

20 16

Budget Summary



Business Plans

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



**ANTIGUA
ESTIMATES
2016**

**CENTRAL GOVERNMENT &
STATUTORY
ORGANISATIONS
BUSINESS PLANS**



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ANTIGUA
ESTIMATES
2016

CENTRAL GOVERNMENT
MINISTRIES' BUSINESS
PLANS



**BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES**

Governor General

Budget Plan
For the FY 2016

Ministry Overview

In August, 2014 a new Governor General was sworn into office and brought a new perspective to Government House. His Excellency's desire is to re-brand Government House so that it can be used as a historical site where visitors, residents and school children can learn about its rich history.

A Government House Restoration Committee was set up in October, 2014 to lead the charge with the restoration of Government House. The larger committee is further divided into sub-committees which perform a range of duties including, research, engineering and fund-raising. In the latter case, four fundraising events have been planned for the 2015 calendar year.

Furthermore, their Excellencies have scheduled quarterly events which also help to generate much needed funds. To date, over forty thousand dollars have been raised and over five hundred thousand dollars have been made in pledges.

In order to make this project a reality the support from the Government is extremely important in making funds available to meet the cost of the day to day running of the Office of the Governor General. Based on estimates from the Technical Sub-committee, the restoration project will cost approximately eight million United States dollars.

Moreover, His Excellency the Governor General also serves as Her Majesty's representative. Thus, acting on her behalf, the Governor General has the responsibility to ensure that constitutional duties are carried out according to the laws of Antigua and Barbuda on the advice of the Honourable Prime Minister. He is also allowed in some cases to use his own discretion. Ceremonial functions such as delivering the throne speech, taking the salute on Independence Day as well as bestowing national awards in recognition of service rendered above and beyond the call of duty.

The Governor General also spends a significant portion of his time performing community duties serving a number of service based entities including, but not limited to twenty-two organisations for which he officially serves as Patron. As a result, he is kept very busy attending different functions and hosting various events under his patronage. The centenarians who celebrate on an average of one per month are also graced with the presence of His Excellency on the occasion of their birthdays.

Finally, His Excellency has the responsibility to ensure that the former Governor's General and/or their spouses, receive their entitlements in accordance to the policies set out in the laws.

Vision

To inspire members of the local and wider community to acknowledge the importance of sovereignty and the role of the commonwealth in our development.

Mission

To rebrand the Office of the Governor General and thereby ensure a harmonious relationship with the different stake holders in order to promote a more effective and efficient performance of its ceremonial, non-ceremonial and constitutional functions, with priority being placed on service excellence.

Service Performance Review and Critical Issues

Service performance

A new management team was put in place in the Office of the Governor General in December, 2014. Due to the lack of staff it was very difficult to function in an effective manner. A request, made for additional staff was granted by the Public Service Commission. In addition, another request was made to Cabinet for a Private Secretary to provide administrative support to the Governor General. The support from the Superintendent of the Prison in allowing the prisoners to help whenever the need arises cannot be over looked. Similarly, the Job programme in the Ministry of Labour is assisting greatly in enable four ancillary workers to be trained at the Office of the Governor General.

Even though there is still need for staff, a number of changes have been introduced by the management team to ensure that the functions at the Government House are carried out in a more efficient and effective manner.

Although the Office of the Governor General has the responsibility to ensure that the policies of the government are carried out in accordance to the constitutional, ceremonial and non-ceremonial functions, it is important that it also places a strong focus on providing additional events which will increase public awareness about the Government House.

Improving productivity through staff empowering is of critical importance in any organization so management organised training sessions for the staff. The training sessions held during the year included sessions on Customer Service, Security Awareness and Protocols. It is anticipated that training will continue.

In May, 2015, Sir Lester Bird received his Knighthood as National Hero which was then followed by other recipients who received their insignias. The Genealogist in London who is attached to the Chancery in Antigua and Barbuda was in attendance for the special ceremonies and served as facilitator for the Protocol seminar. Top civil servants and other senior personnel were invited.

Quarterly events are being held to give individuals a chance to experience Government House and at the same time help to raise funds. Several donations and pledges have been received for the Government House Restoration Fund.

The organization and functioning of the Chancery of the Orders and Decorations of Antigua and Barbuda was also improved.

Critical Issues

The Office of the Governor General is seriously hampered by inadequate financing to carry out its daily functions as well as the provisioning for the three former Governors General. A budget of just one million dollars where three quarters of it is used to pay salaries and wages puts a serious strain on operations. This has caused Government House to lack the support that it would have had if funds were made available to pay.

Another concern is the condition of the building which is in dire need of repairs. If meaningful change is going to take place it is of critical importance that more work is done to ensure a safe work environment. Special thanks must be extended to the Ministry of Works and Housing likewise the Antigua and Barbuda Institute of Continuing Education (ABICE) for their technical assistance in assessing and or conducting repairs to ensure the existence of a relatively staff property. During the events held at Government House, persons have had to be encouraged to exercise extreme care to avoid injury on property.

In addition, the lack of human resource is a major challenge since staff members are asked to function in areas which are not in keeping with their job descriptions. This is particularly so when the Government House is hosting fundraising events.

The inadequate provision of vehicles also causes a serious problem. Too often the officers at Government House have to rely on the Antigua Defence Force for use of their vehicles whenever overseas Governors General or their spouses visit. Far too often the vehicles at Government House encounter problems and the Government Motor pool is unable to make the necessary repairs in a timely manner.

The challenge of not having adequate water supply or storage also poses a serious problem especially when various events are being held.

Achievements

1. Empowering and training of Staff
2. Raising of funds for the Government House Restoration Project
4. Improvement in the operations and organization of the Chancery.

Issues

1. Shortage of Staff
2. Inadequate funds
3. Lack of Water supply
4. Poor condition of building
5. Insufficient vehicle

Priorities, strategies and indicators

The priorities in order are:

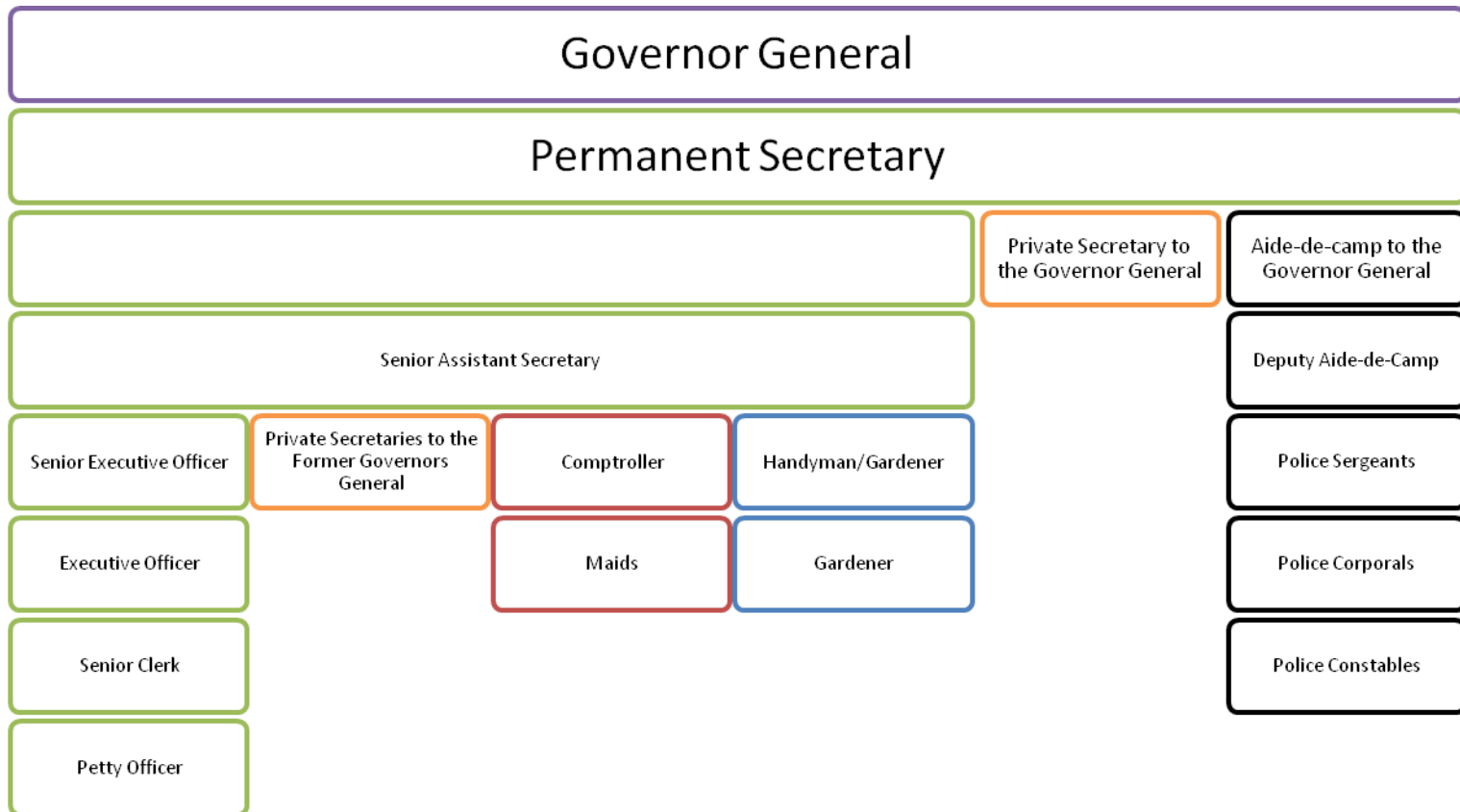
1. Restoring Government House and its surroundings so that it can be used as a historical site thus generating funds to be self-sufficient and reduce dependency on the treasury
2. Empowering staff
3. To acquire the right tools for efficient operations such as a Photocopier, computers

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 2015- 2016

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 so that they can be more productive	Send them for training
Equipment	To enhance the quality of service provided by staff members that have to use equipment	

ORGANISATIONAL CHART - OFFICE OF THE GOVERNOR GENERAL



ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
01	Office of the Governor General			
0101	Governor General's Office	-	2,618,576	-
	TOTAL FOR OFFICE OF THE GOVERNOR GENERAL	-	2,618,576	-

ANTIGUA ESTIMATES - 2016
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	1,347,076	1,171,500	-	100,000	-	-	2,618,576
Governor General's Office	1,347,076	1,171,500	-	100,000	-	-	2,618,576
390 - General Public Services	1,347,076	1,171,500	-	100,000	-	-	2,618,576

**BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES**

Legislature

*Budget Plan
For the FY 2016*

LEGISLATURE DEPARTMENT OVERVIEW

MINISTRY OVERVIEW

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

VISION: 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 Eight (8) Meetings of Legislature hosted as of August 2015.
- Approximately Four (4) Hansards and Seven (7) Minutes were produced as of August 2015.
- Approximately One Hundred and twenty-three (123) correspondences were distributed to Parliamentarians and other relevant personnel as of August 2015.
- Approximately Seven (7) Order of Business documents prepared for meetings as of August 2015.
- Repairs to some of the air-conditioning units.
- Purchasing of a Commercial Photocopying Machine.

- Improvement of Standard of Service offered to the Parliamentarians:
 - a) Purchase of a Dishwasher
 - b) Purchase of Juice and Coffee Dispenser enabling Self Service.
- Upgrading of some Computer Systems and Microsoft Suite Software within the Department.

ORGANISATIONAL MATTERS

Capability of the ministry/agency

Achievements:

- ✓ More local training initiatives were utilized.
- ✓ Better working relations amongst workers due to the introduction of socially interactive programs.
- ✓ Some members of staff pursuing higher learning.
- ✓ A Secretary IV completed her Bachelors of Science in Education with specialty in Economics.

Issues:

1. Shortage of staff in the Secretariat Unit.
2. Inability to take advantage of frequent training opportunities specifically geared to Parliamentary Processes due to financial constraints.
3. An operational Library, equipped with the necessary tools and trained/qualified personnel.

4. Establishing of the Archives with a Modern Technological System.
5. Restructuring of Salary grade for the Legislature staff.
6. Fencing of Parliament premises, particularly at the rear 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.

Priorities and Strategies 2016- 2017		
<i>Priorities</i>	<i>Strategies</i>	<i>Indicators</i>
<p>Priority 1</p> <p>Placement of Staff within the Secretariat Unit</p>	<p>Seek cooperation to ensure appropriate personnel are sourced and placed within the Secretariat Unit</p> <p>Liaise with the Ministry of Finance to ensure approval of funds</p>	<p>Output:</p> <p>Timely production of Hansards, Order of Business and Minutes</p> <p>Outcome:</p> <p>Improved task completion performance and service delivery to the Public and other relevant personnel</p>
<p>Priority 2</p> <p>Assess Training Needs</p>	<p>Assessment by key personnel within the department</p>	<p>Output:</p> <p>Provide on the job training, participate in regional and international workshops</p> <p>Outcome:</p>

		Build the capacity on the functions of the department
<p>Priority 3</p> <p>Complete Fencing of the Parliament Premises</p>	<p>Seek cooperation and liaise with the Ministry of Works and Housing to ensure the availability of materials and workforce.</p>	<p>Output:</p> <p>Added security to the Parliament building, Parliamentarians and relevant personnel</p>

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
02	Legislature			
0201	House of Representatives	-	1,706,297	-
0202	Senate	-	505,436	-
TOTAL FOR LEGISLATURE		-	2,211,733	-

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Legislature	1,881,734	302,799	-	27,200	-	-	2,211,733
House of Representatives	1,426,298	252,799	-	27,200	-	-	1,706,297
390 - General Public Services	1,426,298	252,799	-	27,200	-	-	1,706,297
Senate	455,436	50,000	-	-	-	-	505,436
390 - General Public Services	455,436	50,000	-	-	-	-	505,436

**BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES**

Cabinet

*Budget Plan
For the FY 2016*

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 therefore is the primary body which decides Government’s policy. The policy making process begins with individual Ministers and their Ministries in preparing and submitting to Cabinet, circulation notes regarding proposals and recommendations for consideration by the Ministers collectively. It is also the originating Ministry which is primarily responsible for implementing Cabinet decisions and for reporting back to Cabinet on this. 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 the implementation of Cabinet decisions on-time, within budget and according to Cabinet’s expectations.

Cabinet meets once each week on Wednesday. The Prime Minister may, however, convene special meetings on urgent matters of national importance.

The Ministry:

The Ministry comprises the following departments:

- Cabinet
- Cabinet Secretariat

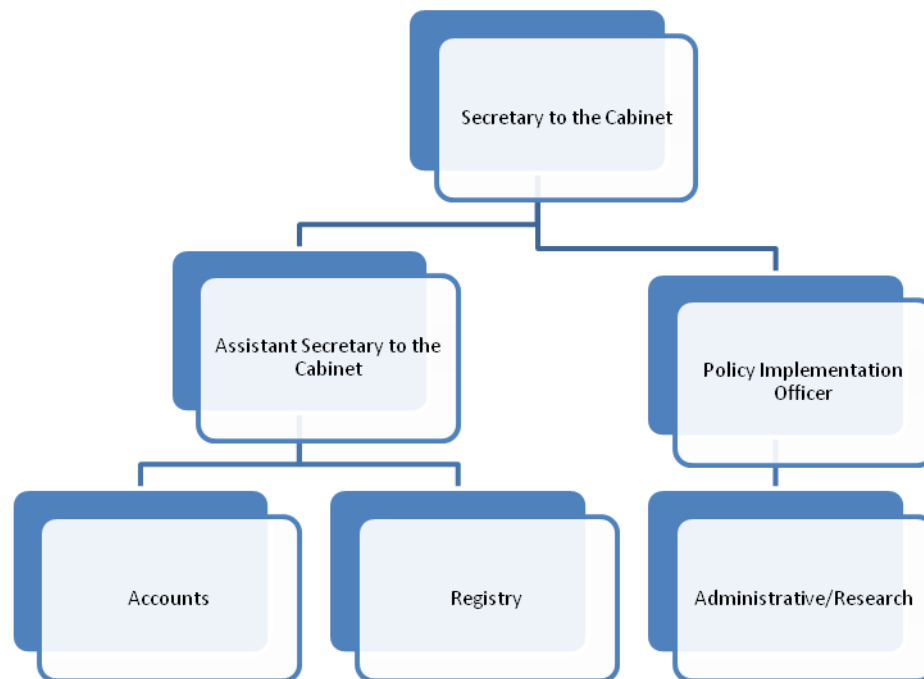
1.2 Vision

To be a highly efficient, responsive and customer centric organization.

1.3 Mission

To record accurately, the business of Cabinet and to convey to the appropriate stake holders in a timely professional manner, such decisions made by the Cabinet.

Organisation



Chart

1.4 Service Performance Review and Critical Issues

The role, scope and function of the Cabinet Secretariat is to arrange the business of the Cabinet, conveying the decisions of the Cabinet to the appropriate persons and any other functions as instructed by the Prime Minister, which include the paying of Ministers salaries and allowances, and other administrative matters that would facilitate the Government's Policy.

In fulfilment of the foregoing, the Secretariat would require personnel trained in Policy Analysis, equipment (office machines and vehicle) and supplies to include stationery, refreshment etc.

Service performance

Achievements: So far for the year (January to September) 2015, the Secretariat has convened 33 meetings of Ministers of the Cabinet, over 15 meetings of the committee of Permanent Secretaries on a bi-monthly basis. Additionally, the Secretariat collaborated with the Commonwealth Secretariat Public Sector Governance unit in delivering:

1. A Consultative Forum: Retreat of Minister and Permanent Secretaries
2. The Commonwealth Public Policy and Management Training Programme for Small States for Senior Public Officials

Issues: 1. A priority issue is the finalization of the Cabinet Manual of Antigua and Barbuda. The main purposes of this manual are:

- * to facilitate the improved business of the Cabinet;
- * to monitor the effective implementation of Cabinet decisions. The manual is expected to provide the template for the development of government policy and inform decisions of Cabinet. Focal Points designated to facilitate execution of the manuals procedures have been identified and training has begun.

Issues: 2. Timely access to funds

Issues: 3. The need for the digitization of records

Issues: 4. Standardization of categories of persons requiring State/Official Funerals: Official Services held in honour of persons of national significance are held frequently. Cabinet must earmark funds for the payment of items which may include wreaths/Flowers, Vault/Tombs, Caskets, Programmes /Booklets, Lighting, Tents, graveside seats, Graveside musical accompaniment, Transportation, refreshments for military pall bearers, official honour guards and protocol persons and casket sized national flags. Further, a Reception is required for state funerals only. This is a costly affair and whereas the recipient of a State Funeral is clearly understood, there is an urgent need to codify the public figures that should be offered an Official funeral.

1.5 Organisational matters

The Staff will be employed in the receipt of information to be placed before the members of Cabinet, the preparation and archiving of decisions of the Cabinet, research and accounting. The role and functions of the secretariat are constantly evolving and as a result, staffs are encouraged to become more rounded in the performance of their duties. The aim therefore is to ensure that each officer is adequately trained and that capacity development is ongoing. Specific tasks and functions are performed as shown hereunder:-

Secretary to the Cabinet	-	Administration and Secretary at Cabinet and Sub-Committee of Cabinet Meetings
Assistant Secretary to the Cabinet-		The Officer will assist the Secretary to the Cabinet with the day to day functions of the Secretariat as well as focusing on the implementation of projects. (Post released. To be filled in 2016).
Policy Implementation Officer-		This position is for the strengthening of the Cabinet Secretariat. The Officer will focus on the analysing the policies and cabinet papers of government with a view to guiding other Ministries in reviewing, developing, and implementing policies and developing strategies for the successful achievement of the governments agenda.
Principal Assistant Secretary -		Administrative functions and support for the Public Policy Officer
Assistant Secretary -		Supports the Administrative functions of the Secretariat and supervision of the staff;
Senior Executive Officer	-	Primarily accounting functions; assists in the absence of the Registry Clerk, etc.

Research Officer /Administrative -	Primarily research functions; assists other officers in the preparation of Minutes and other documents.
Executive Officer -	Preparation of Minutes and Cabinet Decisions; Assists with the accounting in the absence of the Senior Executive Officer.
Senior Clerk -	Primarily the registry clerk who assists in other areas of the Secretariat
Petty Officer Class I -	Ancillary officer to assist primarily with the flow of Information.

Deliverables: Weekly minutes, decisions, monthly statements, annual budgets, Cabinet manual

Competencies: Confidentiality, prioritization, accountability, communication, making effective decisions, delivery of outcomes.

1.6 Priorities, strategies and indicators

The priority of the Cabinet Secretariat is to ensure that the office functions as mandated by the Antigua and Barbuda constitution.

The priorities in order are:

1. Completing the Cabinet procedures manual;
2. Digitizing the records of the weekly Meetings of the Cabinet of Ministers;
3. Informing all Ministries of the Policies of the Government, emanating for the Cabinet meetings;
4. Monitor and access the implementation of decisions of the Cabinet;
5. Implementation of the Cabinet Manual and mobilization of focal points;
6. Developing a system of inter ministry cross consultation with the focal points which would strengthen the production systems of the Secretariat.

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. Further, to add value to the Public Service, the Cabinet Secretariat must function with accountability and focus on issues central to deliverables.

Priorities and strategies 2016-2017

Priorities	Strategies	Indicators
Priority 1: Production of timely and accurate minutes and decisions	Providing guidance to Ministers and to Ministry staff on the procedures to be followed when preparing business for Cabinet, at Cabinet meetings, and when taking follow up action on Cabinet decisions;	Outputs: -Minutes and Decisions Outcomes: -improved articulation of policies - accurate decision dissemination
	Ensuring that Cabinet Ministers are given sufficient information and analysis to enable them to take well-informed decisions;	
Priority 2: Implementation of the Cabinet Manual	Holding training seminars with Focal points in order to foster improved knowledge on the Fostering cross consultation between Ministries on areas of commonality so that stakeholder perspectives are clear	Outputs: -Procedures to ensure stricter adherence to the process of Cabinet business Outcomes: -Improved awareness of how to manage government business
Priority 3: Continuing to hold regular Cabinet meetings	Ensuring that Ministers receive Cabinet papers in sufficient time to read and consider them before the Cabinet meetings;	Outputs: -Weekly Minutes Outcomes: -Continued governance

Programs and development projects:

Programmes and development projects are still being evaluated. It is the responsibility of the Secretary to the Cabinet to combine human and other resources to effect the mandate that 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.

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
03	Cabinet			
0301	Cabinet	-	3,048,134	-
0302	Cabinet Secretariat	-	408,439	-
TOTAL FOR CABINET		-	3,456,573	-

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Cabinet	3,078,223	378,350	-	-	-	-	3,456,573
Cabinet	2,688,984	359,150	-	-	-	-	3,048,134
390 - General Public Services	2,688,984	359,150	-	-	-	-	3,048,134
Cabinet Secretariat	389,239	19,200	-	-	-	-	408,439
390 - General Public Services	389,239	19,200	-	-	-	-	408,439

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
04	Judicial			
0401	Judicial	-	2,000,288	-
TOTAL FOR JUDICIAL		-	2,000,288	-

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Judicial	-	110,400	-	1,889,888	-	-	2,000,288
Judicial	-	110,400	-	1,889,888	-	-	2,000,288
290 - Public Order and Safety	-	110,400	-	1,889,888	-	-	2,000,288

**BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES**

Service Commissions

*Budget Plan
For the FY 2016*

*Office of the
Public Service Commission*



**BUDGET
ESTIMATES
FOR THE
FY 2016**

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 Performance Review

FY 2016

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

Programme: General Public Services

Objective 1: *To place Submissions from the Chief Establishment Officer (CEO) before the Commission on a weekly basis for its meeting each Wednesday.*

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

Objective 2: *To keep the Minutes and other records of Meetings as well as to record interviews of applicants for employment and officers who may wish to have an audience with the Commission.*

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

FY 2016

Programme: General Public Services

Annual Objective 1: *To ensure that submissions 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.*

Annual Objective 2: *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.*

Annual Objective 3:

To maintain accurate records at the Commission, i.e. record minutes of the general meetings/hearings/audiences with the Commission. Maintain a registry of correspondence which comes to the Commission.

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.

1.4 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.

1.5 Strategic Objectives and Priorities

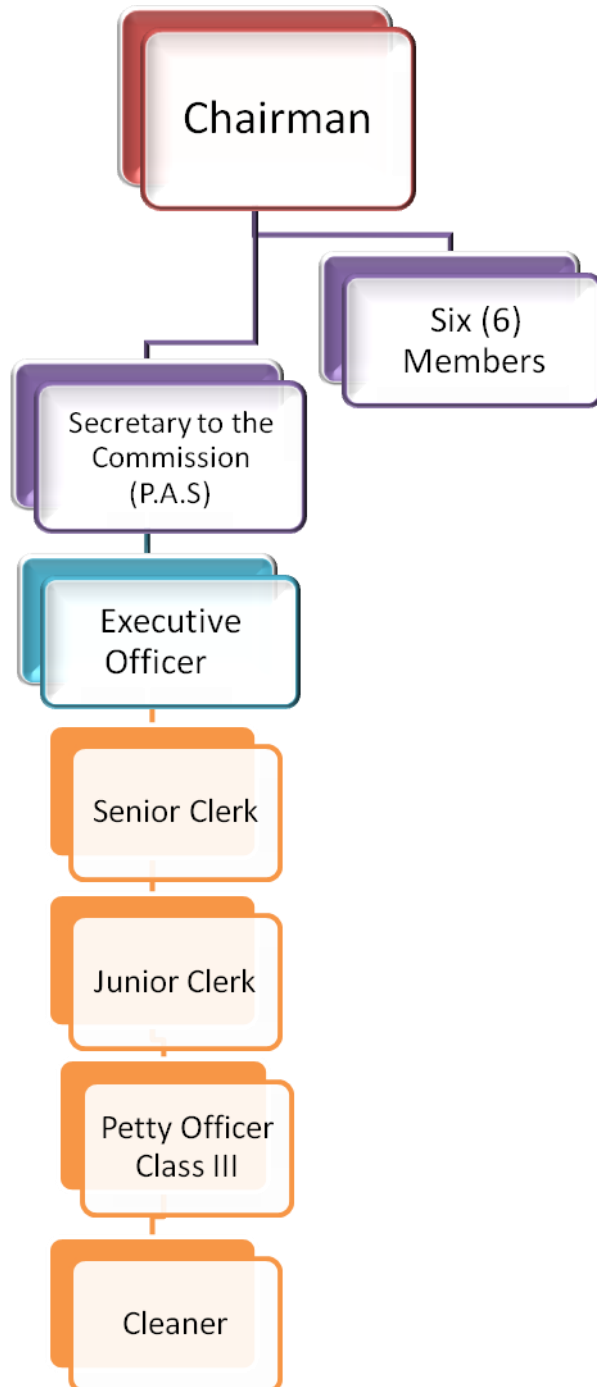
The Commission envisages that the laws governing the Civil Service are clear and easily accessible to all Government institutions. It also expects that its decisions are carried out expeditiously. As stated in the critical issues summary, having the required tools, equipment and man power to work along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

1.6 Annual Objectives and Key Result Indicators

Programme: General Public Services

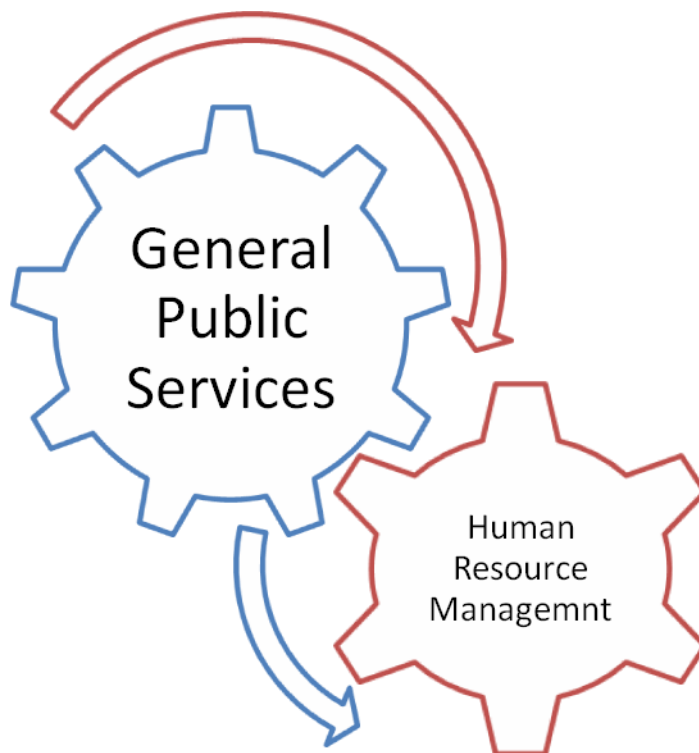
Annual Objective 2016	Expected Result	Performance Indicator
<i>To ensure that submission from the Chief Establishment Officer (CEO) are properly placed before the Commission on a weekly basis for its meeting each Wednesday, i.e. ensure that required documents are present.</i>	<i>Submission have the required supporting document (s) attached to allow the Commission to make informed decisions</i>	<ol style="list-style-type: none"> 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.
<i>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</i>	<i>Decisions are sent to the Chief Establishment Officer for implementation within two days of ratification</i>	<i>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.</i>
<i>To maintain accurate records at the Commission</i>	<i>Accurate minutes of the Commission's meetings to be recorded, regular correspondence received are recorded and placed on correct files etc.</i>	<ol style="list-style-type: none"> 1. Record accurately the proceedings of the Commission's meeting, then type minutes, then file on appropriate file after ratification. 2. Record all incoming and outgoing correspondence in relevant records book 3. File all correspondence on correct file, cross referencing where necessary

1.7 Organisational Structure – THE PUBLIC SERVICE COMMISSION



1.8 Activity Structure

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



POLICE SERVICE COMMISSION'S

**Budget Plan
For the FY 2016**

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.

Objective 2: *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 facing the challenge on a regular basis of not having sufficient refreshments for the members which causes the commission not to perform creditably.

1.5 Strategic Objective and Priorities

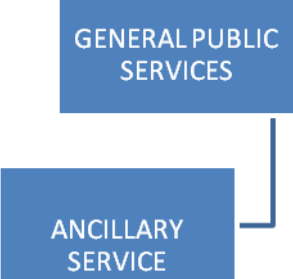
The Commission ensures that personnel matters and other matter for Police Officers and the Royal Police Force are dealt with in a timely manner.

1.6 Annual Objectives and Key Results Indicators

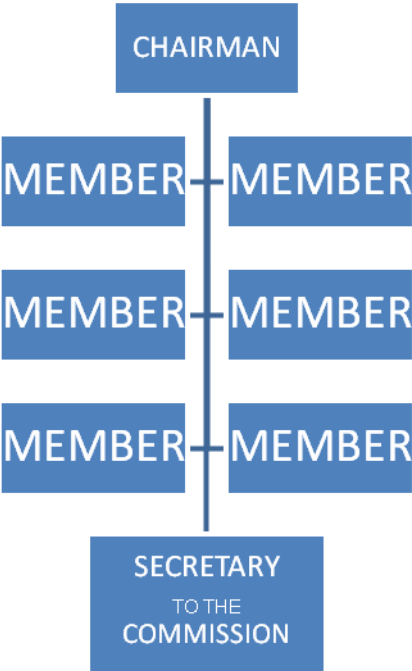
Programme: Service Commission

Annual Objective 2016	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 soon as possible.	To ensure that objective has been achieved	To ensure that persons to be interviewed are informed a week ahead of the meeting date, decisions made by Commission are given to the Governor General, Prime Minister and Minister of National Security and Commissioner of Police
To ensure that the office is run in an efficient manner		To ensure Salary changes are submitted to Treasury by 5 th of every month and supplies and stationery replaced monthly
To provide the members with sufficient refreshments to perform their duties creditably.	To ensure that objective has been achieved	To ensure that the members are provided with refreshments every Tuesday.

1.7 Activity Structure



1.8 Organizational Structure



ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
05 Service Commission				
0501	Public Service Commission	-	418,441	-
0502	Police Service Commission	-	165,540	-
0504	Public Service Board of Appeals	-	96,148	-
TOTAL FOR SERVICE COMMISSION		-	680,129	-

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Service Commission	625,029	55,100	-	-	-	-	680,129
Public Service Commission	394,941	23,500	-	-	-	-	418,441
390 - General Public Services	394,941	23,500	-	-	-	-	418,441
Police Service Commission	140,040	25,500	-	-	-	-	165,540
390 - General Public Services	140,040	25,500	-	-	-	-	165,540
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 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES**

Audit Department

*Budget Plan
For the FY 2016*

1 MINISTRY OVERVIEW

The Office of the Director of Audit is an independent, constitutionally established office that exists to serve Parliament. Independence from Government is vital if the audit office is to make impartial judgments and perform its work effectively. Through the *Constitution* and the *Finance and Audit Act*, Parliament has legislated the independence of the Director of Audit and confirmed the position as accountable and subservient only to Parliament. The *Finance and Audit Act* stipulates that the Director of Audit shall not be subject to the direction or control of any other person or authority in the exercise of his functions.

The Director of Audit is the auditor of the Public Accounts of Antigua and Barbuda, as well as all government ministries and departments, courts, and commissions. He is responsible for making enquiries necessary to report to Parliament on Government's finances and operations. He may conduct examinations as required by Parliament and provide advice to government accounting officers and employees on matters identified during an audit. The Director of Audit also has the power to carry out audits of the accounts, balance sheets, and other financial statements of all enterprises that are owned or controlled by or on behalf of Antigua and Barbuda.

