedule of Capital Expenditure (Budget Item 29)

Item	Quantity	Category	Department	Cost 2018	Cost 2019	Cost 2020
				\$	\$	\$
Laptops	2	Computer	Gaming	3,500		
	3	Computer	Insurance	2,500	2,500	2,500
Printer	1	Computer	Insurance	1,800		
Cell Phones	2	Equipment	Gaming	2,500		
	3	Equipment	Insurance	1,600	1,600	1,600
Laminating Machine	3	Equipment	Insurance	2,100	2,100	2,100
Chairs	5	Furniture & Fixture	Insurance	1,700	1,700	850
	1	Furniture & Fixture	Legal	1,000		
Vehicle (CEO & General Office)	2	Vehicle (\$120K + \$50K)	HR/Admin	170,000	-	-
E-Registry (US\$90,000)	1	Software	HR/Admin	243,000		
PBX Telephone System	1	Equipment	IT		61,000	
Qnap Rackmount Device	1	Furniture & Fixtur	IT		14,943	
Microsoft Office 2016 (40 users)	1	Software	IT		-	38,983
Email Security	1	Software	IT	8,966		
Firewall Security	3	Software	IT	9,781		
SSL Certificates	6	Other	IT	15,470	-	
SSL Certificates	3	Other	IT	7,735	-	
General Provision			Finance	5,000	5,000	5,000

Note 13: Schedule of Membership and Association Fees (Budget Item 30)

		Annual Fee	Annual Fee	Annual Fee	
Association	Department	2018	2019	2020	
		\$	\$	\$	
CRF - Corporate Registers Forum	IBC/CMSP	1,134	1,134	1,134	
International Credit Union Regulators' Network	Cooperatives	408	408	408	
CAPS - Caribbean Association of Pension Supervisors	Insurance	2,700	2,700	2,700	
CAIR - Caribean Association of Insurance Regulators	Insurance	2,700	2,700	2,700	
Antigua & Barbuda Employers Federation	HR/Admin	2,600	2,600	2,600	
Open Corporates - E Registry	HR/Admin	360	360	360	
Isle of Man Government Financial Supervisor	HR/Admin	6,568	6,568	6,568	
GIFCS - Group of International Financial Service Center					
Supervisors	HR/Admin	10,800	10,800	10,800	
ABSA - Association of Bank Supervisors of the Americas	HR/Admin	8,151	8,151	8,151	
		35,420	35,420	35,420	

Note 14: Rent (Budget Item 39)

Rent is due for negotiation in April 2018. A 33% reduction in rental would be negotiated

Note 15: Telephone - Local (Budget Item 40)

The Commission proposes to install a new PBX Telephone System to replace the current APUA Centrex Service. This new system costing \$61,000 (hardware and installation) should result in an annual saving of 33% of the projected cost for 2017. At this saving rate, the cost of the new system should be recovered in three years.

Note 16: Electricity (Budget Item 44)

The Commission proposes to install energy efficient lighting/bulbs that could conserve on cost. An electricity/energy audit is also to be conducted from which would emerge other energy saving initiatives. A cost saving of 33% on a 2017 cost is projected for the year financial year.

Note 17: Schedule of Legal and Professional Fees (Budget Item 46)

Service Provider	Matter	Department	Allocation	Allocation	Allocation
			2018	2019	2020
			\$	\$	\$
Regional Consultant	FSRC Change Management	HR/Admin	20,000	-	-
Nibbs & Associate	Performance Management System	HR/Admin	10,000		
Provision - Court Matter	Sundry Workers & FSRC - 25% of Union original demand for 12	HR/Admin	43,015		
Local/Inhouse	Performance Management Software	HR/Admin		12,500	
	Personnel Management Workbook Intranet				
General Provision	Legal Fees & Other Professional Fees		10,000	10,000	10,000
			83,015	22,500	10,000

Note 18: Supplies & Stationery (Budget Item 52)

A reduction of 40% in Supplies and Stationery cost is projected as the installation of e-Registry should result in the printing of less hard copies for customers, as the information is now accessible online.

Note 19: Schedule of Subscriptions and Publications (Budget Item 55)

		Annual Subscription/	Annual Subscription/	Annual Subscription/
Supplier/Periodical	Department	Publication Cost	Publication Cost	Publication Cost
		2018	2019	2020
		\$	\$	\$
Publications and Notices (Newspaper/Gazette)	IBC/CMSP	13,000	13,000	13,000
Practioners' Text - Employment Law (US\$90.20)	Legal	246	-	-
Administrative Alaw (US\$76.08)	Legal	207	-	-
Electronic Signature Law (US\$300)	Legal	815	-	-
Offshore Investment.Com (GBP515)	Legal	1,833	1,834	1,834
QuickBooks (CAD5400)	Finance	14,671	14,671	14,671
DMS Paymaster Payroll Application	Finance	1,750	1,750	1,750
CNS (Cable)	HR/Admin	1,104	1,104	1,104
Garfield Scott (Newspaper)	HR/Admin	3,780	3,780	3,780
Observer (Online Subscription)	HR/Admin	448	448	448
Naves Global Inc (International Hotline)	HR/Admin	1,344	1,344	1,344
		39,198	37,931	37,931

Note 20: Interest Expense (Budget Item 59)

Amount represents accrued interest on statutory deposits held for insurance companies. Amount is netted off against Interest Income (Budget Item 10).

APPENDIX G

SCHEDULE OF PROPOSED INCREASES TO STATUTORY DEPOSITS

There is no safety net or deposit insurance in Antigua and Barbuda for the International Banking sector. The Commission will be increasing the statutory deposits from a flat USD500K as follows:

Deposit Range Class I & III Licensees	Current	Proposed Increase Statutory	Licensees Falling Within Range	Proposed Placement with the	Proposed increase statutory deposits with Commission
		Deposit		Commission	
Up to \$50 M	500, 000	0	0	0	0
>\$50 M - \$150 M	500, 000	\$1,500,000	6	\$9,000,000	\$6,000,000
>\$150 M -\$200 M	500, 000	\$2,500,000	1	\$2,500,000	\$2,000,000
>\$200 M - \$250 M	500, 000	\$3,000,000	1	\$3,000,000	\$2,500,000
>\$250 M - \$300 M	500, 000	\$3,500,000	1	\$3,500,000	\$3,000,000
>\$300 M - \$350 M	500, 000	\$4,000,000	0	0	0
>\$350 M - \$400 M	500, 000	\$4,500,000	0	0	0
>\$450 M - \$500 M	500, 000	\$5,000,000	0	0	0
>\$500 M	500, 000	\$6,000,000	1	\$6,000,000	\$5,500,000
TOTAL			10	\$24,000,000	\$19,000,000

Given the disparity in the deposit size of the 9 licensees, the foregoing approach ensures that there is no longer a flat amount for the statutory deposit irrespective of the size of the bank. Invariably though, as the size of institutions increase or decrease some changes may be required in the amount of deposits that are held with the Commission. In seeking to mitigate any administrative burden on the part of the Commission, a bi-annual average can be used to determine the tier under which the institution will fall. In relation to the international banks, as with the case with the current \$500,000, the new lever of statutory deposit will form part of the bank's tier 1 capital base and therefore will be used in determining the solvency of the institutions.

Interest Income projection

- (1) Per Banking Department, the full amount of the additional statutory deposit (\$19 million) should be paid in by end of the first quarter of 2018.
- (2) Banks have raised the possibility of pledging paper/instrument in lieu of cash as part of the additional statutory capital. The prerogative is that of the Commission to determine the percentage that will be accepted in paper and in cash.
- (3) The Statutory deposit will be a revolving balance.

Based on the foregoing, a conservative amount of 50% of current additional deposit requirement or \$9.5 million is projected to be received in cash at the end of the first quarter of 2018 to be

available on average on an ongoing basis. The plan is to place the additional cash in Treasury Bills at a projected interest rate of 4.5%. Projected interest is as therefore follows: \$320,625 (2018); \$427,500 (2019 and 2020).

APPENDIX H

FINANCIAL SERVICES REGULATORY COMMISSION STRATEGIC INTENT, OBJECTIVES AND INITIATIVES FOR YEARS 2018 TO 2020

Strategic Intent:

A sound financial jurisdiction that meets international standards

Strategic Objectives

- 1. Ensuring we operate by the principles of good governance; making the best use of our resources to execute our mandate and to respond appropriately and in a timely manner to internal and external stakeholders.
- 2. Effectively performing our supervisory and regulatory function in accordance with the provisions of the law and being cognizant of international standards and compliance obligations of the jurisdiction.
- 3. Ensuring we play a proactive role in safeguarding the financial system and protecting the reputation of Antigua and Barbuda by providing sound advice, guidance and assistance to the Government *and having optimal collaboration with other regulatory entities in the industry.*
- 4. Ensuring we support the growth and development of the jurisdiction as an international financial services centre balancing competitiveness with the imperative to comply with emerging international standards.
- 5. Creating a professional and supportive working environment that emphasizes teamwork, productivity and accountability while ensuring effective management of our Human Resources.

Strategic Initiatives

<u>Strategic Objective #1: Good Governance and Service to Stakeholders</u> Initiatives:

- 1.1 Ensuring strong financial competencies
- 1.2 Implementing Board Charter
- 1.3 Developing and implementing effective policies, structures and processes for the operation of the Commission
- 1.4 Good sound regulatory handbook and code of conduct properly enforced
- 1.5 Developing and implementing and reviewing frequently laws, regulations, statutory instruments to be consistent with international trends and best practice

1.6 Articulating and publishing guidelines for regulation and supervision of sector to secure improved compliance

<u>Strategic Objective #2: Supervisory, Regulatory and Compliance Excellence</u> Initiatives:

- 2.1 Being part of international forums which include regulators
- 2.2 Having assessments by external independent regulators

<u>Strategic Objective #3: Safeguarding Financial System & Reputation of Jurisdiction</u> Initiatives:

- 1.1 Having forums with stakeholders or similar methods to get feedback
- 1.2 Reviewing existing legislation biennially to accommodate FM Development
- 1.3 Developing new legislation to accommodate new financial institutions
- 1.4 Communicating with policy makers (politicians) Educating the public will aid in this

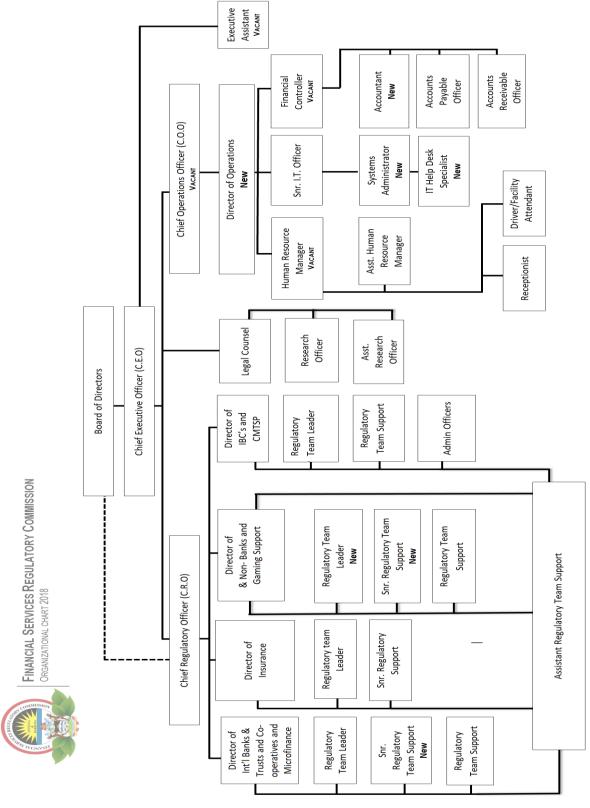
<u>Strategic Objective #4: Sustainable Growth and Development of Jurisdiction</u> Initiatives:

- 1.0 Using new technology, make it easy for stakeholders to do business with FSRC re-examining processes and making them user friendly
- 1.1 Ensuring development of proposals for enhancing or creating new laws to increase jurisdiction's competitiveness
- 1.2 Critical analysis of profitable and performing jurisdictions for meaningful comparison with Antigua and Barbuda

<u>Strategic Objective #5: Professional and Productive Working Environment</u> Initiatives:

- 5.1 Properly noting weaknesses and strengths of staff; offering training; reward performance
- 5.2 Developing effective sustainable ways of recognizing and rewarding performance
- 5.3 Placing emphasis on installing good team selection with evaluation and appropriate incentive package
- 5.4 Creating an enabling environment with team building/inclusion
- 5.5 Enhancing leadership skills of management team

APPENDIX I FINANCIAL SERVICES REGULATORY COMMISSION ORGANIZATIONAL CHART 2018



ANTIGUA & BARBUDA FREE TRADE & PROCESSING ZONE



Business Plan

For 2018-2020

1. Statutory organizational overview

Name of Statutory Organization: Antigua & Barbuda Free Trade and Processing Zone

Establishment Act: Free Trade & Processing Zone Act No. 12 of 1994

Law Revision (Miscellaneous) (Amendments) Act, No. 1 of 2000

Date Setup: 1994

Line Ministry: Ministry of Finance & Corporate Governance

Sector: Public

Type of Statutory Body: Non-Commercial / Advisory

Mandate and scope and nature of business

The Free Trade and Processing Zone is mandated by Government to attract investment in the areas deemed to be of priority for the economic development of Antigua and Barbuda and which will help make the organization self-sustainable.

The following 4 goals constitute the mandate of the Free Trade Zone:

- To ensure that Antigua and Barbuda achieves the Government's objectives of diversification and export – led growth. The objective of diversification includes a reduction in the vulnerability and risk related to a one-crop economy – Tourism, and the creation of transfer of technology for a diversified source of employment and foreign exchange.
- 2. To develop a bi-focal economy and to forge domestic linkages which guarantees sustained and balanced growth.
- 3. To contribute to the country's economic growth and development and to ensure efficient utilization specifically of the resources of capital and labour.
- 4. To become internationally renown for excellence in Information Technology, administrative efficiency and related services and products.

The goals have been translated into the following objectives:

• To diversify and expand the industrial economic base of Antigua and Barbuda by promoting an export – led growth.

- To provide a comprehensive free enterprise zone by ensuring that the Free Trade Zone in Antigua and Barbuda develops facilities that are equivalent to those provided by its competitors.
- To create conditions which are attractive to investors and to establish the type of relationships and joint venture arrangements that would ensure medium to long term viability.
- To increase the transfer of technology in Antigua and Barbuda.
- To provide state of the art facilities and conditions that make the Antigua and Barbuda Free
 Trade and Processing Zone internationally competitive particularly in the area of
 telecommunications related services.
- To ensure that Antigua and Barbuda becomes a leader in the field of Informatics in the Caribbean with emphasis on Call Centers, Data Processing and E-trade.
- To ensure that Antigua and Barbuda becomes a sought after destination for Offshore Banking, Captive Insurance and other Financial Services.
- To maximize the country's geographic location as one of the major regional transit points.
- To improve foreign exchange earnings for Antigua and Barbuda.
- To increase employment in Antigua and Barbuda and improve the standard of the overall local labour force by generating approximately two thousand (2,000) jobs in the Free Trade Zone.
- To co-operate with the Government and other institutions in providing training to Antiguans and Barbudans so that they can be easily assimilated into the top hierarchy of the industries that are established in the Zone.

Scope and nature of the services provided by the organization

- Provides processing of warrants for duty and tax exemptions for the Free Trade and Processing Zone tenant American University of Antigua College of Medicine (AUA).
- Provide processing of warrants for duty and tax exemptions for Offshore Gaming Companies licensed by the Financial Services Regulatory Authority (FSRC).
- Provision of 2,500 sq. ft. of prime hilltop land to Antigua Public Utilities Authority (APUA) to facilitate cellular telephone tower.

- Provision of access to Antigua Public Utilities Authority (APUA) of former airbase 600,000 gallon underground water storage reservoir on the Free trade and Processing zone compound. Reservoir serves as an APUA RO plant to aid the Tango Desalting Plant in providing water services for the northern section of the island.
- License any person or company to establish and operate any industry or engage in any commercial activity not specifically prohibited by law in the Free trade and Processing Zone or area designated as a "Satellite Zone".
- In keeping with the Zone's objectives "To contribute to the country's economic growth and development", "Improve foreign exchange earnings" and "To ensure that Antigua and Barbuda achieves the Government's objectives of diversification and export led growth". The Zone attracts businessmen and companies to develop businesses not only within the Free Trade Zone but in Antigua and Barbuda in general based on but not limited to the list below:

Priority Industries

Information Technology Related

- International Data Services
- Call Centers
- Electronic Commerce

Secondary Industries

Manufacturing

- Pharmaceutical Products / Medical Supplies
- Manufacture & Assembly of Electronic Products
- Shoe Manufacturing
- Designer Garments / Textile Design
- Food Processing and Canning
- Leather Product of High Quality

Trade

- Import / export Companies
- Warehouse and Packaging
- Trans-shipment

Printing / Publishing

Full Colour Printing

Publishing

Offshore Finance

- Offshore Banking
- Offshore Insurance

Vision

To expand and diversify the source of foreign exchange, income output, employment, capital formation and to provide an avenue for technology transfer in Antigua and Barbuda.

Mission

To attract investment in the areas deemed to be of priority by the Government for the economic development of Antigua and Barbuda.

Briefly note any intended changes to the scope and nature of the services provided including entering new markets, intention to expand offshore, stopping provision of some services, etc.

Referencing the July 2014 Compete Caribbean / Communique International report commissioned for the Antigua and Barbuda Investment Authority on setting up an Implementation Strategy for the ITES/BPO Sector it has been suggested that a team of key public and private sector stakeholders be established to assist ABIA in the development of the BPO Sector in Antigua and Barbuda. The report recommends the inclusion of the Free Trade Zone on the team. The report lists the benefits of the inclusion of the Zone for the investment incentives offered as well as the provision for the establishment of satellite zones under the Free Trade Zone Act.

The report also suggests as an alternative to the government offering investment grants, the establishment of a 50 – seat incubator for initial use by new outsourcing entrants. This would be made available for up to one year of operation. The establishment of an incubator would allow for (at least initially) real time training of agents and would also allow a new outsourcing firm to commence operation in the country with minimal initial set up costs.

The required infrastructure would then be available allowing for a "plug and play" incentive. The report suggests the provision of approximately 5,000 sq. ft. of office space in the Free Trade Zone in proximity to the Antigua and Barbuda International Institute of Technology (ABIIT). The incubator fit out cost would amount to about US\$250,000.00. Some of these costs could possibly be supported by industry partners including the telecom companies, and could involve provision of free telecommunications equipment and free services for the facility for an agreed period and should be explored with these entities.

2. Environment the organization is operating in

The chief function of the Free Trade and Processing Zone is to attract foreign direct investment to Antigua and Barbuda. This continues to be difficult due to the continual lingering effects of the global financial crisis of 2008 to 2011. The fallout from the financial crisis was a drastic decline in overseas investors as they faced the collapse of many of the world's financial institutions.

However, there seems to be signs of recovery, particularly the United States whose GDP grew 3.1% (Reuters) during the second quarter of 2017 compared to 1.4% last year.

An upturn in the Antiguan economy has been seriously hampered by the passage of category 5 Hurricane Irma and its devastating effect on Barbuda in September 2017. It is estimated that the rebuilding efforts can run as high as US \$300 million.

Growth in the Free Trade and Processing Zone has still been stymied by lack of capital on the part of both the Government and Free Trade Zone to establish the needed infrastructure in the compound. This translates into companies who desire to setup business in the Zone having to build their own buildings which is an expensive and time consuming task. Alternately, they have to pay high rental fees to locate their businesses outside of the Free Trade Zone compound. There are limited available vacant commercial properties on the island. In many cases these options have proven to be to financially demanding and many interested companies have chosen to setup their business in St. Kitts, other neighbouring islands and as far as Guyana. It has been the experience of the Zone that many companies especially those in the BPO market prefer to have turnkey establishments that are move in ready so they can commence operations immediately. A report on the benefits of attracting Call Centers to the Free Trade & Processing Zone was prepared in April 2017 and submitted to Board of the Free Trade Zone and the substantive Minister. To date, the Free Trade and Processing Zone has been unable to provide these facilities and growth has stalled. We await confirmation to implement the ideas put forth in the document.

Within the Free Trade Zone compound, the American University of Antigua continues its expansion program with the construction of new classrooms scheduled to open for the upcoming semester and dormitories to house a limited number of first year students.

3. Service performance review and critical issues

3.1 Achievements

The Free Trade and Processing Zone has endeavoured to carry out its main functions so far for 2017. Here is a list of the achievements for the fiscal year 2016 - 2017.

1. **Facilitating AUA expansion.** New lease with AUA was finalized and construction of dormitories commenced on the additional three (3) acres of land as part of development of the next phase of their Master Plan. The dormitories will provide limited housing for 1st year students only so as to not compete with local housing providers. Construction also began on additional classrooms on lands previously leased.

Benefits include short term construction jobs. Jobs in maintenance and other ancilliary departments are long term benefits. On campus housing for first year students is seen by both parents and students as a bonus comfort factor when choosing a university. It can be a key factor in increased enrollment. Increased enrollment has positive economic benefits for Antigua i.e. increased purchases for supermarkets, car dealerships, eating establishments and rental accommodations.

2. **Pharmaceutical Building Rental.** The lease for the rental of the Pharmaceutical Building expired in May 2017. The building requires major repairs. The Free Trade Zone does not have the finances to undertake the repairs. Negotiations are still underway with AUA for continued rental and repairs.

Benefits. The rental fees from this building represent a key part of the Zone's annual revenue. Continued rental would also enhance AUA's Master Plan.

3. **Citizenship by Investment Unit.** The Free Trade Zone was informed that the CIP Unit would allow investment in the free zone as one of the approved real estate projects. To date one company approved by the CIP Unit has applied to conduct business in the Zone. The Zone has made official inquiry on how to become not only an approved real estate project but an investment project as well.

Benefits. These companies will provide added growth for the Free Trade Zone and by extension, Antigua and Barbuda by creating jobs for the local workforce, bringing much needed foreign exchange and the trickle down effect into the economy.

4. Caribbean Free Trade Zone Development (Antigua) Inc. This company received the designation of Citizenship by Investment Program Approved Real Estate Project by the CIP Unit. In follow up to Cabinet's decision to declare the industrial sector at Carlisle as an approved area for the development of commercial, industrial and tourist oriented projects, the Free Trade Zone has signed an agreement with the company to operate the area as a Satellite Free Trade Zone. Under the agreement the company will target Asian companies to establish businesses in the area. To date the company has brought in one Chinese based company, Shared Bicycle Services Limited.

Benefits. Short term benefits include jobs in construction. Long term benefits include jobs in the various companies established. Other benefits include transfer of knowledge to workers and an increase in Antigua's import / export business.

5. **Shared Bicycle Services Limited.** A Chinese company brought in by Caribbean Free Trade Zone Development (Antigua) Inc. under their satellite zone. The company plans to assemble "green motorbikes" in the Free Trade Zone. These bikes will then be rented to locals and tourists. The company aims to expand into several Caribbean countries and offer package tours to Chinese citizens to experience eco bike riding through the islands. The company has shipped its first set of bikes and plans to start assembly shortly.

Benefits. Short term benefits include jobs in bike assembly. Long term benefits includes transfer of knowledge to workers and diversification of Antigua's tourism options.

6. **BPO / Call Center Companies.** In follow up to the Zone contacting some of the world's biggest BPO companies towards attracting them to setup in Antigua. The Zone is exploring

the possibility of attending the upcoming invitation only BPO exposition – Outsource To The Caribbean to be held in Jamaica from December 4th 2017.

Benefits. Short term benefit includes networking and establishing direct contact with senior representatives of the world's largest BPO companies. Long term benefit includes securing commitment from at least 2 companies can translate into hundreds of jobs for Antiguans

7. **Encouraging Local / Regional Entrepreneurship.** The Free Trade Zone has been in discussion with several local businessmen interested in setting up businesses involving trade between the islands of the Caribbean. The possibility of joint venture agreements exist to facilitate the investment process. Companies include BOAD and H2one. Both companies are interested in import, packaging and transshipment.

Benefits. Long term benefits include jobs in the various companies established and an increase in Antigua's import / export business

8. **Advertising.** The Free Trade Zone has contacted the Government IT Center regarding updating the company website. The goal is to make it more user friendly and relevant to attract investors.

Benefits. The benefit estimated is increased exposure for Antigua and the Free Trade Zone on the worldwide web.

9. **Hurricane Relief.** Several companies who have had prior dealings with the Free Trade Zone expressed their desire to become involve in the reconstruction of Barbuda after the passage of Hurricane Irma. The companies include LFL International, MC Canada

Inc., Ibucco and World Resources Foundations. Their enquiries were forwarded to the relevant government departments.

Benefits. Benefits include the reconstruction of Barbuda as well as jobs so residents can resume life as normal with a possibly higher quality of life.

10. **Free Trade Zone Development.** Discussions are ongoing on developing a portion of Free Trade Zone lands into a shopping plaza to cater to the students of AUA, ABIIT and the general population of the adjacent neighbourhoods. Also, construction of a small hotel in conjunction with ABHTI to be utilized as a training hotel for their students, giving them real world experience.

Benefits. Short term benefits include construction jobs. Long term benefits include the opportunity for local entrepreneurship in the businesses setup.