The *Constitution* allows the Director of Audit and any other officer authorised by him to have access to all books, records, returns, reports and other documents which in his opinion relate to any of the accounts he is required to examine.

The Director of Audit shall satisfy himself:

- (a) that all reasonable precautions have been taken to safeguard the collection and custody of revenue and that the law, directions and instructions relating thereto have been duly observed;
- (b) that expenditure has been incurred with due regard to economy and to the value obtained;
- (c) that public monies other than those which have been appropriated have been dealt with in accordance with proper authority;
- (d) that all reasonable precautions have been taken to safeguard the receipt, custody, issue and proper use of cash, stamps, securities and stores and that the regulations, directions and instructions relating thereto have been duly observed; and
- (e) That adequate regulations, directions or instructions exist for the guidance of accounting officers and accountable officers.

At least once every year, the Director of Audit shall audit and report on the Public Accounts of Antigua and Barbuda, the accounts of all officers and authorities of the Government, the

accounts of all courts of law in Antigua and Barbuda, the accounts of every Commission established by this *Constitution*, and the accounts of the Clerk to the House and the Clerk to the Senate. The Director of Audit may at any time submit to the Minister of Finance a report on any matter incidental to his powers and duties under the *Finance and Audit Act*.

The Office of the Director of Audit is a member of the International Organization of Supreme Audit Institutions (INTOSAI). The Audit Office conducts its work in accordance with the International Standards of Supreme Audit Institutions. The Office also seeks guidance from other professional bodies and audit-related best practices around the world.

1.2 VISION

Our vision for the Office of the Director of Audit:

An independent, professional, and respected audit office serving Parliament and widely recognized for advancing efficient and accountable government.

1.3 MISSION

The Office of the Director of Audit exists to assist Parliament in holding the Government to account for its management of the country's finances and operations. We do this by providing independent, reliable, and timely information on the Government's financial performance and on the economy, efficiency, and effectiveness with which its programs and services are delivered.

1.4 OUR VALUES

Our values guide us in achieving our mission and vision. They guide our day-to-day actions and serve as constant reminders of our commitments. They are a statement of the high standards we hold in conducting ourselves and our work, and of the results we strive to achieve.

Our three core values are:

1.4.1 Independence

We report to Parliament and are fair, objective, and non-partisan in our approach. We adhere to our independence standards and professional codes of ethics, avoiding real and perceived conflicts in our relationships and in the conduct of our work.

1.4.2 Integrity

We work together and with others in an open, honest, and trustworthy manner while respecting the confidentiality of the information we obtain. We strive every day to meet the highest standards of professional conduct.

1.4.3 Accountability

We actively promote accountability of the Government to Parliament and to the people of Antigua and Barbuda. In turn, we honour our obligations and take responsibility for explaining our own performance.

1.5 ORGANISATION STRUCTURE

In 2010, a Public Expenditure and Financial Accountability (PEFA) assessment was conducted on the Supreme Audit Institution (SAI) of Antigua and Barbuda's strengths, weaknesses, developmental need and priorities. The assessment was carried out using the DFID assessment model and the report rated the scope, nature and follow-up of the Office of the Director of Audit as a 'D'. The assessment model looked at twenty-five (25) excellence factors such as the SAI's independence, audit remit, strategy, vision, finance, qualification and training, standardized approaches, quality assurance, working with PAC/Parliament and follow-up.

The present salary structure fails to attract recruits of adequate quality and experience to the department. In light of the above, a request was made to change the organization structure of the Office of the Director of Audit based on the Strategic Plan 2013 – 2017. The new organization structure should increase the Audit Department audit capacity and effectiveness by acquiring additional audit resources, use of state of the art audit methodology, tools and training.

Presented below is the proposed new Office of the Director of Audit which was approved by the Cabinet of Antigua and Barbuda in 2013.

1.6 SERVICE PERFORMANCE REVIEW AND CRITICAL ISSUES

The primary goal of the Office of the Director of Audit is to hold the Government accountable for how it utilizes its scarce resources. The office will seek to utilize its manpower, scarce resources and help from regional and international partners in order to comply with INTOSAI Standards.

The Department with the assistance from Mr Bill Rafuse, Consultant, World Bank completed its first Performance Audit following best international practices.

For the financial year 2012, the Audit Department completed eleven (11) Compliance and one (1) Performance audits as outlined below:

No.	Entity	Date of Issue	Summary
1)	Examination of the Records of the High Commission of Antigua and Barbuda in London	7 th Feb. 2012	Requires MOU with the Tourism Office – London, Outstanding Liabilities and relocation of the Tourism Office back to the High Commission.
2)	Public Accounts of Antigua and Barbuda for 2006	20 th Mar. 2012	Late submission of Financial Statements
3)	Audit Report on the Property Valuation Report on the National School Meals programme for the period 1 st January 2011 to 25 th May 2012	18 th June 2012 25 th July 2012	Poor supervision of clerks Deficiencies in the procurement process, stores and oversight of the programme were identified.

4)	Examination of the Records of the Consulate General – Toronto for the period 2009-2010	21 st Aug. 2012	Records well maintained.
5)	Examination of the Records of the Consulate General – New York for the period 2010	10 th Sept. 2012	Records well maintained.
6)	Examination of the Cash Records and Counterfoil receipt books of the St John’s Police Station for the period January – December 2011	25 th Sept. 2012	Records well maintained.
7)	Examination of the Tourism Office – Germany for the period 1 st January 2010 to 30 th September 2011	3 rd Oct. 2012	Office close effective 1 st October 2012
8)	Report on the Barbuda Council covering the period 2009 to 2012	18 th Oct. 2012	Internal Control of the Council is weak. Procedures are not followed or clarifications of certain issues are not sought.
9)	Report on the Antigua and Barbuda Development Corporation covering the period 2009 to 2011.	18 th Oct. 2012	The Corporation needs to establish an inventory control system and start putting mechanism in place so that financial statements can be prepared.
10)	Report on the cash records of the Inland Revenue Department	23 rd Oct. 2012	Records fairly well maintained
11)	Examination of the records of the High Commission – London covering the period 1 st April to 31 st December 2011.	19 th Nov. 2012	Requires MOU with the Tourism Office – London, Outstanding Liabilities and relocation of the Tourism Office back to the High Commission.
12)	Report on the General Post Office	20 th Dec. 2012	Greater supervision needed for stock of stamps and receipts books.

1.7 ORGANISATIONAL MATTERS

Capability of the ministry/agency

1.7.1 Public Accounts

In 2012, the Audit Department completed the Public Accounts for the Government of Antigua and Barbuda for the financial years 2006 & 2007. The Department is also in receipt of the Public Accounts for the financial years 2010, 2011 and 2012, and anticipates completion of the financial statement for 2010 and 2011 in 2013. The latter financial statement is anticipated to be completed in the first quarter 2014.

The Department at the date of this report is working on the revised Public Accounts Abstract for the financial years 2009 and also anticipates completion of same within one month of receipt. The Public Accounts Abstracts must be completed before the financial statements can be produced by the Treasury Department, Ministry of Finance the Economy and Public Administration.

1.7.2 Support from the Public Accounts Committee

In 2012, it was quite evident that the Public Accounts Committee was not a functioning body. No official meeting was held with the required quorum for the period under review.

1.7.3 Regional and International Work

The office of the Director of Audit is a member of the Caribbean Organization of Supreme Audit Institution (CAROSAI) whose primary function is to support and foster the development of Audit Institutions in the region. The Director of Audit of Antigua and Barbuda is also an Executive Board Member of CAROSAI whose term expires in March 2013.

1.7.4 Continuous Development

Staff members continue to receive local, regional and international training, most of which are being sponsored by regional or international organizations. These training focuses on the modern trend in auditing and greatly assist the office in keeping up to date with developments in the field. Several staff members are also currently pursuing Bachelors degree courses with the University of the West Indies Open Campus. It is my intention to assist the staff with every training opportunity for their personal development and that of the Department.

1.7.5 Developing the Capacity of the Office of the Director of Audit

The strategic plan for the Office of the Director of Audit consists of a new organizational chart which depicts the paradigm shift of the office as it relates to human resource capacity. The chart shows a reduction in the need for junior staff and an increase in the middle to upper management level staff. This forms part of the new focus for the office and the types of audit that will be performed. It is my hope that this document will become a reality in the not too distant future. In additional, the office was relocated in September 2012 and in December 2012 the office was outfitted with new cubicles, several new computers (desktops and laptops), office equipment and furniture. These additional equipment and computer hardware have improved the infrastructural capacity of the office and is expected to significantly increase the level of productivity of all staff members.

1.7.6 *The way forward*

With the implementation of the International Standards of Supreme Audit Institutions (ISSAIs) in 2013, and the approval of the five (5) year strategic plan for the Office of the Director of Audit (2013-2017), the office will be significantly transitioned. It is my expectation that the department's level of productivity, quality of audits conducted, types of audits and the timeliness of the audit reports will be greatly enhanced.

1.8 **PRIORITIES, STRATEGIES AND INDICATORS**

Our Department's primary responsibility is to assist Parliament in holding the Government accountable. In order to effectively fulfil this plan, the Office of the Director of Audit must significantly transform its human resource capacity as well as its administrative and operational functions. The Office is committed to the implementation of a five-year plan and intends to work diligently in order to achieve it. We will hold ourselves accountable for the effective implementation of this plan.

Our Strategic Plan articulates the key objectives of the Audit Office over the next five years, from 2013 to 2017. It is my hope that this document will bring new impetus to the Audit Office and will assist management in effectively performing its duties as well as monitoring the operations of the Office.

The following five strategic objectives support the realization of our vision. We anticipate that most of these objectives can be achieved over the next two to three years; our **Strategic Plan** will be revisited and updated at that time.

A number of planned actions have been identified for each strategic objective and will be implemented over the coming months and years.

Priorities and strategies 2014-2015

Priorities	Strategies	Indicators
Priority 1 Achieve greater organizational independence for the Office of the Director of Audit as defined by INTOSAI's International Standards of Supreme Audit Institutions (ISSAIs).	Obtain legislative authority to table reports directly with Parliament rather than through the Minister of Finance.	Legal opinion from Attorney General
	Advocate for parliamentary approval of the proposed new Audit Act to modernize our powers and provisions.	Passing of new Act and implementations of new sections
	Achieve greater independence from government (Ministry of Finance) for funding; propose budget review and approval by Public Accounts Committee / Parliament.	Implementation of new Audit Act and Regulations
	Achieve greater independence from government (Public Service Commission) for staffing; propose moving to delegated authority.	Draft Audit Act made into law, Regulations gazetted Funding and personnel become available to the Department
	Work with parliamentarians and staff to achieve an active and effective Public Accounts Committee.	More frequent Public Accounts Committee meetings
Priority 2 Select, conduct, and	Consult with parliamentarians, PAC members, and other stakeholders in identifying potential audit topics.	Organise a workshop for the PAC

Priorities	Strategies	Indicators
report audits that will inform Parliament of the most significant, relevant matters related to the Government's financial reporting and performance.	Use risk-based selection and scoping approaches to identify significant, relevant matters for internal control/compliance, performance, and financial audits.	Increase performance audit to 50% of all audits completed.
	Consult and collaborate with Internal Audit to minimize overlap and duplication of audit effort and to maximize the value of our combined audit efforts.	Semi –Annual meetings to discuss work programme
	Prepare a multi-year audit plan outlining planned audit activity.	Increase in the number of reports
	Provide an audit opinion on the fair/consistent presentation of the annual accounts, and focus the content of annual accounts audit reports on matters of significance to parliamentarians.	Produce timely and relevant reports
	Increase the proportion of performance audits to 50% of the overall work program.	More risk based reports
	Monitor the timeliness and results of external audits of statutory bodies, conduct necessary inquiries, and report the results as appropriate.	Findings in Annual Reports

Priorities	Strategies	Indicators
	Prepare audit reports that are clear, concise, and timely, and that include audit recommendations to assist management in eliminating the underlying cause of identified deficiencies.	Implementation of findings Feedback
	Establish an effective mechanism to follow up management's implementation of audit recommendations.	Quarterly follow up
Priority 3 Implement and consistently apply the International Standards of Supreme Audit Institutions (ISSAIs ¹) to improve the quality, consistency, and credibility of our work.	Conduct a self-assessment / gap analysis to determine the extent of conformance with ISSAI audit standards.	Review results of analysis, put measures in place to fill gaps.
	Take full advantage of CAROASI/IDI resources in implementing ISSAIs.	Participate in training offered, proper use of available material and implementation
	Update all audit manuals and guidance to include relevant ISSAI references.	New procedures manual and audit guide
	Adopt standardized templates to facilitate conformance with ISSAIs.	Measure of conformity
	Train staff on ISSAI application and documentation requirements.	Relevant documentation produced for an audit

¹ <http://www.issai.org/composite-347.htm>

Priorities	Strategies	Indicators
	Improve quality control over individual audits (e.g., supervision and review).	Appoint a quality control officer
	Conduct internal and peer quality assurance reviews of financial and performance audits to confirm conformance with audit standards.	Quality control officer coordinates internal and peer quality assurance reviews
<p>Priority 4</p> <p>Increase our audit capacity and effectiveness by acquiring additional audit resources; state-of-the art audit methodology, technology, tools, and techniques; and the training required to apply them.</p>	Establish a new organization structure to align with priorities and future resources.	Obtain cabinet approval
	Obtain increased funding to hire additional audit staff and to implement the new organization structure.	Present required documentation and justification to the relevant authorities Work along with PAC
	Acquire 2-3 staff, internally or externally, with professional accounting/auditing certifications (ACCA, CGA, CPA).	Offer training to present staff Advertise within the Public Service
	Obtain computers, audit software, and related training for all auditors.	Proper use of equipment and increase in output
	Integrate IT tools/techniques in audit work processes; introduce electronic audit working papers (e.g., TeamMate).	Increase output High Quality audit work
	Train staff on new audit approaches and methodologies, including the International Public Sector Accounting Standards (IPSAS).	Increased staff development Quality Audit reports produced

Priorities	Strategies	Indicators
	Train staff on government's major IT systems such as FreeBalance, SIGTAS, and CASE.	Increase output Less reliance on in-house officers
	Consider the merits of staff specialization as new methodology, technology, and training are introduced.	Better performance by individuals Increase productivity and efficiency
Priority 5 Communicate our audit role and results clearly and directly to Parliament and the public to increase the understanding and impact of our work, and the public profile of our office.	Establish and implement a communications strategy covering all aspects of the audit office's work.	Greater awareness of the Department roles and objectives
	Develop a tabling plan to manage the timing of our work and to coordinate our reporting with Parliament's schedule.	Reports being tabled more frequently
	Appoint a senior staff member as technical advisor to the Public Accounts Committee.	Better relationship with PAC
	Develop a standard structure and format for financial, performance, and compliance audit reports.	Improvement in presentation of audit reports
	Issue press releases for each audit report tabled in Parliament.	Press releases are published in a timely manner

Priorities	Strategies	Indicators
	Prepare an annual performance report for the audit office, including audited financial statements, and submit to the Public Accounts Committee.	Timely and regular submission of annual report
	Create an audit office website that is informative for users; update the website information frequently, including posting of audit reports.	Regular update of website Relevant information provided
	Issue photo identification cards to audit staff as evidence of their access rights to government properties and records.	Established right and privileges of office staff Proper use of ID Cards

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
06	Audit			
0601	Auditor General's Department	-	1,112,496	23,803
TOTAL FOR AUDIT		-	1,112,496	23,803

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Audit	920,011	183,529	-	8,956	8,338	15,465	1,136,299
Auditor General's Department	920,011	183,529	-	8,956	8,338	15,465	1,136,299
350 - Audit and Regulatory Services	920,011	183,529	-	8,956	8,338	15,465	1,136,299

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
07	Pensions and Gratuities			
0701	Pensions and Gratuities	-	61,353,600	-
	TOTAL FOR PENSIONS AND GRATUITIES	-	61,353,600	-

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Pensions and Gratuities	-	-	-	61,353,600	-	-	61,353,600
Pensions and Gratuities	-	-	-	61,353,600	-	-	61,353,600
900 - Fiscal Management	-	-	-	61,353,600	-	-	61,353,600

**BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES**

Debt

*Budget Plan
For the FY 2016*



Government of Antigua and Barbuda

Medium Term Debt Management Strategy

For the period 2016-2020

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 trade-off. 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 endeavour 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 honouring 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 be 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 analyses 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:

- i. Maintain a satisfactory and prudent debt structure consistent with the Government's payment capacity;
- ii. 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 of 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 financing through bilateral and multilateral sources. The bulk of disbursements 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.

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

Figure 1- Public Debt Stock 2010-2014

Outstanding Total Public Debt Stock 2010-2014						
	in XCD\$ millions			in % of GDP		
	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%

	2010	2011	2012	2013	2014
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Figure 2: Selected Economic Indicators

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)					
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.

Table 1: Pricing Assumptions

Currency Type	Instrument Type / Name	Interest Type	Interest Rate %-		
			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

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.

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				Targets	
		Current	S1	S2	S3	S4		
Nominal debt as % of GDP	73.3	76.9	60.7	60.6	60.9	60.6		
Interest payment 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 (% of total)	10.6	13.5	13.4	10.6	13.6	10.4	< 15%
	ATM Total Portfolio (years)	10.2	8.2	7.3	8.2	6.9	7.8	=>8.2 years
Interest rate risk	Fixed rate debt (% of total)	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

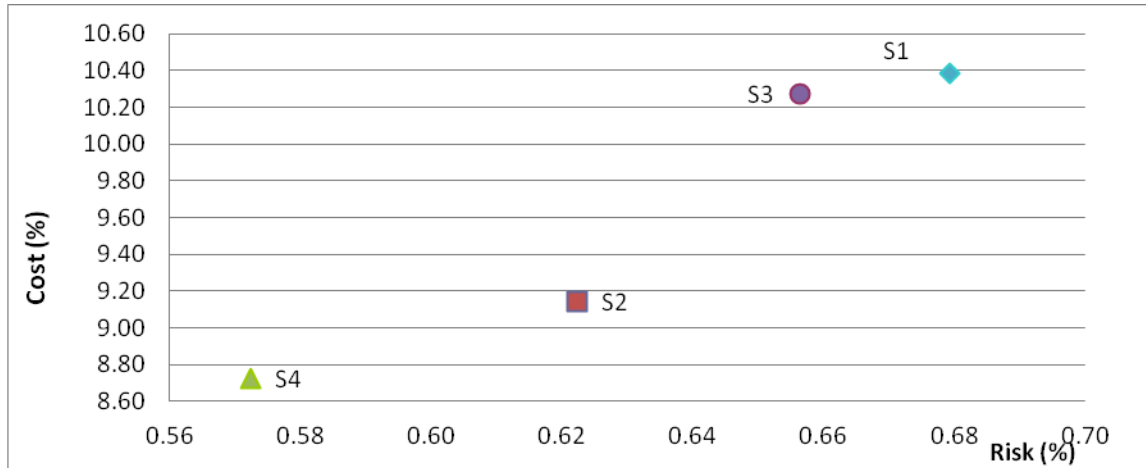
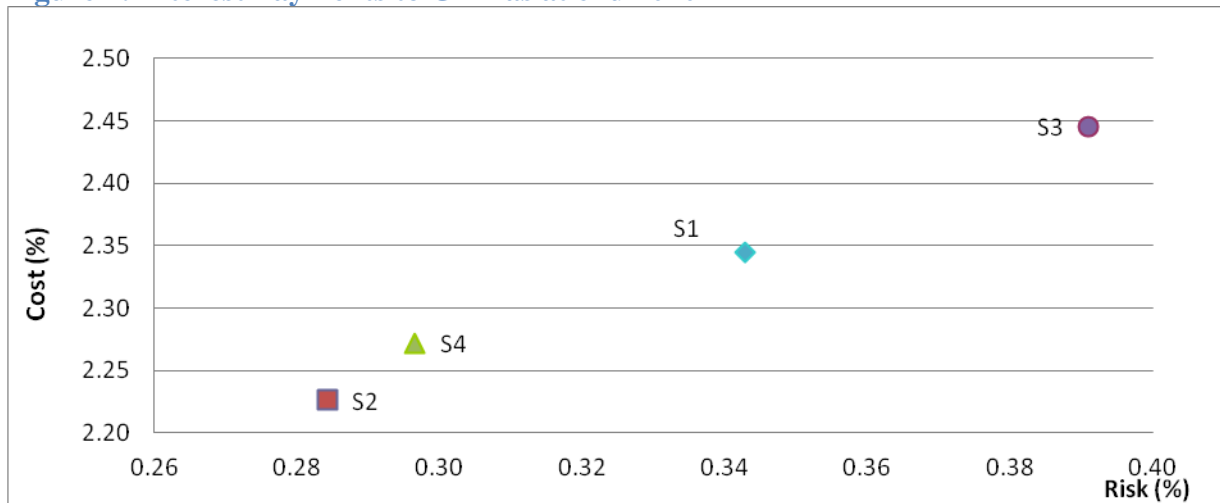


Figure 4: Interest Payments to GDP as at end 2020



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%

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

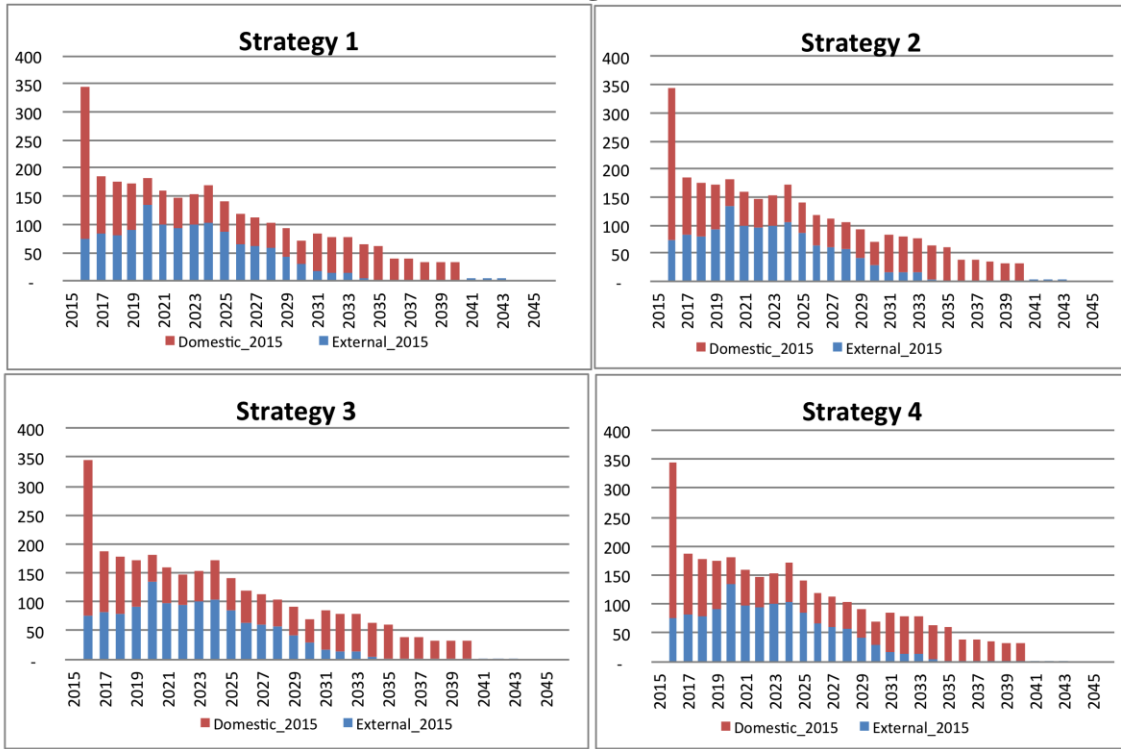


Figure 6: Total Debt Service Payments to GDP as at end 2020

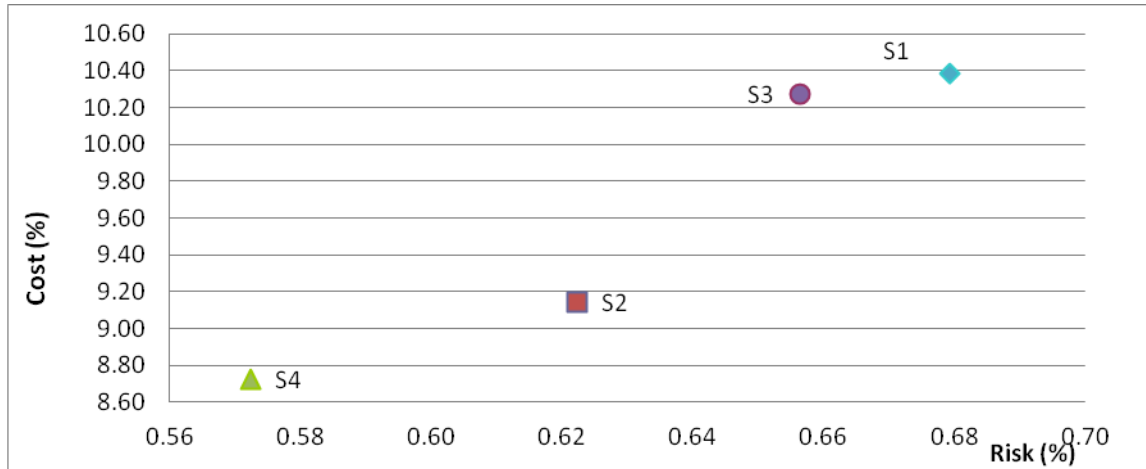


Figure 7: Interest payments to GDP as at end 2020

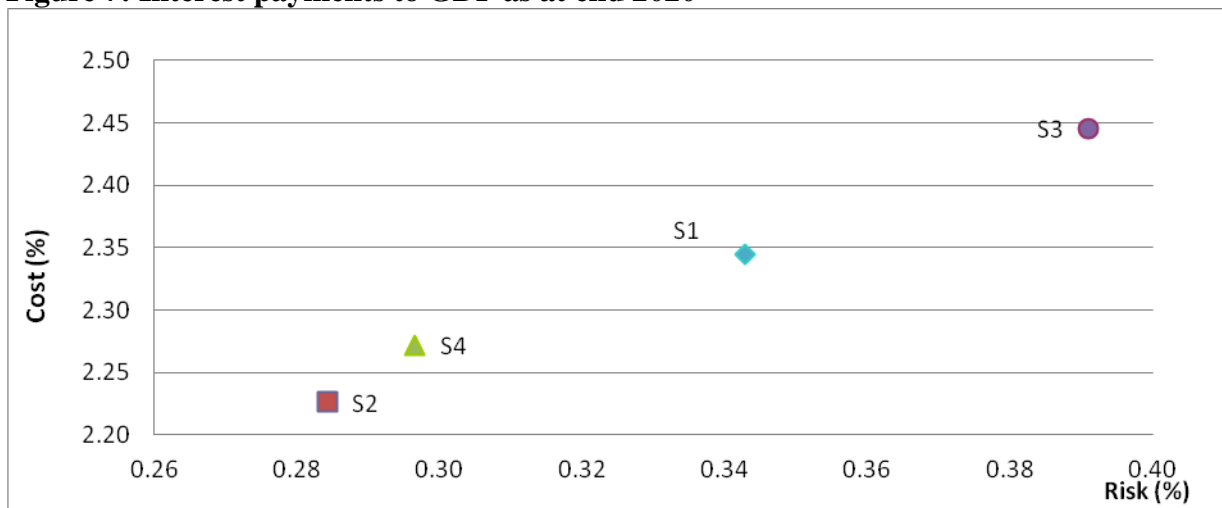


Figure 8: Composition of Debt by Instrument Type as at end 2014 (current) and as at end 2020 (for each strategy)

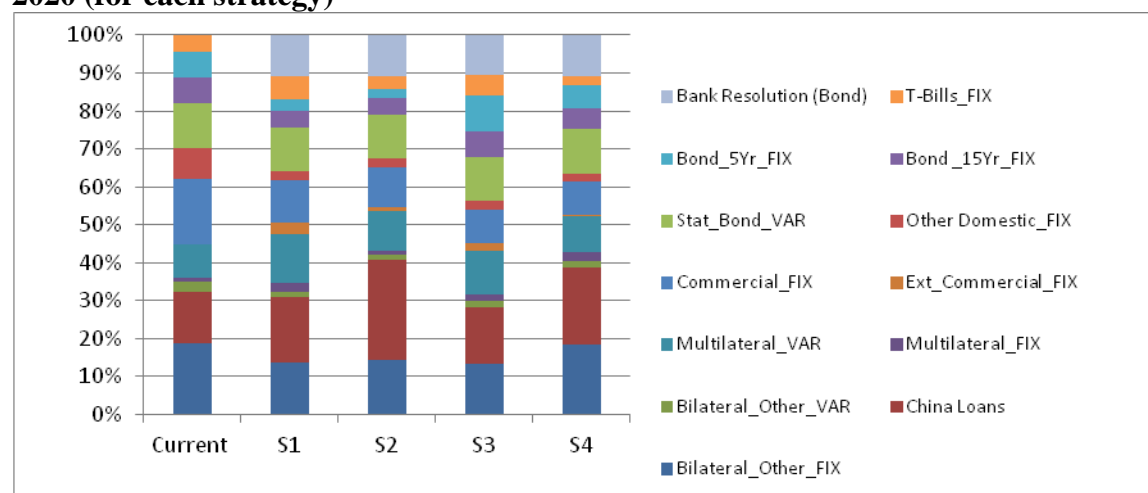


Figure 9: Risk Scenarios

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 - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
08	Public Debt			
0801	Public Debt	-	440,723,415	-
	TOTAL FOR PUBLIC DEBT	-	440,723,415	-

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Public Debt	-	-	440,723,415	-	-	-	440,723,415
Public Debt	-	-	440,723,415	-	-	-	440,723,415
901 - Public Debt	-	-	440,723,415	-	-	-	440,723,415

**BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES**

Electoral Commission

*Budget Plan
For the FY 2016*

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

It was incumbent on the Commission to erase all the problems which occurred during general elections 2009. Therefore the 12th June, 2014 general elections were placed under a microscope both local and internationally, as evidenced by the presence of observers from the Caribbean Community Secretariat (CARICOM), the Commonwealth Secretariat and the Organization of American States (OAS). It is important to note that the Commission conducted a "near perfect" electoral process as described by a member of one of the Observer Missions who were full of praise for all the efforts put into the running of the elections. The Commonwealth Secretariat Observer Mission in its conclusions and recommendations stated: "*The 2014 general election in Antigua and Barbuda was conducted in a peaceful, credible and transparent manner, and met a number of key democratic benchmarks, including freedom of association, assembly, movement, the right to vote and equal and universal suffrage.... ABEC is to be commended on its management of the entire electoral process.*" The staff of the

Commission and Election Officers recruited for the process contributed to the overall success of the elections.

Following the general elections, the Commission undertook continuous registration and in an effort to reduce technological costs, began functioning from a Central Registration Unit in the Peace Corps Building on the Factory Road. Three (3) permanent Units operate from that site while the others were grouped and allocated two (2) days per week for registration. On the other days of the week, the Units operate within their respective Constituencies. The Commission will seek to enhance this aspect of its mandate, specifically in the area of the premises used in the Constituencies on the days when the Registrations Units are not functioning from the Central Registration Unit. This area of its operations is one of the critical issues facing the Commission; however in the past year, it can be said that the Mission of the Commission has been fulfilled to a large extent, despite the many challenges with which it is faced.

The Commission continues to agitate for financial independence as provided in Section 6 (4) of the Representation of the People (Amendment) Act 2001. This will lead to greater autonomy and more timely response to problems which require urgent financial attention.

1.5 Summary of Critical Issues

The Commission continues to struggle with a lack of space and has been forced to use much needed office space for storage purposes. The Central Registration Unit operating from the Peace Corps building on Factory Road is not adequate for the purpose and a much larger space would be preferred rather having the Units operating in cramped conditions.

Another area of critical importance for the Commission is a clear policy regarding the terms and conditions of service of Scrutineers. There are a number of “grey areas” pertaining to the treatment of Scrutineers, vis-à-vis terms of employment and the roles of Political parties versus the role of the Commission. Under the general categorization of Government workers, Scrutineers have been classified, and are paid as Non-Established workers; however according to the Representation of the People (RPA) Act, the Scrutineers are nominated by the political party and are paid a fee from the Consolidated Fund. As a result, there needs to be clear procedures for the administrative functioning of the Scrutineers, e.g appointment and removal, disciplinary action, benefits, etc. The matter needs to be addressed at the level of Parliament, so that guidelines can be developed.

1.6 Strategic Objectives and Priorities

With the resignation of the former Network Engineer last year, it is anticipated that the post will be filled during 2016, so as to strengthen the technical capabilities of the Data Entry Department.

The Commission will continue to empower its employees through on-going training programmes specifically aimed at enhancing the performance of acting Registration Officers who are replacing those who have retired from the Service. There is also the need for continuous training of its present employees on areas of the law pertaining to registration, and in the conduct of hearing of claims and objections. Greater emphasis must be placed on enhancing the skills of Registration Clerks who are in line for promotion to Registration Officers. It is also expected that training will encompass other areas such as management, employer/employee relations and customer service. In June 2014, the Commission made a decision that “all employees are required to retire at age sixty (60) subject to any changes in national policy”. This decision affected several Registration Officers who were re-employed after retiring from the public service. This has created several vacancies since competent Registration Clerks have been identified for promotion in the higher position. It will therefore be necessary to recruit additional persons to fill the positions of Registration Clerks, since some Registration Units are now without a Registration Clerk.

1.7 Annual Objectives and Key Result indicators

Annual Objective 2016	Expected Result	Performance Indicator
Upgrade and implement training programmes according to varying job functions	Increased knowledge, enhanced productivity and efficiency in output	Fewer complaints from the public and less errors in the processing of registrations
Create website	Ready access to information about ABEC	Less calls and visits to the Office for information

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

	DESCRIPTION	REVENUE CODE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
09	Electoral Commission			
0901	Electoral Commission	-	4,308,211	6,008,760
TOTAL FOR ELECTORAL COMMISSION		-	4,308,211	6,008,760

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Electoral Commission	3,043,124	471,269	-	793,818	6,008,760	-	10,316,971
Electoral Commission	3,043,124	471,269	-	793,818	6,008,760	-	10,316,971
390 - General Public Services	3,043,124	471,269	-	793,818	6,008,760	-	10,316,971

BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES

*Office of the Prime Minister
and
Prime Minister's Ministry*

*Budget Plan
For the FY 2016*

Ministry Overview

The Prime Minister's Ministry entitled Office of the Prime Minister and Ministry of Finance & Corporate Governance covers a number of Government ministries and agencies comprising of the following:-

- Ministry of Finance with its own Permanent Secretary
- Prime Minister's Headquarters
- 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 Defense Force
- The Electoral Commission
- The Integrity Commission
- The Port Authority

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

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

- Facilitate the overall management of all Ministries, departments and units in the Ministry.
- Provision of support and resources for the proper management of activities relating to Passport and Citizenship, Merchant Shipping, Drug Control and Money Laundering and Defense.

Vision

To be the leading Ministry in promoting efficiency, good governance, and effective communication towards economic prosperity for Antigua and Barbuda.

Mission

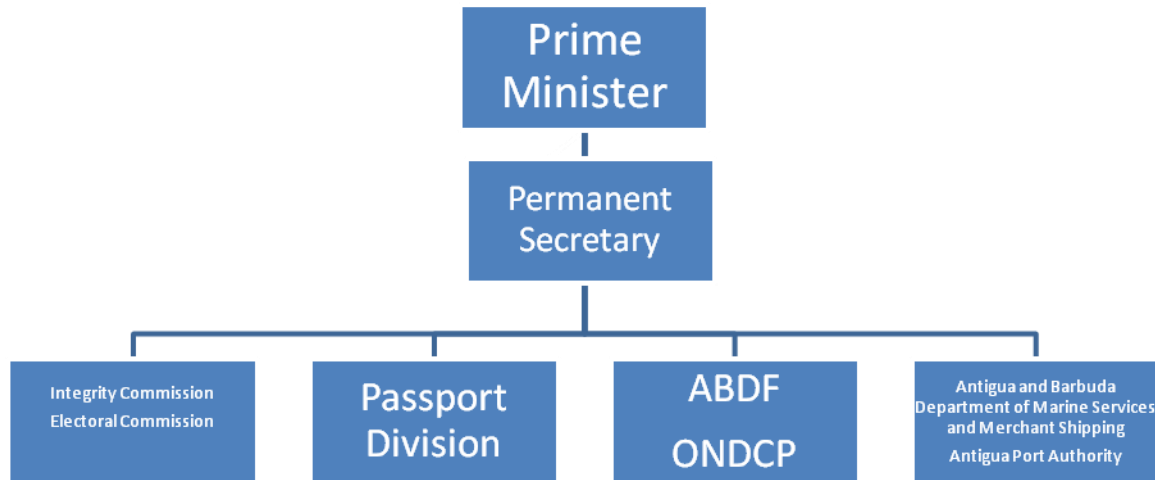
The effective implementation of Government policies and strategies. To provide support and resources for the efficient operation of all departments and units under the purview of the Prime Minister, and to ensure that all resources are utilized in a manner which promotes the overall vision of the Prime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

Priorities and Strategies

- (1) To improve intra and 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 of the Passport Office
- (5) Enhance the capacity of the ABDF to carry out its daily functions efficiently.
- (6) Improve ONDCP capacity in Forensic analyst and financial investigation.

Structure diagram (Organisation Chart)



Service Performance Review and Critical Issues

Service performance

The Ministry encountered a series of challenges during the year because a number of departments which fell under the Office of the Prime Minister were deployed elsewhere and new ones added. The Office of the Prime Minister acquired The Passport Office, Antigua and Barbuda Defence Force (ABDF) which was formerly under the Ministry of National Security, as well as Antigua and Barbuda Department of Marine Services (ADOMS) and The Citizenship by Investment Unit (CIU). This posed new challenges as it was now necessary to pull these diverse departments under one umbrella to form a cohesive structure.

The Ministry continued 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. The various departments continued to channel their various issues by way of Circulation Notes through the Ministry to Cabinet e.g. ABDF and ONDCP sought permission to effect staff increase as well as ADOMS for the renewal of contracts.

The Ministry embarked on putting in place the systems necessary to achieve the building of “500 homes in 500 days”. Almost immediately following the first Cabinet meeting on June 25, 2014, a government owned corporation was created called **The National Housing and Urban Development Corporation (NHUDC)**. Its purpose was to manage the resources and to oversee the building of new homes. The first group of 62 houses will likely be completed – at the edge of Point and Villa – on Dredge Bay, by December 31, 2015.

The new administration inherited the lawful mechanism for the granting of citizenship to those who choose to invest in Antigua and Barbuda. The number of new citizens, qualifying under the *Citizenship By Investment Act (2013)*, recorded as of June 30, 2015, amounted to 510. A total of

US\$65.9 million has been earned from the program at that time. The number of new citizens and the amount to be realized from the program are expected to grow in the months and years ahead. In an effort to improve the ability of the Office of the Prime Minister to operate more efficiently and professionally there is a need to review the human resource capacity with a view to obtaining more skilled personnel in critical areas of communication, finance and management.

Achievements

1. Increase in staffing capacity of the ABDF and ONDCP.
2. New regulation which enable persons to qualify for Citizenship under the Amnesty Program.
3. Large number of Investments under the CIU.
4. Expansion of the Prime Minister's Scholarship Programme.

Critical Issues

1. Inadequate staffing
2. Financial and human resources limitations
3. Timely access to funds
4. Inadequate security
5. General building maintenance

Organisational matters

Capability of the ministry/agency

Achievements

1. *Prime Minister's Scholarship Programme expanded.*
2. *Ministry personnel trained.*
3. *Negotiations underway to enhance Passport system.*
4. *ONDCP made great strides towards the successful execution of its mandate in counter narcotics and financial investigation.*

Issues

1. *Lack of equipment to enhance security at the Prime Minister's Office, lack of physical security at the Passport Office.*
2. *A number of ongoing maintenance issues especially in relation to the air conditioning system.*

Priorities, strategies and indicators

The priorities in order are:

1. Source a modern security system.
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.
4. Employment of new personnel in ABDF and ONDCP.
5. Upgrade the Passport system.

6. Ensure timely payment of service vouchers.

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 2016-2015

Priorities	Strategies	Indicators
<p>Priority 1 Make the office environment more secure and safe.</p>	<p>Strategy: Source a modern security system</p>	<p>Outputs: Obtain quotation and installation cost Tendering process Outcomes: The premises of the Ministry are more secured.</p>
<p>Priority 2 Improve and enhance staff capacity at the supervisory and management levels</p>	<p>Strategy:</p> <ol style="list-style-type: none"> 1. Develop new job descriptions 2. Identify competent personnel 3. Training sessions for staff 	<p>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.</p>
<p>Priority 3 Rectify a number of issues relating to the maintenance of the building e.g. A/C unit and security gates</p>	<p>Strategy: Develop a maintenance schedule for the building</p>	<p>Outputs: Head of maintenance to prepare quarterly work plan Outcomes: Improved operations of the Ministry equipment and machinery</p>
<p>Priority 4 Employment of new personnel in ABDF and ONDCP</p>	<p>Strategy: Embarking upon a targeted and aggressive recruitment drive to attract suitable individuals.</p>	<p>Outputs: Obtaining the necessary approval for the recruitment and training of new staff. The acquisition of funds. Outcomes: Improvement in the general operations of both divisions.</p>
<p>Priority 5 Upgrade the Passport Office inclusive of system and personnel</p>	<p>Strategy: To secure through negotiation the most efficient Passport processing system and provide the necessary training for its proper implementation</p>	<p>Outputs: Negotiations with a number of service providers to obtain the most efficient system. Outcomes: Greater efficiency in the functioning of the Passport Office.</p>

ANTIGUA ESTIMATES - 2016
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	-	6,742,758	-
1008	Military	-	15,230,028	2,606,100
1010	Passport Division	1,900,000	961,296	-
1011	O.N.D.C.P.	-	3,701,906	1,340,000
TOTAL FOR OFFICE OF THE PRIME MINISTER AND THE PRIME MINISTER'S MINISTRY		1,900,000	26,635,988	3,946,100

ANTIGUA ESTIMATES - 2016
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	17,629,676	5,973,395	-	3,032,917	364,200	3,581,900	30,582,088
Prime Minister's Office	2,306,541	1,860,700	-	2,575,517	-	-	6,742,758
390 - General Public Services	2,306,541	1,860,700	-	2,575,517	-	-	6,742,758
Military	11,390,033	3,506,995	-	333,000	364,200	2,241,900	17,836,128
290 - Public Order and Safety	11,390,033	3,506,995	-	333,000	364,200	2,241,900	17,836,128
Passport Division	669,296	288,500	-	3,500	-	-	961,296
330 - Printing and Publishing	669,296	288,500	-	3,500	-	-	961,296
O.N.D.C.P.	3,263,806	317,200	-	120,900	-	1,340,000	5,041,906
290 - Public Order and Safety	3,263,806	317,200	-	120,900	-	1,340,000	5,041,906

BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES

*Ministry of Foreign Affairs,
International Trade &
Immigration*

*Budget Plan
For the FY 2016*

Ministry Overview:

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

The work of the Ministry is guided by a set of fundamental principles that forms the framework for a countries foreign policy and strategic objectives to guide its foreign relations.

These include:

- Support for economic and social policies that promote poverty reduction, good governance and the protection of our environment and 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.
- Developing knowledge and creating strategies to respond to the latest developments and trends in international trade negotiations, trade policy analysis, strategy formulation and implementation providing guidance on these issues;
- 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.
- Promote international trade, investment, tourism and educational opportunities.
- Provision of Consular services and safeguarding and advancing the interest of nationals living abroad.
- Provision of diplomatic and protocol services.
- Provision of Immigration services.

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

The Immigration Department and all of its departments were recently added as part of the Ministry's portfolio. There are approximately (60) officers/staff in the Foreign Service - all of whom provide direct or indirect services to Antigua and Barbuda. This include 39 representational officers (to include mission staff, Non-Resident Ambassadors and Special Envoys).

The Ministry Headquarters is currently staffed with Permanent Secretary, Director General, Senior Protocol Officer, 4 Foreign Service/Protocol Officers, (5)Hospitality officers and 11 administrative staff.

Additionally the consular activities of the Foreign Ministry are buttressed by the support of Honorary Consuls in Japan, Republic of Korea, Germany, Sweden, Dominican Republic, Italy, Lebanon and France. Currently seeking confirmation from Bulgaria, Czech Republic, Cyprus, Turkey and exploring to make appointments in Nigeria, UAE, Oman.

The work of the Ministry has increased tremendously due to our increased bilateral and multilateral engagements. We currently have diplomatic relations with approximately 90 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.

Service Performance Review and Critical Issues

The Ministry for the fiscal year 2016/17 will focus on improving its service provision capacity by strengthening its organizational structures and operations. The inclusion of the Immigration Portfolio as part of the Ministry will certainly bring additionally challenges and opportunities as efforts are made to enhance the countries international profile.

The appointment of approximately 17 Ambassadors and Special Envoys over the past 15 months will enable the MFAIT and Immigration to foster greater and more productive ties with foreign countries and organisations. To date close 3.5 billion US dollars in pledges and investments have been secured as a result of the hard work of Prime Minister Browne and the appointment of new diplomats.

Our traditional friends like the People's Republic of China, Japan, the Republic of Korea, Cuba, Venezuela, the European Union and the United States of America and Mexico have all provided grant support for approximately 40 Million US dollars for the period 2014 to 2015.

Resolving the international trade dispute between Antigua and Barbuda and the United States of America remains a top priority. In this regard the MFAIT and Immigration 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.

Service performance:

The work of the Ministry has increased tremendously due to our increased bilateral and multilateral engagements. In an effort to boost the countries engagement with new and emerging economies the GOaB has appointed 21 new Ambassadors to the following countries

and organizations United Arab Emirates UAE, Nigeria, African Union, International Renewable Energy Agency (IRENA), Ethiopia, Lebanon, Oman, Cyprus, Iraqi, Republic of Cuba, Venezuela, Mexico, People's Republic of China, United Kingdom, United States of America and Canada.

Achievements:

- Drafting of 2015 to 2020 Strategic Plan
- Completion of the first draft Antigua and Barbuda Guide to Protocol
- Handbook for Foreign Government Representatives in Antigua and Barbuda
- Successful appointment of 17 new resident, non resident Ambassadors to Foreign Countries and Ambassadors at Large with special responsibilities and Organisations
- Obtaining approximately US \$40 Million in grant aid for projects in programmes in Antigua and Barbuda

Issues:

1. *Establishment of clear procedural guidelines for the operations of the MFAI and Immigration.*
2. *Proper implementation of the Foreign Service Orders of 2009*
3. *Improve on the provision of monthly remittances to our Missions Overseas*

Organisational matters:

Capability of the ministry/agency

In an effort to improve the provision of services and to effectively implement the 2015 to 2020 strategic plan the Ministry will focus on strengthening its organizational structure, procedures and operations. The Ministry intends during 2016 to 2017 to develop clear policies and strategies that will guide its work for the next 5 years. Emphasis will be placed on developing objectives that will help to prepare operational guidelines designed to focus on prudent financial management, timely information sharing and efficient human resource management practices.

The Ministry is cognizant of the need to improve its service provision capacity as it positions itself to respond to the increased demands for services and information that will improve our relations with third countries.

Therefore efforts will be made in during this fiscal year to increase our staff complement to include 3 Foreign Service/Trade Officers, Director International Trade and Chief of Protocol, 6 to 8 Protocol Officers at the VIP Lounge at the V.C. Bird International Airport, a Communication Specialists/Manager and part time a Legal Officer.

A review and reallocation of duties among the technical and administrative staff will be done to ensure improvement in our service delivery capacity.

The staff intended staff increase and reallocation of duties are designed to ensure that our newly appointment ambassadors and the staff at our Missions in New York, Toronto, London, Miami,

Washington and Cuba are provided with the professional and efficient support that will further enhance efforts to build Antigua as the economic power house of the region.

Achievements :

- 1. Appointment of approximately 17 Ambassadors and Special Envoys*
- 2. MFAIT Management of the VIP Lounges at the VC Bird Airport*
- 3. Establishment of the International Trade Department.*

Issues:

Transforming from a Ministry of Foreign Affairs to a modern and efficient Foreign Service allowing for the regular rotation of staff from Headquarters to Missions and the building of a cadre of Career Diplomats.

Priorities, strategies and indicators:

The priorities in order are:

1. Utilize the services of newly appointed ambassadors to active diplomatic initiatives for economic and social development of Antigua and Barbuda.
2. Improve the efficiency and service provision of the Ministry of Foreign Affairs and its Missions.
3. Develop clear operational guidelines for the Ministry of Foreign Affairs, International Trade and Immigration.
4. Provide 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 2016-2017

Priorities	Strategies	Indicators
<p>Priority 1 Utilize the services of newly appointed ambassadors.</p>	<p>Strategy: Activate diplomatic initiatives for economic and social development of Antigua and Barbuda.</p>	<p>Outputs: Accreditation for x newly appointed ambassadors The MFAIT providing timely support for regular interactions between ambassadors and counters parts in designated countries.</p> <p>Outcomes: Grant support for x amount Training opportunities Support in International Forums</p>
		<p>Outputs: Outcomes:</p>
<p>Priority 2 1. Improve the efficiency and service provision of the Ministry of Foreign Affairs and International Trade and its Missions.</p>	<p>Strategy: a. Development of a 5 year MFAIT Strategic Plan b. Develop Foreign Service Administrative Manual</p>	<p>Outputs: Regular staff meetings Engagement of all Diplomats and Staff</p> <p>Outcomes: *New staff classification/structure. *Missions producing monthly reports in a timely manner. *Ministry providing information in a more timely manner.</p>
	<p>Strategy and accountable institution</p>	<p>Outputs: Outcomes:</p>
<p>Priority 3 1. Develop clear operational guidelines for the Ministry of Foreign Affairs, International Trade and Immigration.</p>	<p>Strategy:</p>	<p>Outputs:</p> <p>Outcomes: New and operational and financial guidelines.</p>
	<p>Strategy and accountable institution</p>	<p>Outputs: Outcomes:</p>

Priority 4 Provide professional diplomatic, protocol and consular services		
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ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
11 Foreign Affairs and International Trade				
1101	External/Foreign Affairs	15,000	4,982,249	-
1102	Overseas Diplomatic and Consular Section	-	13,500,000	-
1103	Immigration Department	3,578,000	8,566,552	6,885,950
TOTAL FOR FOREIGN AFFAIRS AND INTERNATIONAL TRADE		3,593,000	27,048,801	6,885,950

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

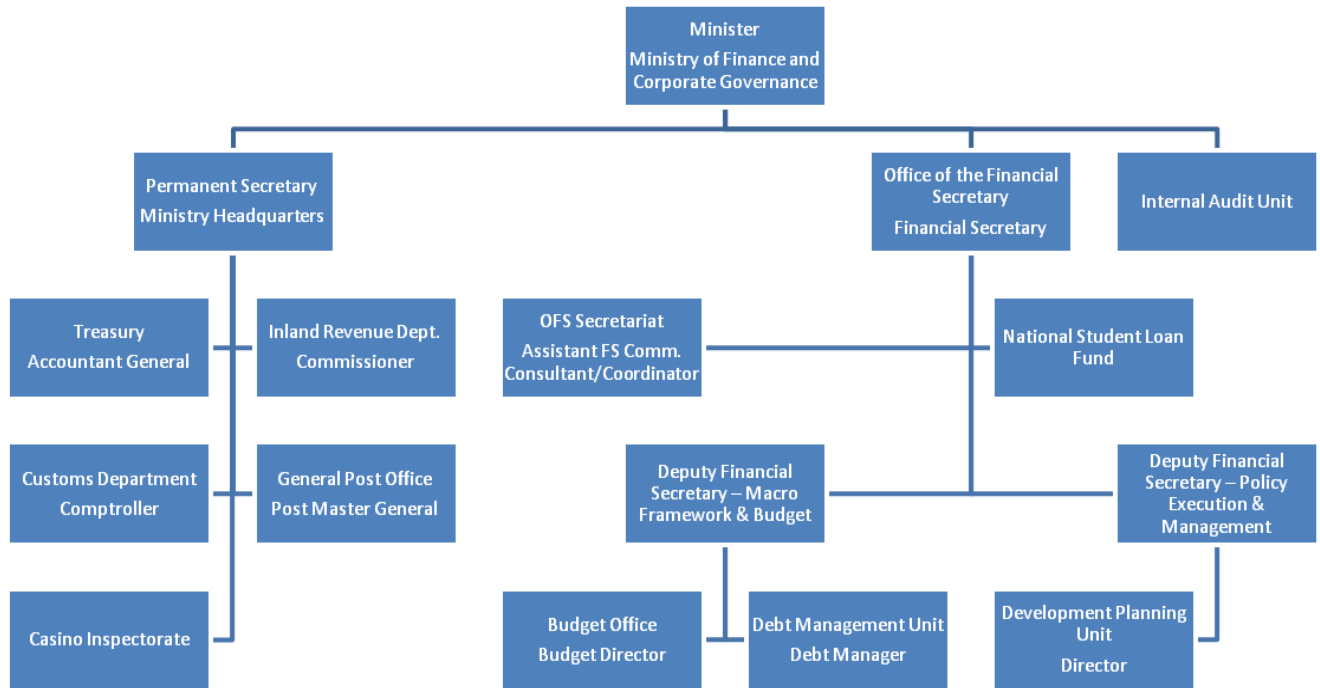
	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Foreign Affairs and International Trade	9,940,946	845,013	-	16,262,842	6,885,950	-	33,934,751
External/Foreign Affairs	1,920,094	299,313	-	2,762,842	-	-	4,982,249
283 - International Relations	1,920,094	282,473	-	2,712,842	-	-	4,915,409
390 - General Public Services	-	16,840	-	50,000	-	-	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	8,020,852	545,700	-	-	6,885,950	-	15,452,502
292 - Immigration	8,020,852	545,700	-	-	6,885,950	-	15,452,502

BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Finance and Corporate Governance

Budget Plan
For the FY 2016

Ministry of Finance and Corporate Governance Organisational Structure



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; delivery of postal services, development planning and audit controls..

Ministry Vision

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

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.

SERVICE PERFORMANCE REVIEW AND CRITICAL ISSUES

Service Performance

The Ministry of Finance and Corporate Governance, achieved milestones in the effort to transform its operation and enhance delivery of services among all departments in 2015.

Achievements

1. Implementation of debt management strategy and concluded negotiation for rescheduling and/or settlement of a number of debts.
2. Undertook two on-site audits in Government Departments complemented with continued capacity building.
3. Completed Financial Statements for the year 2014 to the Director of Audit.
4. Training in the Freebalance system administered to several government departments related to processing overtime vouchers.
5. Reduced time taken to process payments; improved account reconciliation; achieved accurate and reliable financial reporting.
6. Developed an accounting manual and distributed a Public Financial Management Procedure manual to Government Departments.
7. Continue to work on maintaining debt management strategy and using suitable services for debt restructuring and negotiations with creditors.

8. Commenced a review of obligations to the national procurement system and disseminated guidelines to improve compliance of government departments and statutory organizations.
9. Established interdepartmental project teams to improve project implementation and reporting rate on projects; noted efficient checks and balances to decrease the number of unbudgeted activities within the project cycle.
10. Developed the Multi-country Sustainable Development Framework (MSDF) for 2017-2021.

Issues

1. Weak and inconsistent data for effective policy development;
2. Several departments suffer inadequate office space for personnel and storage space for records;
3. Recurrent costs for specialized software licenses;
4. Mismatched personnel placed within Departments and Divisions, which affects overall efficiency of some functional operations;
5. Performance management system to assess staff performance and provide targeted feedback for improvement and justify appropriate rewards is not yet widely adopted;
6. Difficulty to prioritize strategic planning; recurring non-compliance within key reporting mechanisms that affects project formulation and strategic planning.
7. Insufficient resources and inconsistent maintenance of equipment challenge the effectiveness of information technology support.
8. Slow rates of project implementation; low rate of reporting externally financed proposals.

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. Enhance the Internal Audit Unit established in November 2015 and 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. Review, modernize and achieve high compliance with central government's procurement system;
8. Relocate the Treasury Department to new premises by December 2016;
9. Complete and submit the 2015 Financial Statements to the Director of Audit;
10. Strengthen public financial management and accounting structure in all Government Accounts departments;
11. Review processes in the Disbursement Unit and update the procedural manual for the Treasury Department;
12. Collaborate with the Ministry of Information to improve accommodation for store vouchers and other documents in electronic format;
13. Implement the Automated Systems for Computer Data (ASYCUDA) for Customs trade facilitation and enforcement;
14. Diversify postal service offerings to include top up services, Internet Café, Call Centre; US mail Box Service, package pickup and delivery and bill payments;
15. 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.

Priorities and strategies 2016-2018		
Priorities	Strategies	Indicators
<p>Priority 1</p> <p>Implement policies and programmes to ensure medium terms fiscal and debt targets are attained and to improve management of government resources.</p>	<p>Implement legislative and institutional reforms for tax administration (revenue agencies);</p> <p>Implement expenditure reforms and polices for improved expenditure management (Budget Office, OFS and Treasury);</p> <p>Execute the Public Financial Management (PFM) Action Plan to enhance expenditure controls within central government</p> <p>Formalise and enhance the macro-fiscal function in the Ministry</p>	<p>Outputs:</p> <ul style="list-style-type: none"> - tax to GDP ratio at least 21% by 2017 - reduce total non-grant expenditure to no more than 22% of GDP by 2017 - Wage bill no more than 8% of GDP by 2017 - Procedures and arrangements to ensure greater control of expenditure - Articulation of penalties and enforcement procedures - MTFF updated at least twice annually - Monthly fiscal reports submitted to Minister of Finance and Minister of State by 15th day of each month - Preparation of Quarterly Fiscal Reports <p>Outcomes:</p> <ul style="list-style-type: none"> - increased tax compliance and revenue collections - 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

Priorities and strategies 2016-2018		
Priorities	Strategies	Indicators
<p>Priority 2</p> <p>Implement debt management strategy and negotiate with creditors to reduce debt service burden</p>	<p>Develop and implement a plan for issuing securities on the regional government securities market (RGSM) and to issue a Diaspora bond;</p> <p>Continue to engage in negotiations with creditors to restructure Government's debt (Debt Unit).</p>	<p>Outputs:</p> <ul style="list-style-type: none"> - Prospectus detailing securities to be issued on the RGSM and for the Diaspora bond - Implement Strategy as outlined in the Medium Term Debt Strategy - Work with development partners in the drafting of a Public Debt Law <p>Outcomes:</p> <ul style="list-style-type: none"> - Improved debt management and debt sustainability - Central government debt to GDP ratio less than 80% by 2020 and interest payments less than 15% of current revenue by 2020
<p>Priority 3</p> <p>Identify and use financial and technical assistance from regional and international agencies and bilateral partners to support fiscal and other economic objectives</p>	<p>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.</p> <p>Oversee operations of the Project Management Unit of the World Bank PSST Project.</p>	<p>Outputs:</p> <ul style="list-style-type: none"> - Project documents developed and submitted to bilateral and institutional partners for budget support, technical assistance and project financing <p>Outcome</p> <ul style="list-style-type: none"> - Effective management of PSST project according to World Bank requirements
<p>Priority 4</p> <p>Improve monitoring of statutory corporations.</p>	<p>Monitor and report on the performance of statutory corporations.</p>	<p>Outputs:</p> <ul style="list-style-type: none"> - New framework for oversight and Reduction in unplanned transfers to statutory corporations - New Operations Manual for SOE oversight <p>Outcomes:</p> <ul style="list-style-type: none"> - Reduced fiscal risk associated with operations of statutory corporations. Increased compliance of statutory corporations with financial reporting provisions of the FAA

Priorities and strategies 2016-2018		
Priorities	Strategies	Indicators
<p>Priority 5</p> <p>Revenue Management (Treasury)</p> <p>Complete the 2015 accounts for submission to the Auditor General</p> <p>Complete relocation of the Treasury Department to new premises</p> <p>To improve cash management and Public Financial Management in General</p> <p>To improve the Accounting structure and systems in all Government Accounts departments</p>	<p>Prepare and submit Financial Statements for 2015 by June 30, 2015.</p> <p>Coordinate with State Insurance Corporation on completion of construction of new premises.</p> <p>Prepare daily, weekly and monthly deposit and expenditure reports and feed data into cash management model.</p> <p>Prepare monthly cash management plan based on results of the model.</p> <p>Analyse revenue and expenditure data to better inform cash management decisions.</p> <p>Conduct analysis of accounts payable data and develop strategy for reducing accounts payable.</p> <p>Review the accounting structures in at least two Government departments and recommend relevant changes.</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> - Statements completed and Submitted by 30 June 2016 - Relocate to new premises by December 2016 - Forecasting model completed and operational - Monthly cash management plan documented and followed - Reduction in overdraft fees - Reduction in time to produce reports - Improved decision making - Steady reduction in accounts payable - Documented new organisational structure and procedures for accounting departments - All accounting staff in the two departments trained in use of FreeBalance and voucher and relevant document preparation; - Improved reporting from Departments

Priorities and strategies 2016-2018		
Priorities	Strategies	Indicators
<p>To continue implementation of cash basis IPSAS</p> <p>Roll out Freebalance Revenue Module to Customs and Immigration Departments</p> <p>Continue implementation of projects to store and retrieve documents electronically</p>	<p>Update financial reporting format.</p> <p>Include balance sheet summaries for all statutory bodies in Central Government Statements as appendices;</p> <p>Finalise and complete statement of Investment of Central Government</p> <p>Include fixed asset register in Notes to the Financial Statements</p> <p>Schedule and conduct implementation team meetings; conduct training; implement at Customs and Immigration</p> <p>Finalise project plan; acquire related hardware and software, training, develop manual for electronic storage and retrieval.</p>	<ul style="list-style-type: none"> - 2015 Financial Statements to include Statutory organizations summarised balance sheets - Complete statement of Investments and Fixed Asset Register - Customs and Immigration Departments collecting and entering directly into FreeBalance daily - Project Plan by 31 March 2016 - Hardware and Software and Manual by 30 June 2016 - Staff trained by 30 September 2016 - Full implementation by need December 2016
<p>Priority 6</p> <p>Improve Development Planning Capacity</p>	<p>Establish appropriate arrangements for implementing, reviewing and updating the Medium Term Development Strategy (MTDS)</p> <p>Develop and implement plans for publication, monitoring and evaluation of MTDS</p> <p>Execute TA projects funded by CDB to strengthen institutional arrangement and capacity for development planning</p>	<p>Outputs:</p> <ul style="list-style-type: none"> - Implementation plan for MTDS including targets for 2016 - MTDS published and targets for 2016 published on GOAB website - Plan for monitoring and evaluation prepared and published <p>Outcome:</p> <ul style="list-style-type: none"> - Improved arrangements for development planning - Strengthened capacity to update the MTDS

Priorities and strategies 2016-2018		
Priorities	Strategies	Indicators
<p>Priority 7</p> <p>Revenue Collection (IRD)</p>	<p>Formally implement the CSBP plan and link with functional area reform plans;</p> <p>Establish IT reform incorporating CARTAC recommendations;</p> <p>Improve upon the ABST filing compliance of the largest tax payers;</p> <p>Enhance collection enforcement by reducing the ratio of <u>arrears to current revenue</u>;</p> <p>Support a taxpayer service and educational programme;</p>	<p>Outputs:</p> <ul style="list-style-type: none"> - 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.
<p>Revenue Collection (Customs)</p>	<p>Update and strengthen internal revenue collection procedures;</p> <p>Train a cadre of specialized officers in all divisions</p>	<p>Output:</p> <ul style="list-style-type: none"> - 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. <p>Outcome:</p> <ul style="list-style-type: none"> - Maximised, efficient and fair revenue collection

Priorities and strategies 2016-2018		
Priorities	Strategies	Indicators
<p>Priority 8</p> <p>Customs trade facilitation and enforcement</p>	<p>Enhance information technology infrastructure and support, increasing processing time for clients</p> <p>Engage stakeholders for feedback on Customs clearance procedures</p> <p>Implement H.S. 2007 along with a modern classification and valuation unit</p> <p>Support a post audit program using risk based criteria</p> <p>Develop effective regulations for trade facilitation</p> <p>Streamline and simplify the Import Licensing Regime</p> <p>Use trade agreements to accomplish national interests and expand exports</p> <p>Develop an effective trade policy</p> <p>Establish stronger links to exchange trade data with the National Statistics Division</p>	<p>Outputs:</p> <ul style="list-style-type: none"> - 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 <p>Outcomes:</p> <ul style="list-style-type: none"> - 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 <p>Outputs:</p> <ul style="list-style-type: none"> - 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 <p>Outcomes</p> <ul style="list-style-type: none"> - Licenses processed online to improve ranking in Doing Business Report - Improved stakeholder dialogue and common use of trade strategies to positively impact business

Priorities and strategies 2016-2018		
Priorities	Strategies	Indicators
<p>Priority 9</p> <p>Expand and enhance Postal services</p>	<p>Forge partnerships with DHL to enable packages and parcels to arrive at their intended destination in a specified time period;</p> <p>Offer advertising services to various businesses</p> <p>Improved accountability for the postal institution</p> <p>Enhance the transport capability and delivery coverage</p> <p>Operate a Post Office facility in the new airport terminal building</p>	<p>Outputs:</p> <ul style="list-style-type: none"> - Increased and timely delivery of packages and parcels - Prominent awareness of postal goods and services offered for special occasions (Valentines, Easter, Christmas etc) - Complete and consistent island coverage - Provide exchange of foreign currency to guest and tourist <p>Outcomes:</p> <ul style="list-style-type: none"> - Enhanced customer satisfaction - Increased revenue
<p>Priority 9</p> <p>Enhance procurement system and contract administration</p>	<p>Improve institutional arrangements for procurement and contract administration</p> <p>Encourage greater active participation in competitive bidding to attain the best value for money</p> <p>Engage technical to modernize the procedures of the central procurement system</p>	<p>Outputs:</p> <ul style="list-style-type: none"> - Public access to unambiguous procedures and guidelines - Increased public tenders - Increased bidders participation - Reduced exemptions from the bidding process. <p>Outcomes:</p> <ul style="list-style-type: none"> - Improved organization planning around procurement - Effective expenditure due to achieving best value for money - Highly compliant, robust, transparent, procurement system and contract administration

Priorities and strategies 2016-2018		
Priorities	Strategies	Indicators
<p>Priority 10</p> <p>Development and use of performance improvement plans</p>	<p>Improve human resources management toward delivery of professional service</p> <p>Enhance performance of line, supervisory and management personnel attention</p> <p>Reinforce operating procedures and codes of conduct for the delivery of services from departments of the Ministry of Finance</p>	<p>Outputs</p> <ul style="list-style-type: none"> - Training afforded to officers in identified areas - Succession planning - Performance indicators and appraisals - Leadership development - Problem resolution and reduced operational conflicts <p>Outcomes</p> <ul style="list-style-type: none"> - 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

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
15 Finance and Corporate Governance				
1501	Finance Headquarters	316,434,224	33,029,098	40,000
1502	Treasury	8,300,000	37,023,692	-
1503	Inland Revenue	387,007,148	6,864,603	136,895
1504	Post Office	2,475,859	5,598,035	299,351
1505	Customs and Excise	269,570,185	8,306,234	3,028,476
1507	Development Planning Unit	-	860,214	-
1512	Social Security	-	167,928	-
TOTAL FOR FINANCE AND CORPORATE GOVERNANCE		983,787,416	91,849,804	3,504,722

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Finance and Corporate Governance	53,378,705	13,282,657	-	25,188,442	450,426	3,054,296	95,354,526
Finance Headquarters	5,383,219	7,151,879	-	20,494,000	40,000	-	33,069,098
390 - General Public Services	2,683,837	6,126,429	-	20,299,000	-	-	29,109,266
900 - Fiscal Management	2,699,382	1,025,450	-	195,000	40,000	-	3,959,832
Treasury	30,239,566	2,759,126	-	4,025,000	-	-	37,023,692
900 - Fiscal Management	30,239,566	2,759,126	-	4,025,000	-	-	37,023,692
Inland Revenue	5,221,353	1,542,050	-	101,200	136,895	-	7,001,498
900 - Fiscal Management	5,221,353	1,542,050	-	101,200	136,895	-	7,001,498
Post Office	4,316,555	862,800	-	418,680	10,000	289,351	5,897,386
255 - Public Buildings and Heritage Sites	-	-	-	-	10,000	289,351	299,351
390 - General Public Services	4,316,555	862,800	-	418,680	-	-	5,598,035
Customs and Excise	7,248,432	927,802	-	130,000	263,531	2,764,945	11,334,710
900 - Fiscal Management	7,248,432	927,802	-	130,000	-	-	8,306,234
904 - System Reform	-	-	-	-	263,531	2,764,945	3,028,476
Development Planning Unit	801,652	39,000	-	19,562	-	-	860,214
390 - General Public Services	368,864	5,500	-	-	-	-	374,364
900 - Fiscal Management	432,788	33,500	-	19,562	-	-	485,850

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Social Security	167,928	-	-	-	-	-	167,928
390 - General Public Services	167,928	-	-	-	-	-	167,928

BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES

*Ministry of Agriculture, Lands,
Fisheries & Barbuda Affairs*

*Budget Plan
For the FY 2016*

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

1: Ministry Overview

The Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs (MALFBA) has responsibility for policy, legislation, general oversight to and administrative governance of the operations within and related to the Agriculture sector and its allied agencies and institutions as well as Barbuda Affairs.