3.2 Issues

1. Sourcing funding for development. The overall major problem for the Free Trade and Processing Zone has been the sourcing of funding. No allotment has ever been made in the Government budget for funding of the Zone since its inception. This has affected its operational and financial performance. The Zone's main source of funds comes from the lease payments made by AUA and limited finances from the Financial Sector Regulatory Authority which does not generate enough revenue to cover operational expenses and cannot sustain full development. The Zone has been unable to erect the necessary buildings and erect the proper infrastructure needed for attracting foreign investors. Financing from the FSRC was stopped in 2012 although the Zone continue to process duty free warrants for offshore gaming companies licensed by the FSRC.

Coping strategy. The Zone has cut most of its spending and operates on a skeleton staff. The organization continues to actively seek out foreign direct investment and lending agencies willing to finance development

2. AUA. In March 2013, the Free Trade Zone signed an agreement with American University of Antigua College of Medicine (AUA) transferring an additional 8.25 acres of land towards campus expansion. As part of the agreement, AUA will construct at its own cost two (2) state of the art tennis courts and a vendors' court for use by students and the general public, which will be controlled and maintained by the Free Trade Zone. Also according to the agreement, the tennis courts will be built once it has been confirmed that the Government will waive the stamp duty on the leasehold charge to be registered by AUA's new lenders against the property.

Coping Strategy. The Zone is currently awaiting the completion of the tennis courts and vendors court so it can start advertising and actively recruiting businesses and users to supplement much needed revenue.

3. Audited Financial Statements. The Free Trade Zone has been unable to comply with Part XI Sections 62, 65 and 66 of the Finance Administration Act No, 23 of 2006 i.e. providing up to date audited financial statements to the Ministry of Finance. Due to financial constraints, the organization has been unable to afford an external auditor. The last audited financials were prepared by KMPG in 2010 for the year ending December 30, 2009. The current Board continues to explore the possibility of having an external audit performed with the aim of bringing our financials up to date, most recently in 2015. Enquiries were made and quotations obtained from accounting firms to perform an audit however, quotations range from EC\$30,000.00 to EC\$53,000.00. Unfortunately, the Free Trade Zone did not and still does not have the financial capacity to undertake such a payment.

Coping Strategy. To make sure that the financials are up to date, the Zone has annually engaged an associate accountant to prepare the unaudited financials for the year. These financials are submitted to the Ministry of Finance annually in lieu of the audited statements.

4. Organizational matters affecting the capability of the organization

4.1 Governance

Board Composition					
# of Members	Position	Annual Remuneration			
1	Chairman	\$48,000.00			
1	Deputy Chairman	\$13,200.00			
1	Secretary	\$12,000.00			
5	Board Members	\$60,000.00			
	TOTAL	\$133,200.00			

4.2 Structure and staffing

Number of Positions	Name of Position	Annual Salary
1	Commissioner	\$116,400.00
1	Executive Assistant	\$72,000.00
1	Office Assistant / Receptionist	\$33,000.00

1	Driver / Messenger / Handyman	\$12,000.00
4	Pensioners	\$51,717.000

The Free Trade and Processing Zone has been operating on a skeleton staff since January 31st 2012. The staff complement was further reduced on September 17th 2017 when staff contracts were ended due to financial constraints. Key staff were re-hired on contract and the workload for all previous departments divided among existing staff. The Zone is also responsible for the monthly payment of pensions for four (4) pensioners.

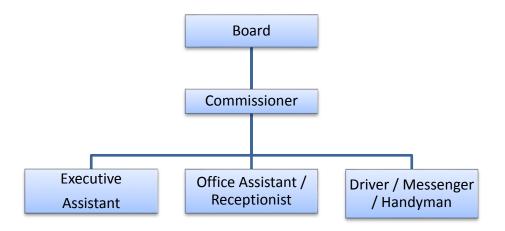


Figure 1: Organisational Chart

4.3 Achievements

- 1. The Free Trade Zone made contact with the Government Training Division and is once more on their mailing list. Staff members are once again attending courses at the Division aimed at enhancing job performance.
- 2. One (1) air-conditioning unit was replaced and four (4) fixed thereby providing cooler working conditions for Staff and Board.
- 3. The Chairman of the Board enrolled the Zone with the Ministry of Labour's Work Experience program. Since February 2017 the Zone has hosted 6 interns from the program for a six month period. The interns are being trained in office procedure and basic computer skills. Several of the interns have also received training from the Government Training Division and AUA.
- 4. The Office Assistant / Receptionist continues to receive training in Microsoft Excel to upgrade skills to help function in the Accounts Department.

- 5. Provisions have been put in place to replace a critical computer system in the Commissioner's Office.
- 6. The Chairman embarked on a beautification of the Zone environs project with assistance from several inmates of Her Majesty's prison.

4.4 Issues

1. **Skeleton Staff** - Since the transfer of the Antigua and Barbuda International Institute of Technology (ABIIT) to the Ministry of Education in January 2012, the Free Trade Zone has been working on a skeleton staff. Due to financial constraints, staff contracts which ended in April 2013 could only be renewed until September 2013. To date, the majority of contracts have not been renewed leading to the nonfunctioning of several departments. The Zone is currently being run by the Commissioner, 2 full time and 1 part time employee.

Coping Strategy. All staff duties have been divided between the existing employees with employees multitasking and performing the duties of more than one department. Staff is being trained to handle the added responsibilities so that operation can continue. Outside service providers have to be occasionally brought in to handle the maintenance and gardening issues.

2. **Pensioners.** The Free Trade Zone currently has four (4) pensioners. Due to financial constraints the Zone is many time unable to meet the monthly pension payments of \$4,309.75 in a timely manner. This seriously affects the quality of life for our pensioners.

Coping Strategy. On November 5th and 22nd 2013, the Free Trade Zone requested the Ministry of Finance to absorb its pensioners under the Central Government Pension Scheme To date we have not received any response. The Zone will once again make petition to the Ministry of Finance to consider our pensioners to ensure that they receive their pensions without hindrance.

3. Accounting Department - Due to the lack of staff the Accounts Department is non-functional in the traditional sense. Due to lack of funds the company has been unable to hire a qualified full time Accountant. This makes the ease of provision of financial statements and other financial matters difficult.

Coping Strategy. The lesser financial duties such as the preparation of cheques, statutory contributions and yearly budget have been delegated to the existing staff. The preparation of unaudited accounts is outsourced to an associate accountant as needed.

4. **Monies Owed to Former Staff -** In February 2008, payments of salary increases were paid to current employees of the Free Trade and Processing Zone and the Antigua and Barbuda International Institute of Technology retroactive to 2003. Former employees of both organizations employed between the years 2001 – 2007 were also entitled to backpay. In July 2009, the Zone paid most of these employees half of their backpay with the understanding that the second portion would be paid by December 2009. Due to financial constraints these payments could not be made then and have not been made to date.

Coping Strategy. Former staff have made several appeals for payment to the Board of the Zone up to this month. The Former workers have been assured that they will receive their backpay once the funds are available. The former staff have also approached the Honourable Prime Minister seeking his intervention in the matter.

5. **Court Case Former Employee -** The Free Trade and Processing Zone bus which transports staff to and from work was involved in an accident in September 2005. A former Free Trade and Processing Zone employee on the bus at the time sued in the High Court for compensation for injuries received. The Free Trade Zone was named as one of the defendants. The Court awarded damages to the former employee. The former employee is appealing the decision on the grounds that the award was not large enough.

Coping Strategy. The Free Trade Zone has lodged a counter appeal. The appeal has yet to be heard by the Court. The Zone maintains contact with our attorneys to follow up on the matter.

6. **Building Problems** - There are several problems with the office building, however, due to financial constraints repairs cannot be done. Close to 50% of the office building is not suitable for staff due to non-working or malfunctioning air conditioning units. The air-conditioning units currently working malfunction often. Several windows cannot be opened due to malfunctioning locks. There is termite damage to several window frames and walls. There is a pungent rodent / mildew smell coming from the walls in several offices. There is the presence of rodents and roaches in the walls. Several offices have water damage to the roof and walls. There is a severe damage to the roof in the main hallway causing flooding of the building during heavy rainfall. Several electrical outlets have water damage. Several toilets are non-functional. The kitchen cupboards are rotting. Several windows are broken. The building has been with government water for over a year and half.

Coping strategy. Only the offices with functioning air-conditioning units are used. Efforts are made to keep these units working. Quarterly extermination services have been employed to keep the rodents and roaches in check. Buckets and towels are

used during heavy rainfall to deal with leaks. Most of the broken windows have been fixed the others have been secured until they can be fixed. The water pump has been fixed so water from the cistern can be accessed.

7. **Equipment / Vehicle / Furniture Problems** - The computers at the Zone were last changed in early 2000. Most of the computers and monitors are either nonfunctional or malfunction. All backup batteries are no longer functional. The hard drives and computer programs are also dated and in need of changing. The pickup used by the company to transport staff and run errands is in need of changing as it suffers constant breakdowns. The vehicle assigned to the Commissioner experienced an engine fire in 2014. To date the company has not been able to secure a permanent replacement vehicle. Much of the furniture is damaged having suffered from years of water damage from flooding. No new furniture has been purchased since the initial setting up of the office in the 1990's. The equipment in the maintenance / gardening department also needs to be overhauled as well as proper servicing of the generator.

Coping Strategy. The organization uses the equipment that functions and the furniture with the least damage. Individual parts are purchased to maintain working order of the computer systems and vehicle. The company has on occasion rented a vehicle and is seeking a more permanent solution to the matter in keeping with the Commissioner's contract.

4.5 Summary of capability development strategy

It is the capability development strategy of the Free Trade Zone in keeping with its currents needs that if placed in the budget this year to address the human resource, building and equipment needs listed above. The proposed changes would include a review of the current workload and staff compliment and a decision whether to add additional staff especially in the Accounts, Maintenance and Gardening Department. A review of the current working equipment and what upgrades are needed to improve the efficiency and service provided by the organization. A review of the current problem with the building and a look at the most—cost effective methods to fix them. Finally, to make provisions to address long outstanding human resource issues.

5. Priorities, strategies and indicators

5.1 Priority objectives and strategies

The priority objectives in order are:

- Sourcing Funding. The main priority is to secure immediate funding for the Zone to
 meet payroll and operational expenses. Immediate strategies to obtain funding include
 finalizing the lease agreement for the Pharmaceutical Building, approaching the
 Government for emergency funding to cover backpay to former employees and
 following up with government agencies that owe monies to the Zone to see what can
 be repaid.
- 2. **Attracting Foreign Direct Investment**. The main mission of the Free Trade and Processing Zone is to bring investment to the Free Trade Zone and Antigua as a whole. The Zone will continue to pursue companies in the BPO industry to setup business in Antigua. The Zone will continue to use the strategies it is currently using which were mentioned earlier in this document. Attention will be given to attending overseas conferences and workshops in order to network with company officials and advertise the benefits of investing in the Zone. The Zone will also follow up with current and potential applicants to see when they can begin operation.
- 3. **Maintenance of good relationship with Lessee**. Priority is given to maintaining a mutually beneficial working relationship with AUA. As the only paying tenant of the Free Trade Zone emphasis has been placed on the timely processing of duty free warrants submitted by AUA. The Free Trade Zone also is facilitating AUA's efforts to expand as it benefits the Zone financially through the creation of new land lease opportunities.
- 4. **Business Plan Implementation**. Priority will be given to the 1st phase of development which is the construction of dormitories to be rented out to AUA students. The dormitories will also be marketed to regional and international students of ABIIT. Priority will also be give to the development of the shopping plaza.
- 5. **Self Sustaining Operations**. The main priority is the development of the Free Trade Zone in phases as detailed in the 2010 business plan in conjunction with the land use plan to help it become a self sustained organization. The Zone will explore the possibility of erecting an office building geared towards call centres. The Zone has already secured building plans and is actively seeking funding through joint venture.

Priority objectives	Strategies	Indicators
Priority 1 [Sourcing Funding]	Finalizing Pharmaceutical Building Lease Emergency funding from Government	Outputs: Payment of staff and vendors, basic repairs and upgrades Outcomes: Meeting immediate short term goals
	Repayment of monies owed by govt agencies	Outputs: Building of infrastructure Outcomes: Begin phased development of the Zone
Priority 2 [Attracting Foreign Direct Investment] Priority 3 [Maintenance of good relationship with Lessee, AUA]	Follow up with BPO companies contacted. Follow up with pending and potential applicants Attendance at overseas conferences	Outputs: Businesses setup in the Zone, available short & long term employment Outcomes: Diversification of ANU economy Outputs: Networking with
	to network and advertise the Zone	professionals in targeted markets Outcomes: Increased business setup in the Zone
	Facilitating expansion plans to complete Master Plan	Outputs: Facilitating the immediate needs of students Outcomes: Increased enrollment and positive economic effect on economy
	Facilitating business operations by timely processing of duty free warrants	Outputs: Timely release of imported materials Outcomes: Continued development of AUA operations

Priority 4 [Business Plan Implementation]	Construction of additional dormitories for AUA and regional / international ABIIT students Construction of shopping plaza	Outputs: Limited available accommodation for 1st year international students. Offering ancilliary services to students. Outcomes: increased enrollment, increased target market for local housing for senior students. Increased facilities for students and residents of environs
Priority 5 [Self Sustaining Operations]	Erection of office building to house call centers. Possible use of joint venture	Outputs: Providing turnkey office space for investors Outcomes: Attraction of targeted businesses

5.2 Performance measurement

The Free Trade Zone is not a commercial statutory organization but a services facilitator. Performance of the organization can be measured against the quantity and quality of service provided.

Regarding the processing of warrants, performance measured against the number of warrants received and processed for AUA and Offshore Gaming Companies on an annual basis and the satisfaction of the client in the timely clearance of their goods.

Regarding the provision of land to APUA to facilitate cellular tower. Performance is based on continued service to APUA cell customers.

Regarding APUA access to water reservoir. Performance is based on continued provision of water to the Tango Desalting Plant and continued provision of water services to the northern section of the island.

Regarding the licensing of companies. Performance is based on the number of companies eventually licensed by the Zone and the licence fees received.

Regarding facilitating investment. Performance is based on the number of potential clients information is provided to and the assistance provided to other government departments. The success rate would be measured by the number of clients that actually setup up business in the Zone or in Antigua.

Regarding daily operations. Performance and productivity is based on the ability to meet deadlines, ability to carry out decisions of the Board, produce needed reports and correspondence and meet financial commitments with the limited revenue received.

Performance can be measured using a combination of quantitative and qualitative measures.

5.3 Additional performance to comply with section 62 (1) c Finance and Administrative Act

Code if relevant	Services title:					
Description: Non – Financial Performance Measured Available up to October 2017						
Financial and Non-Financial Performance Measures		2016 actual	2017 actua l	2018 est	2019 est	2020 est
Quantity	No. of Warrants Processed No. of E-mails Received No. of Emails Sent No. of Correspondences Delivered Documents Typed / Created Main Achievements	113 1,137 447 86 380 15	170 1,597 621 0 365 10	180 1,650 650 380 15	190 1,700 700 390 20	200 1,750 750 400 25
Quality	All warrants received Processed All E-mails Received Read All E-mails Requiring Response Sent All Correspondence Requiring Delivery Sent Documents Typed / Created as Needed Submitted applications / Signed agreements with FTPZ	X X X X X 1	X X X X X I	X X X X X X Z	X X X X X X 5	X X X X X X 8
Efficiency	3 Staff - 8 am - 4:30 pm 4 days per week 3 Staff - 8 am - 3:00 pm 1 day per week	X X	X X	X X	X X	X X
Governmen t funding, other funding (specify) Total			None	None	None	None

Expected results: At the current rate of efficiency the Free Trade Zone can continue to handle the current quantity of work and any increased workload. Provision of funding will enable the organization to setup the necessary infrastructure required to attract business and enable the Zone to meet its estimated goals.

6. Finances

- 6.1 Forecast financial statements and assumptions
 - 1) Revenue from Offshore Gaming Removal of EC\$175,000.00 monthly / Arrears of EC\$525,000 owed by Treasury

From its inception in 1994, the Free Trade and Processing Zone, a Statutory Body under the portfolio of the Ministry of Finance, The Economy and Public Administration has never been allocated funds from Central Government under the Ministry's annual budget. The Zone has however, throughout the years been requested by Cabinet Decision to make payments on behalf of Central Government.

Every year, the Free Trade Zone has submitted is financials to the Ministry as part of the budget requirements. The Zone was requested to submit a business plan for the financial year 2015 to the Ministry of Finance in time to be included for the 2016 budget. The document and relevant attachments were submitted, however, the Zone was once again omitted from the Ministry's budget.

Between 1996 and 2001, the Free Trade and Processing Zone was responsible for the management of the Offshore Interactive Wagering companies on the island and received its revenue from the licence fees paid by the companies it licensed. In 2001, the Offshore Gaming Division was moved from the Free Trade and Processing Zone and placed under the portfolio of the Financial Services Regulatory Commission (FSRC). Under the initial regulations the Free Trade and Processing Zone received an 80% portion of the licence fees collected by the FSRC in return for performing continued services such as the granting of duty free concessions and the processing of duty free warrants, a service afforded to all licensed gaming companies. In 2007, the Interactive Gaming and Interactive Wagering Regulations were amended and the Free Trade Zone was removed from receiving any funds yet was still required to continue performing the aforementioned services. An arrangement was put in place by the then Minister of Finance, Hon. Dr. Errol Cort, for the Zone to continue to receive a portion of the licence fees (approximately EC\$175,000.00 monthly) from the gaming companies that it had originally licensed. In March 2011, that payment arrangement was stopped to facilitate the requirement of the Financial Services Regulatory Commission under the IBC Act, CAP 222 to pay 40% of its gross revenue to the Treasury, however, the Free Trade and Processing Zone is required to date to continue processing warrants for the approved licensed Gaming Companies.

Since its inception in October 1997 the Antigua and Barbuda International Institute of Technology (ABIITT), formerly Free Zone Institute of Training and Technology was funded solely by the Free Trade and Processing Zone. The Institute generated approximately 1/3 of the revenue needed to sustain its operations. Funding of the Institute severely depleted the funds of the Free Zone therefore stymicing the infrastructural development needed thus preventing the Zone from operating in the manner it was setup to. In May 2011, Cabinet approved the Treasury to transfer EC\$175,000.00 monthly from monies received from the Financial Services Regulatory Commission to the Free Trade and Processing Zone to assist in the operational expenses of running ABIIT until its transfer to the Ministry of Education.

These payments were not consistent. In January 2012, the Antigua and Barbuda International Institute was transferred to the Ministry of Education. There was an arrear of EC\$525,000.00 in payments to the Free Trade Zone from the Treasury which has not been received to date. Attempt to have these funds forwarded to the Free Trade Zone by the Treasury have been futile.

2) Transfer of AUA Lease Payment of US\$600,000.00 to Central Government

On October 1st 2008 AUA paid its lease payment of US\$600,000.00 minus bank charges to the Free Trade Zone. Cabinet Minute Ref: FIN 31/514 and a letter from the Financial Secretary, Whitfield Harris, instructed the Free Trade Zone to pay the fees to Central Government. On November 26, 2008 US\$599,996.30 was transferred to the Treasury Account at Antigua Commercial Bank. The amount was charged to the Government Consolidated Funds account on the FTPZ Ledger as to date there has been no Cabinet Decision or any further correspondence to explain how the transaction is to be treated by the Free Trade and Processing Zone accounts, whether it was a loan to Central Government to be repaid or something else.

3) Outstanding Loan to Office of National Drug and Money Laundering Control Policy (ONDCP)

On September 22nd 2000 and January 18th 2001 loans of EC\$94,500.00 and EC\$100,000.00 respectively were made to ONDCP through the Government Forfeiture Fund by the Free Trade and Processing Zone towards the completion of the ONDCP building at Camp Blizzard. To date, despite repeated requests, these loans have not been repaid.

4) Outstanding US\$1.5M Loan to Central Government

By Cabinet Decision – Minute Ref. No; C/S 8/5 dated June 24th 1999, the Free Trade and Processing Zone was requested to make a loan to Central Government in the amount of US\$2.5 Million Dollars to be given to St. John's Development Corporation to meet the cost of completing the Vendors Mall and Shopping Arcade. In follow up correspondence dated July 13th 1999 from then Financial Secretary, Lennox Weston, the terms of the loan repayment was 8% over 20 years and loan document was to be drafted by the Legal Department. To date, despite numerous requests, neither the loan documents nor repayments have been received.

5) Monies Owed to Former Staff

In February 2008, payments of salary increases were paid to current employees of the Free Trade and Processing Zone and the Antigua and Barbuda International Institute of Technology retroactive to 2003. Former employees of both organizations employed between the years 2001 – 2007 were also entitled to backpay. In July 2009, the Zone paid

most of these employees half of their backpay with the understanding that the second portion would be paid by December 2009. Due to financial constraints these payments could not be made then and have not been made to date. Former staff have made several appeals for payment to the Board of the Zone up to this month which they have also copied to the Prime Minister. The amounts outstanding are: ABIIT Employees EC\$58,651.97 and Free Zone Employees EC\$20,617.64, a total of EC\$79,269.60.

6) Monies Owed to Current Staff

Accumulated gratuity is owed to current staff from the ending of several contract. It is estimated the amount due is \$27,120.49.

7) Arrears Owed to State Insurance Corporation

Due to financial constraints, the Free Trade and Processing Zone has been unable to pay the arrears on insurance policies for the Free Trade and Processing Zone Administrative Building and the Antigua and Barbuda International Institute of Technology Building. To date the amount owed is EC\$90.076.43

8) Court Case Former Employee

The Free Trade and Processing Zone bus which transports staff to and from work was involved in an accident in September 2005. A former Free Trade and Processing Zone employee on the bus at the time sued in the High Court for compensation for injuries received. The Free Trade Zone was named as one of the defendants. The Court awarded damages to the former employee in the amount of \$29,083.05. Interest of \$4.04 is charged per day on the amount. Case is currently under appeal.

9) Outstanding APUA Cell Site Rental

On April 3rd 2009, the Free Trade and Processing Zone received a request for the APUA PCS Division to be granted an approximately 50' x 50' piece of land on the highest point in the FTPZ compound to establish a tubular lattice cellular tower for the purpose of providing 100% national cellular coverage to Antigua, specifically to businesses in Zone, Coolidge and Hodges Bay. The tower was located on the site originally designated for future construction of the Free Trade Zone head office necessitating resurvey of the lands and a change to the Master Land Use Plan. Additionally, a roadway had to be cleared for access both at the Free Trade Zone expense. To date, APUA has not signed the proposed development contract. Neither have they agreed to the proposed land lease rental. Up to April 2nd 2012, the Free Trade Zone re-presented the land lease proposal to APUA Managers. Over EC\$440,000.00 is owed.

10) Outstanding APUA Water Reservoir Rental

On June 9th 2006, the Free Trade and Processing Zone received a request from the Water Division of the Antigua Public Utilities Authority (APUA) to use the underground water storage reservoir on the Free Trade Zone compound as a RO plant to aid the Tango Desalting Plant. Over the years discussions between the two organizations to determine a barter system to clear the Free Trade Zone accounts with APUA has been unsuccessful. The Free Trade Zone therefore submitted a retroactive payment scheme for the use of the reservoir. APUA has claimed prior ownership of the reservoir but has not submitted any supporting documents or Cabinet Decisions to prove this. Over EC\$1,250,000.00 is owed.

11) Arrears to APUA

Due to financial constraints, the Free Trade and Processing Zone owes APUA arrears in electricity, water and telephone services. Negotiations for a barter as listed above in points 8 and 9 have been unsuccessful. As of August 2016 arrears on electricity was EC\$288,375.18, water EC\$46,339.17 and telephone EC\$616,493.34. Water service has been terminated since March 2015.

12) Arrears of Contributions to Statutory Organizations

Due to financial constraints, the Free Trade and Processing Zone has been unable to pay Medical Benefits, Social Security, Education Levy and Income Tax contributions since mid 2013. The Free Trade Zone began making monthly payments to Medical Benefits and Social Security as of January 2016. Arrears prior to this period are still owed. The Zone has been unable to make payments of Education Levy to date and also the arrears of PIT. Arrears are as follows:

•	Education Levy May 2013 - Sept 2016	\$29,025.11
•	Medical Benefits May 2013 - Dec 2015	\$39,910.04
•	Social Security May 2013 - Dec 2016	\$42,941.25
•	PIT May 2013 - June 2016	\$23,156.56

Forecast financial statements and assumptions

The Free Trade Zone is not a commercial entity so cannot provide an estimated profit for the next three (3) years. The Free Trade Zone revenue for that period would be determined by how many companies apply to do business in the Zone and the respective licence fees charged.