The work of the MALFBA is executed through an institutional network of interrelated entities consisting of the Department of Agriculture, Allied Divisions, the Barbuda Council, Corporations and Organizations, Special projects and International and Regional Development Partners. (See FigI) 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.

The key operational features of the Ministry.

The Corporate activities are conducted through the Administration, Finance and Human Resource Department based at the Headquarters (HQ).

Technical field support services for crop and livestock production (including backyard gardening) are delivered respectively through the Extension Department and the Veterinary and Livestock Unit. These are closely linked to a network of Agricultural outreach Stations

OUTREACH STATION	THEMATIC /
Cades Bay	Pineapple
Green Castle	Ornamentals and vegetables
Christian Valley	Fruits
Friars Hill	Cotton / vegetables
Betty's Hope	Small Ruminants
Paynters	Cattle and Field preparation

located in the major agro-ecological zones across Antigua and Barbuda thereby providing tangible Interface with wider public. These stations are also pivotal to the adaptation and testing of technology as well as provision of clean planting material and breeding stock for small

ruminants and cattle.

The National Fisheries and Marine resources are regulated and managed by the Fisheries Division with its associated units strategically located throughout Antigua and Barbuda.

Cadastral services are provided through the Lands and Surveys divisions. These include surveying services, production of maps of Antigua/Barbuda and updating and maintaining the Land Registry.

The Regulatory and transboundary control and protection services are mainly provided through the Plant and Animal quarantine services of the Department of Agriculture, the Fisheries Division and the Pesticide and Toxic Chemicals control Board.

Testing and Analytic services are provided through the Analytic services Division which also services other Government Departments as well as the private sector.

Several State agencies and Corporations (see Fig1), responsible to the Minister, implement activities that are related to the wider functioning of the sector.

The Ministry's programmes are supported by its development partners through the provision of technical, financial and human resources to facilitate capacity building as well as infrastructure and institutional strengthening.

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.

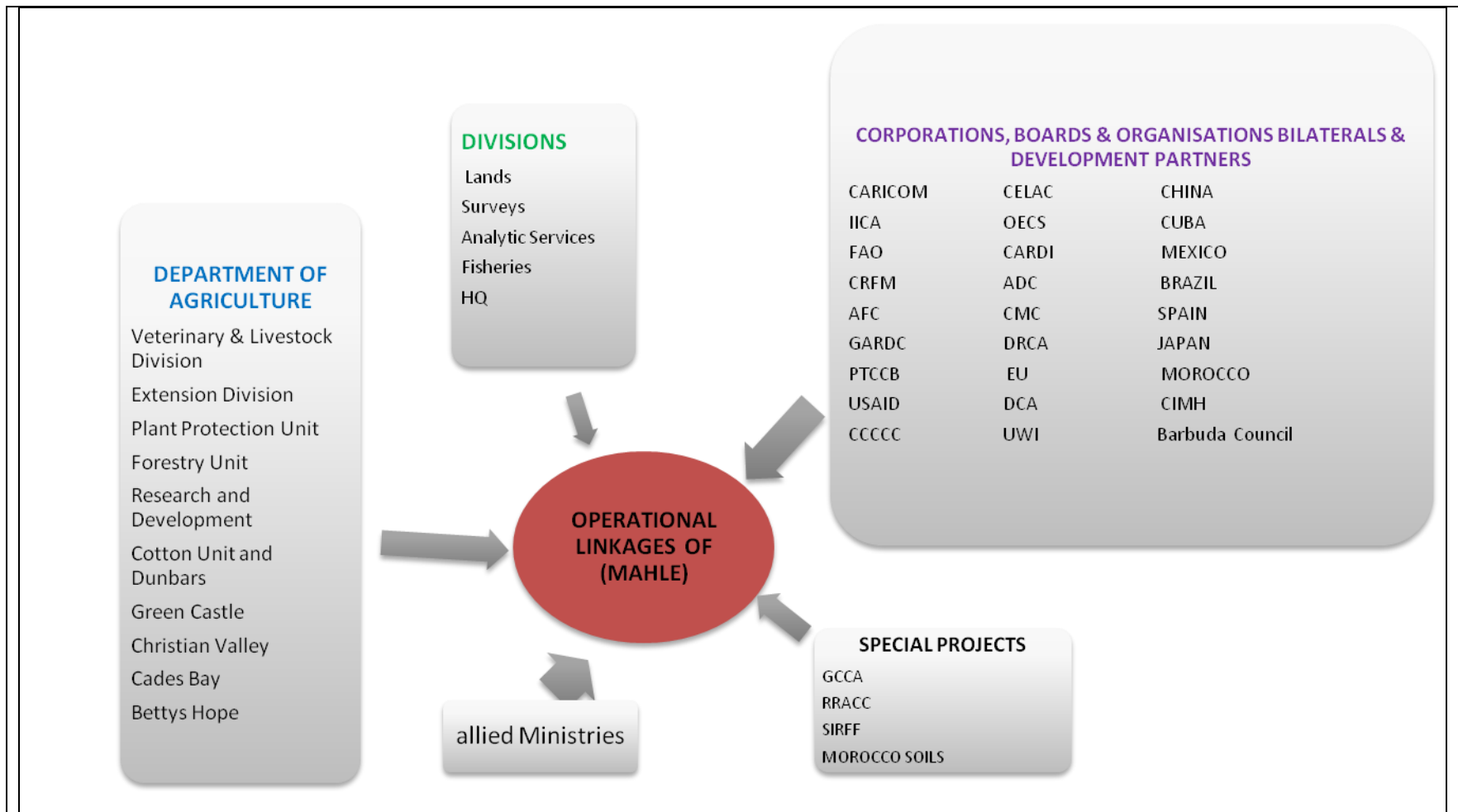


Fig 1: The operational linkages within the MALFBA

2: SERVICE PERFORMANCE REVIEW AND CRITICAL ISSUES

2.1 Major achievements

Policy and Planning

The Agriculture Plan Of Action (APOA) was adopted at inauguration of the OECS Council of Ministers of Agriculture Meeting which was held in St Vincent and the Grenadines in March, 2015. This is a Harmonised Plan which is aligned to the National Food and Nutrition Security Policy and Action Plan of Antigua and Barbuda and the CARICOM strategy document. The APOA will provide the roadmap for the future development of the sector.

The MALFBA hosted the first regular meeting of the OECS Council of Ministers of Agriculture in accordance with the stipulations laid out in the Revised Treaty of Basseterre.

Biosafety and Biosecurity

In 2014, some 1,709 samples were analysed for physico-chemical and microbiological parameters and the in 2015 to date, 989 samples have been completed. The samples comprised of food and water primarily, as part of on-going surveillance programmes established for potable and recreational water, in conjunction with the Central Board of Health (CBH).

The Ministry continued its participation in the Persistent Organic Pollutants (POPs) Global Monitoring Plan under the Stockholm Convention in the Latin American and Caribbean Region. An Atomic Emission Spectrophotometer (MPAES) was acquired from the Japanese Government to analyse Heavy Metals. Antigua and Barbuda is the first country within Latin America and the Caribbean to utilise the MPAES.

During the period, staff received training in the following areas:

Soil sampling

Molecular Techniques for the identification of tick-borne pathogens;

Molecular techniques for the identification of Genetically Modified Organisms;

Basic training on techniques for the identification of GMO's;

Analysis of heavy metals in food and environmental samples;

Technical guidance on the response to chemical weapons threat

Plant Protection unit continued work on disease surveillance and invasive species.

Transboundary and border control

- Plant protection and the veterinary and livestock units provided services at the ports of entry to ensure and monitor the movement of plant and animals into and out of the country.
- Veterinary Inspections of containers of meat and meat by products were carried out.
- Poultry inspections to ensure public health and food safety were conducted in close collaboration with Central Board of Health.

Monitoring and Technical support to Crop, Livestock and Fisheries subsectors

- During the year 2015 producers faced a drought which led to a 35% decrease in crop and livestock production and as such there was an increase in the importation of both fresh and processed food.
- The Extension Services Division hosted members from the University of Florida Master Gardeners programme. During the visit forums were conducted with schools agriculture science project at Princess Margaret Secondary School and South West district farmers. Activities also involved the public media appearances as well as farm visits and sightseeing tours.
- Over three (300) hundred people participated in the Farm to Table activity; meanwhile more than five (500) hundred persons tasted culinary delights produced by local chefs during Expo 2015
- Pond cleaning activity occurred in the South Central, North West and South West Districts and farmers contributed about 95% of the resources required for the activity. This is a major achievement particularly because of the paltry sum allocated in the National budget for such an expensive undertaking.
- Over thirty (30) acres of land was cleared to begin a major farming enterprise in the Burkes area. About forty-three (43) acres were cleared during 2015.
- A total of about six hundred and eighty-five (685) acres of land was prepared for planting as the dry weather provided conducive conditions.
- Fish Aggregating Devices (FADs) were installed to assist fishermen with their catch. These FADs basically cause the fish to aggregate and bring them into closer range for them to be harvested.
- The status to legally export marine products to the European Union, being one of two OECS territories, has been maintained, and market access to the USA has been achieved through high sanitation standards achieved by the Processing Unit at the Point Wharf Complex in meeting the industry requirements.

Research and Development

- Yield enhancement studies by experimentation were conducted to improve agronomic practices and weed management with pre and post herbicides in selected vegetable crops at the Friars Hill Station.
- The National sweet potato, cotton, cassava, corn, and pumpkin plant germplasm were maintained.
- The Central Cotton Station will maintain pure lines of the Sea Island cotton, develop appropriate technologies in the cotton industry
- Some 2,500 pounds of pedigree seed cotton were produced to maintain the genetic inherent desirable characteristics of the Sea Island cotton
- Cotton growers in Antigua and Barbuda, Nevis and Barbados were provided with high quality seeds to meet their demands.
- Successful experiments were conducted by the Fisheries Division to evaluate the value added potential of seafood products, such as smoked, salted and dried fish, fish patties and fish fingers.

Capacity building and institutional strengthening

Numerous capacity building opportunities were afforded to staff during 2015, some are listed in Table below:

Some of the training courses and workshops attended by staff, 2015	
<ul style="list-style-type: none"> • Traceability • Course with Training Division – Miscellaneous • Web 2.0 and Social Media • Caribbean Climate Smart Agriculture • Project Optimus Power Users Training • In vitro propagation of Tropical Plants • Soils management technologies 	<ul style="list-style-type: none"> • Soil sampling • Molecular Techniques for the identification of tick-borne pathogens; • Molecular techniques for the identification of Genetically Modified Organisms; • Basic training on techniques for the identification of GMO's; • Analysis of heavy metals in food and environmental samples; • Technical guidance on the response to chemical weapons threat
<ul style="list-style-type: none"> • development of standards for agr-tourism enterprises • Traceability • In vitro propagation of Tropical Plants • Soils management technologies 	<ul style="list-style-type: none"> • Web 2.0 and Social Media • Caribbean Climate Smart Agriculture • Project Optimus Power Users Training

Resource mobilization

Negotiations with the Japanese government were concluded for a number of upgrades to the fisheries complexes on Antigua. These include, the installation of a commercial ice plant at the Point Wharf Fisheries complex, now operational.(2015)
 replacement of the refrigerated systems at the Urlings and Parham complex – Ice making and cold storage (2016)
 replacement of the ice making machinery at the Market Wharf facility and the addition of a refrigerated truck.(2016)
 the upgrade of the food and Chemistry lab with additional equipment. One on the highlights is that the lab can now test for heavy metals. (2015)
 the provision of a boat for training purposes and to access the Fish Aggregating Devices (FADs) that were installed
 the installation of a safety at sea and enforcement a radar system and a VHF radio repeater. This would be the first of its kind in the English Eastern Caribbean.

Climate change adaptation and mitigation

Four greenhouses for protected agricultural production were completely installed in Sandersons. In collaboration with the Government of the Kingdom of Morocco a National Soil Fertility Mapping project has commenced.

Legislation

The Development Control Authority 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.

The MALFBA currently partnered 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 eight-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.

The Government has been seeking legislative assistance to draft and strengthen Regulations which fall under the ambit of the Physical Planning Act 2003.

2.2 Major critical issues

The sector faced some significant challenges in 2015 as follows

- Severe dry weather which had a negative impact on crop and livestock production
- Food Safety and on farm GAP compliance
- High cost of critical inputs to crops, fish and livestock producers
- Increasing food import bill and low consumption of locally produced food
- Poor state of infrastructure, buildings, stations and laboratories which restrict the Ministry's capacity to deliver a high quality of service consistently to the stakeholder public.
- Severely diminished and restricted budgetary allocations not only for local activities but also to meet financial commitments to various regional and international institutions. Inadequate finance also restricts the quality of National representation at overseas conferences, workshops and meetings pertaining to key international conventions to which we are a signatory.
- Inadequate allocation of fuel to vehicles designated to do field visits and monitoring of farms
- Uncontrolled livestock which cause damage to crops
- Inadequate coping and mitigation measures for climate change and natural disasters
- Electronic devices and internet services are insufficient to manage data collection, storage and dissemination
- Farmers and other stakeholders face increasing threat from invasive species
- Insufficient human resources. Need for Quality control officer, Horticulturalist communication officer, Backyard garden facilitators, Agro-Industries Officer, Commodities Officer. Some persons in the organization can be promoted while others will have to be recruited.

3: PRIORITIES, STRATEGIES AND INDICATORS

Policy and Planning

The Agriculture Plan Of Action (APOA) was adopted at inauguration of the OECS Council of Ministers of Agriculture Meeting which was held in St Vincent and the Grenadines in March, 2015. This is a Harmonised Plan which is aligned to the National Food and Nutrition Security Policy and Action Plan of Antigua and Barbuda and the CARICOM strategy document. The APOA will provide the roadmap for the future development of the sector. Given the small budgetary allocation the MALFBA will be aggressively pursuing the acquisition of further bilateral assistance with friendly governments and agencies. These include Japan, China, Morocco, Argentina, Brazil, Chile, Mexico and CELAC.

The priorities, strategies and indicators for the Ministry are summarized below. Details of respective divisions are appended.

PRIORITIES	STRATEGIES	INDICATORS
Implementation of the National Food and Nutrition security Action Plan	Establish intersectoral Committee to oversee implementation Establish a Planning and Implementation Unit (PIU) within the Ministry	Projects prepared Funding identified Fully staffed and equipped (PIU) Detailed implementation with project lines identified for Barbuda by the first quarter of 2015
To mainstream key issues such as Climate Change adaptation and disaster risk management into the budgeting process	Identify and cost Adaptation and mitigation measures Determine inter Ministry/agency involvement	Cost /benefit analysis of adaptation and mitigation measures Updated budget prepared.
Reduction of Food Import Bill	Improve and utilize national information system accessible to all players in the Food chain	Import Permit system fine-tuned 15 % reduction in vegetable imports by 2015
To revitalize the research and development capacity of the Ministry	Pilot, adapt and apply climate smart technologies and systems of production in the agricultural sector	Evaluation of protected culture technology under specially designed “greenhouses” Evaluate and select climate resilient germplasm and multiply planting material of those identified.
To improve the quality of the human resources and to enhance the knowledge base, capacity and culture within the sector	Training of Ministry staff in all departments Area-focused short –term courses for technicians and farmers Upgrade technology and technology transfer and diffusion	<ul style="list-style-type: none"> ● Information products on various media ● Web presence ● Qualified and trained staff especially frontline extension officers

	mechanisms within the productive sector Institutional strengthening	<ul style="list-style-type: none"> • Radio and television programmes Resulting from programmes of various divisions and departments
To improve the quality of service to all stakeholders in the Agricultural Value chain and to provide real time marketing information	Create a comprehensive database which would include, production, marketing, land allocation and utilization, infrastructure inventory to inform institutional development and planning	National Agricultural Information System (NAIS) established and trained operators in place. Web-based platform accessible to major stakeholders and linked to producer/marketer database Surveys and data capture activities executed by various divisions and Departments Price observatory established by CMC through PROMIS Data collectors equipped with state of the art electronic devices
To update and enforce existing legislation and introduce new ones	Liaise with regional counterparts with respect to model harmonized documentation Enlist the assistance of the Legal and strengthen relations with law enforcement agencies Establish Animal control Unit	Various Acts eg the Environmental Control and Management Act, prepared and submitted to Cabinet and Parliament for approval and and gazetting..
To upgrade and strengthen the facilities and infrastructure associated with the provision of supports to the Agricultural sector	Develop and submit appropriate proposals for funding through development agencies	Acquisition of equipment especially for Fisheries and Plant Protection to enforce regulations Reduction in loose livestock/stray animals. Water conservation dam and pilot irrigated production system for the Highland area in Barbuda
To enhance fiscal contribution to the consolidated fund	Institute mechanisms for increased and improved revenue generation and collection.	An increase in revenue from the provision of services eg Analytical, land rent, sales of land and produce, fees etc from respective divisions
To provide a wide range of critical support and promotion to all stakeholders in the Agricultural and food chain	Strengthen inter and intra district communication and transportation system within the Extension Department Collaborate with agencies such as GARDC in training programmes	Increased land preparation for farmers Increased local agricultural production Planting material for fruits and vegetables available to farmers

	<p>Investigate key issues and make remedial recommendations eg invasive species :Giant African Snail, Citrus Greening, Red Palm Mite, Black Sigatoka, Bud rot and Lethal Yellowing</p> <p>Upgrade and refurbish the field services and crop Protection Units</p> <p>Promote greater utilization of locally produced fresh food</p> <p>Engagement of the supermarkets, hotels, traders and tourism operators</p> <p>Continuous analytical and advisory services to farmers</p>	<p>Breeding stock of small ruminants and cattle available to farmers</p> <p>Food fairs and exhibitions</p> <p>Culinary displays and demonstrations</p> <p>Seafood fiesta</p> <p>Mango and Pineapple festival</p> <p>Reviewed rates and taxes regimes</p> <p>Reduction in pest burden in the production environment</p> <p>Soil, water and tissue analysed and recommendations available to farmers</p>
To facilitate compliance with obligations under various International Treaties and Conventions to which the Ministry is a signatory	Seek / provide resources necessary to subscribe to and attend meetings of respective entities.	<p>Meetings attended</p> <p>Update endorsements where necessary.</p> <p>Benefits from membership derived</p>
To overhaul, modernize and refurbish the food and agricultural infrastructure in the country	<p>Seek funds for completion</p> <p>Retool and equip agricultural stations and laboratories</p> <p>Expand and repair rainwater harvesting and storage systems</p> <p>Improve access to farms</p> <p>Ensure supply of wholesome local meats and vegetables compliant with accepted food safety standards.</p>	<p>Abattoir and Meat Market Refurbished</p> <p>Harvesting, conditioning, packaging, processing and storage facilities constructed.</p> <p>Clean and construct dams</p> <p>Repair and extend feeder roads</p> <p>Increased in area under irrigation</p>
Continuous Monitoring of Public Health and Environmental Factors	<p>Provision of reliable physicochemical and microbiological services on various matrices:</p> <p>Food</p> <p>Water</p> <p>Soil and sediment,</p> <p>Plant material.</p> <p>Provide training for the development of human resources in related areas</p>	<p>Average number of samples analysed over the past few years, maintained</p> <p>Quantity and quality of analyses performed, maintained</p> <p>Staff participation in on the job training.</p> <p>Staff participation in relevant training courses/ seminars overseas</p>

<p>Provide Analytical and advisory services to the wider community</p>	<p>Analyses for drugs of abuse and psychotropic substances law enforcement agencies for law enforcement Provision of reliable physicochemical for the identification of drugs of abuse and psychotropic substances.</p>	<p>Average number of samples analysed over the past few years, maintained. Analytical reports accepted in evidence</p>
<p>Implementing the National Physical Development Plan (NPDP)</p>	<p>Recruiting staff to establish a Development Planning Unit within the DCA. Such staff would include: one Physical Planner, two Planning Assistants, one GIS Technician and one GIS Assistant.</p>	<p>Implementation and periodic updating of the National Physical Development Plan, formulation of local area subject area plans.</p>

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
20 Agriculture, Lands, Fisheries and Barbuda Affairs				
2001	Agriculture Headquarters	4,225,000	4,120,154	4,770,000
2002	Agriculture Division	856,220	4,401,367	276,470
2003	Veterinary and Animal Husbandry	189,000	1,579,807	618,870
2004	Fisheries Division	240,000	1,330,562	810,000
2005	Cotton Division	7,500	731,887	50,000
2006	Lands Division	-	677,037	669,500
2007	Agriculture Extension Division	45,000	1,141,814	360,000
2008	Chemistry and Food Technology Division	40,000	566,384	-
2009	Surveys Division	207,000	1,287,288	268,540
2012	Development Control Authority	550,000	936,982	18,570
2013	Barbuda Administrative and General Services	-	334,522	-
TOTAL FOR AGRICULTURE, LANDS, FISHERIES AND BARBUDA AFFAIRS		6,359,720	17,107,804	7,841,950

ANTIGUA ESTIMATES - 2016
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	13,304,635	1,851,223	-	1,951,946	5,627,010	2,214,940	24,949,754
Agriculture Headquarters	2,546,449	505,359	-	1,068,346	4,439,000	331,000	8,890,154
300 - Agriculture	2,546,449	505,359	-	1,068,346	4,030,000	-	8,150,154
301 - Agro-Industry	-	-	-	-	409,000	331,000	740,000
Agriculture Division	2,918,454	621,613	-	861,300	-	276,470	4,677,837
300 - Agriculture	2,172,204	253,042	-	726,400	-	-	3,151,646
302 - Forestry	319,788	164,671	-	-	-	-	484,459
304 - Plant Protection	426,462	203,900	-	134,900	-	-	765,262
308 - Food Production	-	-	-	-	-	276,470	276,470
Veterinary and Animal Husbandry	1,415,484	146,523	-	17,800	461,400	157,470	2,198,677
304 - Plant Protection	-	-	-	-	461,400	157,470	618,870
307 - Veterinary and Animal Husbandry	1,415,484	146,523	-	17,800	-	-	1,579,807
Fisheries Division	1,275,552	55,010	-	-	310,000	500,000	2,140,562
303 - Fisheries	1,275,552	55,010	-	-	310,000	500,000	2,140,562
Cotton Division	635,903	92,484	-	3,500	50,000	-	781,887
300 - Agriculture	635,903	92,484	-	3,500	50,000	-	781,887

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Lands Division	615,304	61,733	-	-	19,500	650,000	1,346,537
250 - Infrastructural Development	615,304	61,733	-	-	-	625,000	1,302,037
305 - Systems Reform	-	-	-	-	19,500	25,000	44,500
Agriculture Extension Division	983,501	157,313	-	1,000	60,000	300,000	1,501,814
309 - Extension Services	983,501	157,313	-	1,000	60,000	300,000	1,501,814
Chemistry and Food Technology Division	515,464	50,920	-	-	-	-	566,384
450 - National Lab Services	515,464	50,920	-	-	-	-	566,384
Surveys Division	1,185,620	101,668	-	-	268,540	-	1,555,828
250 - Infrastructural Development	1,185,620	101,668	-	-	268,540	-	1,555,828
Development Control Authority	895,382	41,600	-	-	18,570	-	955,552
250 - Infrastructural Development	895,382	41,600	-	-	18,570	-	955,552
Barbuda Administrative and General Services	317,522	17,000	-	-	-	-	334,522
390 - General Public Services	317,522	17,000	-	-	-	-	334,522

BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES

*Ministry of Health, and the
Environment*

*Budget Plan
For the FY 2016*

Ministry Overview

Who We Are

The Ministry of Health and the Environment comprises of a cadre of skilled and dedicated health care professionals, support staff, and physicians who promote wellness, prevent disease and injury, and provide health care to the citizens of Antigua and Barbuda.

We bring together:

- a) a healthcare network comprising of a 185 bed acute care hospital, a psychiatric hospital, a 69 bed long-term/institutional geriatric care facility, seven (7) health centres (including Barbuda's Hanna Thomas Hospital which has eight beds but operates primarily as an outpatient facility), and 20 satellite clinics including three (3) dental units, emergency medical services, and pharmacy
- b) AIDS Secretariat/National AIDS Program serves as the focal point for the collection and dissemination of information about HIV, AIDS and other related issues
- c) The Central Board of Health is responsible for the oversight of public health issues such as food, safety, and sanitation
- d) The National Solid Waste Management Authority is responsible for the storage, collection, transport, treatment and handling of all solid waste generated within the state of Antigua and Barbuda
- e) The National Vocational & Rehabilitation Centre for Disability assists adolescent and adults who are physically challenged become more independent and self-sufficient
- f) The Health Informatics Department is responsible for the collection, compilation and dissemination of health related data.

The Ministry of Health and the Environment was created in 2014 after the General Elections of the same year. The headquarters is located on Redcliffe Street, St. Johns.

The Ministry has the overall responsibility of financing, regulating, policy, guidance, human resource management, and delivering of all public health care services. The Barbuda Council manages health services in Barbuda.

The Ministry ensures that the health system delivers on Government's priorities and that sector departments and statutory bodies are well governed with sound management from a financial perspective. To achieve this, the Ministry:

- a) Funds, monitors and drives the performance improvements of health sector entities
- b) Support the planning and accountability functions of health sector entities
- c) Regulates the sector and ensures legislative requirements are being met

Antigua and Barbuda's public health system is based on the principle of universal healthcare, as health is a basic human right of all citizens and residents and not the privileged few.

The Ministry is also mandated to promote activities and initiatives which are geared towards safeguarding and preserving the environment. To fulfil these mandates, the Ministry of Health and the Environment must strategically harness the technical, administrative, and talents of all employees. This is only possible through careful planning and execution of work thus ensuring that the right persons with the right skills set are assigned to the right jobs. It also requires that adequate manpower and financial resources be available.

Vision

To be recognized as the leading health care provider in the OECS by providing greater access to care, embracing the latest technology and building strategic alliances, while establishing a culture of excellence for successful clinical outcomes.

Mission

Promoting healthier communities through a sustained wellness campaign and comprehensive health care services for all citizens and residents, regardless of ability to pay.

Core Values

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

Service Performance Review and Critical Issues

The Ministry of Health and the Environment achieved several milestones despite its many challenges. Although some of these challenges are still plaguing the Ministry, several targets were achieved.

Service performance

Achievements

1. Medical Division – Community Nursing Service

- Achieve 98 % immunization coverage for all antigens in Antigua and Barbuda

2. AIDS Secretariat

The AIDS Secretariat continues to offer free and confidential HIV testing at the AIDS Secretariat and at each community outreach activity conducted. One thousand nine hundred and twenty-seven (1927) persons accessed HIV testing. One thousand nine hundred and twenty (1920) persons tested HIV negative while the remaining seven (7) persons tested HIV Positive. There were also several collaborative awareness campaigns with stakeholders throughout Antigua & Barbuda.

3. Central Board of Health

- Plans approved from January to present 224
- Persons trained in safe food handling from January to present 1692
- Intensified mosquito control activities to combat the spread of mosquito born diseases
- Intensified education of the general public as it relates to critical public health issues
- Intensified cleaning of streets and drains, clearing of lands with overgrown vegetation for public health reasons
- Initiated elimination of night soil collection system by building water closets for over 28 persons in the Point, central St. John's and Grays Farm area

4. Policy Framework
 - Successfully completed the draft National Health Sector Disaster Management Plan and the Non-Communicable Disease Prevention and Control Policy and Plan of Action 2014-2018.
 - Successful implementation of the National Mental Health Policy
5. Clarevue Psychiatric Hospital
 - Cabinet Approval of National Mental Health Policy
 - Creation of National Health Operation Plan
 - Participation in Safe Hospital's Policy development
 - Refurbishing of the convalescence male ward, occupational therapy ward and the conference/activity room
6. Fiennes Institute
 - Created a new storeroom for better and stricter management of supplies and Equipment
 - Seven ward assistants successfully completed the ward assistant training programme conducted by the Ministry of Health. These additional ward assistants were a welcomed compliment to our staff as they provided additional assistance for our shortage in nursing personnel
7. School of Nursing
 - Achievement of passes at 100% for the internal final nursing exam
 - Seventy-one percent passed the Regional Examination for Nurse Registration (RENr). This is the exam required for licensure/certification.
8. Emergency Medical Services
 - Received five new ambulances which gives the department eight operational ambulances. This allows for better response to emergencies
 - Shift leaders are now in place. Thus, there is an advanced emergency medical technician (EMT) supervising every shift. This allows for better management and accountability.
 - There is an organisational management structure now in place. This includes a departmental manager, a supervisor of operations, supervisor of administration and logistics and supervisor of training, vehicle control and public relations.
 - There is now an ambulance hand over procedure in place. The EMT who is taking over the shift and the one who is leaving carry out a complete 360-vehicle inspection to ensure that everything is intact.
9. Central Medical Stores
 - Identified a new site for the relocation of the Central Medical Stores. This area has more space and would better house the staff and medication and supplies. There is also a draft plan by architect which will guide the layout of the building.

Issues

1. Ministry

The Ministry of Health faces three major challenges to its ability to effectively carry out its mandate. A lack of adequate space to house all ministry headquarters staff, the lack of adequate specialised personnel throughout the health system, and the lack of adequate funding required which forces ministry administrators to vigorously pursue a challenging strategic direction that will yield positive benefits to citizens.

2. AIDS Secretariat

The Secretariat continues to face several challenges, as Antigua and Barbuda has not received external funding for HIV and AIDS since 2010. This has prevented the NAP from applying for the necessary funding to purchase HIV testing equipment. A lack of testing equipment hampers the programme as it reduces access to services.

There is an urgent need for the addition of a fluent Spanish-speaking member of staff. This person will assist in the programmatic activities such as SW, MSM and Youth in the migrant population. The Secretariat is also in dire need of a larger, well-ventilated, and air-conditioned building to house the National HIV and AIDS programme as our current location is too small. Additionally, persons living with HIV are very vulnerable to infectious diseases such as tuberculosis. Tuberculosis is an air-borne disease. Therefore, good ventilation is needed in order to reduce transmission to the staff by infected persons.

3. Fiennes Institute

Fiennes caters mainly for the geriatrics in our society. Currently, the institution is doing the best with the resources available. However, we are encountering challenges. The institution needs to be relocated to an area where there is more space so that staff can be more comfortable and we can provide services to more patients. In the mean time, the area where we are currently housed needs to be refurbished as the conditions are deplorable. There are also staff shortages. In order for the programme to work best

The Institute's resident population presently stands at 67 as there were two recent deaths. The maximum number of patients that can be accommodated is 69 but there is a great demand for more beds as the number of requests has increased. The institute is bombarded on a daily basis with requests from the public for persons to be admitted. Fifteen (15) individuals are presently awaiting admission.

4. Clarevue Psychiatric Hospital

The hospital has faced several challenges during the 2014-2015 budget cycle. There is a need for employees to be covered by health insurance particularly because they work in an environment where there is a high risk of injury. The facility also needs to be upgraded. However, due to a lack of funding this has not been possible. Some of the other challenges include inadequate security provided by public work's officers, outstanding payments to employees for overtime and allowances and late payments to merchants/creditors. There is also a need for filling vacant posts with the requisite personnel.

5. Central Medical Stores

A total overhaul of the manual inventory system to an electronic warehouse management system, with a full complement of staff with the required training is necessary in order to make the operations of the Central Medical Stores more efficient. The current location and space is inadequate to the appropriate warehousing of pharmaceutical and medical supplies. Additionally, the building is very low and the area is flood prone so this is a potential hazard for water disaster. The building also lacks a loading and off-loading dock for containers. As a result, the intake and disposal of inventory is challenging.

6. Central Board of Health (CBH)

During the course of the year, CBH investigated a few matters which were public concerns. The concerns are as follows: 10 incidences of wastewater from sewage soak-away, nine waste water from kitchen issues, 12 disposal of faecal waste in plastic bags, four malodour issues associated with dead animals, three solvents from spraying painting of motor vehicles, one rodent infestation concern, one drain pipe issue, and one indiscriminate dumping of garbage which causes impedes the flow of water to the drains.

7. Medical Division – Community Nursing Services

The Division continues to face challenges in servicing the public. The clinics are in dire need of refurbishment, supplies are limited and the drought problem in Antigua & Barbuda has severely threatened the operations of the clinic, as this is a major hygiene concern. In order to alleviate the water shortage issue, tanks with attached pumps are needed in order to pump the water to each area of the clinic. Thus, funds are needed to purchase this equipment.

8. Medical Division – Community Dentistry

The Public Health Dental Programme is geared towards oral hygiene for persons who are not able to afford it. However, the programme has faced many challenges over the years. Many of the community clinics including the St. John's Health Centre (main clinic) are in deplorable conditions and need refurbishing. There is also inadequate space to provide services. Therefore, this needs to be addressed urgently especially since we are servicing more patients. As we serve more patients, there is a greater need for equipment and supplies as well. Often, there is a need for many supplies and equipment in order to provide service to the public. However, these are not available. Additionally, there are inconsistencies with the provision of services from one clinic to another. For example, an extraction could be done at Gray's Farm but not at Health Centre because of supplies. This should not be the case as the same services should be provided at all clinics. The drought situation in Antigua & Barbuda has also affected the clinics. There is an inadequate supply of water to facilitate the operation of the clinics. Thus, there is a need for tanks and pumps so that the clinics can get the necessary water supply in order to function.

9. School of Nursing

The School of Nursing Antigua & Barbuda is the main tertiary institution which feeds nurses into our health system. The school has a structured curriculum and we have trained hundreds of nurses over the years. In spite of our achievements, we have had several challenges which have affected our operations. There is inadequate teaching and clinical supervision. This seems to be attributed our system which impedes the appointment of staff to fill vacant positions or providing

the appropriate substitution when staff are on leave. The school is challenged by location. The current building is not conducive to learning or teaching. This adversely affects the implementation of the curriculum which is the main goal of having a nursing programme. Lastly, we are challenged by technology. The school does not have a computer lab that is inadequate for a tertiary institution and the number of computers available to teaching and administrative staff is limited. Further, there are no international telecommunication capabilities as there is no access to an international telephone or fax line. We are in an era where our profession mandates research, information sharing as well as affiliations with international nursing schools/colleges.

10. Health Informatics Division

The Health Informatics Department is critical particularly as it relates to the data aspect of healthcare delivery. This department has not been able to operate at its full potential because there are a few drawbacks. The department has a shortage of skilled personnel. This is a major challenge, as the skill set is needed in order to achieve the goals and objectives of the department. The department's current location is also not ideal. The building on Friar's Hill Road does not have sufficient space for the current compliment of staff. Thus, it would be a further challenge as it relates to space if the recommended number of staff is hired.

Priorities, strategies and indicators

The 2015 priorities for the Ministry are to:

1. Enhance the Infection Prevention and Control Network to combat the most serious communicable diseases (e.g. HIV/AIDS etc.)
2. Enhance the quality of academic programme offered at the School of Nursing
3. Improve the policy and regulatory services in the sector
4. Strengthen the infrastructural, administrative, and management capabilities of the Ministry

Priorities and strategies 2014-2015

Priorities	Strategies	Indicators
Priority 1 Enhance the Infection Prevention and Control Network to combat the most serious communicable diseases (HIV/AIDS etc.)	Establish an Infectious Disease Control Command Centre	Outcomes: Fully functional unit by December 2015
	To introduce comprehensive workplace policies and programmes for the national public and private sector organisations	Outcomes: Increase the private & public sector knowledge of HIV in the workplace policy and implementation of the policy
	Promote an enabling environment that fosters universal access to HIV and AIDS prevention treatment, care, and support services	Outcomes: # Increase in the number of polyclinics, increase in the number of persons accessing the services and increase in the number of referrals
	Establish Barbuda Development Programme	Outcomes: Completed Barbuda MOU, Completed strategy plan & strategy implementation
Priority 2 Enhance the quality of academic programme offered at the School of Nursing	Complete curriculum review and upgrade by December 2015	Outcomes: Completed and bound curriculum by the end of 2015 in order to upgrade programme
	To have a permanent home for the School of Nursing	Outcomes: Permanent Home with adequate space outfitted with furniture and clinical laboratory
	Enhance complement of clinical supervisors by two (2) more persons	Outcomes: Student clinical performance enhanced, theoretical performance increased and better schedule management for tutors
Priority 3 Improve the policy and regulatory services in the sector	Continue the process of reforming the Health Informatics Division to allow for performance of statistical function which are critical component of health care delivery	Outcomes: Fully functional division, annual report distributed to relevant stakeholders

Priorities	Strategies	Indicators
	Enforcement and education in the provisions of the public health act to facilitate improved enforcement and responsiveness of CBH to the number of persons trained	Outcome: Staff would be better trained to handle public health issues and respond accordingly
	Implement stricter non-communicable disease (NCDs) programmes in order to reduce the incidence in of such diseases in our populace	Outcomes: Prevent, delay, or reduce the risk of complications related to chronic non communicable diseases, and other nutrition related health issues Decrease mortality from NCDs
	Develop a stricter policy for admission into Fiennes and sensitise the public to this criteria	Outcomes: Reduction in patient dumping and decrease in stigmatism

Priorities	Strategies	Indicators
	<p>Lobby stakeholders to move forward with the Older Person's Act to provide greater access, protection, and improved quality of care (Fiennes Institute)</p> <p>Strengthen human resource capacity to deliver the environmental health programme (CBH)</p> <p>Ensure that there is safe and wholesome food provided to the public which will reduce the incidence of food-borne illnesses (CBH)</p>	<p>Output: # of legislation passed/enacted</p> <p>Outcomes: Upgrade of supporting staff, vector control officers, sanitation workers and environmental health aides. There is also an opportunity for training of public health inspectors in supervision and management.</p> <p>Outcome: 3% reduction in food borne illnesses per annum Passage of food safety legislation by the end of 2016 (CBH) Conducting an analysis of the lab results carried out on local and imported foods</p>
	<p>Meet the requirements of IHR(2005)</p> <p>Draft legislative framework to improve patient care options and conditions (Clarevue Psychiatric Hospital)</p> <p>Complaint adequately investigated and reviewed on an ongoing basis (System wide)</p>	<p>Outcome: Full compliance with all of the standards of IHR by June 2016</p> <p># of draft legislation completed and submitted</p> <p># of received and resolved</p>

Priorities	Strategies	Indicators
Priority 4 Strengthen the infrastructural, administrative, and management capabilities of the Ministry	<u>Central Medical Stores</u> Improve Cold-Chain Management System	Outcome- Better storage, transport and distribution for supplies which require cooler temperatures.
	Introduction of a Point of Sales System and Electronic Management System (CMS)	Outcome: Inventory will be better managed as they can be tracked better and total costs will be easier to identify. As it relates to electronic management, this will also assist in better inventory control as our current manual process is antiquated and time consuming
	Upgrade training of core personnel (Fiennes, Clarevue, CBH)	Outcomes: Highly efficient operation providing services to the public

Priorities	Strategies	Indicators
	<p>Commence urgent renovations to buildings/structures/sites to provide a safe environment for staff and improve quality of care to patients (Fiennes, CBH, Clarevue, CMS)</p> <p>Establish comprehensive Ministry of Health performance measurement reporting and public relations operations</p> <p>Development of Technical capacity of Human Resource (Health Informatics)</p> <p>Facilitate and support the projects, activities and initiatives of the Environmental Division to continue to bring awareness to the varied issues which impact the environment and to highlight the responsibilities of each citizen to make both personal and collective efforts to protect the environment and to preserve it for future generations</p>	<p># of buildings/structures/sites upgraded</p> <p># of published dashboard metrics reports per annum # of media spots, # of campaigns, # of pamphlets distributed</p> <p>Certified training awards</p> <p>Outcome: Improved capacity for informed decision making regarding health matters</p> <p># of successful education programmes implemented</p>

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
25 Health and Environment				
2501	Health Headquarters	77,500	36,345,056	5,861,400
2502	Medical General Division	18,000	9,939,727	129,000
2503	Central Board of Health	7,500	20,120,832	360,800
2505	Clarevue Psychiatric Hospital	10,000	5,991,448	463,000
2506	Fiennes Institute	-	2,902,085	20,000
2507	Health Informatics Division	-	869,754	-
2508	School of Nursing	-	1,163,440	40,000
2509	AIDS Secretariat	-	1,450,002	-
2522	Environment Division	-	2,730,956	-
TOTAL FOR HEALTH AND ENVIRONMENT		113,000	81,513,300	6,874,200

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Health and Environment	36,706,381	11,789,319	-	33,017,600	6,474,200	400,000	88,387,500
Health Headquarters	7,187,996	2,288,660	-	26,868,400	5,861,400	-	42,206,456
261 - Primary Health	-	-	-	-	5,376,400	-	5,376,400
264 - Health Services Management	6,393,020	2,260,660	-	26,868,400	485,000	-	36,007,080
430 - Social Protection and Community Development	794,976	28,000	-	-	-	-	822,976
Medical General Division	9,435,438	500,289	-	4,000	129,000	-	10,068,727
261 - Primary Health	9,435,438	500,289	-	4,000	129,000	-	10,068,727
Central Board of Health	8,679,532	5,441,300	-	6,000,000	360,800	-	20,481,632
266 - Environmental Health	8,679,532	5,441,300	-	6,000,000	360,800	-	20,481,632
Clarevue Psychiatric Hospital	4,600,948	1,390,500	-	-	63,000	400,000	6,454,448
262 - Secondary Health	4,600,948	1,390,500	-	-	63,000	400,000	6,454,448
Fiennes Institute	2,439,585	462,500	-	-	20,000	-	2,922,085
430 - Social Protection and Community Development	2,439,585	462,500	-	-	20,000	-	2,922,085
Health Informatics Division	591,494	278,260	-	-	-	-	869,754
264 - Health Services Management	591,494	278,260	-	-	-	-	869,754
School of Nursing	1,006,560	156,880	-	-	40,000	-	1,203,440
273 - Tertiary Education	1,006,560	156,880	-	-	40,000	-	1,203,440

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
AIDS Secretariat	865,272	460,530	-	124,200	-	-	1,450,002
261 - Primary Health	865,272	460,530	-	124,200	-	-	1,450,002
Environment Division	1,899,556	810,400	-	21,000	-	-	2,730,956
502 - Environment	1,899,556	810,400	-	21,000	-	-	2,730,956

BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES

*Ministry of Education, Science
and Technology*

*Budget Plan
For the FY 2016*

1.1 Ministry Overview

The Ministry of Education, Science and Technology comprises the following departments:

1. Headquarters
2. The Antigua State College
3. Antigua and Barbuda Continuing Education (ABICE)
4. National School Meals Programme (NSMP)
5. The Public Library
6. The Boys Training School
7. The Archives
8. Antigua and Barbuda International Institute of Technology (ABIIT)
9. National Training Agency of Antigua and Barbuda (NTA)

In addition to these departments, the Ministry of Education is responsible for the supervision of all schools (43 Public and 45 Private). There are four Education Officers who supervise primary institutions and there is one Education Officer who supervises all secondary school institutions in Antigua and Barbuda. The private institutions have more autonomy than the public schools in matters of remuneration for teachers, school holidays and school rules. However, public schools follow the dictates of the Ministry of Education in every facet of administration.

The Ministry of Education is also responsible for the following statutory boards and organisations:

- a. The National Accreditation Board of Antigua and Barbuda – this body is responsible for the accreditation of programmes and educational institutions in the country. A small budget is received from Central Government in order for it to carry out its programmes. The Board presently has three (3) full-time workers, the Executive Director, an Accreditation Officer and a Cleaner.
- b. The Antigua and Barbuda Institute of Continuing Studies (ABICE) Board. This Board, as the name implies, oversees post-secondary technical vocational education for young adults. It is able to conduct its business based on monies obtained from the Consolidated Fund.
- c. Boys Training School Board is a body that oversees the administration of the Boys Training School, a juvenile centre catering for boys who have been sent by the courts for rehabilitation, as well as for care and protection.

- d. CCOPE is the acronym for Collaborative Committee for the Promotion of Emotional Health in Children. It is responsible for the psychological and emotional wellbeing of children.
- e. National Training Agency is managed by the National Training Agency Board. The Board is mandated to facilitate competency-based training and offer certification and quality assurance in the skilled sector. The Agency has a compliment of six (6) full time staff.
- f. The School Uniform Grant makes it possible for each school child (private or public) to obtain two school uniforms, free of cost. This expenditure is budgeted for in the Ministry's annual budget.

1.2 Vision

The Vision of the Ministry of Education, Science and Technology is to be the foremost provider of quality education and training for the development of all persons, who will in turn, make a meaningful contribution to society.

1.3 Mission

The Mission of the Ministry of Education, Science and Technology is to offer the highest quality education possible to our children and young people, from pre-school to the post graduate level. We will work with various stakeholders in society in order to improve and strengthen our educational institutions, to develop productive citizens who can learn and work independently and cooperatively to contribute to their national, regional and global communities. While this is the Business Plan of the Ministry Headquarters, reference will be made to the other departments since together they comprise the Ministry of Education, Science and Technology.

1.4 Core Values for the Ministry 2016

- Accountability – of all education providers
- Productivity
- Performance
- Quality Leadership
- Commitment
- Respect
- Innovation
- Collegiality

1.6 Service Performance Review and Critical Issues

Service performance

Achievements

The Ministry of Education comprises a number of departments: Education, Science and Technology. To a great extent, the Ministry caters to the overall development of young people in Antigua and Barbuda. As a result, much is demanded and much more is expected. Although constrained by money, each department continues to work for the common good.

Public Library:

1. Remote access of services for Library Members
2. E-book availability
3. On-going staff training
4. Pre-School Wednesdays
5. School and Community Outreach Programme

Antigua State College:

1. Majority of students who wrote CAPE and UWI Undergraduate Studies examinations performed admirably.
2. Several vital positions that were previously released have now been filled.

ABIIT:

1. Became a Pearson Vue Testing-IT Professional can now sit their certification exams in Antigua without having to travel abroad.
2. Launch first fully online Associate Degree in Human Resource Management.

School Meals Programme:

1. With limited resources, the NSMP has been able to deliver quality service to its patrons through the provision of daily meals to 25 schools.
2. The physical environment at the Central Kitchen requires upgrading to improve operational efficiency.
3. The School Meals Service continues to have a positive impact on the economy, especially in the agricultural sector. Goods and services are procured from local farmers and wholesalers in keeping with the Ministry's policy to purchase local as a first option.

The Archives:

Inspire of the numerous challenges the Achieves continues to serve the general public.

Urgent needs include:-

- Replacement of the entire flat roof
- An Air-conditioning unit
- A new fire proof Repository

ABICE:

1. Partnership with regional organisations has afforded ABICE to qualify for the Second Chance Programme organised by CXC and US AID. This programme will give trainees the opportunity to qualify for CVQ's under CXC.
2. Improve CSEC results
3. Improvement in accountability and record keeping in all departments is ongoing.

Boys Training:

1. Lighting donated from Project Sync Inc-Led.
2. Though the institution has been able to secure funding under the Juvenile Justice Reform Project sponsored by the OECS and US Aid to purchase equipment for the industrial arts and the fencing of the property the release of such funds is being awaited.
3. To be recognized as an essential service

National Training Agency:**Achievements**

1. Certification of two (2) Master Assessor (Level 4 CVQ)
2. Marine Technology in collaboration with GARD
3. Aircraft Maintenance Programme in collaboration with ASC
4. Training of 26 Assessors at (Level 4 CVQ)

Critical Issues

- Home for National Training Agency
- Accreditation to offer CVQs
- Certification of the workforce in Antigua and Barbuda

Headquarters:

1. The Caribbean Development Bank has approved a loan which will see the expansion of three (3) secondary schools: Sir Mc Chesney George in Barbuda, Irene B. Williams Secondary in the village of Swetes and St. Mary's Secondary School in Bolans.
2. With the assistance of UNICEF a Consultant was engaged to complete the National Sector Plan.
3. Although Universal Secondary Education was successfully implemented in September 2013 it has not been without challenges. For sustainability the training of teachers to meet the needs of diverse learners must be ongoing. Further, there is an urgent need for additional spaces particularly in light of governments plan to utilize the structure at Five Islands to become the University of Antigua and Barbuda (originally air mark for a secondary school to alleviate the overcrowding) as a college campus .
4. The Reclassification of teachers was completed.

5. Master and Senior teachers has completed one year of service in the system, the focus is now building capacity to implement a teachers research day as indicated in the draft Education Sector Plan 2015 to 2021.
6. Implementation of Summer Internship Programme

Issues

During the past year, departments were faced with a number of issues that worked against efficiency in the workplace. They are the following:

1. Poor air quality
2. Inadequate staffing
3. Rat infestation
4. Lack of security
5. Lack of resources
6. Inadequate housing of major departments

Priorities

The following table sets out the Ministry's priorities, strategies to achieve these priorities and expected outcomes for the upcoming financial year.

Priorities	Strategies	Outputs/Outcomes
Training and Capacity building	<p>Headquarters</p> <ul style="list-style-type: none"> ▪ Increase the number of teachers trained ▪ Provide training in leadership, management and administration ▪ Staff undertaking of Associate and Degree levels training <p>ASC</p> <ul style="list-style-type: none"> ▪ Provide opportunities for upgrading staff qualifications to post-graduate degrees ▪ Provide opportunities for continuous professional development <p>ABIIT</p> <ul style="list-style-type: none"> ▪ Provide opportunities for upgrading staff qualifications to post-graduate degrees <p>ABICE</p> <ul style="list-style-type: none"> ▪ Strengthen the professional development of staff <p>Boys' Training</p> <ul style="list-style-type: none"> ▪ Train existing staff to better meet the socio-emotional needs of the boys and 	<ul style="list-style-type: none"> ▪ Improved quality of teaching for a more diverse student population ▪ Improved achievement of students across the board ▪ Enhanced accountability of leaders in Education ▪ Leaders more committed to innovation in Education ▪ Appreciable increase in student performance in all areas • Improved quality of public service and performance in job delivery ▪ Lecturers have qualifications beyond the level of their teaching ▪ ASC in a better position to become an accredited institution ▪ Communities of Practice abound at the ASC; lecturers are empowered and are more confident in their delivery of the curriculum ▪ Improved quality of lecturing/tutoring geared toward the University of Antigua Barbuda ▪ Improved achievement of students across the board ▪ Improved quality of lecturing/tutoring ▪ Improved achievement of students across the board ▪ Widening corps of stakeholders who are knowledgeable and skilled to contribute to the National Youth Development Agenda

Priorities	Strategies	Outputs/Outcomes
	<p>their families</p> <ul style="list-style-type: none"> ▪ Provide for skills education of boys <p>National Training Agency</p> <ul style="list-style-type: none"> • Provide training opportunities for the Quality Assurance and Standards staff 	<ul style="list-style-type: none"> ▪ Improved quality of teaching – more responsive to student needs ▪ Improved achievement of students ▪ Decreased instances of boys re-offending ▪ Boys better prepared for return to society • Improved quality of training to stakeholders
Improvement of Organizational Capacity	<p>Provide for improvement in the following:</p> <p>ASC</p> <ul style="list-style-type: none"> ▪ Fencing ▪ Resource centre and library ▪ Retaining at the Science Block ▪ Full complement of staffing ▪ Strengthening of ICT Unit/Database Management System (Support staff) ▪ Records Unit ▪ Infrastructure <p>ABIIT</p> <ul style="list-style-type: none"> ▪ Strengthening of ICT Infrastructure ▪ Physical Structure (Air Conditioning Unit outdated) ▪ License Software ▪ Increase Bandwidth 	<ul style="list-style-type: none"> ▪ Improved security of plant ▪ Increased access to study spaces, student and staff individualized research and learning ▪ Improved student achievement ▪ Students and staff have greater access to online resources ▪ Increased research capacity of human resource element ▪ Improved student achievement • Safer plant • Improvement in and expansion of ability to offer specific services to those in need

Priorities	Strategies	Outputs/Outcomes
	<p>Library</p> <ul style="list-style-type: none"> ▪ Full staff complement (Minimum of 40 persons) ▪ Security cameras ▪ Computers ▪ Database payment on time ▪ Surrounding environment <p>Boys' Training School</p> <ul style="list-style-type: none"> ▪ Security cameras • Adequate staff trained in youth rehabilitation • Adequate lighting of property • Salary Increase • New Housing facility 	<ul style="list-style-type: none"> ▪ Full security of plant ▪ Increased research capacity and opportunities for (online) learning of public ▪ Enhancing the external environment ▪ Protection of both staff and boys at the facility ▪ Will attract Specialized persons to fill vacant position ▪ Adequately accommodate the number of residents and services provided
	<p>National Training Agency</p> <ul style="list-style-type: none"> • New Housing Facility 	<ul style="list-style-type: none"> • Adequate accommodation to offer certification of the labour force of the country

Priorities	Strategies	Outputs/Outcomes
Policy Implementation, Coordination	Headquarters <ul style="list-style-type: none"> ▪ Implementation of a Thematic School ▪ Creation of addition of Deputy Principals (Discipline) ▪ Teacher Reclassification Programme continuing ▪ Move forward on the legal work to provide legislative standards for the operation of pre-schools ASC <ul style="list-style-type: none"> ▪ To become an autonomous body Boys Training School <ul style="list-style-type: none"> ▪ Legislative reform and creation for training schools 	<ul style="list-style-type: none"> • Creating a career path for students • Restructuring of the St. Mary Secondary School around the area of aquaponics. • Building the nation’s ability to feed itself, food security • Improve accountability on school plant ▪ Increased motivation and commitment amongst teachers and leaders ▪ More research conducted and research-based decisions being made in relation to teaching and learning ▪ Teachers are able to pursue career pathways in the teaching profession, e.g. Administration, Library, Counselling ▪ Greater on-the-ground support for teachers at all levels of the service ▪ Enhanced accountability and professionalization of the teaching service ▪ Pre-schools meet minimum standards of operation and provide improved quality of early childhood development for children ▪ Children better prepared for the start of compulsory schooling ▪ Improved student achievement ▪ The ASC better able to manage its affairs, especially those related to financing and capacity building ▪ Students are charged fees that are consistent with those charged at colleges in the region ▪ Improved support services for students ▪ Comprehensive review of the legislation governing the operations of the Boys’ Training School – to reflect better on

Priorities	Strategies	Outputs/Outcomes
		<p>21st Century ideals and provide for enhanced rehabilitative services</p> <ul style="list-style-type: none"> ▪ Legislation allowing for the establishment of a training school for girls – to provide rehabilitative and/or care and protection services
<p>Improve services and performance (programmes)</p>	<p>Library</p> <ul style="list-style-type: none"> ▪ The Public Library is fully functional in its new premises <p>ABICE</p> <ul style="list-style-type: none"> ▪ Expansion of TVET Programme (Competency-based Literacy and Numeracy) ▪ Improvement of the quality management programme (CVQ's) ▪ Implementing marketing strategies ▪ Public services offered e.g. oil change, carpentry, automotive 	<ul style="list-style-type: none"> ▪ Members of the public have a efficiently functioning place to which they can go to do research, to read and complete academic work in a quiet and uplifting environment ▪ Organisation more responsive to demands/needs of its student base and the general public ▪ Increased options offered in certification of exiting students – offering certification with greater currency for work and advanced studies

Social Impact analysis of the Ministry

Significant Trends and Issues	Potential Impact of the Ministry
Economy	
<p>Slowness and uncertainty in the economy disproportionately impacts children and young people. Rising unemployment rates for young people can lead to other social problems such as criminal activity.</p>	<p>Reduced access to resources to do work within the Ministry. Some young people may have to leave school early in order to work. Education generally affected, cycle of poverty continues.</p>
Social Environment	
<ul style="list-style-type: none"> ▪ Social disintegration and apathy ▪ Increased migration; sense of displacement in the indigenous community ▪ Lack of connectedness in communities ▪ Increase in criminal activity, especially related to gun use – unsolved crimes 	<ul style="list-style-type: none"> ▪ Young people will be drawing on the resources of the YD more as they face the challenges of the times. These affect them in a disproportionate way ▪ Increased need for resources – organizational and technical ▪ Workers more reluctant to work outside usual work hours
Policies and activities of NGOs, International Agencies, Private Sector	
<p>Restructuring of International partners</p> <p>International focus may be different from local needs and may make resources inaccessible</p> <p>Private sector tendency to put monies into initiatives that are flashy and not necessarily developmentally or socially or culturally friendly</p>	<ul style="list-style-type: none"> ▪ International development agencies will push their own agenda; they will also have fewer resources to offer and accounting mechanisms are more stringent. Further, due to Antigua and Barbuda’s rating as a high income country, funding from international development partners are much reduced ▪ The Ministry will have to strategize as to how to leverage resources from international community as well as from then local business sector.
Effect on the Environment	
<p>Increasingly, the Ministry is turning to the use of ICTs in doing its work and as well for student learning</p>	<p>Need to develop a policy related to the disposing of old computers, etc.</p>
Government policy and behaviour	

Significant Trends and Issues

Tendency for policy makers to think in terms of cost and benefits in the short term; forced by electoral and political expediency to think in terms of and plan in five year cycles

Potential Impact of the Ministry

Ministry may be pressured to pursue high profile programmes that are costly but have little impact in the long term.

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
30	Education Science and Technology	CODE		
3001	Education Headquarters	5,000	9,097,962	4,217,300
3002	Administration of Education Services Administration Unit	-	5,729,569	-
3003	Primary & Secondary Education Division	84,000	51,620,349	1,169,300
3005	State College	6,043,000	5,033,987	120,000
3006	Public Library	189,534	1,150,800	575,262
3007	Antigua Archives	-	648,027	-
3008	ABICE	-	1,871,827	16,500
3009	Boys' Training School	-	871,202	-
3012	National School Meals Programme	400,000	5,966,141	1,473,900
3015	ABITT	1,477,000	2,491,534	650,000
TOTAL FOR EDUCATION SCIENCE AND TECHNOLOGY		8,198,534	84,481,398	8,222,262

MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

ANTIGUA ESTIMATES - 2016	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Education Science and Technology	71,610,831	9,680,869	-	3,189,698	1,465,662	6,756,600	92,703,660
Education Headquarters	2,546,664	3,819,200	-	2,732,098	50,000	4,167,300	13,315,262
270 - Education Services	2,462,664	3,775,500	-	732,098	-	4,032,300	11,002,562
271 - Pre-School and Primary Education	84,000	43,700	-	2,000,000	-	-	2,127,700
275 - Post Secondary Non-Tertiary Education	-	-	-	-	50,000	135,000	185,000
Administration of Education Services Administration Unit	4,896,300	596,869	-	236,400	-	-	5,729,569
274 - Research and Development Education	4,896,300	596,869	-	236,400	-	-	5,729,569
Primary & Secondary Education Division	51,447,633	168,816	-	3,900	-	1,169,300	52,789,649
270 - Education Services	-	-	-	-	-	170,000	170,000
271 - Pre-School and Primary Education	23,425,460	72,500	-	3,900	-	-	23,501,860
272 - Secondary Education	28,022,173	96,316	-	-	-	-	28,118,489
276 - Systems Reform	-	-	-	-	-	999,300	999,300
State College	4,398,708	635,279	-	-	-	120,000	5,153,987
273 - Tertiary Education	4,398,708	635,279	-	-	-	120,000	5,153,987
Public Library	623,590	518,410	-	8,800	575,262	-	1,726,062
274 - Research and Development Education	623,590	518,410	-	8,800	575,262	-	1,726,062

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Antigua Archives	287,772	356,755	-	3,500	-	-	648,027
270 - Education Services	287,772	356,755	-	3,500	-	-	648,027
ABICE	1,466,327	205,500	-	200,000	16,500	-	1,888,327
275 - Post Secondary Non-Tertiary Education	1,466,327	205,500	-	200,000	16,500	-	1,888,327
Boys' Training School	717,852	153,350	-	-	-	-	871,202
430 - Social Protection and Community Development	717,852	153,350	-	-	-	-	871,202
National School Meals Programme	3,577,841	2,383,300	-	5,000	173,900	1,300,000	7,440,041
255 - Public Buildings and Heritage Sites	-	-	-	-	-	1,300,000	1,300,000
308 - Food Production	3,577,841	2,383,300	-	5,000	173,900	-	6,140,041
ABITT	1,648,144	843,390	-	-	650,000	-	3,141,534
273 - Tertiary Education	1,648,144	843,390	-	-	650,000	-	3,141,534

**BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES**

***Ministry of Public Utilities,
Civil Aviation &
Transportation***

*Budget Plan
For the FY 2016*

1.1 Ministry Overview

The Ministry of Public Utilities, Civil Aviation and Transportation became an independent Ministry in June 2014. This resulted in the moving of Civil Aviation from the Ministry of Tourism, Civil Aviation and Culture Office. 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.

1.2 Vision

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

1.3 Mission

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

1.4 Service Performance Review and Critical Issues

The change in Ministry portfolios dictates that this review focuses directly on the Civil Aviation aspect. From 2013-2015, Civil Aviation did not honor its commitment to pay subventions to the Organizations of International Civil Aviation Organization (ICAO), Caribbean Meteorological Organization (CMO), and (CIMA). This resulted in the loss of voting rights. 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.
2. The delivery of local, regional and international weather forecasting was carried out effectively and efficiently.
3. Some maintenance work was carried on the old V.C. Bird International Airport, while the new V.C. Bird Terminal is now operational. Currently, operations are ongoing, but there are some crucial areas that are being revisited, so as to ensure that safety and security of both passengers and workers are optimal.

Issues:

1. Some Meteorological equipment are outdated
2. Some Communication equipment at the Air Traffic Services Department are outdated
3. There is still the absence of a Simulator, (that should be used by Air Traffic Controllers) to practice. This absence could result in Air Traffic Controllers losing their skills and then would require re-training at a very high cost. However, plans have been made with the Accountant General to secure funds, by way of installments to purchase the Simulator, before the end of 2015.
4. 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. Employment of AIS Coordinator
3. Process of purchasing ACT Simulator in order to schedule recurring training on island
4. 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, repair of radar, purchase of a simulator. The new AIS Unit will be staffed with eight (8) individuals. On 1st August, 2015, the new AIS Unit became functional. However, funds will be needed to train the eight individuals.

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 2016-2017:

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

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
35 Public Utilities, Civil Aviation and Transportation				
3501	Civil Aviation	-	1,596,453	13,475,000
3502	V.C. Bird International Airport	-	3,125,248	3,884,540
3503	Meteorological Office	-	2,446,216	153,264
TOTAL FOR PUBLIC UTILITIES, CIVIL AVIATION AND TRANSPORTATION		-	7,167,917	17,512,804

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Public Utilities, Civil Aviation and Transportation	5,504,202	658,365	-	1,005,350	17,458,785	54,019	24,680,721
Civil Aviation	1,012,343	153,760	-	430,350	13,475,000	-	15,071,453
256 - International Transportation	-	-	-	-	35,000	-	35,000
390 - General Public Services	1,012,343	153,760	-	430,350	13,440,000	-	15,036,453
V.C. Bird International Airport	2,816,443	213,805	-	95,000	3,884,540	-	7,009,788
256 - International Transportation	2,816,443	213,805	-	95,000	-	-	3,125,248
500 - Tourism	-	-	-	-	3,884,540	-	3,884,540
Meteorological Office	1,675,416	290,800	-	480,000	99,245	54,019	2,599,480
500 - Tourism	-	-	-	-	99,245	22,366	121,611
502 - Environment	1,675,416	290,800	-	480,000	-	31,653	2,477,869

**BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES**

Public Works and Housing

*Budget Plan
For the FY 2016*

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

Service Performance Review and Critical Issues

During fiscal year 2015 the Ministry started the implementation of activities under its Strategic Plan.