Assumptions:

CURRENT REVENUE

Currently the only source of revenue for the Free Trade and Processing Zone comes from the Lease fees paid by the American University of Antigua (AUA). Fees are as follows for 2018:

- US\$10,000.00 (payable February 2018) final installment of Title IV monies
- US\$50,000.00 per year (payable March 6th) until 2032 for 8.25 acres upon which the new AICASA Building sits.
- US\$1,500.00 per year (payable May 1st) until 2032 for 17.34 acres upon which the main campus is located.
- EC\$194,939.00 per year (payable May 1st) until 2017 for the 10,000 sq. ft. 1st Pharmaceutical building and the 2 acres on which it is located.
- EC\$194,939.00 (payable May 1st 2018) arrears for the year 2017 for the 10,000 sq. ft. 1st Pharmaceutical building and the 2 acres on which it is located. Lease expired April 31st 2017 and has not been renewed to date, however, AUA continued occupancy and use of the building. It was agreed that a rental fee should be paid for the period used.
- The completion of AUA's Dormitories is close. It is estimated that students should begin occupancy by August 2018. At that time US\$50.00 per student per month per year will be charged according to the lease agreement. Estimated US\$40,000.00 per year / US\$3,333.33 per month

Assumptions for 2018 - Conversion rate used 2.6882

EXPECTED REVENUE FROM AMERICAN UNIVERSITY OF ANTIGUA FOR 2017		
Date	Amount Due	
February 2018	US\$10,000.00 / EC\$26,882.00	
March 6, 2018	US\$50,000.00 / EC\$134,410.00	
May 1st 2018	US\$1,500.00 / EC\$4,032.30	
May 1st 2018	EC\$194,939.00	

May 1st 2018	EC\$194,939.00
August 2018	EC\$44,803.30
TOTAL	EC\$535,025.88

6.2 Arrears

Arrears as at October 2017

Code (if relevant)	Description	Supplier	EC Amount not paid	Average number of days overdue for payment
Arrears to local private sector service suppliers	N/A	N/A	N/A	N/A
Arrears in salaries, gratuities	Backpay to former employees Gratuity to current staff	FTPZ FTPZ	\$79,269.60 \$27,120.49	July 2009 2013
Arrears to government owned suppliers	Insurance on bldg Arrears Medical Benefits Arrears Social Security Arrears Education Levy Arrears PIT Arrears Electricity Arrears Telephone Arrears Water	State Ins Medical Benefits Social Security Board of Edu Inland Revenue APUA APUA APUA	\$90,076.43 \$39,910.04 \$42,941.25 \$29,025.11 \$23,156.56 \$309734.55 \$658,779.37 \$46,339.17	Dec 2915 Dec 2915 2016 June 2016 Oct 2017 Oct 2017 March 2015
Arrears in interest or principal repayment	Overdraft facility	ECAB	\$350,000.00	Current
Other (specify)	Legal Case in Appeal	Jessica Hood	\$26,640.69	In Appeal

6.3 Dividend for profit making organizations and other financial measures

Not Appicable.

6.4 Significant capital developments

None at the current time.

6.5 Any proposed major financing transactions

The Free Trade Zone is seeking US\$10,000,000.00 to begin construction of an office building to hose IT / BPO centric businesses. The plans for the building have been completed. This building will be used as a turnkey facility to attract businesses to setup in the Zone.

6.6 Government funding

The Free Trade Zone is seeking US\$1,000,000.00 from the Government to be able to meet payment of arrears, vendor demands and back pay for former employee.

6.7 Additional information for Government financed organizations

	2015 actual	2016 actual	2017	2018	2019
Revenues by type	Lease / Rent		\$645,168.00	\$535,025.88	\$597,750.50
Recurren t expendit ure by type	Wages 233,400.00 Pension51,71 7.00 Board133,200 .00 Misc expenses refer to budget below	Wages233,40 0.00 Pension51,71 7.00 Board133,200 .00 Misc expenses refer to budget below	Wages 238,200.00 Pension51,71 7.00 Board133,200 .00 Misc expenses refer to budget below	Wages238,20 0.00 Pension51,71 7.00 Board133,200 .00 Misc expenses refer to budget below	Wages238,20 0.00 Pension51,71 7.00 Board133,200 .00 Misc expenses refer to budget below
Capital expendit ure	None	None	None	None	None
Balance List financing sources and amounts if balance is negative	418,317.00	418,317.00	423,117.00	423,117.00	423,117.00

6.8 Any other matters as are agreed by minister(s) and the Board

None at the current time

7. Risk management

Set out the major risks to the delivery of services and the maintenance of capability and the risk management strategies in the table below.

Risk	Risk management
Lack of Funds to cover payroll, pensions and	Soliciting emergency funds from the
liabilities	Government
	Soliciting early payment of lease fees from
	AUA
	Attracting new businesses to setup in the
	Zone
Continued fallout from the Global Economic	Attract local businesses who wish to enter
Crisis	joint venture partnerships
	Target non-traditional businesses to diversify
Inability to attract business in the short term	Aim for low hanging fruit investment.
	Building dormitories for rent, providing office
	space for rent. Building / rental of shopping
	center.
Inability to provide infrastructure in the Zone	Accept businesses which can locate outside of
compound	the compound and grant them Satellite Zone
	status.

8. Information and reporting

This plan will be reported to the Free Trade Zone Board and the Ministry of Finance. All the information provided in this plan have been taken from internal company documents. These documents are available at the Free Trade Zone.

Background information on the Free Trade Zone including mandate and incentives are available in the Standard Conditions For Doing Business Document and the Free Trade & Processing Zone Act No. 12 of 1994. Hard copies of these documents are available from the Free Trade Zone on the Free Trade Zone website: www.zone.gov.ag

Financial information has been taken from the Free Trade Zone unaudited financial reports for 2017.

Information on non-financial performance has been taken from application forms and activities which have transpired during the fiscal year.

Medical Benefits Scheme



Business Plan

For 2018-2020

1. Statutory organization overview

Mandate and scope and nature of business

Name of Statutory Organization: Medical Benefits Scheme

Year of Inception: July 28, 1978

Governing Act: The Medical Benefits Act, 2010

Line Ministry:Ministry of HealthSector:Healthcare Sector

Type of Statutory Body: Social (Body Corporate)

Number of Board Members: 10 (MBS Acts stipulates 11)

Number of Employees (permanent and temporary): 170

Mandate:

Medical Benefits Scheme is a statutory health services organization established to facilitate contributions by employers, employed persons, self-employed persons and any other class of persons under the circumstances and subject to the conditions provided by the Medical Benefits Act, 2010 or Medical Benefits Regulation, 2011.

All persons registered under the Medical Benefits Act, 2010 and the classes of lawful residents of Antigua and Barbuda that are specified by the Medical Benefits Board, shall be eligible for the benefits with respect to expenses arising out of ill health prescribed by the Board under the Act.

It is the duty of the Board, which was established by the Act, to administer the Scheme and to exercise the functions, powers and duties conferred upon it by the Act and for incidental and connected purposes established by the Act. The funds of the Scheme are vested in the Medical Benefits Board

Key Services:

Medical Benefits Scheme is a statutory health services organization mandated to inter alia:

- Provide financial and other assistance towards the cost of medical services i.e., the payment of benefits with respect to expenses arising out of ill health.
- Engender proactive activities to prevent disease i.e., programs and activities geared to promote and maintain good health.
- Collaborate with statutory and other bodies established for the purpose of providing healthcare in Antigua and Barbuda.

Vision

To be a model organization, which is customer oriented, and renowned for its service excellence, integrity, accountability and fairness.

Mission

To contribute to the improvement of life in Antigua & Barbuda by:

- Providing beneficiaries of the scheme with access to healthcare services;
- Promoting public awareness of the importance of adopting healthy lifestyles; and
- Providing financial support for the construction and maintenance of health care facilities and infrastructure.

2. Environment the organization is operating in

The organisation is currently operating in an economic environment where the revenue stream has remained relatively constant; however, the demands on the organisation continue to increase at an alarming rate. If the current trend continues unabated, the organisation's ability to meet its obligations and maintain an acceptable service level will be severely challenged.

3. Service performance review and critical issues

3.1 Achievements

- 1. In fulfillment of its mandate, the organisation dispensed XCD\$17M worth of pharmaceuticals to treat the eleven (11) covered diseases.
- 2. The organisation provided XCD\$11M in grants to the Ministry of Health
- 3. The organisation provided XCD\$30M in assistance to the Mount St. John's Medical Centre (MSJMC)

3.2 Issues

- Compliance with the law in terms of making timely contributions: The
 organisation has redoubled its effort to reduce arrears and collect outstanding
 contributions
- 2. Demands on resources from external entities
- 3. Weak regulatory framework: There are ongoing efforts to strengthen the regulatory framework

4. Organizational matters affecting the capability of the organization

4.1 Governance

Board

- 1. Chairperson, EC\$2,500
- 2. Deputy Chairperson, EC\$1,500
- 3. Other Directors (8 members) EC\$1,000 each

Committees

Standing Committees

- 1. Investment Committee (not active)
- 2. HR Committee
- 3. Medical Sub-Committee
- 4. Audit and Risk Committee (not active)

Ad Hoc Committees

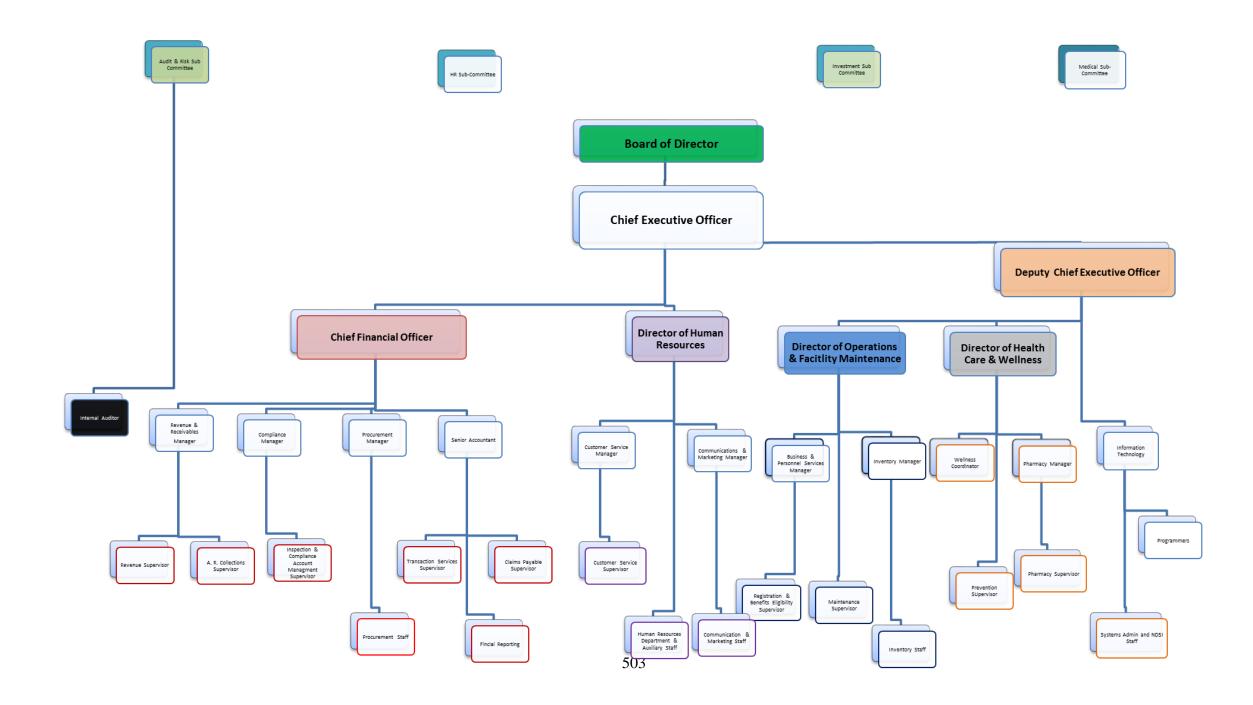
1. Building Committee

Board tenure: 3 years.

End of current term: October 2020

4.2 Structure and staffing

Number of Positions	Name of Position	Annual Salary
6	Executives & Directors Managers	\$ 868,800.00
11	Managers	\$ 1,297,684.80
12	Supervisors	\$ 1,086,944.04
3	Assistants	\$ 270,413.86
5	I.T. Senior Programmer/ Systems Administrator	\$ 424,274.78
21	Pharmacists	\$ 1,565,397.28
2	Pharmacy Technician	\$ 101,470.37
17	Senior Administrative Clerk	\$ 1,297,125.92
29	Senior Clerk	\$ 1,622,232.19
35	Clerk	\$ 1,399,500.99
12	Invigilators	\$ 821,200.44
16	Auxiliary	\$ 558,370.02
1	Board	\$ 115,001.88
170	Total	\$ 11,428,416.56



4.3 Achievements

- 1. Completed of the air condition project in the Healthcare and Conference Building.
- 2. Completed the sealing of the roofs for all three (3) Nevis Street location.

4.4 Issues

1. The Scheme did not execute some of the planned training and development of staff due to financial constraints.

5. Priorities, strategies and indicators

5.1 Priority objectives and strategies

The priority objectives are:

- 1. Decrease receivables through better collection efforts;
- 2. Increase revenue by canvasing all available revenue sources
- 3. Improve the framework for compliance audits;
- 4. Leverage technology to improve efficiency;
- 5. Construct new pharmacies; and
- 6. Upgrade existing buildings.

Priorities and strategies 2018-2020

Priority objectives	Strategies	Indicators
Priority: Decrease	Media blitzes	Outputs:
receivables revenue		Outcomes:
through better	Concentrated effort on	Outputs:
collection efforts	reconciliation and collection	Outcomes:
Priority 2: Improve the	IT is currently developing a	Outputs:
framework for	module to ensure more	Outcomes:
compliance audits	comprehensive compliance	
	audits	
		Outputs:
		Outcomes:
Priority 3: Leverage	Where possible, systems are	Outputs:
technology to improve	being developed/enhanced	Outcomes:
efficiency	to provide real-time and	
	better information	
		Outputs:
		Outcomes:

5.2 Performance measurement

5.3 Additional performance to comply with section 62 (1) c Finance and Administration Act

Code if relevant	Services title:					
Description:						
Financial and Non-	Financial Performance Measures	2016 actual	2017 est.	2018 est.	2019 est.	2020 est.
Quantity	Please refer to the draft 2016 Financial Statements, Snapshot of Financial Position (cash basis) 2014 to 2017, 2018 Budget Presentation enclosed; and 2018 Budget noted below.					
Quality						
Efficiency						
Government funding, other funding (specify) Total						
Expected results: [outcomes or expected contribution, if any, to the strategic goals and initiatives of the NEST or to the organization's own strategic objectives as expressed in the Business Plan]						

6. Finances

6.1 Forecast financial statements and assumptions

2019 and 2020 Assumptions: 2% increase in revenue and 5% increase in expenditure over 2018 budget amount and 2019 respectively. Refer to MBS 2018 budget document for 2018 assumptions. See risk table below.

	2018 \$	2019 \$	2020 \$
INCOME	-		
Contributions	103,893,054	105,970,915	108,090,333
Interest Income	7,184,184	7,327,868	7,474,425
Other Income	155,004	158,104	161,266
TOTAL REVENUE	111,232,242	113,456,887	115,726,024
<u>DIRECT EXPENSES</u>			

	2018	2019 \$	2020 \$
Pharmacy Prescriptions	18,817,314	19,758,180	20,746,089
Beneficiary Costs	7,800,000	8,190,000	8,599,500
TOTAL DIRECT EXPENSES	26,617,314	27,948,180	29,345,589
SURPLUS OF CONTRIBUTION	84,614,928	85,508,707	86,380,435
SALARIES, WAGES AND EMPLOYEE BENEFITS			
Salaries	12,622,428	13,253,549	13,916,226
Pension Scheme	1,728,000	1,814,400	1,905,120
Travelling Allowance	580,356	609,374	639,843
Social Security	757,344	795,211	834,972
Medical Benefits	441,780	463,869	487,062
Salaries - Overtime	209,400	219,870	230,864
Acting Allowance - Salaries	57,000	59,850	62,843
Vacation in Lieu	14,400	15,120	15,876
Executive Allowances	67,200	70,560	74,088
Other Payroll Allowances	30,000	31,500	33,075
Meal Allowance	24,000	25,200	26,460
Stipend and Temporary Contracted Staff	3,000	3,150	3,308
Cashier Allowance	780	819	860
TOTAL SALARIES, WAGES AND EMPLOYEE BENEFITS	16,535,688	17,362,472	18,230,596
<u>ADMINISTRATIVE EXPENSES</u>			
Bad Debt Expense	30,147,247	31,654,609	33,237,340
Impairment on Investment/Receivable	5,034,084	5,285,788	5,550,078
Repairs & Maintenance	765,484	803,759	843,946
Depreciation & Amortization	1,578,660	1,657,593	1,740,473
Utilities	1,002,900	1,053,045	1,105,697
Insurance	767,760	806,148	846,456

	2018 \$	2019 \$	2020 \$
Security	510,000	535,500	562,275
Printing & Office Supplies	396,000	415,800	436,590
Professional & Audit Fees	335,725	352,511	370,137
Property tax	2,480	2,604	2,734
Group Health Insurance	348,000	365,400	383,670
Cleaning	107,376	112,745	118,382
Directors' Fees & Expenses	323,202	339,362	356,330
Bank Service Charges & Interest	64,800	68,040	71,442
Furniture & Equipment	18,200	19,110	20,066
Postage & Handling charges	144,000	151,200	158,760
Donations	18,000	18,900	19,845
Meals & Entertainment	18,000	18,900	19,845
Rent	452,160	474,768	498,506
Vehicle Fuel	23,400	24,570	25,799
Miscellaneous	24,000	25,200	26,460
Transportation	12,000	12,600	13,230
Subscriptions	9,900	10,395	10,915
TOTAL ADMINISTRATIVE EXPENSES	42,103,378	44,208,547	46,418,974
<u>DEPARTMENTAL EXPENSES</u>			
Information Technology	539,297	566,262	594,575
Wellness	598,628	628,559	659,987
Human Resources	550,427	577,948	606,846
Finance	185,599	194,879	204,623
Inventory	70,992	74,542	78,269
Communications & Marketing	304,182	319,391	335,361
Pharmacy	309,900	517,571	220,301

	2018	2019	2020
	\$	\$	\$
		325,395	341,665
Compliance	72.577	77.056	01 110
*	73,577	77,256	81,119
Business & Personal Services	77,250	81,113	85,168
Francisco	77,200	01,110	32,133
Executive	20,004	21,004	22,054
Internal Audit	4.700		4.0.54
	4,500	4,725	4,961
Customer Service	24,980	26,229	27,541
A 211	21,500	20,229	27,811
Auxillary	5,700	5,985	6,284
TOTAL DEPARTMENTAL EXPENSES	2755025	2 002 207	2 0 40 452
	2,765,036	2,903,287	3,048,452
NET CURRETE DEFORE DONATIONS	22 210 226	21.024.400	10 (02 412
NET SURPLUS BEFORE DONATIONS	23,210,826	21,034,400	18,682,413
DONATIONS/GRANTS			
DOWATIONS/ORAIVIS			
MOH - MSJMC - Beneficiary Contribution	18,000,000	18,900,000	19,845,000
MOH - MSJMC - Building Loan	9,666,132	10,149,439	10,656,911
MOH - Central Medical Stores Supplies	15,000,000	15,750,000	16,537,500
	12,000,000	13,720,000	10,557,500
MOH - Contracted Healthcare Providers	4,200,000	4,410,000	4,630,500
MOH - Rent - Central Medical Stores Storeroom	52 0 000		504.55
112011 11011	630,000	661,500	694,575
MOH - MSJMC - Special Assistance	3,720,000	3,906,000	4,101,300
MON M. II	3,720,000	3,700,000	4,101,500
MOH -Miscellaneous	510,000	535,500	562,275
MOH-Security - Hancom Building	96,000	100,800	105,840
Total Donations to Ministry of Health	51,822,132	54,413,239	57,133,901
NEW PART OF			
NET DEFICIT	- 28,611,306	- 33,378,839	- 38,451,487

6.2 Arrears

Arrears as at 31 December 2017

Code (if relevant)	Description	Supplier	EC Amount not paid	Average number of days
				overdue for payment
Arrears to local	Pharmaceuticals	AS Bryden	\$197,219	45 days
private sector	Pharmaceuticals	C'bean	\$150,571	15 days
service suppliers	Utilities	Pharmaceutical	\$145,000	45 days
	Security	APUA/Digicel	\$130,000	45 days
	Claims/Admin	Special	\$500,000	45 days
		Security/Samuel		
		Various		
Arrears in	N/A			
salaries,				
gratuities				
Arrears to	N/A			
government				
owned suppliers				
Arrears in	N/A			
interest or				
principal				
repayment				
Other (specify)				

6.3 Dividend for profit making organizations and other financial measures

Not applicable to Medical Benefits Scheme

6.4 Significant capital developments

Capital expenditure is summarized as follows:

Capital Expenditure (Property, Plant &	Budget
Equipment)	2018
Office Furniture & Equipment	626,725
Motor Vehicle	250,000

Computer Software	60,000
Computer Hardware	54,000
Building	6,019,831
Total Capital Expenditure	7,010,556

Capital Expenditure (Property, Plant & Equipment)	Budget 2017
Office Furniture & Equipment	175,058
Computer Software	69,338
Computer Hardware	38,560
Total Capital Expenditure	282,956

6.5 Any proposed major financing transactions

No planned loans or guarantees expected.

6.6 Government funding

No known activities for which the board seeks compensation from the Government. However, timely transfer of statutory contributions will improve the Scheme's cashflow position.

6.7 Additional information for Government financed organizations

Not applicable for MBS. Revenue generated via employee and employer contributions to include Government.

Grants (donations) are provided to the Ministry of Health. Refer to the Budget/forecast financial statement.

6.8 Any other matters as are agreed by Minister(s) and the Board.

- 1. Construction and refurbishment of four (4) pharmacies and clinics;
- 2. Construction and refurbishment of headquarters for Central Medical Stores.

7. Risk management

Risk	Risk management
Nonpayment of outstanding contributions from	Request to be made for a dedicated monthly cash
Central Government	transfer from Central Government.
Slowness in growth of the economy	Conduct quality compliance audits and ensure compliance with all employers to include those not registered to date.
Increase in cost of healthcare	Focus on preventative programs; tendering process of pharmaceuticals; and managing the entire procurement process for all government healthcare facilities.

Mount St John's Medical Centre

Business Plan

For 2018-2020

1. Statutory organization overview

Mandate and scope and nature of business

About Mount St. John's Medical Centre

In February 2009, Mount St. John's Medical Centre (MSJMC) opened its doors, boasting a 185-bed medical complex. In just over a year, accreditation from The Caribbean Medical Council Association (CAMC) was granted on November 29, 2010 as a teaching hospital. The hospital features one of the most comprehensive diagnostic imaging centres in the Eastern Caribbean with the capacity to service the neighbouring islands of Montserrat, Anguilla, St. Kitts and Nevis.

Act

The Mount St. John's Medical Act, 2009 was ENACTED by the Parliament of Antigua and Barbuda on February 13, 2009. The Act was amended 2015. Additionally the recent passing of the Statutory Corporation Bill 2016 will impact the operations of the institution.

Ministry

Mount St. John's Medical Centre (MSJMC) falls under the direction of the Ministry of Health and the Environment.

Clinical Services

MSJMC provides outpatient and inpatient services in many specialties, including Internal Medicine, Paediatrics, Obstetrics and Gynaecology, Neurology, Dietetics, General Surgery, Orthopaedic Surgery, Ear, Nose and Throat Surgery, Nephrology including Dialysis, Radiology, Ophthalmology, Pain Management, Oncology, Diabetics Management, Physiotherapy, Emergency and Trauma, Clinical Laboratory, Pathology, Pharmacy and Social Services. The hospital is committed to excellence in patient care in providing these services.

Vision

Our vision at MSJMC is to be the regional accredited healthcare institution of choice, sustained by best practices, research and excellent service.

Mission

MSJMC is dedicated to providing comprehensive high quality patient care through a compassionate, committed, competent and professional team, using advanced technology and continuing medical education to assure the best health services to those we serve.

2. Environment the organization is operating in

Funding

The hospital operates with a funding deficit. This has led to operational constraints, reflected in the chronic shortage of supplies necessary to provide effective and efficient services for the populace of Antigua and Barbuda. This deficit also limits the expansion of services offered.

Population needs

The aging population requires geriatric care which is not readily available on the island. As a result, the hospital has often been used as a substitute for this type of service.

There is also an increase in non-communicable diseases in the island's population, leading to further increases in demand for services. As the island pursues a preventative agenda for lifestyle diseases, the Hospital will eventually see a decrease in the demand to offer the services required to treat some of these diseases

3. Service performance review and critical issues

3.1 Achievements

1. The hospital has remained open despite the funding deficit.

3.2 Issues

- 1. Lack of funding has put the hospital in a position where it is unable to pay vendors in a timely manner. This has affected the quality of care that we provide for patients.
- 2. Agreements with various Trade Unions/Associations were put in place at the former Holberton Hospital. These were grandfathered in and now impose an additional financial difficulty on the organisation.

4. Organizational matters affecting the capability of the organization

4.1 Governance

Number of Positions	Name of Position	Annual Salary
1	Chairman	\$48,000.00
1	Deputy Chairman	\$24,000.00
1	Board Secretary	\$18,000.00
8	Board Members	\$96,000.00

4.2 Structure and staffing

Number of Positions	Name of Position	Annual Salary
15.5	Administrative Assistants Total	515,160
59	Clerks Total	1,383,648
26	Managers Total	2,897,591
233	Nurses Total	8,814,222
11	Pharmacists Total	431,460
73.5	Physicians Total	11,636,664
77	Service Workers Total	2,545,532
12	Supervisors Total	566,880
115	Technicians Total	4,130,161
622	Grand Total	32,921,318

4.3 Achievements

- 1. Successfully conducted four kidney transplants.
- 2. Expansion of the dialysis unit to accommodate more patients is ongoing.
- 3. Installation of CCTV on the 3rd and 4th floors

4.4 Issues

- 1. Vendors suspending our credit.
- 2. Significant under-funding of the institution.