Service Performance:

Achievements

- 1. The Ministry completed and submitted to the cabinet finance committee a strategy for reducing Government's rental obligations by approximately 15%.*
- 2. The new organizational chart was completed, and clearly outlines the responsibilities of senior management and supervisory staff.*
- 3. The Ministry has relinquish responsibility for school security as of Fiscal Year 2016, following discussions with the Ministry of Education.*

4. *The Ministry has engaged the services of a Communication Specialist to implement a rebranding programme .This would allow for improved information flow to internal and external stakeholders.*
5. *An Intra-government Maintenance Database was established in the first quarter of 2015.This system allows for the tracking of request made by various government department and other entities.*
6. *The Buildings Division was involved in a number of renovation projects throughout the September 2014 to September 2015period namely:*
 - *Repairs to the roof, exterior and interior of the Liberta Police Station.*
 - *The construction of a 16,000 gallon portable water cistern at the St John’s fire Station.*
 - *Repairs to damaged roofs at the Police Training School and the Antigua State College.*
 - *Erection of plant nurseries at Greencastle and CARDI.*
 - *General refurbishment work at St. John’s Post Office, Government House, Clareview Hospital etc.*
 - *Adaptive reuse work to facilitate the relocation of the GIS/Survey Section in the Ministry of Works and Housing.*
7. *The Roads Division with limited financial resources kept all the main arteries into St. John’s in acceptable condition throughout the period.*
8. *The Roads Division completed during the period under review, one mile of sub-base work, 4 miles of base- work, 220,000 sq. ft. of hot-mix patching, 192,000 sq. ft. of hot-mix paving and 24,000 ln .ft. of drains*
9. *The Design and Control Division undertook several schematic design and final design development projects during the period under review to include:*
 - (1) *Prototype designs for the government low income housing project.*
 - (2) *Renovation of the Ministry of Health Headquarters Building.*
 - (3) *Renovation of the General Post Office-phase I.*
 - (4) *Construction of a new cistern at the House of Culture*

Issues

1. *Lack of computerized Procurement and Inventory Management Systems.*
2. *The need for a more responsive legal framework for procurement of goods and services.*
3. *Lack of adequate funding to procure hardware and software to support the engineering and architectural functions.*
4. *A significant shortfall in financial resources to provide requested office furniture and equipment to various departments of government.*
5. *The uncertainty surrounding the commissioning of the Transport Board new maintenance facility.*

Organizational matters

Capability of the Ministry

Achievements

The Ministry of Works and Housing is presently following its Medium Term Strategic Plan. The areas in which success must be achieved if the Ministry is to achieve its mission are:

- *Organizational Development*
- *Management of Infrastructure*
- *Service Support*
- *Procurement*

Consequently, the ministry will continue to improve its operational efficiency by leveraging its strengths and minimizing the impact of its internal weaknesses.

Issues

The main issues facing the Ministry in the maintenance and development of capability in areas such as human resources, processes, equipment and relationships are:

1. *Inadequate technical skills to improve the overall delivery of service to the general public.*
2. *Absence of a performance management system.*
3. *A mismatch between the human, equipment and material resources resulting in low operational efficiency.*
4. *The Incentive/Risk Allowance situation needs to be regularized through the collective bargaining process or the ministry will continue to waste financial resources.*
5. *The collective Bargaining Agreement with the ATLU needs to be reviewed.*
6. *The lack of an appropriate maintenance facility to deal with the large fleet of light and medium duty vehicles owned and operated by Central Government.*

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 (2016) reference strategic plan 2015-2017

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 secondary roads.
8. Develop a comprehensive plan for the upgrade and rehabilitation of the road infrastructure-financed by external concessionary funding).
9. Upgrade the quarry equipment by purchasing one new plant for the Burma Quarry.
10. Surface at least five miles of completed base-work with asphaltic concrete.
11. Establish a vehicle maintenance arrangement 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, which allows for easy implementation by the relevant agencies of Government.
14. Procure appropriate software for Engineering and Architectural functions.

Priorities	Strategies	Indicators
Priority 1 Continue the development of Standard Operating Procedures for identified processes.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • A training unit 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 2016.

<p>Priority 3 Expose mid- level technical and admin. staff to management training.</p>	<ul style="list-style-type: none"> • Training unit will coordinate participation in identified programmes. 	<p>Outputs: At least one training programme per quarter. Outcomes: Improved operational efficiency</p>
<p>Priority 4 Continue to expose senior officers to management and leadership development training.</p>	<ul style="list-style-type: none"> • Continue to engage local, regional and international organizations on suitable programmes. • Expose senior managers to training programmes through- out the year. 	<p>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.</p>
<p>Priority 5 Set up a Training Unit under Headquarters</p>	<ul style="list-style-type: none"> • Engage a consultant to advise on the structure of the unit and to develop a training plan. 	<p>Outputs: start implementation of the Training Plan. Outcomes: structured and coordinated training.</p>
<p>Priority 6 Recruit competent technical staff for the Department of Public Works.</p>	<ul style="list-style-type: none"> • Advertise both inside and outside the service. • Review the benefit package presently received by some positions 	<p>Outputs: At least five established or contracted senior technicians on staff by 30/6/16.(Architect, Architectural Technologist, Draftsman, Superintendent of Works, Engineer, Graduate Engineer)</p>

		<p>Outcomes: Enhanced capacity to manage the core services and to implement the strategic plan.</p>
<p>Priority 7</p> <p>Continued maintenance of all the main roads and upgrade of critical secondary roads.</p>	<ul style="list-style-type: none"> • 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. 	<p>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.</p> <p>Outcomes: (i) 100% of the main roads are in an acceptable condition throughout the year. (ii) Vehicular access is maintained to all householders.</p>
<p>Priority 8</p> <p>Develop a comprehensive plan for the upgrade and rehabilitation of road infrastructure.</p>	<ul style="list-style-type: none"> • Undertake an island-wide analysis of the road and bridge infrastructure. 	<p>Outputs: A detailed document outlining work to be done inclusive of cost and other institutional changes.</p> <p>Outcomes: Access to external concessionary funding.</p>
<p>Priority 9</p> <p>Purchase a new crushing plant for the Burma Quarry</p>	<ul style="list-style-type: none"> • Seek cabinet approval for the expenditure having undertaken the required due diligence. 	<p>Outputs: A new mobile crushing plant in place by the 2nd Quarter of 2016.</p> <p>Outcomes: The materials produced by the quarries satisfy the</p>

		requirements of the road programme.
Priority 10 Surface at least five (5) miles of completed base-work with asphaltic concrete.	<ul style="list-style-type: none"> • 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. 	<p>Outputs: At least five (5) miles of road surfaced during 2016.</p> <p>Outcomes: A high level of public satisfaction with the work undertaken.</p>
Priority 11 Establish a vehicle maintenance arrangement with the Transport Board.	<ul style="list-style-type: none"> • Develop a transition plan along with the Transport Board • Complete transition activities by June 30th 2016. 	<p>Output: Arrangement in place to service all of Central Government vehicles.</p> <ul style="list-style-type: none"> • Outcomes: Effective and efficient maintenance programme. • Reduced downtime and cost.
Priority 12 Upgrade the present and construct new facilities to house the admin and technical arm of the Ministry.	<ul style="list-style-type: none"> • Undertake design and adaptive reuse work and costings. • Arrange financing. • Work starts in the last quarter of 2016. 	<p>Outputs: architectural plans, costings and financing</p> <p>Outcomes: Construction activities started.</p>
Priority 13 Produce a housing policy document.	<ul style="list-style-type: none"> • Produce a national report on housing in Antigua/Barbuda. • Initiate a policy formulation process. • Produce a strategic plan of action ratified by cabinet. 	<p>Outputs: A strategic plan of action.</p> <p>Outcomes: A framework which allows for easy implementation of government housing policy.</p>
Priority 14 Procure appropriate	<ul style="list-style-type: none"> • Prioritise the procurement of software 	Outputs:

software.	packages to match budgetary allocation.	<ul style="list-style-type: none">• Upgraded software for the Roads Division and the Design and Control Division. <p>Outcomes: improved operational efficiencies.</p>
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ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
40 Public Works and Housing				
4001	Public Works and Transportation Headquarters	244,000	12,307,205	4,450,000
4002	Works Division	-	53,282,209	83,790,695
4003	Design and Control Division	-	945,072	-
4004	Equipment Maintenance and Funding Scheme	-	4,278,676	700,000
TOTAL FOR PUBLIC WORKS AND HOUSING		244,000	70,813,162	88,940,695

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Public Works and Housing	21,261,315	49,301,847	-	250,000	15,902,800	73,037,895	159,753,857
Public Works and Transportation Headquarters	6,071,005	5,986,200	-	250,000	4,450,000	-	16,757,205
250 - Infrastructural Development	6,071,005	5,986,200	-	250,000	2,500,000	-	14,807,205
255 - Public Buildings and Heritage Sites	-	-	-	-	1,950,000	-	1,950,000
Works Division	11,691,562	41,590,647	-	-	10,752,800	73,037,895	137,072,904
251 - Roads, Streets and Drains	3,814,402	7,035,900	-	-	10,752,800	21,556,417	43,159,519
253 - Transportation	-	-	-	-	-	1,500,000	1,500,000
255 - Public Buildings and Heritage Sites	7,877,160	34,554,747	-	-	-	49,391,246	91,823,153
274 - Research and Development Education	-	-	-	-	-	590,232	590,232
Design and Control Division	625,072	320,000	-	-	-	-	945,072
250 - Infrastructural Development	625,072	320,000	-	-	-	-	945,072
Equipment Maintenance and Funding Scheme	2,873,676	1,405,000	-	-	700,000	-	4,978,676
250 - Infrastructural Development	56,112	-	-	-	-	-	56,112
253 - Transportation	2,817,564	1,405,000	-	-	700,000	-	4,922,564

BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES

*Ministry of Social
Transformation & Human
Resource Development*

*Budget Plan
For the FY 2016*

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 social and economic development to reduce inequality, alleviate poverty and empower citizens for improved quality of life for all.

In this regard, the Ministry is mandated to provide comprehensive social services to the population, particularly those affected by deprivation or experiencing temporary setbacks as a consequence of unemployment and other unfortunate situations. However, at the same time, create an enabling environment for sustainable development through visionary and strategic planning, coordination and collaboration for improved service delivery and better outcomes.

Therefore the social development agenda establishes a number of targeted measures intended to alleviate hardship and cushion the effects of poverty on poor and vulnerable households. Such responses 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.

This will be achieved through efforts of the Department of Social Policy, Research and Planning (DSPRP) in undertaking timely research and utilization of findings to plan, formulate social policies and programmes that bring relief to the most vulnerable members of society and carry out monitoring and evaluation to assess performance of programmes.

The Department's core functions: -

- Establish a social protection platform supported with appropriate legislative framework for sustainable social development and sustained safety net measures and social protection guarantees;
- Sustain coordination between social and economic sectors to reduce duplication and wastage;
- Maintain rights based approach to service provision and encourage participation at all levels in decision on service provision;
- Revamp social services programmes and develop institutional mechanisms to adequately respond to increased demand and emerging challenges;
- Oversee the implementation of poverty reduction strategies and monitor the attainment of other social targets of the Sustainable Development Goals (SDGs);
- Facilitate stakeholder collaboration and forge efforts with NGOs, CBOs, FBOs and Civil Society in the provision of a range of community and social services, urban renewal and enhancement initiatives, entrepreneurial development and sustainable livelihoods programmes;
- Spearhead training and other capacity building initiatives for wider public service and community grass root level targeting disabled, youths, women, men, and vulnerable groups;
- Spearhead advocacy efforts on disaster risk reduction, management and recovery; and,
- Provide support services in areas of prevention of alcohol and other substance abuse, addiction counseling, referral, treatment and rehabilitation.

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

The Ministry of Social Transformation and Human Resource Development comprises the following Departments/Division/Units:

- Department of Social Policy, Research and Planning
- Board of Guardian
- National Office of Disaster Services
- Citizens' Welfare Division
 - Probation Unit
 - GRACE Programme for Elderly & Eligible
 - Childcare and Protection
- 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:-

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 progress.

1.4 Service Performance Review and Critical Issues

1.4.1 Service Performance

The Ministry performed fairly satisfactorily in 2015 despite the challenges posed by a limited resource base. However, to better cope with emerging challenges and greater demand placed on services and adequately respond to needs. The Ministry redeployed staff to fill vacancies and in a few instances recruited additional staff to fill key positions. The shortfall in the budgetary allocation to the Ministry curtailed some programme interventions which would contribute to the Ministry fulfilling its mandate. Moreover, several Departments allocation was exhausted by the

last quarter of the year leading to submission of supplemental warrants to facilitate payment of salaries and offset other costs.

Financial and other resources are required as critical inputs for the implementation of programmes particularly in light of the Ministry's envisioned reorganisation initiative and to facilitate smooth implementation of social improvement activities.

1.4.2 Critical Issues

Issue1. Rebranding and Modernization Initiative

AIM: *Streamline services for improved performance and programme impact.*

The Ministry in a bid to produce results commensurate with inputs will embark on a process to streamline services and create synergies between agencies undertaking similar activities. Programmes that target the same population segments are reorganised to ensure greater reach, visibility and impact.

Areas that will be Reorganized

- 1. Citizen's Welfare Division** which becomes **Family and Social Services Division** is to be set up to foster greater interaction between social workers and clients, families, communities and other entities - (*judiciary, law enforcement, medical and other supporting social agencies*) - integral to the execution of the Department's work plan. Services are organised in thematic areas with greater emphasis on introduction of clear policies, guidelines and procedures to strengthen institutional capacity and enhance service performance. (See attached Figure2 &3)
- 2. Directorate of Gender Affairs** will merge with Department of Youth Affairs and will form the **Youth and Gender Development Division**. (See attached Figure 6 &7)
- 3. Community Development Division and Local Government Department** are to be merged as the **Community and Local Government Development Division** to better serve the community. (See attached Figures 4&5.)

To successfully navigate this flagship effort a phased approach will be undertaken. The first phase has commenced with staff sensitisation on the envisioned changes and respective roles of the merged organisations. Correspondingly, the formulation of policies and guidelines to complement the strategy are part of the initial phase.

The Department of Social Policy, Research and Planning will spearhead the process under the Ministry's direction, with support from the Establishment Division. The Ministry will work closely with the Ministry of Finance at each phase of the activity for guidance and necessary budgetary support.

Issue 2. Capacity Building for Managers, Senior level professionals and other service providers

AIM: To retool and strengthen management and leadership capability by upgrading knowledge and technical skills of service providers for improved performance

Underpinning the rebranding and modernisation strategy is the critical need to improve service performance through vigorous training and skills and knowledge upgrade to enhance capacity. In addition, measures will be put in place to effectively tackle *poor performance, inefficient use of resources, and duplication and wastage*. The reorganization efforts will also seek to: *i). review*

institutional capability; ii).asses availability and suitability of personnel to meet needs of organization; and iii).examine operational processes and procedure.

Issue 3. Gender Development and Youth Services

AIM: To strengthen gender and youth development initiatives that promotes equality, participation and ensures protection and guarantee of fundamental rights

The programme to end Gender Based Violence remains a priority agenda. Securing a Safe House and strengthen capacity and resource base of the programme remains challenges to implementation of critical support services particularly as youth and gender programmes target similar segment of society and will be merged for impact

Achievements

- Establishment of a national Electronic Database for Gender-based and Sexual Violence Cases and the Department is in the process of establishing a 24-hour Crisis Centre ‘One Stop Shop’ for survivors
- Development of a sound database on women in Antigua & Barbuda.
- Dissemination of education and information on gender violence issues enhanced public awareness and strengthened partnerships capacity to work together to End Gender-Based and Sexual Violence.
- Youth Development forums and activities surrounding youth to include Commonwealth Youth Forum.
- Policy Dialogue toward development of a comprehensive Youth Policy.

Priorities

- Training and capacity building
- To enhance intervention capabilities for the promotion and protection of women’s rights by working with the public, private and civil society organizations.
- Set up of Safe House for victims of violence or abuse.
- Conduct training to increase the competence of all staff to promote gender equality.
- Increase women and youth interventions around agriculture, agro-processing and entrepreneurial development.
- Develop programmes targeting at risk youths in partnership with key stakeholders.

Justification

The Directorate of Gender Affairs has a mandate to achieve gender equality between men and women and to work towards the empowerment of women within our society.

There is need to recruit technical staff with the requisite skills and knowledge to provide services to clients, develop programmes, policies and procedures that will advance the work. A **Communication’s Officer** and a **Counselor** to fill posts is critical for the proper functioning and efficiency of the Directorate’s work. Other inputs include:- **Computer Supplies and Office Supplies, Public Awareness and Promotion Expenses has increased** to deal with societal issues, mainly Gender-Based and sexual violence affecting family life and society. **Training** for both staff and partner agencies on local, regional and international level will need provision of funding for travel.

Issue 4. Citizens' Welfare Division Social Services Delivery Machinery

AIM: To transform the social services infrastructure portfolio safeguard in support of improved service delivery and programme impact.

The Citizens' Welfare Division comprises the:-

- Probation Unit
- GRACE Programme for Elderly and Eligible
- Child Care and Protection

The Division is designated to deliver a range of social services to the population with special focus on Child Protection, Probation and Elderly care assistance with personal hygiene and domestic needs, counselling, social investigations for the judicial system and empowerment of individuals through public education remains priority. Training is also a major activity of the Division, covering staff training, Elder care assistance courses, parenting classes targeting foster parents, juvenile offenders and parents, among others.

Achievements

- Parenting workshops for new and existing Foster Parents; Trainer of Trainer "PRIDE" programme and Elder care Assistants training programmes were successfully undertaken.
- Annual activities - Street Fair, Summer Camp and Community outreach programmes were implemented with support from the Ministry and wider public.

Priorities

- **Training**
Training of all levels of staff to enhance the competency and expansion of training programme for the "Care of the Elderly and Persons with Disabilities Home Nursing Course".
- To develop the Probation Unit Parenting Programme and to launch the "Dare to be Different" Psycho-Education Programme.
- To formalise the Foster Care component of the established National Childcare and Protection Policy.
- To develop a life-skill programme for aging foster children

Justification

The Department is in the process of rebranding and will function as the Family and Social Services Department, as a means to better address many of the social issues and work towards the reduction of the harmful consequences associated with various human behaviours.

Investment in various forms of training is a priority. Parents of delinquent juveniles will receive training to better meet their specific needs. The main objective is to assist them to improve parenting skills to adopt different discipline styles that will enable them to take control as parents.

Issue 5. Social Protection Programmes Administration

Aim: To strengthen, coordinate and integrate social protection systems for Efficacy

The majority of the Ministry's interventions were successfully implemented in 2015 as a result of improved networking and unwavering support of the Ministry of Finance, other social sector

Ministries, Donor Agencies, the private sector and non-governmental organisations, among other partners.

However, some challenges persist with respect to targeting of beneficiaries resulting in inclusion and exclusion errors, data management issues, exit strategies and need for transport to augment the Board of Guardians community outreach programme and facilitate payment to the shut in elderly and mentally challenged beneficiaries. Additionally, there is need to integrate and better coordinate social protection endeavours.

The Ministry will continue in its perseverance to garner external support to improve beneficiary targeting and establish a unified Beneficiary Registry and Management Information System.

DEPARTMENT of SOCIAL POLICY, RESEARCH and PLANNING:

The Department is the technical arm of the Ministry which provides ministry wide technical support and coordination of macro social policies and social protection programmes. The DSPRP plays a leading role in advancing the Ministry's sustainable development goals agenda, advance social protection and social safety net measures and conducts research, and formulates projects to garner donor support - (*financial and technical*)- to implement plans, policies and programme.

The emphasis of social policies is on collective responsibility to achieve self-sufficiency. Therefore, a new approach to social assistance will tie cash transfer benefits to *psycho-social interventions, training, mentoring and financial empowerment and skills upgrade*. Social Protection Officers and Financial Counsellors will work closely with targeted beneficiaries to provide this new package of support aimed at strengthening individual capacity to graduate from dependency to sustainable livelihoods and self-reliance.

Working in partnership with a network of institutions such as the National Social Protection Commission, the Board of Guardians, Social Services sectors, Gender, Youth, Community Development and the Agricultural and Education Sectors, the DSPRP guides implementation of targeted measures intended to alleviate hardship and cushion the effects of poverty on poor and vulnerable households.

DONOR AGENCY SUPPORT to Social Development Project Implementation under DSPRP

Several projects and programmes will be embarked upon to strengthen, support and preserve low income and vulnerable groups through improved coordination, harmonised policies and legislation and integrated social protection structures.

These projects include:-

PROJECT 1. Integrated Social Protection Systems Project – UNICEF

AIM: To strengthen Social Protection Coordination and Service delivery.

UNICEF support of US\$112,000.00 to Antigua and Barbuda is aimed at the establishment of a sound social protection platform which is in keeping with

recommendations enshrined in the *National Poverty Reduction Strategies of 2012*. Under the **Integrated Social Protection Systems** project which was launched in May 2015, several milestones are to be achieved. These include the following:-

- > **Formulation of an integrated Social Protection Policy** with **Monitoring and Evaluation Framework**;
- > **Enactment of a new Social Protection Act (2016)** to replace the *Poor Relief Act of 1961*;
- > **Creation and Harmonization of a Child and Gender responsive Budgetary Process**; and,
- > **Improve knowledge and skills** in the form of continuous training, attachments and other capacity building opportunities supported under project funding.

These activities will contribute to a more coordinated and robust social protection system that *improve beneficiary targeting, mitigate the incidences of fraud, minimize duplication of benefits, and ascertain the effectiveness of social programmes to determine impact.*

PROJECT 2. Financial Inclusion/Empowerment Project – OAS

AIM: To improve the financial stability of low and moderate income households by embedding financial empowerment activities into government’s social assistance programmes

This innovative project falls under the rubric of *Social Development and the Creation of Productive Employment* a priority area for the Organization of American States (OAS). Grant funding of US\$130,000.00 has been approved for project execution.

The project is the first of its kind to be introduced in the region. Its overall aim is to improve the financial stability of low and moderate income households by embedding financial empowerment activities into government’s social assistance programmes. As such, low income households who as a consequence of their status tend to be excluded from access to credit or participation in main stream economic activities are targeted. Financial counselling and psycho-social support will be the key pillars of the initiative with training tailored to professionals’ development and empowerment of households to build capacity to spend realistically and build asset and economic base to overcome circumstances of poverty.

The 3 year project will be implemented in phases and will be spearheaded by the DSPRP with the establishment of a Financial Empowerment Centre modelled from the Cities Financial Empowerment Centres headquartered in New York and replicated throughout marginalised communities in different States. The project seeks to: **a).** *Promote the creation and strengthening of comprehensive social protection systems geared towards financial empowerment of indigent households through financial counselling and saving mechanisms;* **b)** *Equip households with requisite knowledge and skills in financial management through psycho-social interventions for improved decisions in spending and increased opportunity to access credit and other economic resources for sustainable livelihood;* **c)** *Promotion of financial empowerment and inclusion as a harmonized approach for Exit Strategy; and, d)* *Capacity building to sustain programme.*

PROJECT 3. Support to Women in Agriculture for increased Production/Productivity (SWAP)

AIM: To create productive employment and contribute to development of the Agricultural sector for sustainable livelihoods.

The **SWAP** project targets 50 unemployed women and youths from the Southern District to utilise the opportunities presented in agriculture as a lucrative source of employment, entrepreneurial and small business development, establishment of cooperatives to assess greater economic prospects and sustainable livelihoods.

The project which is spearheaded by the Ministry works in close collaboration with the Ministry of Agriculture which will provide thirteen (13) acres of land in the southern side of the island with rich soil type for the cultivation of ginger, sweet potato, cassava and seasoning herbs.

Funding and technical assistance are pledged by FAO, CARDI and IICA and in particular to train and support the women and youths in good agricultural practices, offset costs for seeds, snail baits, agricultural implements, irrigation equipment and provision of a small stipend to those participating on the project in the initial start-up phase.

The project compliments efforts of CARDI and FAO as they embark on an initiative to substitute yeast constituent of bread with cassava and potato particularly to improve nutrition and well-being of persons affected with conditions such as Diabetes and Hypertension.

PROJECT 4. Formulation of Guidelines and Regulation for Long Term Care Facilities for Elderly and Children in Institutional Care.

AIM: To protect elderly and children in need of care from abuse and exploitation that infringe on human rights.

The long term care facility focusing on elderly and children as vulnerable groups will serve to reform and regulate institutionalized care – (*Nursing Homes, Children's Homes and other care facilities*)- and general care of elderly and children, particularly at risk children in society. The policy will further strengthen and facilitate the GRACE Programme and the Child Care and Protection arm of social services in its efforts and end discrimination and abuse of at risk children and elderly.

The Ministry will engage a number of stakeholders including GRACE, Social Services, and Health services, Legal Affairs, DCA, PWD, Elderly and Proprietors of Care Facilities will be actively involved in the process, among other agencies to support the process which is at an advanced stage.

The program seeks to accomplish better outcomes for social services and strengthen the cooperation between service providers and the public, while increasing efficiency and

improve accountability of public spending particularly of Homes receiving annual subventions and subsidies from consolidated funds.

TRAINING and Capacity Building as a Cross cutting Priority

The Financial year 2016 will see the DSPRP engaging in targeted professional training to build capacity and upgrade knowledge and skills in all areas of social policy, social protection, sustainable development and related human services policies. Emphasis will be placed on Project Management training, management and leadership enhancement.

Ministry wide training will be pursued in 2016 with the majority of programs facilitated by the Training Division with support from the DSPRP.

Elder Care Training to Public for Fee

GRACE will be supported by the DSPRP to develop a Training Curriculum to provide Certified Training Courses on Elderly Care and Institutional Care to attract persons with the aptitude to work in care service to the elderly. A Fee would be attached to training and the programme accredited so that persons can also participate in Free Movement and meet skills Certification requirement.

As a means to ease the Ministry of Finance, it is proposed that the funds will be retained to support and contribute to the independent upkeep of GRACE for all year round Training. It is envisioned that the training will reach to the level of Practical Assistants and will assist greatly in providing employment in the care industry.

The demand for service from GRACE far exceed its staff complement and persons with the financial capability would much prefer to keep their elderly relatives in the home environment as opposed to placing them in nursing home if there were a structure in place that could guarantee provision of care.

Another Benefit to the programme is that instead of Government engaging an additional cadre of Elder Care Assistants it provides the certified training. Registered trained individuals will not be under obligation to the Government and therefore can independently seek employment. Issues related to Registration and License will be worked out in collaboration with Ministry of Health.

DSPRP Achievements

- 1.** Relocation of the DSPRP to the ACT Building for improved accommodation and space.
- 2.** Increased staff compliments to provide support to work programme with the filling of seven (7) key positions, with the majority of staff being redeployed.
- 3.** Successfully negotiated and leveraged project financing to support execution of ***Integrated Social Protection Systems Project - UNICEF and Financial Inclusion/Empowerment Project – OAS***, as a pioneering programme in the region to compliment social protection interventions.
- 4.** Commenced Implementation of the Integrated Social Protection Project, the SWAP project and finalising execution plans and contractual arrangements to facilitate implementation of the Financial Inclusion and Empowerment initiative shortly.

5. Embarked on new Certified Professional Training Course in Social Protection in collaboration with OECS. Five (5) staff members are participating on the Online Training Course and will receive Certificate upon completion.

6. Convened several Multi-Agency Consultation and Training Workshops under rubric of the UNICEF funded project on Social Protection in Antigua and also Barbuda.

7. Implemented a first ever “**Back to School Back Pack**” initiative in collaboration with the Board of Guardians for over 360 children on the Board of Guardians, and from poor communities - Villa/Point; Grays Farm/Green Bay and Urlings Communities. The project was sponsored by Digicel Group, Barrett’s Foundation and contributions and Donations of other private and cooperate citizens.

8. Supported the Rebranding and Modernization Initiative for the Ministry and will oversee implementation under guidance of the Minister.

Priorities

- Execution of the *Integrated Social Protection Systems Project* – UNICEF Donor Support;
- Start up initiative for establishment of *Financial Inclusion/Empowerment* Project – OAS Donor Support;
- Support phased implementation of Rebranding and Modernization Initiative for the Ministry under guidance of the Minister;
- Formulate Elderly and Children’s Care Guidelines and Regulations Re: Long Term and Institutional Care;
- Support to BOG with roll out of Social Protection Reform process;
- Support to Legislative Agenda on establishment of Family Court;
- Support to Gender Development on Establishment and launch of Crisis Centre operations;
- Play lead role in coordinating social protection programmes and initiative;
- Facilitate and support the development of Training Manual for Elder Care Assistant training course;
- Establishment of Unified Beneficiaries Registry and Beneficiaries Management Information System; *and*,
- Engage in Support to Women and Youth in Agriculture SWAP project.

BOARD OF GUARDIANS

The Department of Social Policy, Research and Planning support the work of the Board of Guardians. It remains the lone cash transfer programme under the Government although there are other public safety net programmes such as school meals programme, school uniform grant, subsidies and grants that are administered by various agencies.

The Board of Guardians (BoG) programme is the government’s cash transfer programme which offer financial assistance to targeted categories of indigent and destitute persons in respective communities, in order to assist them greatly in sustaining themselves.

Accomplishment:

> The Board of Guardians was relocated at the ACT building and share space with the DSPRP as a means to support and assist in the coordination of the social protection policy aspect and beneficiaries' assessment and psycho-social support programmes.

>The Board of Guardians payments to beneficiaries in 2015 totalled Seven Hundred and Twenty Three Thousand Five Hundred and Seven Dollars and Ninety Six Cents (EC \$723,507.96) to Beneficiaries. Funeral grants accounted for a total of Fourteen Thousand and Four Hundred Dollars (EC\$14,400.00) was expended on funerals of indigent beneficiaries who expired in 2015.

There are 200 children between ages 1 to 15 years receiving financial assistance from the Board of Guardian. A total of 100 Elderly persons, 23 Mentally Challenged individuals, 5 Lepers and 28 Visually Impaired persons.

>Payments are made by checks thus eliminating the need for intense security by Armed Police personnel.

Priorities

> Implementation of Social Protection Projects – the **Integrated Social Protection Systems Project - (UNICEF)** and **Financial Inclusion/ Empowerment project (OAS)** and other sustainable livelihoods interventions targeting BoG beneficiaries.

> **Provision of a bus** to serve the Department is a major priority to assist in its community outreach programme, particularly to reach elderly, mentally and physically challenged beneficiaries on the programme. The bus will also be shared with the DSPRP as a cost saving measure.

>Programme improvement through support structures and optimal utilization of ***Social Protection Officers*** to undertake social investigations, verification checks and assessments, and also provide psycho-social support and mentoring to beneficiaries in a holistic manner. This is in keeping with international practices and standards to better track and monitor impact of service intervention. Furthermore, this will facilitate individualized and family structured plans to help families cope and become empowered and equipped to exit programme and sustain their own livelihoods.

> Scale up targeted training in social protection and other capacity building initiative.

> Recruitment of Data Entry and Field Administrator to coordinate and manage data registry and conduct property evaluation. (Awaiting CD).

NATIONAL OFFICE OF DISASTER SERVICES:

High emphasis continues to be placed 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. This can be

recognised by the passage of Danny and Erika which resulted in catastrophic effects in neighbouring Caribbean countries.

Public education and coordination efforts continue to contribute to significant improvement in community response and have contributed to disaster mitigation and recovery as a continued process geared at empowering communities to take control when the need arises.

Working with key agencies such as DCA, Central Board of Health among others to ensure they formulate disaster plans to empower communities to participate in developing emergency management strategies (*community emergency preparedness*).

Priorities, strategies and indicators

The priorities for Ministry of Social Transformation and Human Resource Development are as follows are:

1. Achievement of an **Integrated Social Protection Platform** through: - **i).**Review of *Poor Relief Act of 1961* and enactment of a new Social Protection Act in 2016; **ii).**Formulation of a Social Protection Policy; **iii).** Design a Monitoring and Evaluation framework and, **iv).**Harmonize Gender and Children issues into budgetary process.
2. Implementation of the first **Financial Empowerment Center** and **Financial Empowerment Programme** in the OECS as part of Social Protection strategy targeting low income households.
3. Development of **Guidelines and Regulations to govern operations of Long Term Care facilities for the Elderly and Children's Homes** to ensure proper standards are maintained for safety and protection of elderly and children in care facilities.
4. Phased implementation of the **Rebranding and Modernization initiative** of select Departments of the Ministry.
5. Implementation of a package of livelihood initiatives to benefit poor and vulnerable women and youths to include:–
(a) **SWAP** an initiative designed to provide *Support to Women in Agriculture for increased Production and Productivity in partnership with Youths*, (b) Project **LIBERTY** - for *Low Income Borrowers Economic Rescue and Transfer for youths*, and (c).**SHIELD** – *Single Headed Household Improvement, Empowerment and Livelihood Development*.
6. Intensify Training and Capacity Building initiatives throughout all agencies of Ministry at all levels, and, broaden scope of GRACE to train wider public for fee, and,
7. Accelerate efforts of a **Vagrancy Control Initiative** offering holistic care and provision of meals and referral services towards rehabilitation, treatment, reintegration and self-preservation.