4.5 Summary of capability development strategy

- 1. Acquisition of a hospital information system.
- 2. Complete the upgrade in the accounting software.

5. Priorities, strategies and indicators

5.1 Priority objectives and strategies

The priority objectives in order are:

- 1. Reduce recurrent expenditure;
- 2. Improve customer service;
- 3. A more consistent delivery of the services at the hospital.

The strategies to achieve these priorities and the indicators to measure performance are set out in the table below.

Priorities and strategies 2018-2020

Priority objectives	Strategies	Indicators
Priority 1:	Reduce patient's average	Outputs:
Reduce recurrent	length of stay	Work with institutions
expenditure		geared to caring for
		geriatrics and the
		Welfare Department to
		make patient transfers
		in a timely manner.
		Outcomes:
		Match industry
		standard of 4 days.
Priority 2:	Increase Customer service	Outputs:
Improve Patient	hospital wide.	Every department to
Experience		receive at least one (1)
		session of customer
		service training.
		Outcomes:
		Reduction in customer
		complaints.

Priority 3: Offer	Pay suppliers within credit	Outputs:
consistent service	period.	Pay all vendors within
		30 days.
		Outcomes:
		1) More consistent
		supplies.
		2) Improvement in
		patient care.

5.2 Performance measurement

MSJMC gathers data from all of its departments and compiles the data in a dashboard. The dashboard tracks the following outputs:

- 1) Volume number and type of services provided to patients;
- 2) Financial;
- 3) Human resource;
- 4) Risk management; and
- 5) Quality, Patient Safety & Satisfaction

5.3 Additional performance to comply with section 62 (1) c Finance and Administration Act

Code if relevant	Services title: Outpatient Services					
Description: Clinics of	operated for Outpatients					
					2020 est.	
Quantity	Number of outpatient visits	22,408	25,120	24,000	23,000	21,000
Quality						
Efficiency						
Government funding, other funding (specify) Total	 Government Funding User Fees from Patients Medical Benefits Scheme Contributions 	\$1,502,250	\$1,328,610	\$ 1,386,635	\$1.5M	\$1.5M
Expected results:	Expected results:					

Code if relevant	Services title: Diagnostic Units					
Description: Laborate	ory and Radiology Departments					
Financial and Non-F	inancial Performance Measures	2016 actual	2017 est.	2018 est.	2019 est.	2020 est.
Quantity	 Number of Laboratory Tests Number of Radiology Tests 	499,040 37,072	509,573 36,909	510,000 37,000	512,000 38,000	513,000 39,000
Quality						
Efficiency						
Government funding, other funding (specify) Total	 Government Funding User Fees from Patients Medical Benefits Scheme Contributions 	\$3,160,585	\$1,961,674	\$ 1,814,736	\$1.9M	\$2M
Expected results:		1	1			

Code if relevant	Services title: Dialysis Service					
Description: Dialysis	s unit operated at the Centre					
Financial and Non-I	Financial Performance Measures	2016 actual	2017 est.	2018 est.	2019 est.	2020 est.
Quantity	Number of treatments provided	9,982	10,623	11,000	11,500	11,900
Quality						
Efficiency						
Government funding, other funding (specify) Total	 Government Funding User Fees from Patients Medical Benefits Scheme Contributions 	\$1,663,176	\$1,838,276	\$989,957	\$1.2M	\$1.2M
Expected results:						

Code if relevant	Services title: Pharmacy					
Description: Distribution of Pharmaceuticals						
Financial and Non-Fi	nancial Performance Measures	2016 actual	2017 est.	2018 est.	2019 est.	2020 est.
Quantity	 Outpatients Inpatients 	21,200 12,558	21,521 12,550	12,600	12,650	12,600
Quality						
Efficiency						
Government funding, other funding (specify) Total	 Government Funding User Fees from Patients Medical Benefits Scheme Contributions 	\$1,176,258	\$984,017	\$944,431	\$1M	\$1.1M
Expected results:						

Code if relevant	Services title: Inpatients						
Description: Patients natal care unit.	Description: Patients warded at the Hospital. Areas – surgical, medical, maternity, paediatrics, intensive care and neonatal care unit.						
Financial and Non-F	Financial and Non-Financial Performance Measures 2016 2017 est. 2018 est. 2019 est. est.						
Quantity	1. Total admissions	5,738	5,307	5,200	5,200	5,200	
Quality							
Efficiency							
Government funding, other funding (specify) Total	 Government Funding User Fees from Patients Medical Benefits Scheme Contributions 	\$8,581,072	\$5,381,707	\$6,793,937	\$6.9M	\$7M	
Expected results:							

Code if relevant	Services title: Emergency Room					
Description: Emerge	ency room services					
Financial and Non-Financial Performance Measures 2016 2017 est. 2018 est. 2019 est. est.						
Quantity	Number of Patient visits	34,400	33,958	33,850	33,650	33,450
Quality						
Efficiency						
Government funding, other funding (specify) Total	 Government Funding User Fees from Patients Medical Benefits Scheme Contributions 	\$1,707,554	\$1,552,082	\$1,106,659	\$1.2M	\$1.3M
Expected results:	Expected results:					

Code if relevant	Services title: Surgeries					
Description: Surgical Operations performed in the Operating Theatre						
Financial and Non-I	Financial Performance Measures	2016 actual	2017 est.	2018 est.	2019 est.	2020 est.
Quantity	 Number of emergency surgeries. Number of same day surgeries. Number of ward surgeries 	3,533	2,131	2,200	2,300	2,400
Quality						
Efficiency						
Government funding, other funding (specify) Total	 Government Funding User Fees from Patients Medical Benefits Scheme Contributions 	\$2,554,068	\$3,995,007	\$1,860,779	\$2M	\$2.1M
Expected results:						

6. Finances

6.1 Forecast financial statements and assumptions

Forecast for revenue and recurrent expenditure for 2018 are attached as appendices to this Business Plan.

6.2 Arrears

Arrears as at 16th October, 2017

Code (if relevant)	Description	Supplier	EC Amount not paid	Average number of days overdue for payment
Arrears to local private sector service suppliers	Outsourced services, medical supplies, repairs and maintenance	Various Companies	\$3,830,489.4	> 90 days
Arrears in salaries, gratuities	Risk Allowance	Current and ex- employees of MSJMC	\$2,800,175.47	> 90 days
Arrears to government owned suppliers	Salary deductions and Utilities	Medical Benefits Scheme, Social Security Board, Inland Revenue Department, Board of Education and APUA	\$91,564,397.73	> 90 days
Arrears in interest or principal repayment	Not applicable		\$NIL	
Other – Overseas vendors	Medical supplies and contractors	Various companies	\$4,601,307	> 90 days

6.3 Dividend for profit making organizations and other financial measures

Not applicable to Mount St. John's Medical Centre

6.4 Significant capital developments

No significant capital developments are planned for 2018.

6.5 Any proposed major financing transactions

Not applicable.

6.6 Government funding

1. Capitation for the care of citizens of Antigua and Barbuda who under 16 years and older than 60 years. The capitation payments are invoiced at the rate of \$3,041,183 monthly.

6.7 Additional information for Government financed organizations

Revenues, expenditures and financing 2018-2020

	2016 actual	2017 estimated	2018	2019	2020
Revenues by	\$ 41,8M	\$41.5M	\$61.4M		
type					
Recurrent	\$46M	\$61M	\$59M		
expenditure by					
type					
Capital	\$18M	\$1M	\$5.4M		
expenditure					
Balance	(\$22.2)M	(\$20.5)M	(\$3)M		
List financing	Accounts	Accounts	Accounts		
sources and	Payables	Payables	Payables		
amounts if					
balance is					
negative					

6.8 Any other matters as are agreed by Minister(s) and the Board.

7. Risk management

Set out the major risks to the delivery of services and the maintenance of capability and the risk management strategies in the table below.

Risk	Risk management
The aging infrastructure of the hospital	Replace the drywall, electrical and plumbing in
	the hospital. Many of these were inferior and
	are showing their age.
An inadequate and inexperienced complement of	Hire/Engage more Specialist Staff, especially in the
Specialist Physician staff.	Emergency Room, to assist with the growing
	demands of patients.
The Community Clinics are not adequately	Work with the Ministry of Health to ensure
equipped.	that Community Clinics operate more
	efficiently in order to reduce the load on the
	ER for non-emergent cases.
Need for specialized training in other	Work with Ministry of Health to ensure access
clinicians. e.g. Pharmacists, radiologists, etc.	to training in these areas.

8. Information and reporting

FOR YEAR ENDING DECEMBER 31,	2018	
	BUDGETED	APPROVED
EXPENDITURE	2018	2017
Salaries and Benefits	33,414,884	30,726,552
Payroll Taxes	1,738,889	1,808,357
Other Staff Benefits	-	-
Utilities (Electricity, Water, Telephone)	8,219,625	5,564,030
Security	594,000	594,000
Repairs & Maintenance	3,037,000	878,644
Medical Supplies	61,252	7,495,841
Cleaning	1,321,600	1,636,100
Catering	1,797,443	1,510,000
Insurance	3,083,659	3,175,208
Brokerage	-	72,000
Directors Fee	186,000	186,000
Audit & Legal	200,000	85,000
Uniforms	289,825	294,975
Advertising & Promotion	50,000	50,000
Refreshments	80,000	80,655
Drinking Water	80,462	54,118
Overseas Telephone	-	25,000
Garbage & Bio-waste Disposal	104,910	78,000
Management Fees	_	_
Transportation	33,000	44,600
Supplies	1,881,132	2,346,399
Forms & Stationery	464,300	193,059
Travel & Accomodation	57,000	31,000
Accreditation Canada	-	70,000
Signage	15,000	25,750
Employee Vaccinations	20,000	20,000
Training & Education	414,158	313,132
Dues & Subscriptions	14,422	14,816
Extermination services	32,000	30,000
Cable Television	7,200	7,200
Landscaping & Plant Rental	7,200	7,200
Bank Charges	42,000	42,000
Credit charges	84,000	86,801
Medical Gas	90,050	
		89,685
Purchased Physician Services	297,200	197,200
Postage	5,720	10,970
Vehicle expenses	4,840	-
Freight	250,494	200,000
Fuel	5,000	5,200
Miscellaneous	52,000	2,000
Maintenance Contracts	922,677	2,372,268
Fire Alarm System	50,000	50,000
	59,001,741	60,466,560

ANTIGUA and BARBUDA NATIONAL PARKS AUTHORITY



Business Plan

For 2017-2018

Financial year 2016-2017 was in many ways a challenge, however the management of the National Parks Authority was able keep the finances stable with positive cash balance because of prudent management driven by the strategic intent to eliminate waste and a philosophy of continuous improvement. This was possible because of continuous monitoring and evaluation of resources and projects ensuring the good value were obtained for all expenditures.

2016-2017 saw revenue of \$12,643,939.00 which when adjusted for cost of goods sold (COGS) left net income of \$12,004,301.00. The forecast for 2016 -2017 was \$12,805,961.00 yielding a variance of (\$162,022.00) or -1%, which is quite commendable. The expenditure for 2016-2017 was \$10,871,710.00 resulting in a surplus of \$1,132,591.00.

A more microscopical focus on the revenue reveals that yachting was the most significant contributor to overall revenue with a total of \$4,044,040.00 or 32% with Copper and Lumber Hotel second with \$3,309,631.00 or 26%. Yachting revenue was 3% less than the forecasted amount while Copper and Lumber was 1% higher than forecasted. Lease Rent revenue has the worse variance from the forecasted amount being 12% lower.

Financial period 2017-2018 is forecasted to see increased activity and higher revenues. Overall revenue is expected to increase by approximately 16% to \$14,699,197.00. The revenue in all categories is expected to increase with the Yachting value expected to increase by 25% and Copper and Lumber forecasted to increase by 10%.

The capital expenditure for 2017-2018 is budgeted at \$4,137,034.00. This value is significantly increased because of a few necessary capital projects e.g. a container park and fuel system, aimed at improving NPA's revenue and competitiveness. The capital budget will be financed from generated surplus and from debt financing.

The Management of National Parks Authority continues on its endeavour to provide prudent and discipline management in the fiscal affairs of the Authority. The efforts to achieve goals and objectives are continuous and relentless.

Organization Structure

The National Parks Authority (NPA) facilitates varying roles and functions in fulfilling its mandate as outlined in the National Parks Act 1984.

The Authority is governed by a Board of Directors which is appointed by the Cabinet. The Board is responsible for formulating policies and regulations to govern the Authority's operation.

The Parks Commissioner is responsible for the daily operations of the Authority and carrying out the policies laid out by the Board of Directors.

Under its mandate the Authority seeks to preserve, protect, manage and develop the natural physical and ecological resources and the historical and cultural heritage of Antigua and Barbuda.

Vision of the NPA

"The National Parks Authority will be recognized for its leadership, excellence and stewardship. Through its environment, heritage-base and visitor services programmes, the NPA will place high priority on the development and maintenance of attractive parks, sustaining the environment and building a healthy yachting sector."

Mission of the NPA

"The NPA will pursue the interpretation and preservation of major historic sites, assume the protection of its natural resources and develop its contemporary yachting vocation. Those efforts will be aimed at setting up a world class tourist destination for the pleasure and education of Antiguans and visitors alike, while respecting the way of life of the present residents of the Park. In pursuing its aim, the National Parks Authority will seek the support of the Private Sector, to achieve financial self-sufficiency and assume leadership in developing the Tourist Industry on the Island for the socio-economic benefit of all Antiguans."

Objectives of the NPA

The major short to medium term objective for the Park is to grow its market share within its two major growing markets, the cruise and yachting sectors. The growth in these market segments is critical to sustain the financial sustainability of the Park that will provide the conduit for its environmental, historical and social programmes.

Stimulate economic activities:

- o Develop a first class marina (continual expansion and upgrade of services).
- Create a duty-free shopping centre (increase consumer spending especially in the yachting sector).
- Stimulate growth in the hotel sector.
- Grow the cruise ship sector create more innovative tours.

Build Community Partnership:

- Engage in community oriented projects through a number of sponsored initiatives.
 These include but are not limited to:
 - Forming a strategic partnership with the Cobbs Cross and Liberta Primary Schools, community groups and charities through a number of key initiatives.
 - Enhance the Pigeon Point Beach facility by renovating the playground station.
 - The National Parks Authority will continue to sponsor the National Parks Soft Ball Team to participate in the Business League Softball Competition. Several businesses in the community are represented on the team
 - The Authority will maintain its sponsorship with the Falmouth Cricket Team and the English Harbour Football team.
 - The business community will continue to benefit from the ongoing firefighting training courses.
 - The Authority will partner with community stakeholders to construct a community clinic at Cobbs Cross.
 - Launch a fund raising drive towards the purchase of a fire engine to service the National Parks Community

Line 1 Enhancement Regulatory Framework

- Enhance the NPA legislative framework to guide and effect the management of the Parks resources
- o Recruit a cadre of Park Wardens to enact the NPA Legislations and Regulations.
- Build institutional capacity through the strengthening of the Environment and Heritage Departments
- o Review and adopt the NPA Building Guidelines
- Enhance the Trading Regulation, General Regulation, the Environment Regulation and the Garbage Regulation.

Medium to Long Term Objectives:

- Re-store the Clarence House as a Great House that will be used as a Museum and to host State Events.
- o Embark on an alternative energy initiative.
- Execute plans for the development of the English Harbour Village Centre.
- The Government of Antigua and Barbuda has included three additional parks under the management of the National Parks Authority. These include Fort Barrington (Goat Hill), Green Castle Hill and Devil's Bridge. The Authority will draft the Management and Development plans for these new parks. They all have unique, natural and heritage resources that can be developed into visitor attractions. In the

immediacy it is recommended that the relevant signs be put in place to identify the areas as National Parks.

4 The Long Term Objectives:

- Now that the National Parks has become a World Heritage Site, priority will be
 placed on the management and development of the site. Its long term objective is
 to protect other key historic, natural and cultural sites under the provisions of the
 National Parks Act of 1984.
- The National Parks main focus will be to develop and manage new parks in a sustainable manner, create a sound environment for economic development within the Parks and to provide services and facilities to benefit Antiguans. However, this directive must be driven by Government of Antigua and Barbuda overall policies.
- o Finalize Master Plan for the English Harbour Village Centre.
- The National Parks also intends to launch the islands largest Alternative Energy Project using wind and solar energy.
- Establish the Nelson's Dockyard as the Caribbean yachting Centre for globally certified crew and maintenance/repair training.
- Develop and adopt an Environment Management Plan system that will reduce tits environment impacts and increase its operational efficiency.
- Embark on a number of key restoration/stabilization programmes in the Shirley's Heights and Dow's Hill vicinities.

NPA Sustainability Development Model:

- o In August 2014, Management put forward a framework to assist the Board with its policy initiatives. The policy identified a number of issues to include development planning, security, high electricity cost, and the growing competition within the yachting sector. It also highlighted the eminent challenges to include the National Parks maintaining its competitiveness within both the hotel and yachting sectors. It therefore meant that future planning should encompass:
 - Heritage, Cultural/Natural Product Development Programmes and the need for intense marketing to capture large share of the stayover and cruise market.
 - Energy Conservation.
 - Efficient and Sustainable Water Supply.

- Local Economic Development.
- NPA Capacity Building.
- Land use and development planning.
- Heritage and conservation skills.
- Emergency preparedness planning.
- Specialty tourism product development and marketing.

Physical Planning and Development



Environmental sustainability implies courses of action that do not jeopardize the long-term stability of ecological systems or the survival of key features of the cultural heritage. It therefore involves managing our resources, "in such a way that we can fulfill economic, social and aesthetic needs while maintaining cultural integrity."

National Parks, in spite of its critical role of protecting and managing the key natural and historic sites of Antigua, lacks the explicit and comprehensive environmental policies or coordinated environmental programme to do so.

Inadequate staff and budgetary resources have limited the NPA's ability to effectively carry out its role. Currently, the most pressing area in which strengthening is required is the provision of trained personnel to plan, develop and implement sound environmental and heritage management programmes. An important component of this is the need for reliable research and monitoring to generate quality data for informed decision-making.

It is of utmost importance to ensure that monitoring systems be put in place, as the potential impacts from pollution are dependent on the effectiveness of controlled and established measures. In sum, risk management and preparedness policies are essential. Monitoring should also include water quality and site inspection.

To this end, the NPA plans to:-

- Recruit and train special park wardens to assist with the protection of the marine and natural environment.
- Continue the skill development and training in the NPA to build capacity in the areas of heritage, cultural and natural resource management and land use planning.

- → Develop a Policy Framework for the management of the NPA's environmental resources and to monitor and minimize developmental impacts. The proposed Environment Management Plan will also address solid waste management, occupational health and safety, disaster planning, prevention, maintenance and operation of Environment Control Systems.
- The inscription of the Antigua Naval Yard and Related Archeological Sites as a World Heritage Site has placed the Nelson's Dockyard National Parks at the forefront with other Caribbean Islands who have earned this global status. Like its counterparts, the National Parks now has the added safeguards to protect and preserve the country's rich heritage treasure and at the same time optimize potential economic activities. Management is mindful of the need for stronger legislative agenda and the supporting law enforcement mechanism to realize this goal.

Management therefore plans to revise the existing Management Plan to focus on sustaining the Outstanding Universal Value of the World Heritage Site. The plan will address the following:

- Revision of the building guidelines.
- Conservation plan for the built and archaeological structures.
- Heritage Impact Assessment approach for all development projects.
- A scientific study to assess the carrying capacity of the property for tourism and visitor strategy.
- An interpretation programme for the restored structures and improved signage.
- An improved monitoring system with appropriate indicators.
- Empowerment of Park Wards as special constables

The first draft of the revised National Parks Management Plan is completed. For the upcoming year work will continue Heritage Management Plan.

Budget Overview for Financial Year 1st October 2017 – 30th September 2018

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The Management of National Parks Authority continues on its endeavour to provide prudent and discipline management in the fiscal affairs of the Authority. The efforts to achieve goals and objectives are continuous and relentless.

• Revenue and Expense Overview

Based on the market trend and the outlook from our main revenue sources, a conservative approach has been adopted in forecasting revenue for Budget 2017 -2018.

Revenue has been forecasted at EC\$ 14,215,198.00 and Expenses at EC \$13, 319,805.00 yielding a projected surplus of \$895,393.00.

Financial Year	Forecasted Revenue	Forecasted Expense	Surplus
2017-2018	14.2	13.2	1
2016 -2017	12.2	11.1	1.1

Table 1

Compared to the park's performance for 2016-2017, Budget 2017-2018 forecasts an increase of 17 percent or EC\$ 2,020,469.47 in revenues and a 10 percent increase or EC\$ 1,284,414.00 in expenditure. See <u>Table 2</u> below.

	Budget 2017-2018	Actual 2016-2017	Variance \$	Variance %
Revenue	14.2M	12.1M	2.1M	17
Expense	13.3M	12M	1.3M	10
	.9M	.1M	.8M	

Table 2

The proposed increase in revenue is triggered by the following-

The 2018 Yacht Charters season is expected to show a positive boost as a result of the closure of the St. Maarten and BVI yachting infrastructure as a result of the most recent hurricanes.

Forecast increase in stern-to –berth /Anchorage:

Budget 2017/18 makes allocation for an increase in yachting revenues. As a result on an increase in fees and the forecast increase in the number of visits

The Talisker Whisker Rowing Race will have an increase of 50% over last year.

✓ January 2017.

Antigua Sailing Week

Management predicts that Antigua Sailing Week will see a major drop in entries. This is a s a result of the most recent hurricane and the number of damaged vessels available for charter

Lease Rents:

✓ During the financial year, an additional 600 sq. ft. will be made available for rental.

Trading License Fees:

✓ There are a number of existing businesses still not registered to conduct trade within the National Parks. Management plans to apply a more effective collection strategy.

Expenditure is forecast at EC \$13,319,805.00.

The following allocations have been made in budget 2017-2018.

- ♣ To cover increases and adjustments in accordance with the Union Bargaining Agreement. Employees will receive a 3% as per the bargaining union agreement.
- ♣ Additional resources will be allocated to the Heritage, Marketing and the Environment Departments.
- ♣ Provision has also been made for the valuation of NPA properties.
- ♣ Budget 2017-2018 has provided for enhancement of NPA's marketing and promotional a critical analysis of the cruise sector is needed in light of the re-direction of tours to the park. Additional financial resources have been provided for NPA representatives to attend trade and yacht shows.
- ♣ The training and continuous development of employees to be more effective in their various responsibilities will remain a priority. The Authority engage selected employees to be retooled in the required skill set to increase levels of efficiency and productivity.
- ♣ Budget 2017-2018 will also make provision for the NPA 2018 Staff Awards Ceremony.

REVENUES	Budget 2017- 2018	Actual 2016- 2017	Variance	
YACHTS	5,094,775.00	4,053,252.00	1,041,523.00	26%
VISITOR SERVICE	3,634,362.00	2,980,773.00	653,589.00	22%
ENTERPRISES	272,356.00	252,500.53	19,855.47	8%
LEASE RENTS	1,709,944.00	1,684,944.00	25,000.00	1%
OTHER REVENUES	426,989.00	356,336.00	70,653.00	20%
COPPER & LUMBER	3,076,771.00	2,866,923.00	209,848.00	7%
TOTAL INCOME	14,215,198.00	12,194,728.53	2,020,469.47	17%
EXPENDITURE	Budget 2017-	Actual 2016-	Variance	
	2018	2017		
Salaries/Wages and Benefits	5,126,417.00	4,778,878.00	347,539.00	7%
Travel Overseas	117,800.00	6,722.00	111,078.00	1652%
Repairs/Maintenance of Buildings	569,144.00	738,623.00	-169,479.00	-23%
Repairs/Maintenance of Grounds	251,465.00	248383.00	3,082.00	1%
Insurance	461,054.00	446,125.00	14,929.00	3%
Printing and Stationary	94,502.00	104,631.00	-10,129.00	-10%
Motor Vehicle Expenses	217,972.00	153,434.00	64,538.00	42%
Audit & Consultancy	20,000.00	20,000.00	0.00	0%
Depreciation	469,412.00	469,412.00	0.00	0%
Directors Fees & Expenses	208,800.00	224,050.00	-15,250.00	-7%
Electricity	1,476,485.00	1,368,163.00	108,322.00	8%
Water	164,087.00	159,939.00	4,148.00	3%
Telephone/Internet	156,650.00	128,436.00	28,214.00	22%
Advertisement	503,901.00	255,842.00	248,059.00	97%
Janitorial Supplies	139,980.00	117,419.00	22,561.00	19%
Generator Expenses	19,972.00	18,772.00	1,200.00	6%
General Expenses	1,893,982.00	1,592,443.00	301,539.00	19%
Entertainment & Hospitality	20,301.00	23,678.00	-3,377.00	-14%
Other Professional Fees	154,149.00	74,077.00	80,072.00	108%
Security	206,362.00	211,549.00	-5,187.00	-2%
Training & Recruiting	93,298.00	62,253.00	31,045.00	50%
Sundry Expenses	954,071.00	832,563.00	121,508.00	15%
TOTAL EXPENSE	13,319,805.00	12,035,391.00	1,284,413.00	11%

EXCESS	895,393.00	159,337.53	736,055.47	462%
INCOME/EXPENDITURE				

		NPA Fina	ncial Summary				
	2016-2017 Comparisons				2018 Budget Forecast/Actual 2017 Comparisons		
	Variance		Vari		riance		
	Actual	Forecast	\$	%	2018 Forecast	\$	%
Total Revenue	12,194,728.53	12,805,961.00	(611,232.47)	-5%	14,215,198.00	2,020,469.00	17%
Expenditure	12,035,391.00	10,620,561.00	1,414,830.00	12%	13,319,805.00	1,284,414.00	11%
Net Income	159,337.53	2,185,400.00	(2,026,062.47)	(0.17)	895,393.00	736,055.00	462%
Revenue Breakdown							
Yachting	4,053,252.00	4,157,514.00	(104,262.00)	-3%	5,094,775.00	1,041,523.00	26%
Visitor Services	2,980,773.00	2,756,952.00	223,821.00	8%	3,634,362.00	653,589.00	22%
Lease Rents	1,684,944.00	1,780,491.00	(95,547.47)	-6%	1,709,944.00	25,000.00.00	1%
Enterprises	252,500.53	416,027.00	(163,526.47)	-65%	272,356.00	19,855.47	8%
Other Revenues	356,336.00	357,923.00	(1,587.00)	-0%	426,989.00	70,653.00	20%
Copper and Lumber	2,866,923.00	3,277,054.00	(410,131.00)	-14%	3,076,771.00	209,848.00	7%
Total	12,194,728.53	12,745,961.00	(551,232,.47)	-5%	14,215,197.00	2,020,468.47	17%

Capital Expenditure Budget 2017-2018

The 2018 Capital Expense Budget is estimated at EC \$ 3,789.4 (3.8M) and makes provision for several capital intensive projects which includes:

- ❖ Fuel Service Facility: The Nelson's Dockyard Marina caters to a number of Super Yacht who are demanding increase services for fuel. An estimated EC \$889,000 has been earmarked for the installation of fuel lines and other amenities that will facilitate these requirements. West Indies Oil has committed to installing a 10,000 gallon fuel tank.
- ❖ **Dow's Hill Events Centre:** The estimates provide **EC \$1,600,000** towards the construction of an event centre catering specially for weddings, parties and other events. The Centre will cater to a capacity of 300 guests. It will consist of a state of the art kitchen, rest room (provision for the disable) small laundry, storage facility and other amenities.

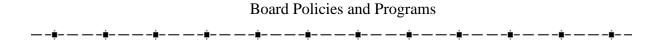
The installation of the dockside fuel and the construction of the events Centre at the Interpretation Centre in the amount of **EC\$2.5M** is proposed for Capital Budget 2017-2018. The Authority is proposing that funding for the said projects be sought through the CARICOM Development Fund or alternative lending institution at an interest rate not exceeding 4%.

- Service Access Road: Presently all vehicular and pedestrian traffic flows through the narrow-one way entrance in the Dockyard which was built for horse/cart carriage back in the 18th century. On specific ship days, especially when there is an influx of cruise passengers, there is a conflict with garbage trucks, delivery vans and pedestrians and guests using both the marina and other service facilities within the yard. Management proposes to build a new service access leading from the Dockyard Police station to an access area close to the sewerage treatment plant. The estimated at EC\$130,000.
- Container Park: The Authority will construct a Container Park EC\$90,000, for the benefit of the yachting clientele.
- Restoration: Restoration works have also been identified for historic buildings and the Copper and Lumber Store Hotel in the amount of
- **EC\$ 100,000.**
- ❖ 58Golf Carts: The Nelson's Dockyard is one of Antigua's most frequently visited tourist site. It is also home to the Dockyard Marina, hotel and many restaurants. One of the challenges that management faces is the influx of vehicular traffic that often conflicts with the pedestrians. It is expected that this situation will intensify with the expected increases

in traffic as a result of the newly achieved World Heritage Status and the impact of businesses inside the Nelson's Dockyard.

To address this issue, management proposes to acquire four golf carts at an estimated cost of **EC\$46,000** that will assist in reducing vehicular traffic within the compound.

- To facilitate these projects an allocation of **EC \$320,000** will be made from the operations budget.
- Provision of **EC \$969,000** is also made to accommodate several other capital,] budget as per the attached **Schedule II** of the Capital budget.
- ♦ Budget 2017 2018 is expected to yield an excess in revenues of EC \$1.3M



There are a number of matters on the 2017/18 Agenda that will need to be addressed in the upcoming financial year. These include:

- ✓ The Review of the Trading Regulations
- ✓ The Regulation of the boundaries Green Castle Hill: A site visit was carried out and issues that were highlighted by the Natural Resources Management Department will require further discussion and final decision.
- Development of the Parks Environmental Plan.
- ✓ Review and adaptation of the NPA Master Plan
- ✓ The National stands to benefit from an initiative between the Department of Environment (DoE) along with the Caribbean Community Climate Change Centre (CCCCC) and United States Agency for International Development (USAID) in collaborating to implement the regional project, "Climate Change Adaptation Program (CCAP) Project". The initiative will include assistance with the development of a Environment Management Plan and alternative energy programme that will seek to reduce the NPA's electricity cost.

Operational Plans for Budget 2016 - 2017

Forecasts for the 2017-2018 Budget are made amongst continued uncertainty within our external environment. Although there are some optimism in regards to increased arrivals due to the effects of the hurricane additional business, the summer months remains a challenge especially as it regards to the closure of a number of key hotels.

The National Parks Authority will undertake several projects during the budgeted period 2017-2018.

- ✓ Major repairs will be carried out on the Engineer's House to accommodate duty free shops. Other works will be carried out on the Copper and Copper and the Market Building roof.
- ✓ The Laundry will be fitted with a solar water heating unit and a general face lift will be given to the Laundry and Shower compound.
- ✓ Budget 2017 2018 will present a plan to increase revenue source during the summer months. Management will target our local clientele with a view to increase business from events. The budgetary report will also address the need to continually enhance our marketing potential especially with the newly inscribed accreditation as a World Heritage Site.
- ✓ Significant resources will be put towards the Restoration to facilitate the rehabilitation of several of our historic buildings to include the Commissioner's House, Copper and Lumber Store Hotel and the Officer's Quarters within the Nelson's Dockyard. Stabilization work will be carried out at Fort Berkeley and the Dows' Hill Fort. Work will also be carried out on the ruins at the Blockhouse. It is anticipated that the scope of the work will run for a period of three (3) years and will be captured in the Capital Budget.
- ✓ Clarence House Restoration has been completed. Budget 2-17-2018 makes allocation for the furnishing of the house. The objective is to have a well-furnished great house as part of our heritage attractions.
- ✓ The National Parks Authority in collaboration with the National Housing Authority and the Inland Revenue Department is working to open a "one-stop-shop" for Inland Revenue, Medical Benefit, Social Security, Education Levy and Social Security offices. Plans are

- also on the table to have the Antigua Commercial Bank in the park for the upcoming season. Additional space for the Labour Department is currently being considered.
- ✓ National Parks Authority will continue to piggy back on the support and kind gestures of its partners in enhancing the Park's initiative. For 2017-2018 there will be greater focus on forging collaborative efforts between the National Park and the local communities. Several joint venture initiates are planned for the upcoming season.
 - A joint venture project will be facilitated between the National Parks Authority and the Antigua Investment Group (AIG) to create a more suitable accommodation for small cruise ship arrivals into Falmouth Harbour.
 - The National Parks Agenda will also cater to an enhanced landscaping project within the communities of Falmouth, Cobbs Cross and English Harbour. A tree planting project with members of the ABMA and Tott Club
- ✓ The Authority will install new and improved signs throughout the Park, especially within the World Heritage Site Zone. These signs will meet the international criteria for World Heritage Sites.
- ✓ The NPA Budget 2016-2017 will provide for the continued enhancement of the Heritage and the Natural Resources Management Departments. The budget will facilitate the completion of the management plans which is a requirement for World Heritage Sites. Additional resources will be injected into the Marketing Department to facilitate the new heritage brand.
 - ✓ The National Parks will continue to foster strong linkages with the Antigua and Barbuda Marine Trade Association, the National Taxi Association, the Day Workers Association, the Environment Department, the Antigua and Barbuda Defense Force and the Royal Police Force of Antigua and Barbuda.
 - ✓ CONCLUSION

Management is seeking to realign the plans of the National Parks to facilitate best practices as well as meeting international standards especially as it relates to the Management of a World Heritage Site and the Parks Environment. To facilitate and adapt to these changes, it is necessary that the proper mechanisms are put in place to provide both the financial resources and human capital. Budget 2017-2018 provides the platform on which to sustain the National Parks revenue sources and at the same time create the environment for the Park to carry out its mandate in sustaining the rich cultural heritage and bring much economic benefits to the island's economy.

As the Authority forges ahead, it is always mindful of the external forces and how vulnerable we are as a small island. With this is mind management will be prudent in carrying out the mandate

PDV Caribe Antigua and Barbuda Limited

Business Plan

For the FY 2017 - 2018

1. Statutory organization overview

Mandate and scope and nature of business

PDV Caribe Antigua and Barbuda Limited (PDVCAB) is a wholly owned government company incorporated in 2005 with the principal objective of conducting activities directly related or incidental to the operation of the PetroCaribe Initiative. This includes the importation of petroleum products and the implementation, management and/or funding of social and infrastructural projects that will accrue maximum benefits for the citizens of Antigua and Barbuda in accordance with the development policy of the Government of Antigua and Barbuda. PDVCAB also coordinates projects financed through the ALBA Caribe Fund.

Vision

To conduct activities directly related or incidental to the operation of the PetroCaribe Initiative and coordinate projects financed through the ALBA Caribe Fund.

Mission

To import petroleum products and implement, manage and/or fund social and infrastructural projects that will accrue maximum benefits for the citizens of Antigua and Barbuda in accordance with the development policy of the Government of Antigua and Barbuda.

2. Environment the organization is operating in

The success of PDVCAB is dependent on the following factors:

- (a) The price of oil
- (b) The financial strength of West Indies Oil Company ("WIOC")
- (c) The health of the company's investments
- (d) The state of the Venezuelan economy

PDVCAB purchases petroleum products from PDVSA, the national petroleum company of Venezuela, at oil prices on the world market and repays the freight and insurance portion within 30 days of the bill of laden date, the cash portion and short interest within 90 days of the bill of laden date and the long term portion commencing the third year after the bill of laden date for the next 23 years at concessionary interest rates which is presently 1%. The cash and long term portions and short term interest fluctuate based on the price of oil.

PDVCAB's success is also dependent on the financial strength of WIOC as that company is PDVCAB's sole customer. Purchases of petroleum products from PDVSA are sold to WIOC. Under contract, WIOC pays PDVCAB's invoices within 30 days of the bill of

laden date. In the absence of WIOC, PDVCAB would be unable to sell petroleum products.

PDVCAB's success is also dependent on the health of its investments. The monies withheld and used to repay the long term portion on petroleum product purchases from PDVSA are invested in government and corporate securities and certificates of deposits. The "spread" in the interest income received on these investments and the concessionary interest rate charged by PDVSA on the long term portion of petroleum product purchases is used to finance social projects and fund operations. Where governments experience weak economies and corporations' performances do not meet targets, the strength of PDVCAB's investments will be affected accordingly.

Finally, PDVCAB's success is dependent on the state of the Venezuelan economy. We are aware that the economy is presently in a state of flux with rising unemployment, the inability of the government to pay external debt due to economic sanctions and protest actions taking by the masses almost daily against the government. If PDVSA is unable to finance the extraction of oil from the ground and pay to refine it then PDVCAB will be unable to sell petroleum products, source new funds and continue to grow its business.

3. Service performance review and critical issues

PDVCAB's financial year begins in September and ends in August. The following analysis of the company's performance for the financial year ending August 31, 2017 will bear this in mind.

3.1 Achievements

For the financial year ended August 31, 2017, PDVCAB earned net income of \$3,621,216. There were 7 shipments of gasoil and 6 shipments of jet fuel A-1 during the year which generated revenues of \$40,284,021, cost of sales of \$38,388,643 and a gross profit margin of \$1,895,378 (or a gross profit percentage of 4.71%). Interest income on investments totalled \$20,316,466. Project costs, comprising mainly the Peoples' Benefit Program and the Senior Citizen's Utilities Subsidy Program, totalled \$5,890,374 and \$7,002,312 respectively. Interest on PDVSA loans and bank charges for the year totalled \$4,370,461 and \$85,072 respectively. Administrative expenses (including other expenses) totalled \$1,337,269. Assets totalled \$332,645,821, current liabilities totalled \$3,292,286, loans due to PDVSA totalled \$430,264,827 and the deficit stood at \$101,576,692.

3.2 Issues

The success of PDVCAB was addressed in Section 2 above. There were no issues of any significance related to the delivery of services, carrying out regulatory functions, etc.

Special mention must be made of the state of Venezuelan economy as this can adversely affect PDVCAB's operations and its supply of petroleum to its sole customer, WIOC. Any disruptions in this supply will result in WIOC sourcing petroleum products from alternative suppliers.

4. Organizational matters affecting the capability of the organization

4.1 Governance

Chairman - \$4,500.00 per month Deputy Chairman - \$3,500.00 per month Regular member - \$3,000.00 per month

4.2 Structure and staffing

For the financial year ended August 31, 2017, PDVCAB's structure and staffing were as follows:

Number of		
Positions	Name of Position	Annual Salary
1	Operations Manager	\$92,347
1	Accountant	\$96,000
1	Assistant Accountant	\$42,700
1	Administrative Assistant	\$39,027
1	Project Officer	\$41,976
1	Messenger	\$18,792

In addition to the above, end of contract gratuities totalling \$13,804 were paid to staff. The operations manager also received an annual responsibility allowance of \$22,800 and an annual telephone allowance of \$2,400 which was **not** included above.

The reporting lines are as follows:

- To the Board of Directors Operations Manager and Accountant
- To the Operations Manager Administrative Assistant, Project Officer and Messenger
- To the Accountant Assistant accountant

4.3 Achievements

There are none of significance.

4.4 Issues

These are noted in Section 3.2 above.

4.5 Summary of capability development strategy

None is anticipated.

5. Priorities, strategies and indicators

5.1 Priority, objectives and strategies

We estimate that our priorities will remain the same. In terms of revenues we will continue to sell petroleum products to our sole customer, WIOC, and invest the monies received so that we can satisfy our loans to PDVSA in Venezuela, our sole supplier of petroleum products. We also anticipate continuing our ongoing programs, the People's Benefit Program and the Senior Citizens' Utilities Subsidy Program, at a minimum with some adjustment in the future.

5.2 Performance measurement

In terms of services, our performance is measured in terms of our ability to continue our ongoing programs. In terms of finances, our performance is measured in terms of our ability to invest our assets wisely and in turn use them to satisfy our obligations.

5.3 Additional performance to comply with section 62 (1)c Finance and Administration Act

None are considered at this time.

6. Finances

6.1 Forecast financial statements and assumptions

These are included in the Budget Summary – Statutory Corporations which follows. Please note that our financial year commences September 1 and ends August 31.

6.2 Arrears

All liabilities were current as at August 31, 2017.

6.3 Dividend for profit making organizations and other financial measurements

None has been requested and/or paid from the inception of the company therefore none is anticipated.

6.4 Significant capital developments

None is anticipated.

6.5 Any proposed major financing transactions

None is anticipated.

6.6 Government funding

We do not receive funding from the Government.

6.7 Additional information for Government financed organizations

We do not anticipate receiving any grants from the Government.

6.8 Any other matter as are agreed by Minister(s) and the Board

There are none of significance.

7. Risk management

Risk	Risk management
18% late payment penalty assessed on	Reviewing the Schedule of Important
PDVSA bills paid late	Financial Events daily and ensuring
	payments are scheduled one week in
	advance of payment deadlines
Non payment of interest on investments	Appropriate follow up with the
	Accountant General and financial
	institutions involved
Late payment on invoices issued to	Appropriate follow up with our customers
customers/debtors	

8. Information and reporting

All information requested has been provided. We are required to report quarterly financial results to the SOE Unit in the Ministry of Finance. As a result, readers can access those reports at that Ministry.

Budget Summary – Statutory Corporations

Name: PDV Caribe Antigua and Barbuda Limited

<u>Revenue – by Major Categories</u>

Category	Budget 2017-2018	Actual 2016-2017
Sales	36,927,055	40,284,021
Less: Cost of sales	(35,186,538)	(38,388,643)
Gross profit	1,740,517	1,895,378
Interest income	19,500,595	20,316,465
Other income	(3,300)	-
(expense)		
		20,316,465
Total revenues	21,237,812	22,211,843

Recurrent Expenditure – by Major Categories

Project costs			
Peoples' benefit	5,880,291	5,890,374	
Senior citizens utilities	7,043,503	7,002,312	
subsidy			
Other projects	35,091	32,994	
	12,958,885	12,925,680	
Recurrent Expenditure – by Major Categories cont'd			

4,223,531 267,001 322,969 243,000 120,000 15,000 4,362	4,370,461 249,652 308,140 274,170 243,000 120,000 15,000 2,069
267,001 322,969 243,000 120,000 15,000 4,362	249,652 308,140 274,170 243,000 120,000 15,000
322,969 243,000 120,000 15,000 4,362	308,140 274,170 243,000 120,000 15,000
322,969 243,000 120,000 15,000 4,362	274,170 243,000 120,000 15,000
243,000 120,000 15,000 4,362	243,000 120,000 15,000
120,000 15,000 4,362	120,000 15,000
120,000 15,000 4,362	120,000 15,000
15,000 4,362 -	15,000
4,362	·
-	2,069
-	
	41,782
18,333	18,819
14,022	14,374
18,931	19,608
24,990	24,888
21,847	22,145
	3,882
3,705	
22,117	85,072
1,915	1,885
-	-
5,321,723	5,814,947
18,280,608	18,740,627
2,957,204	3,471,216
-	150,000
2.957 204	3,621,216
	14,022 18,931 24,990 21,847 3,705 22,117 1,915 - 5,321,723

Antigua and Barbuda Public Utilities Authority (APUA)

Business Plan

For the FY 2017 - 2018

APUA HEAD OFFICE

In 2017, the Authority continued to adapt as needed to several changes in its operating environment. Some of the recent changes included the transfer of the former SEMPCORP to APUA Water Department (now the Crabbes RO Plant), the Wadadli Power Plant overhaul and the impact of recent hurricanes on Barbuda's infrastructure which resulted in the evacuation of all residents, among them being our 27 team members from the Barbuda Power Station who have since been temporarily re-assigned to the Antigua Operations of the Authority.

Other ongoing Legislative and Stakeholder considerations for 2018 include the anticipated new Telecommunications Bill, the transfer of Black Pine electricity plants to APUA, new offerings including Fiber To The Home (FTTH), Broadband expansion & 4G mobile rollout, a new store opening, ambitious Central Government directed targets for green/renewable energy and action points stemming from recommendations from international partners who are working with the Central Government including the World Bank and International Monetary Fund.

Operational efficiency and costs related to various units will likely continue to be keenly reviewed throughout the Authority. The HR Department intends to position itself as a partner to support the needs of the organization. In light of the foregoing, we anticipate facing staff right-sizing, reorganization & reclassification, re-training, redundancy, role-consolidation and other transitions throughout 2018 and beyond.

Health, Safety & Wellness

In 2018, the Health, Safety & Wellness Department will continue to build on various successful initiatives which include lunch & learns, walks, emergency drills & exercises, refresher training (such as CPR), health screenings and exhibitions to commemorate important health and safety days.

The Department however continues to experience a high number of Health & Safety concerns and issues across the Authority. Notable issues have been rat infestations and air conditioning (AC) issues at the former Head Office Building in Cassada Gardens; floor tile, AC issues, leaking roof & walls at the High Street Branch Office; and multiple concerns related to the APUA Business Center (ABC) including air quality issues, mold growth, AC issues and rat infestations among others.

Several medium-term action points such as a new ventilation system were implemented within 2016 but presented new challenges such as humidity levels. An Air Quality Specialist was contracted to complete a comprehensive review of the ABC building in 2017 and he presented his findings and various recommendations in a report which was shared with staff through several information sessions. This appears to have reduced the number of staff complaints as it relates to air quality. Operations at the High Street Branch must be prioritized in light of internal assessments which have concluded that the building is not structurally sound. It must therefore be an urgent priority for the Authority to identify an alternate location for these operations.

Labour Relations

Labour Relations continues to be managed by the department and in 2017 there was a notable decrease in the number of matters which escalated to the Union and Labour Department for Conciliation. This can be attributed to the extra focus given to resolve matters arising from staff in a timely and amiable manner as well as the drive to educate employees, either formally or informally on their rights as well as that of the Authority. The Labour Relations Officer has taken keen interest in assisting Supervisors & Middle Management with correct procedures for disciplining employees and ensuring that measures are put in place to ensure workers are accountable and producing at optimal levels while adhering to the policies established by the Authority.

Negotiations for the 2016-2019 period are near completion with the external Unions, that being, the Antigua Barbuda Workers Union (ABWU) and the Antigua Trades & Labour Union (AT&LU). Memorandums of Understanding have already been signed with the remaining two bargaining units; the Association of Non Contractual Professionals (AANCP) and the Supervisor's & Superintendents Association (SSA). The new approach employed by the Labour Relations Officer of shifting the emphasis of negotiations away from salary increases and putting forward its own recommendations for amendments to the existing Collective Agreements places the Authority in a good position to address ongoing concerns and contentious matters. Whereas the planned period for the completion of negotiations has not been realized, the department is confident that the new agreements will facilitate mitigating conflicting situations and act as a more careful guide in ensuring staff compliance with the established rules of the organisation.

Training & Development

Efforts in 2018 will focus on capacity building through education and succession planning to help manage our talent and future human resource needs, positively change the organizational culture and increase morale throughout the company.

Training and Development will continue provide offerings throughout 2018 to support required Business Unit technical training and also support to Leaders, Performance Management, Health & Safety as well as both Employee and Customer Relations.

Certification of employees within the Water and Electricity Units to regional and international standards will continue throughout 2018. The certifications include Water Treatment/Distribution Operators, Lab Technicians and Electricity Linesmen with the medium to long-term objective that all employees in these categories be certified.

Human Resources Systems Technology

The Human Resources Systems Technology component works in tangent with the Employee Engagement plans and reflects the Human Resources Department's (HRD's) aim to have a fully functional Human Resources Information Systems (HRIS) to reduce time and costs associated with various HR activities.

Employee Engagement

After observation and research gathered throughout the 2017 year, the need for a change in the current company culture at the Authority has been identified as a strategic objective in order to realize the goals of improved internal communication and unity amongst employees and to ensure that the change is sustainable. This 3-year Culture Reform Plan (CRP) will highlight experiments and purpose driven initiatives geared towards revamping the current culture from its current state to an engaged (2018), technological (2019) and family oriented (2020) company.

Pursuit of having a highly engaged workforce demonstrates the importance the Authority places on its employees in order to reap longer term benefits. We will also seek to introduce a Professional Development Program (PDP), rebrand the onboarding process and present the 2018 Team Members Engagement Events.

Internships

In 2018, we will host the 7th annual Summer Internship Program titled: "**The Caribbean's Most Prestigious Summer Internship Program.**" This has been one of APUA's flagship initiatives that must continue to advance each year. This initiative will continue to provide work experience and training to young aspiring professionals, create a job pool for which APUA can recruit in future and boost the Authority's image as a good corporate citizen.

In addition to the Authority's internship program, APUA will continue to facilitate attachment of interns from a number of secondary and tertiary institutions in an effort to provide opportunities to develop professional skills, gain work experience and showcase both the traditional and nontraditional career paths in the Authority.

Performance Management

A Management decision on the way forward regarding the Performance Management System (PMS) will be pursued going into 2018. Amendments were made to the PMS Policy and related documents in 2016/2017 based on the feedback of the users as well as the Management team and the HR Department is confident the system can work well with buy-in and accountability from the senior teams. There continues to be a mixed level of commitment to the processes and have therefore not derived maximum benefits of the system.

The process is a highly structured and communication driven process to managing employee performance and development. The challenges APUA faces with the system mostly surround non-adherence to the policies associated with the process and the absence of an accepted Compensation and Reward policy attached to the system. As previously presented, attention must be given to the Compensation and Rewards component of the system which is a critical component that must be carefully managed as it jeopardizes the whole credibility of the system. The Authority must find ways to recognize top performers despite financial and other related challenges.

Employee Services

Uniforms

It is expected that all groups of employee will be outfitted in new field and corporate uniforms within January 2018. Many of the pieces have already started to be delivered and it is expected that all groups will have a fresh look in the New Year.