Priorities	Strategies	Indicators	Responsible Agencies
<p>Priority 1 Improve efficiency and effectiveness of Social Protection Programmes through enhanced coordination, targeting, policy formulation, legislation and monitoring and evaluation.</p>	<p>- Engage public through consultation, interviews, public awareness and sensitization to garner inputs towards formulation of Social Protection Policy and Act.</p>	<p>Outputs: Increase in numbers of eligible beneficiaries registered accessing support from BOG</p> <p>Outcomes: Reduction in exclusion and inclusion error of beneficiary selection by 50%</p>	<p>- Ministry of Social Transformation and Human Resource Development (MST&HRD) - Dept. Social Policy, Research and Planning (DSPRP) - Board of Guardians (BOG) -UNICEF</p>

	<p>- Improve inter-agency coordination of social assistance programmes.</p>	<p>Outputs: Improved targeted spending for beneficiaries accessing support on BOG</p> <p>Outcomes: Reduction in duplication of programmes resulting in streamlined services</p>	<p>MST& HRD DSPRP BOG UNICEF</p>
	<p>- Improve administration in identification and selection process of social assistance programme</p>	<p>Outputs: Effective M&E systems for social sector</p> <p>Outcomes: National Beneficiary data base developed and provision of reliable and accessible social data</p>	<p>Min. ST& HRD DSPRP BOG UNICEF</p>

	<p>- Formulate Social Protection Policy; Action Plan and Enact Social Protection Act</p>	<p>Outputs: Development of a robust social protection system supported by Social Protection Policy and Action Plan, and Legislation</p> <p>Outcomes: Strengthened social protection mechanism supporting implementation of poverty reduction strategies</p>	<p>Min. ST& HRD DSPRP BOG UNICEF</p>
	<p>- Institute Monitoring and Evaluation as a management information systems tool and data sharing mechanism</p>	<p>Outputs: Impact monitoring/assessment feedback utilised to design, plan and prioritize interventions for effectiveness.</p> <p>Outcomes: Improved and effective programme delivery resulting in enhanced standard of living of beneficiary households</p>	<p>Min. ST& HRD DSPRP BOG UNICEF</p>

	<p>-Undertake Mapping exercise of all existing social assistance programmes of social development sectors and existing information systems and tools.</p>	<p>Outputs: Enhanced assessment criteria and guidelines to mitigate fraud within the system</p> <p>Outcome: Reduction in inclusion and exclusion error of social assistance programmes.</p>	<ul style="list-style-type: none"> - Min. ST& HRD - DSPRP - BOG - UNICEF
<p>Priority 2 Embark on sustainable livelihoods and Entrepreneurial development initiatives</p>	<p>- Creation of productive employment in agricultural development and other enterprise development targeting women and unemployed youths.</p>	<p>Outputs: Improved household income and quality of life</p> <p>Outcome: Reduction of potential beneficiaries and unemployed youths by 50% over five years</p>	<ul style="list-style-type: none"> - Min. ST&HRD - Min. Agriculture - DSPRP - <i>FAO, IICA and CARDI</i> - CBOs - NGOs
<p>Priority 3 Improvement in services to Vulnerable Groups and marginalised population</p>	<p>- Formulate Legislation and Regulations to support Child Rights Convention and Aging Policy on Institutional Care</p> <p>-Establish holistic Vagrancy Control Programme in collaboration with FBO, CBOs and Private Sector</p>	<p>Output: Improve social care services delivery for protection and care of vulnerable groups</p> <p>Outcomes: Strengthened support mechanisms to safeguard and protect elderly and children, and other marginalised groups in society.</p>	<ul style="list-style-type: none"> - Min. ST&HRD - Citizens Welfare - Board of Guardian - Substance Abuse Prevention - DSPRP

<p>Priority 4 Disaster Mitigation & Management</p>	<p>- Disaster management plan updated and widely circulated.</p> <p>- Utilize the local print media, radio and TV campaigns on emergency response by sectors.</p>	<p>Output: Updated plan on website by end 2016</p> <p>Outcomes: Decrease in the number of persons affected by disasters, and improved recovery mechanism</p>	<p>- National Office of Disaster Service – - Min. ST&HRD</p> <p>- DSPRP</p>
<p>Priority 5 Ministry wide Capacity Building Initiatives</p>	<p>Scale up Training on large scale for Ministry wide personnel at all levels in collaboration with Training Division and in-house</p>	<p>Output: All personnel equipped with requisite knowledge and skills to effectively contribute to more efficient and effective service delivery by 2018.</p> <p>Outcome: Demonstrated competence in case management and other areas of social interventions to vulnerable population.</p>	<p>-Min.ST and HRD</p> <p>- Training Division</p> <p>- DSPRP</p> <p>- All Depts</p>

Priorities and strategies 2016-2019

Priorities	Strategies	Indicators
Priority 1 Embark on Phase 2 of Implementation of Rebranding and Modernisation Initiatives select Departments	- Fully implement new institutional arrangement	Outputs: Enhance lives of vulnerable in community as evidenced by improved standard of living. Outcomes: Reduction in incidences of persons experiencing poverty, abuse, inequality and social exclusion
	- Increased advocacy on social development agenda through public sensitization and awareness drive	Outputs: Public empowered to make better and informed choices as a result of advocacy and improved services Outcomes: Harmonised service delivery and greater impact
	-Improved use of technology for social networking	Outputs: Ministry's website fully established with feedback from public as to the effectiveness of programmes. Outcomes: Improved public access to information on Ministry wide programmes, services and publications by 2017.
Priority 2 Establishment of Unified Beneficiaries Registry and Beneficiaries Management Information System	- Source donor funding through project submission to support implementation of Unified Beneficiaries Registry and Information Management System for all social assistance programme	Outputs: Improved targeting of beneficiaries for social assistance Outcome: Consolidation of programmes with improved efficiency and effectiveness and improved management of data on beneficiaries

Priorities	Strategies	Indicators
Priority 3 <i>Social Care & Protection of Vulnerable Groups</i>	Review of legislation that governs the delivery of service to vulnerable groups.	<p>Output: Improve social care services delivery.</p> <p>Outcomes: Reduction in population depending on social assistance by 2018</p>
Priority 4 <i>Disaster Mitigation & Management</i>	Full disaster management plan updated and communicated widely	<p>Indicators: Utilize the local print media, radio and TV campaigns on the various poverty reduction programmes.</p> <p>Output: Updated plan on website by end 2016</p> <p>Outcomes: Decrease in the number of persons affected by disasters, also improve the recovery mechanism in times of natural disasters.</p>
Priority 5 <i>Capacity Building Initiatives</i>	Institute formal training exercises	<p>Output: Increase in the fundamental functions and techniques of service delivery improve capabilities</p> <p>Outcome: Improved individual and institutional capacity</p>

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
45	Social Transformation and Human Resource Development			
4501	Social Transformation HQ	-	1,610,497	-
4502	Board of Guardians	-	1,717,271	-
4503	Community Development Division	-	998,517	-
4504	Substance Abuse Prevention Division	-	379,571	-
4505	Citizens' Welfare Division	-	3,916,209	-
4506	National Office of Disaster Services	2,160,000	933,025	-
4508	Social Policy Unit	-	1,275,085	100,000
4509	Gender Affairs	-	853,231	-
4510	Youth Affairs	-	929,443	-
4511	Local Government	-	698,942	-
4512	Establishment Division	-	4,357,704	-
4513	Training Division	-	635,624	-
TOTAL FOR SOCIAL TRANSFORMATION AND HUMAN RESOURCE DEVELOPMENT		2,160,000	18,305,119	100,000

ANTIGUA ESTIMATES - 2016
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	13,877,201	3,236,017	-	1,191,901	100,000	-	18,405,119
Social Transformation HQ	1,226,266	107,881	-	276,350	-	-	1,610,497
430 - Social Protection and Community Development	1,226,266	107,881	-	276,350	-	-	1,610,497
Board of Guardians	1,509,271	208,000	-	-	-	-	1,717,271
433 - Poverty Eradication	1,509,271	208,000	-	-	-	-	1,717,271
Community Development Division	730,617	265,900	-	2,000	-	-	998,517
430 - Social Protection and Community Development	730,617	265,900	-	2,000	-	-	998,517
Substance Abuse Prevention Division	324,480	55,091	-	-	-	-	379,571
434 - Drug Demand Reduction	324,480	55,091	-	-	-	-	379,571
Citizens' Welfare Division	3,240,409	250,800	-	425,000	-	-	3,916,209
430 - Social Protection and Community Development	45,624	-	-	-	-	-	45,624
433 - Poverty Eradication	3,194,785	250,800	-	425,000	-	-	3,870,585
National Office of Disaster Services	567,291	42,000	-	323,734	-	-	933,025
432 - Disaster Management	567,291	42,000	-	323,734	-	-	933,025

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Social Policy Unit	1,036,085	239,000	-	-	100,000	-	1,375,085
430 - Social Protection and Community Development	853,085	92,000	-	-	-	-	945,085
433 - Poverty Eradication	183,000	147,000	-	-	-	-	330,000
436 - System Reform	-	-	-	-	100,000	-	100,000
Gender Affairs	813,731	39,500	-	-	-	-	853,231
435 - Gender Equality	813,731	39,500	-	-	-	-	853,231
Youth Affairs	454,068	408,410	-	66,965	-	-	929,443
430 - Social Protection and Community Development	454,068	408,410	-	66,965	-	-	929,443
Local Government	524,752	154,190	-	20,000	-	-	698,942
430 - Social Protection and Community Development	524,752	154,190	-	20,000	-	-	698,942
Establishment Division	3,091,852	1,188,000	-	77,852	-	-	4,357,704
390 - General Public Services	2,992,104	1,188,000	-	77,852	-	-	4,257,956
391 - Public Sector Transformation	99,748	-	-	-	-	-	99,748
Training Division	358,379	277,245	-	-	-	-	635,624
390 - General Public Services	358,379	277,245	-	-	-	-	635,624

BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES

*Attorney General's Office and
Ministry of Justice, Legal
Affairs, Public Safety and
Labour*

*Budget Plan
For the FY 2016*

BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES

*Ministry of Legal Affairs
and the
Attorney General's Office*

*Budget Plan
For the FY 2016*



**Ministry of
Legal Affairs
Budget Plan for the
Financial Year 2016**

Ministry Overview

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

- Administration of Justice
- The provision of Legal Services to the Government of Antigua and Barbuda (i.e. all Government Ministries and Department 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.

Service Performance Review and Critical Issues Service Performance

The Office of the Attorney General and Ministry of Justice and Legal Affairs continues to provide quality service to its public despite its many challenges and financial constraints. It is charged with the responsibility of providing legal services to all Government and Statutory Bodies in Antigua and Barbuda, in addition to providing legal services to the general public who are not in a position to pay for such services. It also provides administrative oversight for the divisions under its portfolio.

In 2015 Antigua and Barbuda was identified as the pilot site by the Eastern Caribbean Supreme Court for the implementation of the Family Division; that is, the administrative merging of the High Court and the Magistrates' Court in relation to family matters.

The United Nations Children's Fund is a part-sponsor of this project and has provided technical assistance to officers in the court system. Officers have already accessed overseas training and

made overseas site visits to Trinidad to observe and garner information on how the Family Division should function.

The Family Division will be served by Rules of Court which are now in an advanced stage of development. Because of financial constraints, the administrative arrangements which could best be realized within one single administrative space will be confined to two locations.

The pilot aims to bring within closer working relationships all the support social agencies that interface with the Courts in the administration of justice where children are concerned.

Once the Family Division is established in Antigua and Barbuda, it will be replicated in the other Member States in fulfillment of the ECSC's wider strategic objective in establishing a family division in each Member State of the OECS.

The old Parliament building has been identified as the site for the Family Division and work is expected to commence shortly for the rolling out of the project in early 2016.

Service Performance Review and Critical Issues Service Performance (cont'd)

The newly Law Revision Unit whose responsibility is to provide law revision services to continuously revise, consolidate and update the laws of Antigua and Barbuda to enable the legal framework to function effectively on a daily basis, has complemented the Legislative Drafting Unit.

The Unit advises the Attorney General and Solicitor General of issues pertaining to various laws as they arise in a timely manner. It provides the Legislative Drafting Unit with information regarding the latest amendments that have been done to an Act. In addition, the unit assists members of the public who need to know the state of the law. Several persons in the legal profession have requested information from the unit regarding certain laws so that they can advise their clients or handle their affairs.

To date, all the substantive laws of Antigua and Barbuda in volumes 1 to 9 have been updated to include any amendments, repeals and replacements of laws passed between 1993 to 2014. Presently, all the subsidiary legislation located in volumes 10 to 15 are being sorted and compiled so that they may also be updated.

Priorities, Strategies and Key Indicators

Priorities	Strategies	Key Indicators
Recruitment of additional staff to improve the Legal Service and Legal Drafting Unit.	To have the following vacant positions filled in 2016: <ul style="list-style-type: none"> ▪ Chief Parliamentary Counsel, ▪ Senior Crown Counsel ▪ Crown Counsel II ▪ Investigation Office 	Full complement of Staff to reduce the backlog of legislation in the Attorney General’s Chambers and Director of Public Prosecutions Office.
Revision and modernization of Legislation generally and in relation to Intellectual Property which takes into account increased fees.	The completion of the Law Revision project exercise. The recruitment of compliant staff in the Law Revision Unit.	Increase in revenue for Intellectual Property Office and the Land Registry. Enforcement/Implementation of laws.
Fully automated/computerized Ministry and Divisions.	Secure sponsorship from CARICOM and other donor agencies. Government of Antigua and Barbuda to provide software and hardware.	Smooth running Ministry providing efficient and timely services to the Public.
Installing and upgrading of servers and UPS’ for the High Court, Printery, the Industrial Court and the Land Registry.	Solicit from the IT Unit expertise necessary to install the necessary equipment and to provide the relevant software.	Adequate storage space for the efficient running of computerized offices.
The acquisition of Digital Recording Equipment, Case Catalysts Software for Court Reporting.	Acquiring funds to purchase the necessary equipment.	An adequately equipped Court Reporting Unit. Timely delivering of judgments.
Strengthen the Ministry’s capability in providing quality service to clients.	Employment of Senior Technical Officers to fill vacancies in the various departments (Legal Aid and Advice Centre, Intellectual Property and Commerce, Printing Office) and to offer ongoing training to Court officers.	More successful litigation: <ol style="list-style-type: none"> a. Reduction in case loads b. Cases heard in a timely fashion c. More effective scheduling of cases

Reduction in the backlog of cases at the Magistrates' Courts, the High Court and the Industrial Court.	Recruitment of a Court Transcriptionists.	<ol style="list-style-type: none"> 1. Increase in the number of cases being heard daily. 2. Increase in public confidence with regards to the timeliness cases are heard.
Adequate personnel with the requisite competencies and skill sets.	The identification of persons with the requisite skill sets who can function at the optimum level.	<ol style="list-style-type: none"> 1. Increase productivity and efficiency. 2. Customer satisfaction with the quality of service offered.

Priorities, Strategies and Key Indicators (cont'd)

Improvement in the overall quality of service offered to the clients and the public.	To offer ongoing training to staff in order to upgrade skills and competencies.	Increase Revenue.
Payments being made in a timely fashion to avoid additional interest charges and litigation.	1. To release payment cheques from the treasury within one week to suppliers and two weeks for judgment debts.	Fewer complaints from clients, and customer satisfaction with the legal system.
<p>To have infrastructural repairs completed in the following division:</p> <ul style="list-style-type: none"> • High Court/Magistrate's Court • Government Printing Office • DPP Office • Ministry Headquarters 	For the Ministry of Public Works to be allocated funds to carry out major repairs to roofs, floors and windows.	<ol style="list-style-type: none"> 1. Comfortable working environment. 2. Increase in overall productivity.
To ensure optimum working conditions for all members of staff.	Officers are given the requisite tools and training to effectively perform their duties.	<ol style="list-style-type: none"> 1. Quality Service 2. Decrease absenteeism 3. Optimum productivity level.

Service Performance Review and Critical Issues

Achievements:

The official launching of the ministry's website. Members of the public can now access the Official Gazette and Laws, in addition, to other pertinent information online.

A Parliamentary Counsel was recently recruited to assist with the backlog of legislation.

The Intellectual Property and Commerce Office continues to receive assistance from WIPO for training in public awareness and automation. Two copyright awareness videos were launched as a result of WIPO's assistance. Automation of the Intellectual Property and Commerce Office processes are near completion with assistance from WIPO and CARICOM.

Legislation are been drafted with the assistance from WIPO for the protection of the Antigua Black Pineapple as a geographical indication and/or collective trademark.

The Patent Regulations will be ready to be implemented shortly. WIPO was instrumental with the drafting of the legislation which when implemented will generate a significant amount of revenue for the government.

Measures have been put in place at the High Court to address the incidents of fraud in the Civil Registry and to make it more efficient. Each officer has been issued a password to enable them to access the system. A bar code is now printed on all certificates in the software to ensure that no fraudulent entries are made on certificates which have been issued. The application form for birth, death and marriage certificates was revised to include other pertinent information such as the relationship of the person making the request as an additional layer of security.

The creation of a second Court room and the appointment of a temporary judge have resulted in a drastic reduction of the backlog cases.

Service Performance Review and Critical Issues (cont'd)

Achievements:

Significant progress has been made with the implementation of additional security measures to authenticate the birth and death certificates in the High Court Civil Registry. The birth and death certificates are now printed instead of being hand written.

The High Court has revised the jury list and names have been added from the Electoral Registry. This has widened the jury pool considerably thereby reducing frequency with which existing jurors were called to serve.

The Industrial Court disposed of over sixty-one new references ranging from disputes for dismissal, negotiations, suspensions, terminal benefits, unfair labour practice and severance.

The Government Printing Office finally had a generator installed. The acquisition of the generator will increase productivity at the division.

The Magistrates' Court rate of disposal of cases have increased to over 80%.

The All Saints Magistrate's Court was retrofitted last year and is now fully functional. All District B's cases are heard in the All Saint's Magistrate's Court.

*Ministry Of Legal Affairs, Public Safety and
Labour
Public Safety Headquarters*

*Business Plan
For the FY 2016*

Ministry Overview

Vision

Enforcing and maintaining security and creating a system of Justice and fair – play within the border of Antigua and Barbuda

Mission

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 it relates to National Security and Labour.

Structure diagram (Organisation Chart)

Service Performance Review and Critical Issues

Achievements

1. *Improve overall service delivery to the public.*
2. *Expanded services to youths at risk by the youth Intervention Unit.*
3. *Increase public confidence and decrease in fear of crimes.*
4. *Capacity building through local and overseas training for all departments.*
5. *Successful completion of Public Speaking and Business Law Workshops for staff.*
6. *Maintain Industrial peace by means of collaboration and mediation with Trade Unions and Employers.*
7. *Training for the Caricom Secretariat Online CSME application system and population of the database.*
8. *Approximately 90% completion of OECS/USAID Juvenile Justice project.*
9. *Effective consultation and advocacy for the passing of the Child Justice Act in November, 2015.*
10. *Strategic patrols and improve police visibility in all communities.*
11. *Completion of phase one of the CCTV Project.*
12. *Implementation of the ILO funded Labour Market Information System (LMIS).*
13. *Successful completion of Cohort 1 of the temporary employment programme and the launch of Cohort 2.*
14. *Maximization of revenue collection.*
15. *Partnership and collaboration with International Funding Agencies.*
16. *Increase success in the seizure of illegal drugs and fire arms.*
17. *Successful implementation of the new boarder management and eVisa systems.*

Issues

1. *The Ministry of Legal Affairs, Public Safety, Immigration and labour Objectives and Vision have suffered especially in areas of confinement capacity at Her Majesty's Prison.*
2. *Need to fully computerize all departments for greater efficiency.*
3. *Challenging working conditions and over crowding at Her majesty's Prison.*

Organisational matters

Capability of the ministry/agency

Achievements

1. *Training of Staff in all division locally and regionally in their respective fields has added to the Ministry's human capacity building.*
2. *Members of staff continue to receive training at the Government Training Division.*
3. *All police stations are now networked and linked to Police Headquarters.*
4. *Public Awareness campaign for Prevention in Human Trafficking.*
5. *There were improvement in areas of filing and other filing operations on a whole.*
6. *The management of the prison has been able to foster good relations with the corporate society particularly Axcel Finance who has made significant contribution to the prison.*
7. *Effective Fire Suppression at the scenes at fire and training on Fire Prevention awareness in schools and hotels.*

Issues

1. *Limited budgetary allocations in most departments which result in the inability to carry out needed operations.*
2. *Delays in the construction of offices on the third floor of the police headquarters.*
3. *The prolonged drought negatively affected production at the prison farm.*
4. *Unavailability of IT equipment in some departments and the reliance on the manual process.*

Summary of capability development strategy

Priorities, strategies and indicators

The priorities in order are:

1. Training of staff to strengthen the capabilities of the Ministry of Legal Affairs, Public Safety and Labour.
2. Completion of a Labour Market Information System.
3. Continue to reduce fire through education on fire prevention in schools and the public in general.
4. Continue to stratesize to becoming a community based policing oriented organization in order to regain confidence of the public and build sustainable communities in which citizens will be safe.
5. To make Prison Farm fully operational.
6. The Public Sector Initiative
7. *Cell phone blocking project.*

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

Priorities	Strategies	Indicators
<p>Implement the World Bank financed PSST Project Component 4 – Active Labour Market Programme- ABSTEP-TEP and ABSTEP-TP Programme.</p>	<p>Registration of beneficiaries as job seekers.</p> <p>Launch the temporary training programme in technical areas such as welding, plumbing, information technology and hospitality for the first quarter of 2016. Evaluate beneficiaries eligibility to enter ABSTEP.</p> <p>Assign beneficiaries to subproject.</p>	<p>Output: Beneficiaries will be engaged in Temporary Employment Programme for a period of 6 months.</p> <p>Completion of six months and training including internship at Antigua State College, ABIIT and Antigua & Barbuda Hospitality Institute for at least three Cohorts.</p> <p>Outcomes: Sub-projects will be managed by Local Organization and Statutory Bodies.</p>
<p>Improving the efficiency of the work Experience Programme</p>	<p>Ensure that trainees learn a skill while on training.</p> <p>Encourage participating employers to provide permanent employment or assist in recommending their colleagues in hiring the trainees.</p> <p>Regular evaluation to determine suitability for permanent employment.</p>	<p>Outputs: Skills learned by Trainees.</p> <p>Letters of Commitment from employers to employ trainees</p> <p>Outcomes: Placement of trainees in full time employment at the end of the apprenticeship period.</p>

<p>Continued Development of the One Stop Employment Centre (OSEC)</p> <p>Department's ability to prosecute violations.</p>	<p>Market the One Stop Employment Centre to nationals as the premiere employment agency.</p> <p>Co-operation of employers by advertising their vacancies with Labour Department OSEC.</p> <p>Provision of core services to job seekers.</p> <p>Provision of prosecutors.</p> <p>Identify attachment for prosecution officers.</p> <p>Regular prosecution of Labour Code violations attendance at Court hearing.</p> <p>Proficiency in Court reporting.</p>	<p>Outputs: Recommendation of suitable job seekers to fill vacancies advertised.</p> <p>Outcome: Placement of job seekers and violations.</p> <p>Increase compliance by both employers and employees of the Labour Laws.</p>
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Priorities	Strategies	Indicators
<p>Reduction of Fires through education on Fire.</p> <p>Prevention awareness in schools and the public in general.</p>	<p>Continued implementation of the national strategy and plan to reduce fires in Antigua and Barbuda.</p>	<p>Outputs: Implementing the fire reduction strategy and plan.</p> <p>Outcomes: Reducing fires and mortalities caused by fire.</p>
	<p>Operationalize a fire safety education strategy and plan for Antigua and Barbuda.</p>	<p>Outputs: Implement the fire education strategy and plan.</p> <p>Outcomes: A better educated public on Fire prevention.</p>
<p>Traffic management and Traffic control</p>	<p>Develop a nationwide traffic law enforcement plan</p> <p>Develop a traffic operational plan integrating traffic law enforcement with other police operations.</p> <p>Improving the traffic ticketing process.</p> <p>Advising government on traffic flow</p>	<p>Output: Developing and implementing the plan based on community consultation.</p> <p>Outcome: Reduced traffic accidents and fatalities.</p> <p>Output: Performing stop and search and rolling roadblocks operations in concert with other police operations.</p> <p>Outcome: Crime prevention and reduction based on integrated approach.</p> <p>Output: All stations and units ticketing violators.</p> <p>Outcome: Effective enforcement to prevent and reduce crime.</p> <p>Output: Annual report on traffic flow regulations.</p> <p>Outcome: Improved traffic flow.</p>

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.

Train more Officers on investigative techniques and develop capacity building

Output: To enhance the capacity to investigate crime in a more efficient manner. To enlist the support of the DEA in criminal investigations involving drugs or drug trafficking.

Analysis of Crime

Outcome: To undertake a full analysis of those crimes which gives rise to the greatest fear within our communities in order to demonstrate that in many cases such fears are unfounded.

Continue to assist Communities in Antigua and Barbuda in establishing and operating Neighbourhood watch programs.

Outcome: Enhanced Police/community interactions. Reduction and prevention of crime.

Continue to develop and support Crime Stoppers

Output: Actively working with media houses to publish crimes of the week in support of the crime stoppers methodology.

Outcomes: Improve flow of Information from the public to Police to assist in solving crimes.

	Develop an Urban Renewal program in consultation with the relevant government agencies	<p>Output: Working with the communities to influence proper maintenance of their properties and environs.</p> <p>Outcome: Reduction in criminal activities and opportunities.</p>
To construct a packing shed.	Establish a Farmer’s Market.	<p>Output: Increase production by 30%.</p> <p>Outcomes: Will significantly reduce spending on related farm produce and generate income from sales at the Farmer’s Market.</p>
Human Trafficking Prevention Committee	Executing policies and programmes to prevent trafficking in persons to ensure compliance with Antigua & Barbuda commitment to international obligations.	<p>Output: Establishing the two (2) taskforces namely 1) Trafficking in cases Task Force and 2) Education and sensitization Task Force</p> <p>Outcomes: To Successfully prosecute any trafficking cases.</p> <p>To create Public Awareness to assist in preventing or detecting any instances in trafficking in persons.</p>

<p>Cell Phone and Weapon Detection Project</p> <p>Systematic Training for Prison Officers</p> <p>Special Unit</p>	<p>Detection units strategically placed throughout the prison.</p> <p>Continued implementation of training plans and seeking assistance from funding agencies.</p> <p>To recruit and establish a special unit</p>	<p>Output: Detecting any cell phones or weapons within Her Majesty's Prison.</p> <p>Outcomes: Preventing the unauthorised use of cell phones and the reduction of violence in the Prison.</p> <p>Output: To deliver training to all prison officers.</p> <p>Outcome: more effective supervision and correctional activities for inmates.</p> <p>Output: Training of sixteen (16) member of the special unit.</p> <p>Outcome: To reduce contraband and disturbance in the prison.</p>
<p>Continuous Training and Staff development</p>	<p>Customer Service Policy Development Project Management</p>	<p>Output: Completion of at least three Cohorts for each course.</p> <p>Outcome: Increased efficiency and successful completion of projects.</p>

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
55 Attorney General and Ministry of Justice, Legal Affairs, Public Safety, Immigration and Labour				
5501	Attorney General and Legal Affairs HQ	350,000	3,482,714	130,000
5502	Office of the Director of Public Prosecutions	-	797,183	-
5503	Printing Office	87,000	1,760,914	100,000
5504	Land Registry Division	250,000	689,147	-
5505	Industrial Court	-	611,830	-
5506	High Court	285,000	1,722,475	-
5507	Magistrates Court	1,400,000	1,610,501	40,000
5508	Legal Aid and Advice Centre	10,000	373,866	-
5509	Intellectual Property	822,000	701,928	-
5510	Labour	2,574,000	11,123,492	-
5511	National Security HQ	-	1,958,955	1,620,000
5512	Police	395,000	31,557,571	5,941,040
5513	Police Training School	-	345,957	55,000
5514	Fire Brigade	-	10,144,192	2,000,000
5515	Prison	-	3,622,482	808,820
TOTAL FOR ATTORNEY GENERAL AND MINISTRY OF JUSTICE, LEGAL AFFAIRS, PUBLIC SAFETY, IMMIGRATION AND LABOUR		6,173,000	70,503,207	10,694,860

ANTIGUA ESTIMATES - 2016
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, Immigration and Labour	64,907,088	4,508,902	-	1,087,217	7,067,610	3,627,250	81,198,067
Attorney General and Legal Affairs HQ	2,498,559	822,069	-	162,086	130,000	-	3,612,714
291 - Legal Services	2,498,559	822,069	-	162,086	130,000	-	3,612,714
Office of the Director of Public Prosecutions	731,187	65,996	-	-	-	-	797,183
390 - General Public Services	731,187	65,996	-	-	-	-	797,183
Printing Office	1,317,414	443,500	-	-	100,000	-	1,860,914
330 - Printing and Publishing	1,317,414	443,500	-	-	100,000	-	1,860,914
Land Registry Division	572,247	116,900	-	-	-	-	689,147
390 - General Public Services	572,247	116,900	-	-	-	-	689,147
Industrial Court	454,570	25,260	-	132,000	-	-	611,830
390 - General Public Services	454,570	25,260	-	132,000	-	-	611,830
High Court	1,541,175	180,800	-	500	-	-	1,722,475
390 - General Public Services	1,541,175	180,800	-	500	-	-	1,722,475
Magistrates Court	1,578,481	32,020	-	-	40,000	-	1,650,501
291 - Legal Services	1,578,481	32,020	-	-	40,000	-	1,650,501
Legal Aid and Advice Centre	360,807	13,059	-	-	-	-	373,866
290 - Public Order and Safety	360,807	13,059	-	-	-	-	373,866

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Intellectual Property	613,483	88,445	-	-	-	-	701,928
291 - Legal Services	613,483	88,445	-	-	-	-	701,928
Labour	10,665,912	312,280	-	145,300	-	-	11,123,492
392 - Labour Affairs	10,665,912	312,280	-	145,300	-	-	11,123,492
National Security HQ	1,171,235	292,220	-	495,500	1,620,000	-	3,578,955
390 - General Public Services	1,171,235	292,220	-	495,500	1,620,000	-	3,578,955
Police	30,864,071	583,500	-	110,000	2,853,790	3,087,250	37,498,611
255 - Public Buildings and Heritage Sites	-	-	-	-	-	1,665,300	1,665,300
290 - Public Order and Safety	30,864,071	583,500	-	110,000	2,853,790	1,421,950	35,833,311
Police Training School	138,652	207,305	-	-	55,000	-	400,957
290 - Public Order and Safety	138,652	207,305	-	-	55,000	-	400,957
Fire Brigade	9,605,213	534,748	-	4,231	2,000,000	-	12,144,192
290 - Public Order and Safety	9,605,213	534,748	-	4,231	2,000,000	-	12,144,192
Prison	2,794,082	790,800	-	37,600	268,820	540,000	4,431,302
290 - Public Order and Safety	2,794,082	790,800	-	37,600	268,820	540,000	4,431,302

**BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES**

Ombudsman

*Budget Plan
For the FY 2016*

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 provides for an Ombudsman to investigate, mediate, advise and report findings and to make recommendations after considering faults such as delays, bias, unfair discrimination, discourtesy, failure to give reasons for action, and harassment.

1.2 Vision

To create a high level of awareness between the public and the public sector entities and officers of their rights, respect for their rights and enforcement of those rights so that fairness and justice is administered at all times without favour or discrimination.

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 2015

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 Ombudsman continued on its drive within the schools and Tertiary institutions to disseminate information on the Role and Functions of the Ombudsman. The Ombudsman also accepted invitations to interface with participants in a range of in-service workshops while conversing on pertinent topics relevant to the Civil Service as a whole.

We continue to produce newsletters, brochures, case studies, and outline sections of the Act to Public Officers; collaborated with other government agencies in dissemination of information to the Public Sector and the public at large. In 2015, due to financial budgetary constraints, overseas training for staff necessary to carry out the mandate of the office did not occur. We keep in view the training that is available and is needed for the execution and upgrade of the services offered by the Office of the Ombudsman.

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

This was generally difficult to achieve. It depended on the willingness of regulatory entities to provide basic information upon which to establish the need for own motion

investigations. The Office of the Ombudsman is still plagued by poor correspondence practices, resistance or resentment by Public Officers. Hence the period between recommendation and implementation continues to lag. The Office of the Ombudsman is forced to engage in extensive monitoring to ensure that once a recommendation is accepted it is implemented. In some instances, implementation is concluded in excess of five (5) years after a recommendation is accepted. We are working to achieve:-

- More timely delivery of services
- Higher visibility of the Office of the Ombudsman
- Fostering improved interrelationship with public sector entities

Sec 7 (1) of the Ombudsman Act No. 5 of 1994 sets out the procedure in respect of an investigation that is, “the Ombudsman shall afford to the principal officer of the government department or division or statutory body concerned an opportunity to make, orally or in writing as the Ombudsman thinks fit, representations which are relevant to the matter in question and the Ombudsman shall not, as a result of such an investigation, make any report or recommendation which may adversely affect any person without his having had an opportunity to make representation”. The Ombudsman’s intervention is viewed as interference thereby producing unnecessary delays or non- responses from a high percentage of Public Officers. The authority to proceed to own motion investigations needs to be clearly stated in law.

1.5 **Summary of Critical Issues** With the absence of an Ombudsman since 10th November 2014 to date, the investigative team have worked tirelessly to assist clients with their grievances and also, continue to engage on follow-up for existing matters. However, it has become noticeable that with the absence of an Ombudsman there appear to be a lack of responses on complainant’s queries from Department Heads.

1.6 **Strategic Objective and Priorities**

Improved public awareness of the Ombudsman’s functions and in this quest to improve public satisfaction with the services offered by Government.