Staff Transportation

The Authority in 2014 made the decision to end several expensive contracts for the transportation of staff to and from work for many areas in the Authority. It was determined that this could effectively be handled internally through existing resources. This led to the creation of a driving pool attached to the Human Resources Department. We have been advised by the Vehicle & Maintenance workshop that the primary bus utilized for staff transportation has exceeded its life cycle which has resulted in very frequent maintenance challenges which have in instances resulted in staff members being stranded. A capital investment in purchasing a replacement bus is urgently required to allow efficient operation of the driving pool. Additionally, there remains a need for a replacement driver to fill the vacancy left from an employee who was severed from the Authority in January, 2016. The driving pool has been operating with extremely thin staffing with little or no room for sickness & vacation for the existing drivers which has resulted in some overtime being incurred from time to time.

Administrative Services

Services to employees include providing job letters, processing of acting, responsibility, travelling, telephone and driving allowances, increases, honorariums, bonuses, vacation leave requests, reclassification, transfers, promotions and reassignments. The department supports every step of the tenure of an employee from recruitment through to retirement or exit. This critical department also supports the wider authority by facilitating/managing corporate travel arrangements, accident & injury reporting and follow-up services, performance management evaluation processing, Workmen's Compensation Policy Management, APUA Health Insurance Policy Management, Recruitment & Selection and Annual Medical checkups among other services.

APUA TELECOMMUNICATION UNIT

Execution of the strategic plan (APUA Strategic Plan 2016-2019) will continue in 2018. While there have been some adjustments to account for operational realities, the operation of the Telecom Business Unit (TBU) has been aligned with the strategic plan.

We aim to provide reliable products, at cost effective prices combined with excellence in customer service. 2018 will see the completion of one of the most anticipated projects, the launch of 4G Advanced LTE mobile network. This project which was started in Q3 2017, will be completed in Q1 2018. A number of ancillary items will need to be completed later in 2018.

Fiber to the Home build will continue in earnest in 2018. Upon receiving the mechanical aids purchased in early 2017, along with reinforced staffing level, it is expected that this deployment will be significantly accelerated. ADSL deployment will also continue in areas where demand dictates. The other major project for 2018 will aim to rectify our deficiency in fixed line telephony switching. This will also introduce some new potential for additional revenue.

With the launch of the advanced mobile network, mobile subscriber base is expected to almost triple in 2018. Combined with a forecasted increase in ARPU (from \$60 to \$75) and an increase in sales of handsets and accessories, mobile revenue will see a significant increase from approximately \$2mil to \$15mil.

An increase in revenue is also forecasted for the telecom operations. This is primarily driven by the inet product with minor contribution coming from relatively new products of WiFi service, International voice and Service Level Agreements. Some focus will also be given to business wireline service which is the traditional largest percentage of revenue.

For 2018 the expected combined revenue for the Telecom Business Unit is \$65mil. Combined operating expenses total \$50mil while capital expenses total \$37mil. The activities of the unit will have to take into consideration the projected cash flow deficit. Importantly as well, more emphasis will be placed on revenue management in 2018.

APUA ELECTRICITY BUSINESS UNIT

The Electricity Business Unit's objectives for the forecast period are derived from the Authority's Strategic Plan and are listed as follows:

- Reduction in the number of job related accidents
- Minimize outages to customers and improve power quality.
- Reduction in energy used by street lights with the replacement of High Pressure Sodium (HPS) and Mercury Vapour with the Light Emitting Diodes (LED)
- Increase in Substation and distribution system capacities to enable the connection of new major loads unto the power grid
- The use of new techniques to identify and reduce system losses
- Efficient use of the Wadadli Power Plant with the operation of 3 units throughout the year.
- Continue to manage the Blackpine and APC Contracts, especially the performance clauses in the new PPA for the 50MW Plant
- Devise a plan for the management and O&M of the Blackpine Power plant for the takeover in 2019
- Complete the installation of the 10MW solar Plant and the 6.4MW of Battery storage

Targets

- 1. Zero loss time accidents
- 2. Reduce Feeder Outages by 10% over the 2017 figure
- 3. Replacement of 14,365 Streetlights
- 4. Connection of new major loads unto the grid by the end of the year
- 5. Limit system losses to 15%
- 6. Generate 65GWHs from the WPP for the year
- 7. Purchase a minimum of 160,000 MWHs from the Black Pine Power Plant and 130,000 MWHs from APC.
- 8. Complete the installations of the 10MW solar Plant and 6.4MW of Battery storage in Antigua to assist with grid stabilization

1. Objective: Achieve zero loss time accidents.

There were very few serious accidents for the past year. Early in the year, whilst extending conductors on the 69KV network between Cassada Gardens and Friars Hill, Mr. Marlon Lawrence's leg was severely damaged by a conductor. This occurred when the tension on the conductor was accidentally released during maintenance work on the circuit. In September, during restoration work after Hurricane Irma, a chain saw accidentally cut Mr. Juno Spencer's leg. Both these accidents resulted in the employees being on sick leave for more than two weeks. During one of the regular safety visits, one of the very senior foremen was reprimanded for careless and irresponsible behavior, when his team was completing lines-work on a pole that was touching an energized 230 volts circuit. This was pointed out to the foreman and he indicated that, in his opinion, there was nothing wrong with that.

Plan

In 2017, we had intended to continue with the linesman certification program and complete linesman level 3 training but unfortunately this was not done. We intend to complete this in 2018. This includes continuation of the 69KV de-energized line training and training on underground line installation and maintenance. We also intend to continue with regular safety visits to ensure that safety is not being compromised during lines-work.

2. Objective: Reduce Feeder Outages by 10% over the 2017 figure

The Feeder outages for 2017 were dominated by the interruptions during the passage of storm winds associated with Hurricanes Irma and Maria. Irma passed by Antigua on September 5 causing minimal damage to Antigua but completely destroying the electrical infrastructure in Barbuda. During the passage of Irma, we made a decision to shut down the power grid before the wind speed got excessive. As such, the system was shut down at 20:21, after only two Feeders had tripped. It took only five days to fully restore electricity to consumers after the passage of Irma. In the case of Maria, which passed by on September 19, the system was only shut down after more than 50% of the Feeders had tripped. We were trying to "ride out" the

storm without de-energizing the grid. Again the power system, with all its Feeders, was fully restored merely days after the passage of the storm.

The use of the infra-red camera to detect weak portions of the distribution lines has made a difference, in terms of identifying and repairing compromised portions of the circuits.

Plan

- a. Intensify the vegetation management program, with the addition to the fleet of two more Bucket Trucks
- b. Utilize the infra-red camera to look at the lines and detect compromised sections
- c. Improve the protection on the power grid with the completion of a relay coordination study. SEL has been contracted to complete this study and had already done preliminary work
- d. Continue Feeder maintenance program

The vegetation management program would mainly be done by the EBU, with the addition of two more Bucket Trucks to the fleet, at a cost EC\$700,000.00. SEL had collected data in 2017 to complete a relay coordination study. This study would be completed in 2018. Repairs to the Tower lattice Poles should have been completed in 2017, with the assistance of the Cuban Engineers, but was not done. This work will be completed at a cost of \$300,000.

As it relates to Feeder maintenance, EBU would do the following in 2018:

- Upgrade the FI#2, portions of CA#5, FI#1 (Jennings to Crabb Hill), portions of BE#2 and the LA#3 feeders
- Upgrade the 69KV Tower structures

In the latter part of 2017, PSI, out of Columbia, repaired the Lavington, Swetes and Belmont Power Transformers. There are two 10MVA transformers that were taken from the Cassada Gardens substation, which needs to be repaired in 2018. The EBU intends to complete this repair work on these transformers, with the experience and knowledge gained from the PSI Engineers. We would have to purchase the test equipment required to perform various electrical tests on the power transformers before and after the repairs. The test equipment is estimated at \$175,000.00. These two transformers, after repairs, would then be placed at Five Islands Substation. Presently the one transformer at the substation is about 95% loaded, and with developments pending in the Deep Bay area, it is necessary to upgrade the substation.

3. Objective: Replacement of 14,365 streetlights

All the HPS and mercury vapour lights will be replaced with the more efficient LED lights. This project is funded through a loan obtained from CDB. The project is expected to commence in January and be completed by the end of 2018.

Plan

Some of the installation work would be contracted out and would be funded from the CDB budget. However our street-lighting crews are expected to be a part of the installation team. It is anticipated that we will have to fix some of the metal poles which the Chinese lights are mounted on, when we are engaged in the LED replacement project.

4. Objective: Connect major loads to the Grid

The Management of the Royal Antiguan Hotel has indicated that there would be a major upgrade to the hotel and the addition of additional rooms. The EBU has recently held discussions with the Owners of the Half Moon Bay Property, and they have indicated that a 1MW Development would be realized commencing in 2018.

Plan

- Upgrade the FI#2 Feeder to feed the expanded Royal Antiguan Hotel. \$900,000.00 would be spent on the upgrade of the Five Island substation to increase the capacity of this station
- Upgrade the LA#3 Feeder to feed a redeveloped Half Moon Bay Facility

5. Objective: Limit System Losses to 15%

The reduction of system losses has been the main focus of the EBU for the past four years. Notwithstanding this, the losses have not been reduced in a significant manner. Various audits have been completed, namely; the audit of Government accounts, the audit of high voltage and CT metered customers and the audit of commercial accounts. Despite many corrections done after the audits, the losses remain at 18%. Ideally, system losses should not exceed 10%.

Plan

The EBU intends to approach the reduction of losses in a different manner in 2018. In 2016, Tetra Tech had recommended a method of identifying the different parts of the Power System that is contributing to the losses. In that way, we can then focus on reducing losses in specific areas, instead of the general approach that we have been using.

The AMI Pilot project commenced in the last quarter of 2015 and the monitoring continued in 2016. In 2016, eleven water meters were added to the system, to be monitored as part of the pilot. The ideal situation is for one AMI system covering both the electricity and water systems. The technical aspect of the AMI was evaluated successfully in 2016 and in 2017, with the continuation of the pilot project, the AMI system was tested and found to be compatible with the APUA's billing system. The budgeted cost provided by Sensus is US\$7.5M to cover 35,000 electricity meters and a further US\$5M to cover 25,000 water meters. The infrastructure for the electricity (except the meter) would be used to integrate the water meters, which would make the project cost effective, as far as a full AMI for Water and Electricity is concerned. The Caribbean

Union Bank has shown willingness to fund this project and discussions will continue in 2018 on this funding arrangement. The proposal that was sent to the Bank is an initial funding requirement of US\$4M to install 14 Base Stations, 10,000 electricity meters and 6000 water meters.

The EBU engaged the Cubans to assist with the maintenance of the 69KV line maintenance in the last quarter of 2016. The losses were reduced as a result of that project. Work should have been done on the repairs to the tower structures in 2017, to ensure that the 69KV network is resilient. Unfortunately this work was not done and would now be completed in 2018.

6. Objective: Generate 65GWHs from WPP

WPP became non-operation since October 24, 2016, after a confrontation between an employee of BCEG and an EBU worker. Repairs to three Gen-sets commenced in June of 2017 for a period of six months. Due to delays, mainly caused by containers with material/equipment for the project being held up in St Martin, the commissioning of the three units were only done on diesel fuel, at the end of the year

Plan

In the first two months of 2018, the EBU will complete the repairs at the WPP to enable three gen-sets to be commissioned on heavy fuel oil. Damex/WinPower will be contracted for a six months' period to provide technical support in the O&M of the Plant. \$1.5M would be spent on a Management contract for the O&M of the Power Plant. Approximately \$16M will be spent of fuel for the year. A total of \$23.3M would be spent at WPP, producing 65GWHs of energy, at a cost of US\$0.13/KWHs. Considering a fuel efficiency at the power Plant of 50 gallons/MWHs and using an average fuel cost of \$5/gallon, the cost of energy from the Plant (excluding fuel) is US\$0.04/KWHs.

Fuel Metering

Over the past three years the EBU had plans to implement a robust fuel management system at the WPP. However due to various issues, including the shut-down of the Plant for more than a year, this was not done. This system would allow accurate measurements of fuel delivered and used, and would provide for better accountability and reconciliation of fuel invoices. The purchase of mass flow meters in 2018 will enhance the existing fuel management system. The EBU would be purchasing mass flow meters instead of volumetric types as the volume of the fuel varies with temperature and pressure. The meters required for the fuel management system is estimated at \$210,000.00.

7. Objective: Manage PPA for the Blackpine and APC Power Plants

The PPA for the Blackpine Plant has very little performance clauses and therefore only the minimum guaranteed amount of energy and the fuel efficiency of the Plant are being monitored. The situation is totally different for the 50MW APC, which has many performance clauses. Due

to reduced cost of energy from the 50MW Plant that was negotiated in late 2016, there was a net savings of more than \$12M for the entire 2017.

Plan

The EBU will continue to manage the PPAs for the two APC Power Plants. The EBU assumes ownership of the Blackpine Power Plant in February of 2019, so in 2018 we have to finalize all preparations for the take-over. On taking over the Plant, it does not necessarily means that the EBU would be operating and maintaining the Plant. One possible option would be to contract APC to perform the O&M for the Plant. Another option might be to contract another company to perform the O&M. A third option is for the EBU to operate the Power Plant and seek technical assistance for the maintenance. All of the options would be looked at and the most convenient and cost-effective, would be chosen. Mr. Hodson Thornber has volunteered his service to assist in trying to find the best solution for the O&M of the Power Plant after the take-over in 2019.

It must be noted that APC has indicated on several occasions that the take-over will only be possible if all moneys owed for the Blackpine Plant is paid in full.

8. Objective: Integration of Renewable Energy and the installation of Battery storage
In January of 2017 the CIP Unit issued a stop-order to PV Energy in the processing of passports to fund the 10MW solar project. As a result of that, PV Energy halted all work on the project. The company even stopped the O&M of the completed solar systems in May. Discussions have commenced on the restart of the 10MW project and the 6.4MW battery storage system

Plan

In the first quarter of 2018 work will recommence on the 10MW solar Plant. All the equipment for the 4MW Plant at Bethesda would be taken from PV Energy's warehouse and carried to the site for prompt installation. There is presently an outstanding 1.5MW of roof top solar to be installed but we will be installing all of this at one ground mounted site. We also intend to restart the discussions on the battery. We expect to receive the detailed engineering drawing for the batteries by January of 2018.

The EBU would be collaborating with the Environmental Division to fully implement the Irena RE project. A concessionary loan of US\$15M was obtained from Irena to install wind and solar at strategic sites around Antigua.

Past directives dictated that the Water Business Unit operate solely to provide a social service to the nation of Antigua and Barbuda. However, the reality is for the Water Business Unit to be a sustainable viable entity of the APUA then it must operate as a business. To this end it must become efficient, manage its resources and continually add value to the service it provides to its customers.

Like any business operating in a competitive environment our product must always be available to our consumers. Our failure to accomplish a 24/7 supply of potable water has resulted in angry dissatisfied customers ready and eager to bash the Authority and the government.

It is estimated that by 2020 the daily water demand of Antigua will be approximately 8.0mgd. This demand will be met by increasing our groundwater resources and our desalination capacity. It is envisioned that groundwater exploration will yield an additional 0.3mgd and that desalination capacity will be increased by 2.7mgd.

The other aspect of good management is to ensure that your product reaches your consumer. The reticulation system of pipelines used by the Water Business Unit is subject to frequent failure. Some 10 miles of pipeline must be urgently replaced if the Water Business Unit is to prevent the unnecessary wastage of potable water, maintain water quality and end the frequent suppression of supply to consumers.

It is also critical that we ensure our customers are accurately billed. At present 45% of the water produced by the Water Business Unit is classified as non-revenue. Non-revenue water includes water lost due to pipe failures and overflowing tanks, water stolen via illegal connections, damaged or unread meters and poor estimation. Management will endeavour to reduce the percentage of non-revenue water to 30% by the end of 2018. No business can survive if it receives no revenue for 45% of the product it produces.

The product must be priced so that a reasonable return can be expected. Profit ensures sustainability and the proper operations, maintenance and capital improvement of the operation. A new tariff schedule is recommended. The schedule should allow the Authority to compete with private desalination plant operators while promoting conservation by domestic users. It also important that Barbuda's consumers pay for their service and a rate as applicable to Antigua is recommended.

The culture of an organization can help to make it efficient or fuel its demise. The Authority has an organizational culture which promotes a 'do not rock the boat' attitude. More must be demanded from our middle management team if this problem is to be rectified. Some training will be required however the adoption of a system of immediate reward/punishment based on behaviour would also be required.

Water production and distribution are energy intensive operations. Estimated power cost for the Water Business Unit in 2018 will be XCD\$ 13.620 million dollars. This is 37% of the Water Business Unit's operating budget. The reduction of all operating cost will be a priority for management. To this end the Unit will conduct energy audits of all of its facilities with a view to increasing efficiency and reducing consumption. The Water Business Unit has been working with the Environment Division with the aim of procuring

through grant funding renewable energy systems to reduce its reliance on fusel fuel. It is hoped that the first of these systems would be online by the end of 2018.

Over the next five years the Water Business Unit shall concentrate on achieving the goals and objectives as provided below. We anticipate that these targets when successfully completed should transform the Water Business Unit of the Authority into a sustainable viable section of the organization.

1. Meeting Water Demand

The Government of Antigua & Barbuda has approved a 100% seawater reverse osmosis plant solution to the water challenges presently being experienced in Antigua. The Authority will utilise the Crabbs R O Plant 4.0 MIGD, Shell Beach R O Plant 1.7MIGD, Camp Blizzard R O Plant 0.6 MIGD, Ffryes Beach R O Plant 0.6 MIGD and the Pigeon Beach R O Plant 0.4 MIGD. The privately owned NS Management R O Plant 0.6 MIGD can also be utilised. This equates to 7.9 MIGD installed capacity.

Surface Water resources presently provide 30% of the water distributed to consumers in Antigua & Barbuda. This volume is either partially or wholly reduced during drought periods which results in the need for water rationing to ensure the equitable distribution of water to the Authority's customers. This practice has affected the economic development of the country as many businesses are often forced to truck water to their premises – a very expensive option.

2. Reducing Non Revenue Water (NRW)

Non-revenue water (NRW) is equal to the total amount of water flowing into the water supply network from all water treatment plant (the 'System Input Volume') minus the total amount of water that consumers are authorized to use (the 'Authorized Consumption').

NRW = System Input Volume - Billed Authorized Consumption

Managing NRW is the responsibility of the entire Business Unit. NRW is the total commercial and physical losses that the system has. Commercial loss consists of unauthorized consumption and all types of meter inaccuracies and physical losses refer to the water lost through leaks and storage tank overflows. The Authority plans to address both types of losses our aim being to reduce NRW from its present 45% down to 30%.

Reducing Physical Losses

The Authority plans to deal with such losses in three ways; first by reducing system pressures. High water supply pressures result in a higher number of pipe failures

for both the transmission or distribution system. The use of district metering and pressure reducing valves will be incorporated by the Authority to create pressure zones and monitor usage. This will enable the Authority to identify if leaks exist and reduce the frequency of their occurrence.

Mainline replacement is a critical area which must be addressed and the Unit has developed a list of communities for which the water mains need urgent attention.

The Authority will require the necessary material and tools needed to complete this work and it is hoped that its quest for grant funding will be favourably considered.

• Reducing Commercial Losses

Commercial losses include water that is consumed but not paid for by the user. In most cases, water has passed through the meters but is not recorded accurately.

Commercial losses can be broken down into four fundamental elements, which are:

- Customer meter inaccuracy
- Unauthorized consumption (theft)
- Meter reading errors
- Data handling and accounting errors

The Authority plans to address each element to ensure the overall reduction in NRW to acceptable levels.

Specifically the Authority has initiated efforts to have water meters installed on all government services. This should eliminate the need for estimating consumption especially for public standpipes for which an estimated monthly consumption of EC\$500,000.00 is billed to the government of Antigua and Barbuda. Antigua presently has 140 standpipes which are strategically located around the island. These standpipes were originally installed to provide water to Antigua's indigent population. However, in recent times standpipes abuse by the general public has become a major cause for concern.

The Water Business Unit will be working closely with the Authority's Finance & Accounting Department to ensure that auditing checks are routinely performed. These efforts are aimed at reducing theft and ensuring that all consumers are appropriately and accurately bill for the water they consume.

 Disconnected water services will be rechecked for tampering if outstanding balances are not paid and the service reconnected within a three month period. Where questionable activities are observed the consumer will be charged for tampering and the service recovered.

- System checks (software) will be made to ensure that installed water services have been added to the system and are being appropriately billed.
- Bulk water sales will be reconciled monthly to ensure vouchers purchased matches volumes delivered at the depot.
- The zone by zone replacement of zero read and inaccurate water meters will continue. Our aim is to have all water meters functioning properly.

The Authority presently has about four thousand water meters which are not working and approximately the same number which are not working accurately. The Authority intends to deal with this problem initially by replacing the meters which are not working and in the long term by changing the type of meter it employs from mechanical to electromagnetic. Mechanical meters are affected by water quality; they register the passage of air and in general have a useful life of seven years. Electromagnet meters are much more accurate especially for low flows and are not affected by the problems which plague mechanical meters. They can also be used to address problems with meter reading errors as they can be used with an AMR/AMI System to send readings directly into the billing system. The expected life span of such meters range from 15 to 20 years

The incidences of water theft normally increase when consumers believe the consequences of being caught are outweighed by the perceived benefits. It is therefore critical that consumers found with illegal connections and bypasses held accountable to the full extent of the law.

3. Universal Access – Mainline Extension

Mainline extensions are costly projects to undertake. However, the benefits they provide to communities in raising the standard of living, and lowering health cost, makes such work essential for the nation's development. The communities selected for mainline extension projects are listed below. Notwithstanding the main reasons given, universal access is essential if the Authority is to remain a viability entity.

4. Energy Conservation

Even at concessionary rates the cost of electricity is approximately 30% of the Water Business Unit's expected revenue. This is not a sustainable sum. Over the next five years the Authority shall execute an extensive energy conservation program aimed at reducing its energy demand by 20%. This will be accomplished by replacing inefficient pump motors and utilizing devices such as variable frequency drives. This should equate to an annual saving of over two million dollars.

5. Renewable Energy

The Water Business Unit has been working closely with the Environment Division (Ministry of Health) in an effort to obtain funding for the installation of a renewable energy systems. These efforts have been somewhat successful with the Environment Division receiving project approval from the Global Environment Facility. The project's aim is to generate enough energy via renewal means to meet the needs of the Water Business Unit.

Renewable energy will not only allow the Authority to be categorized as an environmentally friendly company but it will also shield the Unit from the financial challenges which can result from purchasing electricity produces using fossil fuel.

As renewable energy equipment are not cheap it is of utmost importance that a holistic approach be developed to identify affordable financing.

6. Tariff Review

The effective management of water in the wider Caribbean remains a significant challenge faced by the region. In evaluating the underlying reasons for this persistent problem studies have identified three significant challenges

- ✓ Inadequate policy and legal framework
- ✓ Insufficient financing
- ✓ Low priority on wastewater treatment

This by extension implies the need for tariff's which will allow for the sustainable management of the water sector as a whole.

It is envisaged that with the completion of a 'cost of service' based on appropriate benchmarking and efficiencies that the Authority would be in a position to request a tariff adjustment from its stakeholders. It is our view that such tariffs should realize funds for variations in energy/fuel cost based on a base price, capital expenditure, operational costs, and abstraction fees for watershed management and a provision for wastewater systems management.

For budgetary purposes a 20% tariff increase was applied to domestic, commercial and industrial consumers in the assessment of the estimated revenues for 2017 while a 10% increase was added to agricultural consumers. Government services remained unadjusted as the aim was to increase cash flow and not revenues. This adjustment if accepted would raise rates to the values indicated below:

Service Description	Present Tariff	New Tariff	1.
Domestic	21.00/50.00	25.50/60.00	
2. Commercial/Industrial	50.00	60.00	

3. Agricultural	25.00	27.50
4. Government	25.00	25.00

7. New Business (Irrigation)

As the Authority moves towards total desalinated water supply a new revenue stream that of the provision of irrigation water will be made available. By utilizing the Potworks Reservoir and installing distribution mainlines the Authority would be able to provide irrigated water for the area encompassing Burks, Table Hill Garden, Sanderson, All Saints, and Duars. The cost for water of this quality would be approximately one third of the rates presently paid for potable water and should enable farmers to increase production. A few conditions would be required for the successful completion and operation of such a program:

- 1. The lands identified should be designated for agricultural use only and leased to farmers for a period to be determined by the Ministry of Agriculture.
- 2. The Authority mandated to provide irrigated water to all farmers in the identified area. Farmers who presently abstract water from the reservoir via private systems would be asked to discontinue such practice.
- 3. The Authority in conjunction with the Ministry of Agriculture would educate farmers on irrigation systems installation and operation.
- 4. A step rate introduced based on farm assessment in order to promote conservation.
- 5. Metered billing based on consumption.

8. Bottled Water

In a competitive market companies employ research and development specialist to develop new products so that they can redefine the company's relevance or retain/capture market share. For the Water Business Unit restrictive product pricing and increasing operational costs dictate that we seek new offerings. The idea of expanding operations to include more lucrative products is not new to the Authority case in point our **inet** and **imoble** brands. Bottled water is one such option.

Bottled water is described as being the fastest growing beverage category in the world. The lucrative bottled water market present in Antigua and the availability of skilled personnel within the Authority makes this an ideal project for the Unit. Some changes to the original 2001 proposal will be required as the Authority is

now better equipped to handle many of the sections originally scheduled to be outsourced.

> Regulations

A draft of the proposed Water Business Unit 'Water Service Regulations' was submitted to the Minister of Public Utilities Transportation and Aviation for his perusal. It is hoped that this document will be altered as required by the Ministry of Legal Affairs and subsequently discussed at Cabinet. The Authority has been unable to manage abuses which occur at public standpipes or during periods of drought and water emergencies as the WBU relies solely on voluntary customer compliance. It is hoped that these regulations will give it the power to do so as we can ill afford for these abuses to continue.

ANTIGUA and BARBUDA TOURISM AUTHORITY



Business Plan For 2018-2020

The Antigua and Barbuda Tourism Authority Act 2008 Made in exercise of the powers contained in Section 1 of the Antigua and Barbuda Tourism Authority Act, 2008, (No. 6 of 2008)

Statutory Organisation Overview

1 Mandate and scope and nature of business

The Antigua and Barbuda Tourism Authority (ABTA) was established as a legal entity under the laws of Antigua and Barbuda through The Antigua and Barbuda Tourism Authority Act, 2008. The Antigua & Barbuda Tourism Authority (ABTA) began operation in February 2009. The Authority has been charged with the mandate of developing policies for the promotion of tourism in Antigua & Barbuda and designing and implementing the marketing strategy. The Authority's functions also include the mandate to provide sufficient and suitable airlift and sea transport services to and from Antigua & Barbuda. The Authority also has direct responsibility for and oversight of the overseas tourist offices located in London, New York and Toronto.

The oversight of the Authority and its reporting functions as previously listed under the portfolio of the Ministry of Tourism is now mandated to operate as a State Owned Enterprise or Statutory Body with direct reporting to the Ministry of Tourism, Foreign Affairs and Immigration as well as the reporting of financial statements to the Ministry of Finance and Corporate Governance.

Vision

To promote an Antigua and Barbuda visitor experience that is second-to-none and embraces all aspects of our country's beauty, culture, heritage and history.

To establish a strong financial structure and realize adequate cash-flow from revenue streams so as to be free from Government subvention in 5 years time

To maintain and grow the destinations airlift and sealift capacity in keeping with ongoing new hotel product development where we will realize 280,000 air arrivals and 1 million cruise arrivals by 2020

To forge lasting relationships with our tourism and trade stakeholder partners

To ensure the organizational and operational capacity is in place to efficiently perform the ABTA's mandate

Mission

To market and position Antigua & Barbuda as an upscale and unique destination that offers a wide array of facilities, activities and events with a destination brand that is attractive, accomplished, elegant and renowned for its service quality, resulting in increased benefits to all local stakeholders.

1. Environment the Organisation is operating in

The Antigua and Barbuda Tourism Authority (ABTA) is heavily dependent on its annual Government subvention and the 2% Marketing fund from ABST hotel receipts in order to effectively carry out its mandate. These funds are subject to the cyclicality of tax collections and at times this has hindered the effectiveness of the organisation to be as responsive and efficient as it needs to be.

This is a challenge that has to be managed to maintain the sustainability of the organisation. particularly during the summer shoulder period of June to October.

This is particularly important for the overseas offices that are totally dependent on the steady receipt of remittances in order for them to adequately carry out their marketing plans and programs. The overseas offices being located in the source market are key points of contact for tour operators, travel agent and airline partners who provide us with 95% of our visitor arrivals. 2017 has been a challenging year for visitor air arrivals. The impact from Hurricane Irma coupled with the higher than normal closure hotels this year has impacted air arrivals from most markets.

Additional funding from the CIP has also slowed. From A Cabinet decision for USD\$ 1M we have only received from USD\$ 900,000. Further to another Cabinet decision a USD\$1.5M Government grant received from Global Bank to augment an support marketing initiatives in 2017

Air arrivals from all markets continue to be challenged with total arrivals at the end of October at 200,446 showed a -7.7 % from 217,304 at the end of October 2016

This has been due to several factors, BREXIT, decline of Sterling, 15 summer hotel closures for renovation along with closure of Sandals with the loss of 390 high occupancy rooms between September and December. Galley Bay the only major hotel in Antigua to close for Hurricane repairs meant the loss of an additional 100 rooms during the last quarter of 2017

The destination has also seen delays in new hotel development coming to market, and a number of properties such as the Rex properties at Halcyon and Hawksbill as well as Royal Antiguan underperforming with low occupancy due to "unsellable rooms". This has impacted our ability to aggressively grow our business.

The entire Caribbean region has been plagued with negative publicity following the passages of several devastating hurricanes this year. Antigua and Barbuda even more so as Barbuda was the first island impacted by the hurricanes and dominated the international news cycle for several days. To counter this the ABTA has undergone an extensive promotional drive using all media channels to sensitive the international consumer and travel trade that we are open for business.

The ABTA continues to make steady progress in its efforts to attract new airlift and sealift to the destination. Growth in new airlift however will plateau until significant new hotel properties come on stream. The Hodges Bay resort and Spa with 79 new suites, which was expected to open in October 2017 has now been delayed until July 2018.

3. Service performance review and critical issues

3.1 Achievements

• Italy arrival figures were 7,169 an increase of +5.3% at the end of October 2017 compared to 6,803 in 2016 this has been driven by the availability of the Italian Charter for 10 months out of the year. Aggressive road shows in Europe by the ABTA in Germany, Italy and Sweden had assisted in maintaining the success of this once weekly charter from Milan.

Airlift for 2017

Antigua and Barbuda has achieved excellent airlift from all our major source markets in the USA, UK, Europe, Canada and the Region

- New V.C Bird Terminal This major achievement has been the catalyst for attracting and securing new airlift for the destination. The ABTA has also initiated and airlift committee, of key staff members with relevant airline and tourism marketing experience to meet with airlines and negotiate appropriate airlift.
- Good growth continues out of Italy with the new Blue Panorama once weekly service, which has now being extended all year round in 2017. The major Italian tour operators that support this charter have expanded their portfolio to sell more hotels on island which has contributed to the success of the service.

- New Regional carriers continue to provide critical airlift to the Northern Caribbean as LIAT reduces its airlift due to lack of aircraft, and their focus on the southern Caribbean. LIAT has once again introduced a daily direct service to GPE.
- PAWA Dominican, continue a 160 seats service 3 times per week from the Dominican Republic via St Maarten. Seaborne increases it service to SJU to 4 times weekly and interCaribbean Airways continue to expand their service to 4 flights per week to Tortola.
- The regional airlift has been supported by road shows and aggressive marketing in the FWI, TDD, SJU, Barbados and the Dominican Republic.

• <u>UK/Europe</u>

- Direct daily flights BA from London will continue for the winter season. 6 flights will operate for summer, with 3 of these flights being Antigua turn around only and not shared with any other destination.
- Virgin Atlantic will operate up to 4 Flights in the winter with 3 of these dedicated as Antigua turn around flights only.
- Thomas Cook flight from Manchester with 322 seats which started earlier in November and runs to March is now scheduled and not a charter and continues once weekly (i.e. anyone can book seat only if needed)
- Condor Flight from Frankfurt will continue once weekly during the winter season with 255 seats.
- Blue Panorama/Eden Viaggi weekly service from Rome & Milan with 276 seats.

• USA

- Up to 5 times per week flights from JFK New York on American Airlines along with direct daily flights from MIA will continue on American Airlines with a larger plane with 185 seats this is an additional 25 seats per flight. American Airlines Charlotte to Antigua will be served by a once weekly Saturday direct flight
- JetBlue 3 times per week service,
- United Airlines: The destination will be served with up to 5 direct flights per week from Newark from United Airlines
- Delta: Has added a second Tuesday flight from Atlanta for the Winter season for two flights per week

- Canada
- Air Canada has increased flights with 4 times weekly from Toronto this winter season
- WestJet will now be adding a larger Aircraft of 168 seats, which represents a 29% increase in seats from our second Canadian carrier. They will also add a third weekly flight this year during the winter season.
- Sunwing has launched new service to Antigua with twice weekly flights with 189 seats from both Montreal and Toronto.
- Caribbean
- interCarribbean Airways operates up to daily service from Antigua and to Tortola with 30 seats each flight
- Seaborne Airlines resumed 4 times per week service to SJU Puerto Rico with 34 seats in July of this year
- Caribbean Airlines operate twice weekly service to Trinidad and Jamaica
- LIAT operates regional flights daily in and out of Antigua to 21 destinations

New Airlines being considered

Additionally discussions have started with the following airlines for additional Airlift
JetBlue from Fort Lauderdale and Boston, Spirit from Fort Lauderdale, Emirates, and
Norwegian

Cruise Arrivals

- At the end of December 2016, there were a total of 608,503 Cruise Ship Passengers a slight decline on 2015.
- However the situation has improved markedly in 2017, due to diversions caused by Hurricanes Irma and Maria, which were made possible due to the recent improvements to our cruise shipping infrastructure.
- A total of 198 ship calls of which 15 will be inaugurals, will arrive from Oct to Dec and will equate to 393,633 passengers.
- For December alone the destination will see 212,155 passengers from 107 calls with only 3 days with no ship calls. The head tax at \$7.50 per passenger for the 3 month period equates to USD\$ 2,952,248 or ECD\$ 7,971,068
- Our average spend per passenger is US\$64 this mean a total of UDD\$ 25,192,512 or ECD\$ 68,019,782 will be injected into the economy.
- December 26th will see a record number of 7 cruise ship calls with over 20,000 passengers and crew visiting the destination.

• This will represent a growth in the region of +25% in total cruise passengers in 2017.

Yachting

- Yachting: The yachting sector has been identified as a key sector for major growth, which will ensure our status as the Mecca of Caribbean yachting.
- A major PR campaign is ongoing to highlight the achievement of UNECSCO World Heritage Status by the Nelson's Dockyard.
- Due to the recent hurricane damage in the BVI and St Maarten. We have seen a significant upswing in Yachting charters and the relocation of several key events
- The number of new events include The "Sawlty Dawgs" Rally with 70 cruisers from Hamptons Virginia which ended their rally in Antigua as opposed to the BVI. The Antigua to Bermuda 900 miles race, and the Optimist Dingy Challenge have also significantly enhanced our yachting events calendar.
- This year's Charter Yacht Meeting (i.e. the Annual Boat show) in December 2017 will be celebrating its 31stth year of successful operations and will see an estimated 75 yachts and 250 different broker companies and 200 vendors attending. A new initiative "Experience Antigua' has been included this year with local companies who provide services such as golfing or high end shopping to the yachting industry invited to participate
- The latest improvements to the industry includes a reverse osmosis plant with 400,000 gallons daily capacity has significantly improved the chronic water shortage previously experienced in prior years.
- The availability of low sulphur diesel fuel for the mega yachts has also improved the attractiveness of them remaining in the Dockyard as a major home base during the season.
- The availability of Peters and May yachting transportation services has enhanced the attractiveness of the destination and led to greater yacht participation in our regattas.
- The Royal Oceanic Racing Club (RORC) 600 mile race which had a record number of entries in 2017 will continues in 2018.
- The "E-Sea Clear" online electronic pre notification for customs and immigration has expedited clearance on arrival. This service works well and will continue until the new regional system "Sail Clear" has been fully tested and ready for implementation.
- We have revamped our customs processes to accelerate clearance of spare parts and specialized equipment.
- The Government has abolished the duty on the importation of yachts to our country to help ensure that more yachts will be based here during the winter season.

• Cabinet has now designated Falmouth and English Harbour into a duty free enclave similar to Heritage Quay. The mechanics of this is being worked out between Customs and the National Parks for the upcoming season.

3.2 Issues

1. The inability to receive regular operating funds from the Treasury due to the cyclical nature of tourism receipts which are linked to visitor arrivals has proofed challenging. The ABTA has made a conscious efforts to introduce cost saving to save 10% of its monthly remittances to enable it to adequately carry out its core functions during the off season

4. Organizational matters affecting the capability of the organization

4.1 Governance

Number Positions	Name of Position	Annual Compensation
1	Chairperson	18,000
1	Deputy Chairperson	14,400
5	Directors	60,000
	Annual Board Compensation	92,400

4.2 Structure and staffing

Organisational structure, staffing and wage bill

Number of Positions	Name of Position	Annual Compensation inclusive of allowances
1	CEO	257,400
1	Operations Manager	144,000
1	Financial Controller	102,000
1	Marketing and Communications Executive	60,600
1	Office Administrator/ PA to CEO	51,600
2	Marketing Assistant	84,000
2	Tour Guides	18,000
	Total Staffing Compensation	717,600
	Total Annual Compensation	810,000

POSITIO	NS	IN PLACE
✓	Chief Executive Office	Filled
	Operations Manager	Not in place
\checkmark	Sales & Marketing Consultant	
	External Contractor	
✓	Financial Controller	External
	Contractor	
✓	Marketing and Communications Executive	Filled
✓	Marketing Assistant x (2)	Filled
✓	Office Administrator/PA to CEO	Filled
✓	Tour Guide/Driver	Filled
✓	Tour Guide	Filled

4.3 Achievements

1. Completed alignment of the structure of the NY office with transfer of Ms. Donyelle Bird-Browne from the Ministry of Tourism., who will operate in a Sales and business development role for the South Eastern USA.

4.4 Issues

1. **Vehicles/Transportation**: The local office continues to provide on island support for the scores of travel agents familiarisation and journalist Press trips hosted each year to promote the destination within the travel trade and consumer markets. The organisation's capacity to do this efficiently is impacted by the lack of a dedicated vehicle such as a tour bus, which mean that unnecessary transportation costs are incurred by outsourcing this core function. In spite of earlier Cabinet decision to provide a vehicle for the ABTA to carry out these duties, this has not materialised.

4.5 Summary of Capability Development Strategy

- 1. Secure at least one 14-seater bus for the Authority's transportation use
- 2. Align all staff to best suited roles; Reassign and re train as necessary
- 3. Ensure all offices are on one central email server for greater efficiency with portal for communications sharing

5. Priorities, Strategies and Indicators

5.1 Priorities and strategies 2018-2020

Priority objectives	Strategies	Indicators
Priority 1	Work with AHTA to ensure	Increased 2%
Improve and manage	all hotels compliant with	collections
cash flow from	2% remittances	
revenue streams to	Save 10% of monthly	Increase marketing
enable more strategic	collections in high season to	activity throughout the
marketing	ensure marketing continuity	year
	throughout the year	
Priority 2	Negotiate with partners for	Improved Buy-in with
Ensure as much Co-	aggressive Coop marketing	partners and reduced
Op or shared	agreements that deliver	expenditure by the
marketing programs to	increased sales	ABTA
share expenses with	Ensure all agreements	Better management of
travel partners	include payment schedules	ABTA cash-flow
	with installments	resulting in reduced
		debts at end of year
Priority 3	Regular meetings with key	Increased employee
Expand Cooperation	product and project officers	engagement and
and engagement with	in the MOT to ensure full	morale as well as
MOT on appropriate	cooperation on all cross	reduced duplication of
projects.	border projects	efforts and avoidance
		of wastage
Priority 4	Active engagement with	Inclusion of Antigua
Enhance relationships	FCCA and cruise line Execs	as a port of call on
with all stakeholders	outside of bi annual trade	more cruise line
particularly in the	shows to further build	itineraries resulting in
Cruise sector	relationship and keep	increased ship calls
	partners updated on	and passengers
	developments	
Priority 5	Collaborate with MOT and	Improved monthly
Ensure adequate	achieve consensus on Myst	reports with detailed
tourism marketing data	system upgrade and format	analysis for better
is available for quick	and types of standard	decision making
& strategic decision	reports required, with ability	
making	for ad hoc reporting	

5.2 Performance measurement

Program/Subp	rogram	Monthly Profit an	d loss (P&L) Repo	orting for all showing		
Description:	Description: Detailed income and expenditure statements on both operations and marketing spend					
Measures			2018/19/20	2018/19/20	2018/19/20	
			Actual	Budget Estimate	Actual	

Program/Subprogram	Monthly Arrival figures for air stay-over, yachting and cruise visitor						
Description: Detailed arrivals	Description: Detailed arrivals broken down by source markets and airlines showing trends and analysis						
Measures		2018 Actuals	2019 Actuals	2020 Actual			

6. Finances

6.1 Forecast financial statements and assumptions

Summary Operating and Marketing 2018-2020 budgets are shown below, while forecasted Income and

Expense Statements and assumptions for all offices provided in a attached separate file.

Antigua Barbuda Tourism Authority - BUDGET SUMMARY 2018

ABTA - Operating Budget 2018

		Monthly				2018	2019	2020
	Office Cur	rency	U.S. \$	E.C. \$		E.C. \$	E.C. \$	E.C. \$
Antigua	\$152,500	XC D	56,130.15	152,500.00		\$ 1,830,000.00	\$ 1,830,000.00	\$ 1,830,000.00
UK/Europe	£ 51,172.00	GB P	81,875.20	222,446.73		2,669,360.77	2,669,360.77	2,669,360.77
UK	£ 30,330.00	GB P	48,528.00	131,845,72		1,582,148.68	1,582,148.68	1,582,148.68
Germany	£ 9,331.00	GB P	14,929.60	40,562.23		486,746.76	486,746.76	486,746.76
Italy	£ 6,484.00 £	GB P GB	10,374.40	28,186.21		338,234.49	338,234.49	338,234.49
France	5,027.00	P	8,043.20	21,852.57		262,230.84	262,230.84	262,230.84
United States	\$89,000.0 0	US D	89,000.00	241,804.10		\$ 2,901,649.20	\$ 2,901,649.20	\$ 2,901,649.20
Canada	\$34,750.0 0	CA D	28,483.61	77,387.11		\$ 928,645.33	\$ 928,645.33	\$ 928,645.33
TOTAL OPER. COSTS (All Offices)			\$255,488.9 5	\$ 694,137.94		\$ 8,329,655.30	\$ 8,329,655.30	\$ 8,329,655.30

Monthly Remittance

UK, Germany, Italy, France Remittances sent to UK Office (Total Remittance - 47,200 GBP)

ABTA - Marketing Budget 2017

		Monthly			Yearly Total	Yearly Total	Yearly Total
	Office Currer	ncy	U.S. \$	E.C. \$	E.C. \$	E.C. \$	E.C. \$
Gov Subvention	\$395,548.00	X C	145,587.9	895,548.00	\$ 4,746,576.00	\$ 4,746,576.00	\$ 4,746,576.00
Gov Subvention	\$393,348.00	D X	9	893,348.00	4,740,576.00	4,740,570.00	4,740,570.00
CIP/Grant	\$500,000.00	C D	184,033.2 7	500,000.00	\$ 6,000,000.00	\$ 6,000,000.00	\$ 6,000,000.00
		X C	358,864.8		\$	\$	\$
2% ABST	\$975,000.00	D	8	975,000.00	11,700,000.00	12,402,000.00	13,022,100.00
	\$1,870,548.0	X C	688,486.1	1,870,548.0	\$	\$	\$
Total (All Offices)	0	D	4	0	22,446,576.00	23,148,576.00	23,768,676.00

Monthly Remittance

6.2 Arrears at end October 2017

	8 8				
	As of OC	CTOBER (YTD) 2017			
LONG TERM DEBT		OCTOBER 2017			
СТО		\$ 149,429.50			
		149,429.50			
SHORT TERM DEBT					
Antigua Local Office		2,344,268.15			
Canada Office		373,545.48			
New York Office		1,537,923.71			
UK Office		278,719.28			
	Total Short Term	4,534,456.62			
	TOTAL DEBT	\$ 4,683,886.12			

A/P Aging Summary

6.3 Dividend for profit making organisations and other financial measures

Not Applicable to the Antigua and Barbuda Tourism Authority.

Long Term Debt includes inherited debt from CTO.

6.4 Significant capital developments

NOTES:

Not Applicable to the Antigua and Barbuda Tourism Authority as we do not manage any capital development projects

6.5 Any proposed major financing transactions

Further to a Cabinet decision, The Tourism Authority has been given the green light to obtain a commercial loan up to an amount of EC\$12M. A business case has been developed in conjunction with BDO our external auditors. This will be repaid from the increased 2% tax in subsequent year as a result of the additional hotel rooms. This is based on the assumption that the 2% tax will be increased to 3%.

There are also no plans for the Tourism Authority to subscribe for, purchase, or otherwise acquire shares in any company or other organization.

6.6 Government funding

The following activities are those for which the board normally seeks compensation from the Government whether or not the Government has agreed to provide such compensation.

- 1. 2% ABST Marketing fund collected monthly from hotels
- 2. Monthly Marketing Subvention from the Treasury
- 3. CIP Grant allocation to ABTA for major Destination Marketing Initiatives

6.7 Additional information for Government financed organizations Revenues, expenditures and financing 2018-2020

	2016	2017	2018	2019	2020
	Actual	Estimated			
Revenues by type:					
	1.050.000	000 000	1 020 000	1 020 000	1 020 000
Government Subvention	1,050,000	800,000	1,830,000	1,830,000	1,830,000
- Operating					
2% ABST Marketing	10,206,251	9,023,840	11,700,000	12,402,000	13,022,100
Fund					
Marketing Grant		6,947,590			
Government Subvention-	_	-	10,746,576	10,746,576	10,746,576
Marketing					
Recurrent expenditure					
by type:					
Local Operating	1,578,792	1,500,545	1,829,536	1,830,000	1,830,000
Expenses					
Marketing Expenses	9,723,052	15,471,898	22,446,576	23,148,576	23,768,676
Capital expenditure	N/A	N/A	N/A	N/A	N/A
Balance	-45,593	-201,013	464	0	0
List financing sources	Financed	Financed			
and amounts if balance is	by CIP	by CIP			
negative	Fund				

6.8 Any other matters as are agreed by Minister(s) and the Board.

An earlier Cabinet Decision to jointly house the Ministry of Tourism and the Antigua and Barbuda Investment Authority in an effort to reduce costs was not achieved in 2017 due to the inability to find a location large enough to accommodate all three entities.

7. Risk management

The major risks to the delivery of services and the maintenance of capability along with the Tourism Authority's risk management strategies are set out in the table below.

Risk	Risk management
Major natural disaster such as Hurricane,	Detailed Crisis Management plan has been
Earthquake or Tsunami	created to deal with this eventuality
Major Financial shock impacting tourism	10% Savings of all receipts from 2%
revenues resulting in reduced or no funding	Marketing funds to be set aside for ongoing operations during slower months and in the event there is any major disruption to revenue streams
Loss of key human capacity due to	Succession plan for all departments to ensure
resignation or dismissal	continuity of operations in short term.
Major negative PR impact such as health,	Detailed Crisis Management plan has been
security warning, Acts of Terrorism, or	created to deal with this eventuality
Airline or Cruise ship disaster	

8. Information and reporting

All required financial information as approved by its Board of Directors and as set out in the Budget Plan with regards to the operations of the Antigua and Barbuda Tourism Authority (ABTA) has been provided. The Authority is up to date with its audited financial statements by BDO with audited statements completed for 2017. Monthly financials and operating reports to the Ministry of Tourism as well as the SOE reporting of it monthly financials to the Ministry of Finance are submitted as per compliance requirements for statutory corporations.

ANTIGUA & BARBUDA SOCIAL SECURITY BOARD OF CONTROL



Business Plan For 2018-2020

1.0 STATUTORY ORGANIZATIONOVERVIEW

1.1 The Antigua & Barbuda Social Security Board

With the enactment of the **Antigua and Barbuda Social Security Act (CAP .408**), the Social Security Fund was established to provide the active insured population of Antigua & Barbuda and their dependents with some degree of income security in the event of sickness, maternity, invalidity, retirement and death. The Antigua & Barbuda Social Security Board (ABSSB) began operations on 2ndApril 1973.

The ABSSB is responsible for the funds collected and the payment of cash benefits to contributors. In addition, the Organization has a mandate to inform its stakeholders about the programmes, benefits and services provided as well as any pending parametric and policy changes.

The ABSSB falls under the Ministry of Finance and Corporate Governance. The Organization's Directorate – comprising of the Director, the Deputy Director and the Executive Assistant - has administrative responsibilities for all functional areas, namely Research & Communications, Finance & Investment, Information Technology, Human Resources, Legal, Internal Audit, Customer Relations and Compliance.

Along with its day-to-day functions, the Organization is expected to provide the necessary balance as it responds to the constant pressures from a rapidly changing environment, the evolving organizational design and the varied demands of staff. The ABSSB's staff complement is estimated at 92 – Directorate (2), Managers (12), Board Secretary (1), Supervisors (9) and Line Staff (68).

The continued instability of the country's labour market remains steadfast as a risk to the Organization's sustainability. However, with the parametric changes coming into effect as of February 2017, the ABSSB is expecting some improvement in its finances to meet its financial obligations to its beneficiaries on a timely basis for 2017 and beyond.

Contained herein the Business Plan FY2018–2020 is the list of positions with the related annual base salary; an analysis of the Organization's Performance for Fiscal Year 2016 up to June 2017; the major risks to service-delivery; and, the critical issues impacting the sustainability of the Organization. In addition, the accompanying revenues and costs for supporting the ABSSB's operations for fiscal years, 2016 and 2017, and the estimates for 2018 are estimated.

1.2 Vision

We are a customer-oriented, strategy-focused and technology-driven Organization with a commitment to excellence.

1.3 Mission

To efficiently provide Social Security Services through the sustained efforts of strong leadership, robust compliance, a highly motivated and knowledgeable staff and the prudent investment of the Social Security Fund.

2.0 Environment the Organization is operating in

A robust business environment and labour market is of utmost importance to the sustainability of the social security Fund. However, for the ABSSB, the current environment is characterized by a diminishing labour force; inflation; instability of the economy; an ageing population; increasing rate of HIV/AIDS; and, a low pensionable age (61 years).

As a consequence, the ABSSB continues to experience financial difficulties; low funding ratio; low contributor to pensioner ratio - 3.4:1; limited support from stakeholders; increasing expenditure rate to contribution income rate stemming from increasing benefit expenditure.

The ongoing challenge for the ABSSB is to collect sufficient contribution income to fund the current benefit and administrative expenditures. With the commencement of the upward movement in both the contribution rate and the pensionable age as of 2017, it is actuarially posited that there may be some narrowing of the funding gap over the next ten (10) years.

Notwithstanding the aforementioned, the ABSSB will continue to experience financial difficulties in the short-term owing to the persistent instability of the global and the Antigua and Barbuda economy. The 10th and 11th Actuarial Reviews of the Social Security Fund recommend that with a combination of contribution rate increases, the pensionable age moving to 65 years, and the conversion of property and government debt to cash, long-term costs can be reduced. All these remain viable parametric reforms for the ABSSB.

Succinctly, the ABSSB's ability to deliver on its benefit promise whilst simultaneously striving for sustainability of the Fund requires the immediate and focused attention of policy makers to short-term financing as well as the implementation of mitigating strategies to reduce long-term costs and to improve administrative efficacy as outlined herein.

3.0 Service Performance Review and Critical Issue

3.1 ABSSB's Performance Review - 2016¹

For 2016, the total revenue generated was \$93.06 million, resulting in a decrease of 14.7% when compared to 2015's total of \$109.12 million.

The ABSSB registered a provisional total of *\$89.67 million* as Contribution Income; which is a small decline of 9%, when compared to the corresponding period for 2015's total of \$98.28 million.

Administrative expenditure for 2016totalled \$12.470 million and represented an increase of 4.4% relative to 2015 - \$11.949 million. The Administrative expense ratio expressed as a percentage of contribution income was 14.0% relative to the previous year's -12.2%.

Benefit expenditure continued its upward trend amounting to *\$122.05million*, 6.6% more than the corresponding period for 2015. The total Benefit Expenditure exceeds total Contribution Income by 26.5%. Age pension expenditure increased from \$98.19 million in 2015 to \$106.09 million in 2016.

Approximately 10,594² pensioners received pensions on a monthly basis in 2016 – an increase of 4.1% relative to 2015 with 10,173 pensioners. Of the long-term recipients, 9,258 or 87.4% were in receipt of Age Pension; 271 or 2.6% were in receipt of Invalidity Pension; and, 1,006 or 9.5% were in receipt of Survivors' Pension. The remaining 59 or 0.5% received Social Security Assistance in the form of a non-contributory Old Age Assistance Benefit.

For 2016, there were 9,988 recipients for short-term benefits payments, a decline of 9.8%.

A total of 2,643 persons were registered at the ABSSB. Of this total, 1,293 (48.9%) were males while 1,350 (51.1%) were females. The Registration Profile revealed that 50.2% (1,326) of the new registrants were unemployed with 563 (42.5%) being below 20 years. The majority of the registrants - 1,161 or 43.9% were below 30 years of age. Further, 1,384 (52.4%) were nationals of Antigua and Barbuda; 926 (35.0%) were nationals of Caribbean territories; and the remaining 333 were nationals of the International community.

¹The figures stated in this section are unaudited.

²ABSS Database

As it relates to Employers' Registry, new employers' registration totalled 780 compared with 771 for 2015; a slight increase of 1.2%. Of the 780newly registered employers, 54.4% (424) were categorized as self-employed persons.

Active insured persons increased by 3.5% from 40,085 in 2015 to 41,468 in 2016. Analysis of the data revealed that approximately 93.0% of the active insured population earned at most \$6,500 on a monthly basis during 2016.

The ABSSB's financial performance in 2016 continued on the path of previous years where contribution income was insufficient to finance total expenditure. Moreover, in relation to the reduction of the reserves, no significant investments and the diminishing funding ratio continues to place pressure on the ABSSB, despite the contribution rate and ceiling increases of 2013 and 2017.

The ABSSB is a significant contributor to the economic stability of the nation as indicated with the more than 20,500 beneficiaries. As the foremost social protection agency in the country, the ABSSB must enact the required parametric measures to secure the viability of the social security system.

3.2 ABSSB's Performance Review: January – June 2017

The ABSSB celebrated 44 years of service to the people of Antigua and Barbuda on 2nd April 2017. The key performance measures for this period are spotlighted below: -

- Total Contribution Income collected -- \$57.596million
- Benefit paid amounted to \$65.4373 million
- Approximately 11,144 pensioners in receipt of a monthly pension
- 3,255 short-term benefit claims received; of which 2,556 (79.3%) were allowed
- Registration Activity: 1,225 new insured persons; 206 newly registered employers; and 286 newly registered self-employed persons
- Active insured population 37,577⁴ employees
- 264 former contributors became pensioners
- 66 dependents became pensioners as a result of the Survivor's Arrangement
- 155 contributors exited the system as a result of death
- 197,418 records were entered in the ABSSB Database; 4,079 records were reconciled

³ Provisional

⁴Provisional

with 97.7% being Private Records

- 1,662 Letters of Good Standing were processed:
 - Labour Department: express letters -500; regular letters – 911 Immigration Department: express letters – 41; regular letters – 210
 - Total Revenue Generated: \$60,680

The aforementioned financial performance is illustrated graphically in Figure 1, and is demonstrative of the persistent trend, where contribution income is insufficient to finance benefit expenditure. To its credit, the ABSSB has managed its administrative expenses such that the organization has been able to persevere in the realization of its mission.

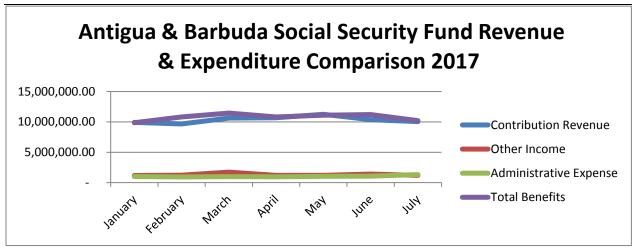


Figure 1

The ABSS database revealed that as at 30 June 2017, active insured persons totaled 37,577⁵; and, pensioners totaled 11,144 of which 9,736 were age pensioners.

There were 264 age pension awardees between January and June 2017. Of this total, 36% received a pension between \$1,000 and \$2,000 while 21.5% were in receipt of an age pension exceeding \$2,000. Four age pensioners are in receipt of the largest age pension - \$2,983.33 as at June 2017.

The average monthly pension as at June 2017 was \$985.15.

For the first half 2017, the ABSSB recorded a total of \$57.596 million⁶ as Contribution Income, resulting in an increase in Contribution Income of 14.6%. Total Contribution Income earned for the first six-months of 2017 was approximately 55.4% of the annual budgeted total of \$103.873 million.

6 Provisional

⁵Provisional

Monthly contribution Income has not yet stabilized to adequately fund benefit payments. Moreover, data revealed that 1,898 insured persons will attain 60 years by the end of 2018. As at June 2017, 385 former contributors were awarded age pension. With pension expenditure showing significant increases, it is hoped that the amendments to the Age Benefit Regulations S.I. 2016, No. 61 will help in mitigating this situation. Figure 2 highlights the variance of Contribution Income to Benefit Payments for January to June, 2012 - 2017, respectively.

Of the total Contribution Income \$57.596^P million generated during the period, January to June 2017, the reported benefit payment exceeded this amount by approximately 12%.

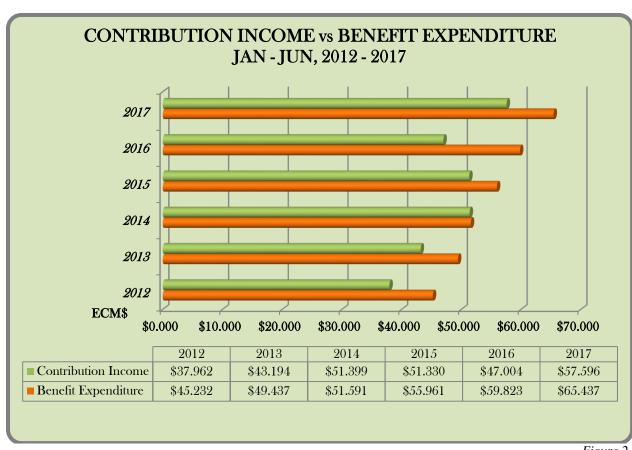


Figure 2

The data further revealed that approximately 92.3% of active employees earned less than the contribution ceiling of \$6,500 at the end of April 2017. This suggests that the increase in

⁷Actual - ABSS Database

⁸For 2017, the data is up to April

contribution rate is still not sufficient to finance the operations of the Antigua & Barbuda Social Security Fund.

3.3 Critical Issues Affecting the ABSSB

Following is a list of critical issues affecting the ABSSB: -

- Continuous delays in the payment of short-term cash benefits.
- Benefit expenditure continues to increase in 2017 resulting in total expenditure exceeding contribution income. As such, the ABSSB's most pressing need is the generation of enough current income to meet current expenditure.
- Although, the wage ceiling and contribution rate have increased to \$6,500 and 12%⁹, respectively, the impact of these increases are insignificant.
- Inadequate physical spacing to support the business workflow at the ABSSB.
- Relocation and separation of staff to rented buildings.
- Abandoned Social Security Headquarters.

-

⁹11% for Public Sector employees

4.0 Organizational Matters affecting the capability of the Organization

4.1 Governance

Position	Remuneration
Chairman	\$3,000.00
Personal Assistant to the Chairman	\$2,500.00
Deputy Chairman	\$1,800.00
Representative – Employee	\$1,000.00
Representative – Trade Union	\$1,000.00
Representative – A & B Employers Federation	\$1,000.00
Representative – Chamber of Commerce	\$1,000.00
Director – ABSSB	\$1,000.00
Board Secretary	$$1,500.00^{10}$

Structure and Staffing - 2018 *4.2*

No. of Positions	Name of Positions / Grade	Annual Base Salary ¹¹
1	Director	127,366
1	Deputy Director	125,518
1	Financial Comptroller	155,072
2	Executive Managers	284,299
5	Managers	639,673
3	Assistant Managers	341,159
1	Executive Assistant	108,551
9	Supervisors	930,451
10	Inspectors	862,810
23	Grade I	1,744,479
6	Grade II	388,970
11	Grade III	533,431
13	Grade IV	408,000
3	Auxiliary Officers	74,967
1	Board Secretary	42,000
2	Maintenance Workers	131,354
92		6,898,100

¹⁰Board Stipend + Salary - Full time employment ¹¹Provisional(EC\$)

4.2.1 ABSSB Organization Chart - 2017

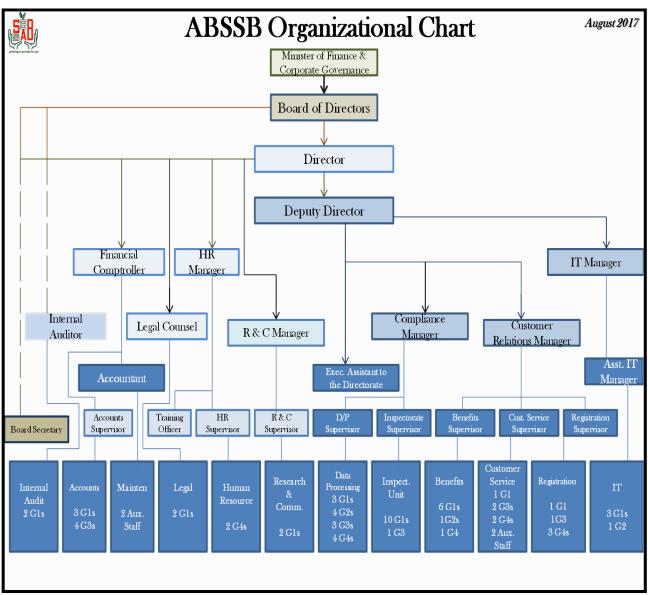


Figure 3

4.3 Achievements (2016/2017)

- 1. Implementation of ISIC 4 Classification
- 2. Revised SabaHalogenTM Performance Management System
- 3. Implementation of new contribution rates for 2017 Private Sector (12%); Public Sector (11%)
- 4. Implementation of new earning bands according to the five classes of selfemployment
- 5. Commenced movement of the Social Security pensionable age to 61 years as of February 2017
- 6. Social Security Facebook Page and LinkedIn page
- 7. Redesign of the Social Security Card
- 8. Redesign of the Pension Card
- 9. Few milestones attained in the database clean-up initiative to include:
 - Aligning Government registration numbers with responsibility centre codes
 - ii. Application of contribution exceptions and duplicates identified re: government employees registered with the ABSSB
 - iii. Implementation of a strategy to reduce the temporary numbers in the ABSS database
- 10. Revised MOA with the Labour Department re: validation of ABSTEP cohorts
- 11. The Director nominated as one of the Vice Presidents of the American Commission of Organization and Administrative Systems (CAOSA), which is a commission of the Inter-American Conference on Social Security
- 12. The Inspectorate Unit has its full staff complement, for the first time in many years
- 13. The transfer of title for the US Air Force Base and related lands to the ABSSB
- 14. Partnership with CIESS and the Ministry of Education, Science and Technology to introduce a Social Security Program in Primary Schools across Antigua & Barbuda
- 15. Partnership with CIESS and the Ministry of Education, Science and Technology to introduce a Social Security centric bursary for officers of the Board to study at the University of Mexico (UAM)
- 16. Partnership with the Inland Revenue Department to establish a satellite Social Security at English Harbour.

4.4 Issues (Impacting Capability 2016 – 2017)

- 1. Payment of benefits impacted owing to rental expenditure
- 2. CAMIS development suspended
- 3. Delay in e-Services initiative
- 4. Inadequate physical space to accommodate staff in the execution of their respective functions with the loss of the Annex, Main and Mutual Buildings due to Occupational Safety and Health issues, specifically Air Quality.
- 5. Limited spending for staff training and development based on organization priorities.

4.5 Summary of capability development strategies (2018)

The ABSSB will continue the implementation of the ISSA guidelines as it pertains to the use of ICT technologies in an effort to improve operational efficiency and productivity as well as to conduct a diagnostic review of all operational procedures, practices and policies.

Additionally, the use of identified workflow technologies will allow for the strategic redeployment of staff and the reengineering of such procedures to improve reporting and benefit processing, especially as it relates to the reciprocal agreements within the region – CASS and OECS.

Nonetheless, a number of major capability development projects have been identified for 2018 to include: -

1. EFS Unit / Back-file Digitization

This project will see the return of some functionality of the EFS Unit to include the digitization of documents so that they can be routed around the office with the workflow solution. In addition, the intent is to digitize "historical" documents as well.

2. Implementation of Monthly Employer Reconciliation policy

This involves the monthly reconciliation of employers' records so as to determine their liability to the ABSSB. Currently, this function is performed semi-annually.

3. The acquisition and financing of the ABSSB MIS core application

Finally, as the ABSSB seeks to redefine its strategic alliances with the Labour Department and the National Statistics Office, the database clean-up continues to be a critical capability development project, consisting of but not limited to the following: -

1. C3 Forms

- Redesign of the C3 forms to be issued to all active contributors at least on an annual basis.
- Maintain an up-to-date database of employee bio-data.

2. Temporary Numbers

- Refining of the strategy to reduce the quantum of temporary numbers in the database.
- Develop and implement an app to assist in this process as well as a workflow solution for the affected departments.

3. Clean-up of Central Government R5As

- Continued identification of contribution exceptions and duplicates of government employees as well as corrective measures to be undertaken.
- Develop and implement report processing App to facilitate annual statutory changes up to the year 2025.
- Continuous monitoring of government employees' records to ensure that contributions are correctly applied to the right social security number

4. Standardization of Fields for Benefits data

- Add a drop-down list of licensed medical practitioners along with their signatures to the Benefits Module
- Conduct audit and subsequent clean-up of the Address Table

5.0 Corporate Priorities, Objectives and Indicators

5.1 Corporate Priorities and Objectives

It is imperative that the ABSSB monitor and assess its corporate priorities and objectives both at the macro (external) and micro (internal) levels; and, that the resultant reform measures reflect the Organization's core principles and objectives of providing social insurance coverage, whilst carefully balancing issues of benefit relevance and financial sustainability.

With 44years of operation, it is of utmost importance that the ABSSB continues tore-examine its priorities with the view to clearly define the measures required for enhanced administrative efficiencies.

Accordingly, the Corporate Priorities and Objectives for FY2018-2020, have been identified as urgent mitigating measures that are necessary to correct weak cash flows and issues of administrative efficiency affecting the fund:

1. Strengthen the public awareness initiative

0	Production of Security Nets	- 2018
0	Production of Social Security ads	- 2018 - 2019
0	Production of Annual Report: 2013 - 2014	- 2018 - 2019
0	Production of Calendars 2018; 2019; 2020	- 2018 - 2020
0	Update Social Security Handbooks and Brochures	- 2018
0	Maintain Facebook and LinkedIn pages	- 2018 - 2020
0	CEISS Social Security Education initiative	- 2018

Why: Commitment to transparency and good governance principles

2. Pursuing full compliance

0	Pay pension and short-term benefits on time	- 2018 - 2020
0	Active monitoring of the Construction Sector	- 2018 - 2020
0	Increase focus on self-employed persons	- 2017 - 2020
0	Increase monitoring of Government's contributions and	
	submission of records	- 2018 - 2020
0	Develop alliances with Government Departments such as	
	Inland Revenue Department and Customs Department	- 2018

- Re-engineer the reconciliation process - 2018 o Development of an annual contribution statement for active Active insured contributors - 2017 - 2019 o Collection of arrears for short to medium term (2% growth - 2018 - 2019 over 2017 collections across all contributing sectors Why: Fulfil the mandate of the Social Security Act and Regulations 3. Continue to develop an efficient, comprehensive and integrated information technology system capable of being networked nationally and regionally o A fully ABSSB functional website with supporting eServices capabilities - 2018 • Acquire and finance core management information system - 2018 o Performance accessed training for IT staff - 2018 - 2020 Incorporate ISSA ICT Guidelines - 2018 - 2019 - 2017 - 2019 New strategies for regional cooperation (CARICOM/OECS) Why: Strengthening of the IT infrastructure 4. Financial sustainability Invest in land development activities - 2018 - 2020 Seek opportunities for investment in productive sector - 2018 - 2019 o Liaise with the Minister of Social Security for these initiatives - 2018 • Eliminating the back log of audited financial statements - 2018 - 2019 o Restructuring of the MOU between the Government and ABSSB - 2018 o Adherence to the Investment Policy - 2018 - 2020 Why: Financial accountability // New income stream to assist in financing benefit obligations and administration
 - 5. Extending social insurance coverage
 - o Implement amendments to Regulations 2018 2020
 - Contribution rate increase
 - Ensure that the Survivors' arrangement is applicable to both genders

0	Outreach programme to improve the compliance rate	- 2018 - 2020	
0	 Implementation of the outstanding recommendations of the 		
	10 th and 11 th Actuarial reviews	- 2018 - 2020	
0	Conduct of the 12 th Actuarial Review	- 2018	
0	Movement of age pension to 62 years	- 2019	
Why:	Benefits restructuring i.e. thereby balancing ABSSB's finance adequacy of the benefit thus satisfying the UN mandate for protection floors	•	
6 Cons	trust now Social Social Mand Office		
o. Cons	truct new Social Security Head Office		
0	Board's Approval for New Plant	- 2018	
0	Approved Technical Drawings for Main Plant	- 2018	
0	Gain DCA's approval	- 2018	
0	Begin Construction of new Plant	- 2018	
0	Complete Construction of New Headquarters	- 2021	
Why:	To address the current OSH issues; and, to meet the growing environment	ng needs of the ABSSB's	
7. Re-er	ngineer the human resources function		
0	Implement a plan-based HR development/management sys	tem in keeping	
	with ABSSB's Corporate Priorities	- 2018 - 2020	
0	Manage emerging OSH issues	- 2018 - 2020	
0	Commencement of new bargaining cycle negotiations	- 2018	
0			
0	Conduct comprehensive audit of current job		
	Conduct comprehensive audit of current job descriptions and job specifications	- 2017 - 2018	
	descriptions and job specifications		
0	descriptions and job specifications Implement recommendations as deemed necessary	- 2018	
	descriptions and job specifications ■ Implement recommendations as deemed necessary Full utilization of the SabaHalogen [™] Performance Manager	- 2018 nent	
0	descriptions and job specifications Implement recommendations as deemed necessary	- 2018 nent - 2018 - 2020	

Why: To re-establish an engaged workforce

8. Process re-engineering

0	Review current ABSSB's organizational structure/culture to assess	
	efficacy for changing macro-environment	- 2018 - 2019
0	Develop competencies in Investment management	- 2018
0	Pursue an Electronic Records Management (ERM)system	- 2019
0	Update and disseminate the ABSSB's policies and procedural	
	Manuals	- 2018
0	Implement applicable OECS and national legislations	- 2019
0	Ensure that the ABSSB web site is fully functional and can facilitate	
	uploads of remittance forms and accessibility to pending LMIS	- 2018
0	Exercise fiduciary responsibility in the conduct of Social	
	Security administration	- 2018 - 2020

Why:

To strengthen the administrative efficiency thus improving the customer service delivery

6.0 Finances

6.1 Any proposed major financing transactions

The ABSSB, in accordance with the Assets Swap Component of the MOU signed with the Government, continues to express its interest in acquiring shareholding in profitable state-owned enterprises. Further, it is expected that the transfer of title for the Consolidated Instrument Facility (CIF) and related lands will be completed in 2018 as part of the re-negotiated MoU.

6.2 Revenue (EC\$) - by Major Categories

Category	Actual 2016	Approved 2017	2018 Estimated
		PP	
Contributions	109,900,444	127,841,616	140,323,723
Interest and Loans	10,341,218	9,543,456	13,226,586
Rentals	191,200	198,720	588,600
Sale of Land and Properties	96,422	310,980	-
Miscellaneous	206,522	199,500	228,150
TOTAL	120,735,806	138,094,272	154,367,059

6.3 Recurrent Expenditure (EC\$) - by Major Categories

Category	Actual 2016	Approved 2017	2018 Estimated
Audit	55,000	55,000	65,000
Association Fees	59,181	66,564	60,264
Bank charges & Interest	113,710	84,000	318,600
Board & other committees Stipend	208,991	272,440	203,060
Cleaning Services	129,525	147,690	201,190
Collection Fees	55,780	36,000	36,000
Conferences & Meetings	42,012	46,000	51,900
Computer Expenses	308,693	235,913	364,040
Donations & Sponsorships			39,500
Depreciation	273,408	264,000	264,000
Electricity & Water	408,775	314,120	206,120
Entertainment	4,800	4,800	4,800
Gratuity, Honorarium, Severance	2,500	840,155	333,648
Insurance (Other than Life & Health)	344,601	348,475	349,705
Legal Expenses	9,265	8,950	25,000
Loan Interest			159,183
Medical Expenses	10,400	12,000	12,000
Membership & Subscriptions	6,687	8,208	23,282
Miscellaneous	15,438	26,125	20,700
Motor Vehicle	11,496	20,789	27,643
Postage	7,669	9,470	8,251
Professional fees	120,271	15,428	21,000
Refunds	16,547	60,000	60,000
Research & Communications	191,742	284,459	309,495
Office Rent	509,545	557,400	562,800
Repairs & Maintenance	172,451	84,339	96,499
Staff Costs ¹²	7,881,723	8,283,259	8,519,219
Security	226,585	192,000	217,200
Stationery, Printing & Office Supplies	189,257	157,737	147,083
Telecommunications	110,818	295,452	309,492
Training & Development	122,577	92,804	195,331

¹²

Includes Salaries, Retirement Contributions, MBS and SS Contributions, Staff Benefits, Insurance, Long-service Award

Travelling & Transportation	255,366	272,735	285,700
Total Administrative			
Expenditure	11,864,813	13,096,312	13,533,705
Long Term	114,379,782	117,494,232	133,697,618
Short Term	7,372,907	8,070,000	8,070,000
Total Benefit Expenditure	121,752,689	125,564,232	141,767,618
TOTAL	\$133,617,502	\$138,660,544	\$155,301,323

6.4 Capital Expenditure (EC\$) - by Major Categories

Category	Actual 2016	Approved 2017	2018 Estimated
Computer Upgrades 7			
Replacements	120,207	608,160	178,346
Telecommunication			
Software/ Applications		30,000	2,163
Furniture/Fixtures/Equipment	53,519	11,249	57,549
Motor Vehicles	73,900		
Building	350,000	300,000	16,600,000
TOTAL	597,626	949,409	16,838,058

7.0 Risk Management

Risk	Risk management
Volatility in Labour Market	Business growth - private sector
Seasonal employment - Business closure	
Legislative delays - survivors benefit	Liaise with Solicitor General and Hon. Minister
Growing contribution receivables	Implement new compliance initiatives
Re-negotiate MoU with Government (GoAB)	Draft addendum to MoU