- Expansion of Accessibility to Beyond St. John’s
The department continues to seek to provide accessibility of services to the client in rural areas in order to accomplish its goal of sensitizing both officials of Government and prospective clients of the functions of the Office of the Ombudsman.
- Improving the Ombudsman’s Website. This has been a source of much concern as to date, the office does not have ownership of its own site and consequently has been unable to keep it updated.

Strengthening support for Ombudsman Work

The office will concentrate on convening and facilitating meetings and seminars with Permanent Secretaries and Heads of Department as well as addressing the Cabinet. Visits to key stakeholders who regularly interface with the public will continue to form part of the process of improving the Public face of the Ombudsman, the staff and the work being done by the office. Meetings with entities such as the Defence and Police Forces, and the Prison Staff will be included in our outreach programmes. We will continue outreach to NGO's in order to highlight the work of the Office of the Ombudsman.

Recruitment of Legal Officer

The Organizational structure of the Office of the Ombudsman makes provision for a legal Officer to be on staff. However, for the past three years we have had to forego such because of budgetary constraints. While the need for a full time legal officer has become very apparent, no provision was made in the 2015 estimates to meet this obligation.

It is noted that research for legal precedents in a variety of cases has strengthened the quality of service delivery. However, this activity has had to be carried out by Sundry officers in conjunction with their normal duties. Consequently, the officers attached to this office have found that the activity is extremely time consuming and reduces the time required to devote to other areas of investigation.

The Office has had to rely on its own interpretation of certain legal matters or lean on the assistance provided by private attorneys in a variety of complaints.

Independent Budgeting for the Ombudsman's Office

The Ombudsman Act makes provision for funding of the work of the Ombudsman. Certain types of investigations, attendance at critical regional and international meetings, short term employment of personnel to enhance some types of investigations, procurement of certain types of equipment are often hampered as there is no stand alone Budget or ear marked funds for the work. Government may wish to consider the need to allow for the independent operation of the Office of the Ombudsman as was intended both in the Constitution and in the Ombudsman Act. This will enable the development of genuine networking and provide the type of exposure, which can only redound to the benefit of the officers in the efficient, effective execution of the work and to the citizenry that uses the service.

Public Sector Transformation

Review of certain legislation and policies which impact on effective governance in the Public Service in an immediate imperative.

The Ombudsman has received a range of complaints, which expose the ineffectiveness of the current structure of the Public Service. While we have attempted to assist in clarifying many of the issues, the Public Service will continue to be faced with myriad problems that need to be addressed by reduction or elimination of the two-tiered system, which fosters inconsistencies that are anathema to good governance.

7 Annual Objectives and Key Results Indicators

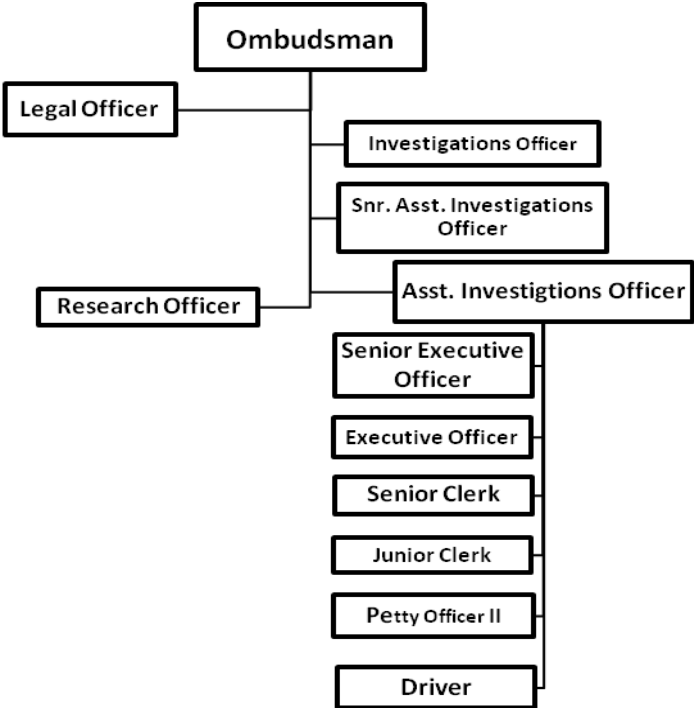
Programme: General Public Services

Annual Objective 2016	Expected Result	Performance Indicator
<p>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.</p>	<p>Persons will know more about the services offered by the Office of the Ombudsman.</p> <p>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 2015 and will be conducted on a continual basis.</p>	<ul style="list-style-type: none"> - Increase in request for information. - More timely response to communication from public sector partners. - Conclusion of a higher percentage of cases referred.
<p>Development of a Research Unit by:-</p> <ul style="list-style-type: none"> • Creating a complaints database • Cataloguing of specific Laws/Practices which can impact Ombudsman's response to complaints • Identification of Public Sector Resources which can be tapped to expedite response to complaints. • Publication of relevant information to assist complainants in procedural issues 	<p>The measures will provide storage without using unnecessary physical space, monitor the organization while keeping track of information.</p> <p>Office of the Ombudsman will collaborate with relevant agencies that can assist with complaints resolution.</p> <p>Clients will be able to access information for their guidance on issues surrounding the areas of complaints.</p>	<p>Information can be accessed in real time.</p> <p>Improved response time in handling complaints.</p> <p>Lead public sector entities for referral and collaboration have been identified.</p> <p>Easy identification of relevant Laws/regulations with existing Amendments</p> <p>More timely production of Annual Reports and Newsletters.</p>

<ul style="list-style-type: none"> • <u>Personnel</u> Continuous training for staff. 	<p>We will have in house a set of trained personnel to effectively and efficiently carry out the functions of the Office of the Ombudsman.</p>	<p>Up-to-date Website</p> <p>Demonstrable competencies in handling complaints; Competencies in identifying systemic issues. Improved competencies in Report writing.</p>
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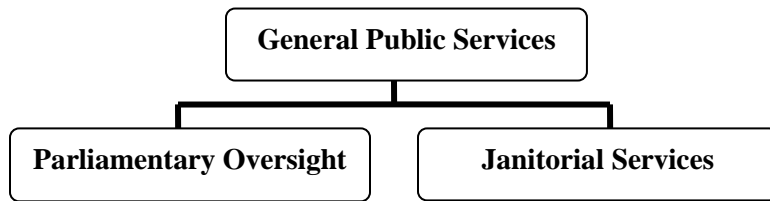
1.8 Organisational Structure

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



1.9 Activity Structure

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



ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
60	Office of the Ombudsman			
6001	Office of the Ombudsman	-	462,385	20,000
	TOTAL FOR OFFICE OF THE OMBUDSMAN	-	462,385	20,000

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Office of the Ombudsman	401,875	44,460	-	16,050	20,000	-	482,385
Office of the Ombudsman	401,875	44,460	-	16,050	20,000	-	482,385
390 - General Public Services	401,875	44,460	-	16,050	20,000	-	482,385

BUSINESS PLAN FOR THE YEAR 2016

AS SUBMITTED BY GOVERNMENT MINISTRIES

*Ministry of Tourism,
Economic Development,
Investment and Energy*

*Budget Plan
For the FY 2016*

The Ministry of Tourism, Economic Development, Investment & Energy is headed by the Hon. Asot Michael. The Permanent Secretary within the Ministry is Mrs. Paula Frederick-Hunte. The Ministry is made up of the following portfolios and statutory bodies:

- Ministry Headquarters
- Tourism
- Investment
- Economic Development & National Economic & Social Council.
- 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, Antigua and Barbuda National Parks Authority & Heritage Sites
- Citizenship by Investment Unit
- Antigua & Barbuda Investment Authority
- Energy
- Petro Caribe
- PDV Caribe Antigua and Barbuda Ltd
- West Indies Oil Company
- Antigua and Barbuda National Energy Council (ABNEC).

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's 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, thus, 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 have 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 environmental 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 unsustainable 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 maintaining and advancing Antigua and Barbuda's competitive edge. Global competition is rife and resources are scarce. Therefore the ministry will embarked upon a more scientific, strategic, and targeted approach which 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 on-going 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 years 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 detailed study of the documents it was ascertained that much of the issues and gaps that were previously identified, currently exist.

Furthermore, upon closer examination of the various recommendations, it was revealed 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 lacked 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 easy to 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 designed 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 Barbudan tourism product is inextricably 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 cruise 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. There has been cautioning about the need for urgent refreshment of the Antiguan and Barbudan 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 filling 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 longstanding 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, developed and empowered, by ensuring that it is equipped with the tools, knowledge and skills it required 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 relation 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.

Hotels in Antigua and Barbuda typically do not have standard operating procedures, therefore, the combination of a lack of rigorous training and relevant management structures, usually result 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 and 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.

In spite of 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.

ANTIGUA & BARBUDA TOURISM AUTHORITY

The ABTA has not had an increase in its existing operating budget of XCD 1.2 Million for fiscal year 2016. This represents a monthly subvention of XCD 100,000. Due to a strong fiscal management this budget has been maintained and not increased for the past seven (7) years since its inception. In fact it has declined from its original monthly allocation of XCD 120,000. The subvention is used to cover general operating expenses, which include, salaries, board fees, remittances to statutory bodies, utilities, telecommunications, travel, consultancy services and rent.

Despite of the above the Antigua and Barbuda Tourism Authority has been able to manage its operating spend through prudent and results based management. The Authority is cognizant of the fact that the inability to receive the full allocation is usually the result of cash flow constraints from the Treasury. However, as cash flow increases the Authority will be looking to receive its full allotment. This allotment will further position the authority to launch even a more aggressive marketing programme.

To this end, the authority has requested a further XCD5 million to promote all sectors of the tourism product.

These funds will be utilize more particularly in major destinations, it will cover specific activities such as Tour Operators, Airline Service agreements, TV, Advertising in both traditional and online media.

THE ANTIGUA AND BARBUDA INVESTMENT AUTHORITY

The Antigua & 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, Economic Development, Investment and Energy the ABIA operates as an autonomous statutory corporation with current functional service directorates including Investment Facilitation, Enterprise Development, Economic Development and Administration. The ABIA has a current staff compliment of ten (10) supporting its functional service directorates.

During the year 2016, the ABIA proposes to focus on a number of priority objectives, which includes the following;

1. Review of incentives and concessions regime.
2. Enhance monitoring of projects receiving concessions, to include more frequent site visits and follow up to assess ongoing and completed projects.
3. Development of a national investor guide (iguide)
4. Delivery of business development training through entrepreneurship courses.
5. Re-launch of summer Youth Entrepreneurship Education in collaboration with a select number of SME'S and other private sector stakeholders targeting high school students.

6. Identification of three (3) World Bank Doing Business metrics for improvement and develop proposals for consultancies and implementation. (Business registration; paying taxes; registering property)
7. Preparation of sector opportunity briefs in sectors that are considered to be potential drivers of national economic growth.
8. Identification of focal points within Ministries to function as liaison business development officers assisting the ABIA in the selection of investments and business development opportunities to maximize returns on public sector assets.

In order to fund the above priority areas a strong case will be made to the Cabinet to consider and increase the subsidy, this increase is anticipated to pay significant dividends.

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 Antigua and Barbuda.

CORE VALUES & ASPIRATIONS

- 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 and Barbudan 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 & ASPIRATIONS

- Pristine beaches and waters.
- Economically viable.
- Value for money.
- 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.

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 Antiguan 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.

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 MITIGATION

- 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	TIME LINE	LEAD AGENCY
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 the Ministry of Tourism Headquarters	S/M	MOT
Maintenance of the Image of a Safe Secure Environment	S/M	RPFAB/MOT/ABDF
Establishment of Results Based Linkages	S/M	MOT,MOA, OTHER
Community Based Tourism Development	M	MOT, STAKEHOLDERS

Investment	S/M/L	ABIA
Air Access	S/M/L	ABAA, MOT,
Cruise Tourism facilities upgrade (comprehensive Policy)	S/M/L	MOT, Cruise Association, SJDC, Pier Group
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	M	MOT, Legal Affairs, Finance
Professionalized tour operators/Taxi services ect.	L	MOT, Tran'p Boa'd, service providers.
Re-Viewed and Updated ABHTI curriculum to meet current & future industry demands	M/L	MOT, ABHTI, Stakeholders.
Aggressive & Purposeful product development	M/L	MOT, N. Park,
Strong Monitoring & Evaluation	S/M/L	MOT

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.
- Upgrading (staff competencies) of the Statistical Unit
- 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 Cruise Tourism Policy.

- A modern & pro-active ABHTI geared to meet the human resource needs of the Tourism Industry.
- Mechanisms to facilitate cross cutting issues.

SITUATION 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 2016- 2019

Priorities	Mandate	Indicators
Priority 1: Marketing & Product Development of the Antigua & Barbuda tourism product	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.	Outcomes: <ol style="list-style-type: none"> 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.
Priority 2: implement strategy & develop the ITES/BPO sector	Establish at least 150 chairs in 2016	Outcomes: at least two new investments in ITES/BPO to be operational in 2016
Priority 3: the promotion and implementation of the use of re-newable energy and energy efficiency.	To promote the use of re-newable and Energy Efficiency within Antigua and Barbuda. To achieve a 3% increase in the use of RE/EE in 2016 (20,20,20)	Outcomes: <ol style="list-style-type: none"> 1. Install RE/EE equipment in a number of government schools and buildings. 2. Reduction in the use of HF in the generation of energy.

Priorities and strategies 2016-2019

Priorities	Mandate	Outcomes
Priority 4: Create a one – stop –shop window (hassle free) business registration in Antigua & Barbuda	Implementation of the one- stop-shop hassle free project	Outcomes: Creation of the one-stop- shop and the reduction in the time it takes to set- up a business.

Priorities	Mandate	Outcomes
Priority 5 Building capacity & re-organization of the Ministry of Tourism, Economic Development, Energy & Investment	Create new functional units within the Ministry & Train re-train & hire new staff with a view of creating an organization that is responsive efficient and effective.	Outputs: clearly defined units staffed with the right skill sets to more effectively full fill the mandate of the Ministry. Outcomes: An organization organized and staff to meet and full fill its mandate.
Priority # 6: Re-Brand and Re-vitalize the yachting industry	To expand the yachting industry and make Antigua the preferred port of choice for yatties.	Outcomes: A revitalized and better developed yachting industry and a closer working relationship with stakeholders.

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
80	Tourism, Economic Development, Investment and Energy			
8001	Tourism Headquarters	-	16,722,261	9,489,294
8003	Antigua Tourist Office	14,500	3,752,218	141,840
8004	Overseas Tourism Offices	-	4,871,520	-
8009	Beach, Safety and Protection Unit	-	2,024,263	-
TOTAL FOR TOURISM, ECONOMIC DEVELOPMENT, INVESTMENT AND ENERGY		14,500	27,370,262	9,631,134

ANTIGUA ESTIMATES - 2016
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	6,901,478	9,170,264	-	11,298,520	1,674,993	7,956,141	37,001,396
Tourism Headquarters	2,327,722	7,972,539	-	6,422,000	1,674,993	7,814,301	26,211,555
500 - Tourism	2,327,722	7,972,539	-	6,422,000	1,674,993	7,814,301	26,211,555
Antigua Tourist Office	2,846,996	905,222	-	-	-	141,840	3,894,058
255 - Public Buildings and Heritage Sites	-	-	-	-	-	141,840	141,840
500 - Tourism	2,846,996	905,222	-	-	-	-	3,752,218
Overseas Tourism Offices	-	-	-	4,871,520	-	-	4,871,520
500 - Tourism	-	-	-	4,871,520	-	-	4,871,520
Beach, Safety and Protection Unit	1,726,760	292,503	-	5,000	-	-	2,024,263
390 - General Public Services	1,726,760	292,503	-	5,000	-	-	2,024,263

BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES

***Ministry of Trade,
Commerce & Industry,
Sports, Culture &
National Festivals and
Community Services***

*Budget Plan
For the FY 2016*

BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Trade, Commerce and Industry

Budget Plan
For the FY 2016

Ministry of *Trade, Commerce, Industry,*
Sports, Culture and National Festivals
Strategic Work Plan 2016

Motto: Creating a Culture of Excellence

Departments: Trade, Commerce, Industry

Prices and Consumer Affairs Division

Statistics Division

NAO & EPA Implementation

Bureau of Standards

Coalition of Services (Not strictly a Government department, but the two officers are paid by Central Government.)

Vision: Brand/make Antigua and Barbuda as the place of choice for business.

Mission: To create value for our clients which result in economic growth for all.

Values: Professionalism, loyalty, collaboration, integrity, creativity, quality, leadership

Strategies: Facilitate investments, particularly local investments
Support entrepreneurship, creativity and skill development
Improve responsiveness and competitiveness of the business environment through training and creation of the appropriate legal and institutional framework and technical competence.

Objectives: To situate small and micro businesses at the core of our economic development.

- Create a facilitative environment in which small and micro enterprises can thrive over time.
- Implement appropriate standards to support the competitiveness of enterprises and improve product and service quality.
- Formulate and implement appropriate policies, legislative and regulatory instruments to enhance trade, commerce and industry.
- Develop institutional framework to support and enhance entrepreneurship and skill development.

Outcomes:

- Efficient service to the various publics
- The ability to provide relevant information on a timely basis
- Increased dynamism of small and micro-businesses
- More competitive, resilient and responsive businesses
- Centrality/enhanced contribution of small/micro businesses to the national economy

Priorities and Strategies 2016

Priorities	Strategies	Indicators
<p>Priority 1: Export Market Development (Competitiveness)</p>	<p>Establish a Business Incubator (Priorities 1 and 2)</p> <p>Wise use of financing; discretionary use of incentives</p> <p>Gathering information on import and export profile</p> <p>Building awareness of opportunities generally and signed agreements in particular.</p> <p>Consultation and collaboration with local and regional stakeholders to identify niche areas for business establishment.</p> <p>Host Things Antiguan and Barbudan Trade Expo 2016</p> <p>Seek opportunities for</p>	<p>Output: Workshops on competitiveness</p> <p>Outcome: Increased use of standards of products and services offered by businesses</p> <p>Implementation and use of Quality Management Systems to streamline business processes and procedures</p> <p>Improved business practices</p> <p>More businesses accessing grant financing from within and outside of the region</p> <p>Increased business and the centrality of small businesses to the local economy.</p> <p>Media appearances and printed materials.</p>
<p>Priority 2: Innovation</p>	<p>Promote product invention and improvement of processes, particularly in the agro industry (value added)</p> <p>Offer technical skills and capacity-building to businesses</p>	<p>Workshops on product improvement</p> <p>Facilitation of contact between local and external enterprises.</p>

	Facilitate competitive export and import substitution (packaged as business opportunities)	Increased percentage of government goods and services procured from local businesses
Priority 3: Sensitisation	Promote public awareness: both businesses and the general public in respect of the business environment Build a Trade, Commerce and Industry website	Output: Arrange public awareness programmes for both print and electronic media Establish and maintain a trade website Media appearances and production of information pamphlet
	Consider an entrepreneurship-training module for students up to A-Levels.	Output: Development of entrepreneurship programme for students.
Priority 4: Institutional Arrangements	Review the legal framework and policies governing the micro and small business environment	Identification of policies and legislations that would need revision. Identification of new legislations and regulations that would need to be enacted.
Priority 5: CSME – Increase information flow about the CSME to the public in general and to secondary and college students in particular	Presentations to educational institutions	Output: Presentations to secondary schools and college level students on the status of CSME implementation Outcome: Increased awareness among students of the objective and status

		of the CSME Increased requests from educational institutions for presentations on CSME
Priority 6: To increase efficiency and cultivate a culture of ‘continuous improvement’ of personal capacity and process transformation with less resources	<p>Responsiveness of the Ministry to the needs of the private sector</p> <p>Continuous skills training of staff</p> <p>Evaluate and develop systems to address identified weakness in the systems’ processes</p>	<p>Outputs: organization of related training sessions and a trade policy committee</p> <p>Outcomes: Improved efficiency</p> <p>A functioning national trade policy committee (NTPC)</p>
Priority 8: Trade Facilitation	<p>Workshops/seminars, consultations</p> <p>Develop effective regulation for trade facilitation</p> <p>Review licensing regime</p>	<p>Output: seminars / consultations for brokers, etc to ventilate issues associated with trade facilitation ad remedies</p> <p>Outcomes: Increased awareness of border control procedures by clients (trade facilitation and customs compliance)</p> <p>Licensing programme for brokers</p> <p>Improved licensing process (explore and implement, if feasible, online licensing)</p> <p>Available and timely trade in services and goods data</p>

**BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES**

Sports

*Budget Plan
For the FY 2016*

Ministry Overview

Under the leadership of the Hon. Member of Parliament for the St. Pauls Constituency Mr E.P. Chet Greene as Minister of Trade, Industry, Commerce, **Sports**, Culture and National Festivals continued evaluation of the needs and services that are intricate to the development of sports nationwide have begun to manifest in tangible results. The Ministry of Sports will continue to grow and expand on the thrust of developing a culture of excellence by establishing greater synergies with key stakeholders and the wider populous. To achieve this, the Hon. Minister has seen it necessary to combine the IT, PR and Marketing personnel and related assets to form a new and centralized IT, PR & Marketing Department. This new department will be responsible for the dissemination of all information throughout the entire ministry with an initial focus geared towards the Ministry of Sports. It is through this new and all-embracing channel that the Sir Vivian Richards Stadium and its new and improved operation will continue to and increase its revenue generation annually.

The Sir Vivian Richards Stadium has been transformed into a viable engine of economic activity and continues to show great potential to do far more in relation to the much needed revenue generation. Through the expansion of the conference and banquet services and the hosting of cultural and social events, SVRS is slowly emerging as a possible business leader in event hosting and management services.

According to the People's Rescue Plan, entitled "Ready to Rebuild", pages 56-59, outlines the strategic priorities with respect to Sports and the development and restructuring of it in Antigua and Barbuda. It is those commitments that form the basis on which the Government's new policies were built. With the launch of the new rebuilding philosophy as a clear mandate, the first phase of the rebuilding process has been completed with the reintroduction of the Department of Community Sports and Games to replace indefinitely the "Institute of Sports". Under the leadership of its new Director, the community sports and games department will continue all of its activities to strengthen where necessary and stimulate where needed the standardized operation of clubs and leagues, community training programs for all athletes regardless of discipline and the continued upgrade and expansion of training facilities to meet international standards in conjunction with community groups and national associations. At the center of all that we do is the nation's human resource capital and their unknown and untapped potential. The Department of School Sports will continue all its programs and projects through its talent identification initiative and the organizing and execution of leagues for the introduction and further development of talent driven competitions amongst the nation's schools to include the tertiary education institutions. With the emergence of our talents in Track and Field, Tennis, Sailing and Swimming just to name a few, it is even more critical that the right type of tools, equipment and the execution of competitions be raised to that of international standards to better prepare our athletes for the ultimate objective, international medals in various disciplines .

The senior citizens health and fitness program and the Sports Medical Unit is still under evaluation and restructuring and with new operational objectives and guidelines, will be upgraded with training and equipment. With the on-going restructuring of those programs the following Departments have been configured to meet the objectives as set out in the administration's policy commitment:

1. Head Quarters
2. Department of School Sports
3. Department of Community Sports and Games
4. IT, Public Relations and Marketing

5. Sir Vivian Richards Stadium

Vision

- “Developing a Culture of Excellence” through coordinated activities that improve the quality of work produced with examples of best practices, maximise efficiency by creating synergies with industry partners in an effort to achieving all objectives set out in national/governments policy related to the Ministry of Trade, Industry, Commerce, Sports, Culture and National Festivals.

Mission

- *Developing a Culture of Excellence*

Summary of capability development strategy

The Ministry of Sports has through its partners and subdivisions possesses the institutional “know how” to chart a new dispensation and philosophy that enables a productive environment in an effort to drive and/or generate as much or even more economic activity as do Tourism. For this to be achieved agencies and departments continue to deliver results with little no technical, infrastructural and fiscal support required to produced to most ideal outcome. There is a need for a increase in staff, equipment and capital expenditure in order for the programs, policies and initiatives to deliver the desired output. There needs to be the hiring of additional coaches, events and maintenance personnel and the establishment of a temporary staff system to better meet the operational objectives of the entire ministry.

Priorities, strategies and indicators

After consulting all the ministries key stakeholders it has been determined that the Ministry of Sports and all its subdivisions will embrace the new direction as put forward by the Minister on behalf of the administration and will conduct all programs and projects with the following priorities at the forefront of this new development strategy

The priorities in order are:

1. Talent Identification
2. Restructuring/Expansion of Education and Training
3. Development of Human Resource Capital
4. Development and Expansion of Infrastructure
5. Development of Sports as an industry with linkages to other industries which span across all sectors
6. Develop and execute a comprehensive IT, PR & Marketing Strategy to raise the image and profile of the ministry to attract investment and economic activity for the upgrade of all programs and facilities and for the continued stimulation of job creation.,

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 2015-2016

Priorities	Strategies	Indicators
<p>Priority 1: Investment in equipment</p>	<ul style="list-style-type: none"> To procure equipment through government allocation and public-private partnerships 	<p>Outputs:</p> <ul style="list-style-type: none"> To partner with private sector organisations for a period of four years with a focus to provide capital to invest in purchasing sporting equipment. <p>Outcome:</p> <ul style="list-style-type: none"> adequate equipment for training and implementation of leagues and competitions
<p>Priority 2: Talent Identification</p>	<ul style="list-style-type: none"> To increase the number of talent identification programmes with the focus on primary schools 	<p>Outputs:</p> <ul style="list-style-type: none"> Island-wide Sports Caravan with a focus on football, cricket, volleyball, netball, basketball and track and field <p>Outcomes:</p> <ul style="list-style-type: none"> An increase in the number of gifted/talented athletes emerging across all sporting disciplines.
	<ul style="list-style-type: none"> To develop and execute a training programme for gifted/talented athletes across all disciplines 	<p>Outputs:</p> <ul style="list-style-type: none"> To incorporate the training programme in primary and secondary schools' curriculum with particular focus on primary school athletes. <p>Outcomes:</p> <ul style="list-style-type: none"> continuity with respect to training and development of athletes' skills and knowledge.

	<ul style="list-style-type: none"> • To reorganise and improve the planning and implementation of school competitions and leagues 	<p>Outputs:</p> <ul style="list-style-type: none"> • Execute annual training seminars with respect to league and competition planning, administration, implementation and evaluation. • To strengthen and develop partnerships with National Associations in providing access to match and league officials, education and training.
<p>Priority 3: Restructuring/Expansion of Education and Training with a view to develop Human Resource Capital</p>	<ul style="list-style-type: none"> • Improve skills of coaches/tutors/administrators by the creation of minimum standards for the administering of the training programme. 	<p>Outputs:</p> <ul style="list-style-type: none"> • Partner with the American University of Antigua, National Associations, and the National Olympic Committee to provide access to training and certification over a four year development plan. <p>Outcomes:</p> <ul style="list-style-type: none"> • By the end of 2015 all coaches working under the Government programme should be certified and trained in basic CPR, child protection and basic entry level international certification.

<p>Priority 3: Development and Expansion of Infrastructure</p>	<ul style="list-style-type: none"> • To invest in upgrading/refurbishing of the National Stadia through public-private partnerships. 	<p>Output:</p> <ul style="list-style-type: none"> • To train personnel charged with managing facilities in order to properly maintain the standards of the stadia <p>Outcome:</p> <ul style="list-style-type: none"> • To have the National Stadia internationally certified, over to next 5-10 years, to meet international standards of training and to host events.
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<p>Priority 4: Development of Sports as an industry with linkages to other industries which span across all sectors</p> <p>Priority 5: Develop and execute a comprehensive IT, PR & Marketing Strategy to raise the image and profile of the ministry to attract investment and economic activity for the upgrade of all programs and facilities and for the continued stimulation of job creation.</p>	<ul style="list-style-type: none"> • Expand the Sports Tourism thrust, through aggressive marketing-communication and investment. • Generate more “buy-in” by the general public and private sector investment through well coordinated IT, PR & Marketing strategies that showcase the ministry’s readiness to engage in development and business at a higher level. 	<p>Output:</p> <ul style="list-style-type: none"> • Partnerships with various stake-holders to improve the sports tourism product. <p>Outcome:</p> <ul style="list-style-type: none"> • To stimulate job creation at all industry touch points and heighten economic activity through increased regional and international sporting activity and events. • Increase of economic activity by 15% by end of 2015 <p>Output:</p> <ul style="list-style-type: none"> • Radio, TV and social media broadcasts, newspaper and billboards information distributions strategies design capture specific target audience. <p>Outcome:</p> <ul style="list-style-type: none"> • increase in support by general populous for the ministry’s programs with greater partnerships and investment by the private sector.
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ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
85	Trade, Commerce and Industry, Sports, Culture and National Festivals and Community Service			
8501	Trade and Economic Development	-	2,830,105	540,000
8502	Industry and Commerce	-	410,792	-
8503	Prices and Consumer Affairs	-	1,091,527	-
8504	Bureau of Standards	-	852,803	395,438
8505	Sports	-	8,801,695	-
8506	Department of Culture	-	8,025,953	165,000
8507	Statistics Division	-	1,087,210	51,352
TOTAL FOR TRADE, COMMERCE AND INDUSTRY, SPORTS, CULTURE AND NATIONAL FESTIVALS AND COMMUNITY SERVICE		-	23,100,085	1,151,790

ANTIGUA ESTIMATES - 2016
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	12,387,711	8,588,628	-	2,123,746	207,728	944,062	24,251,875
Trade and Economic Development	1,426,483	351,176	-	1,052,446	-	540,000	3,370,105
280 - Trade and Economic Development	995,196	302,356	-	1,052,446	-	540,000	2,889,998
390 - General Public Services	431,287	48,820	-	-	-	-	480,107
Industry and Commerce	357,192	3,600	-	50,000	-	-	410,792
280 - Trade and Economic Development	215,676	600	-	50,000	-	-	266,276
390 - General Public Services	141,516	3,000	-	-	-	-	144,516
Prices and Consumer Affairs	886,527	179,000	-	26,000	-	-	1,091,527
390 - General Public Services	886,527	179,000	-	26,000	-	-	1,091,527
Bureau of Standards	626,213	90,690	-	135,900	42,728	352,710	1,248,241
281 - Regulations and Standards	626,213	90,690	-	135,900	42,728	352,710	1,248,241
Sports	5,532,888	2,664,607	-	604,200	-	-	8,801,695
430 - Social Protection and Community Development	5,532,888	2,664,607	-	604,200	-	-	8,801,695
Department of Culture	2,846,948	4,923,805	-	255,200	165,000	-	8,190,953
390 - General Public Services	2,846,948	4,923,805	-	255,200	165,000	-	8,190,953

ANTIGUA ESTIMATES - 2016
MINISTRY SUMMARY BY DEPARTMENT, SUB-PROGRAMME AND CATEGORY

	Salaries & Wages	Goods & Services	Public Debt	Transfers	Minor Capital	Major Capital	Total
Statistics Division	711,460	375,750	-	-	-	51,352	1,138,562
390 - General Public Services	711,460	375,750	-	-	-	-	1,087,210
392 - Labour Affairs	-	-	-	-	-	51,352	51,352

BUSINESS PLAN FOR THE YEAR 2016
AS SUBMITTED BY GOVERNMENT MINISTRIES

*Information, Broadcasting
and
Telecommunications*

*Budget Plan
For the FY 2016*

Ministry Overview

The Ministry has four discreet divisions that focus on specific aspects of the Ministry's mandate. These include:-

- The Information Division that is responsible for planning, co-ordinating and directing the activities of the appointed Information Officers in each Ministry and for developing and maintaining the channels and platforms through which the Government communicates to its various publics.
- The Broadcasting Division is responsible for the management of ABS TV, ABS Radio and GIS. Its further responsibilities include the development of program content to educate, inform and entertain the public while at the same time act as a medium for the promotion of local culture.
- The Telecommunications Division is responsible for the regulation of the sector, promoting fair competition in the sector, encouraging the development of new and emerging telecommunication technologies, products and services, promulgating new legislation and the administration of control over the Telecommunications Regulatory Authority.
- The Information Communication Technology (ICT) Division is responsible for promoting the adoption and use of ICTs in the society, promulgating new legislation related to data protection, cybersecurity and electronic commerce, providing security, protection and management of the Government's IT assets and infrastructure, and for leading and implementing the eGovernment initiative.

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.

Mission

Information: To lead and direct the process of continually harnessing and providing relevant information (on demand and proactively) on the operations of the Government and to develop and manage the platforms and channels to accomplish same.

Broadcast: To become the New Standard for Media Broadcasting in Antigua & Barbuda.

Telecoms: To ensure that Antigua & Barbuda resumes its leadership in telecommunications in the region by leading and directing the process of adopting a new Telecommunications legislative and regulatory environment that will foster fair competition and continuous adoption of state of the art telecommunications products and services.

ICT: To lead and direct the process of transitioning the operations of government into a fully integrated enterprise wide eGovernment operation.

Service Performance Review and Critical Issues

Information

Service performance

Achievements

1. Due to other pressing Ministry priorities, there was very little development in this area until the end of the third quarter 2015. There is now a small team of three persons charged with the responsibility of coordinating the function of the Information Directorate at the Ministry

Issues

1. The only major issue of concern that has had an impact on this function has been the recent cyber-attack on the government's official website www.ab.gov.ag. Notwithstanding, and due to the quick action of the Ministry's Computer Security Incident Response Team (CSIRT) the site has already been cured and restored.

Organisational matters

Capability of the ministry/agency

Achievements

1. The team when fully staffed will include two Information Officers, a Research Officer and a Production Assistant. The team will have Co-ordinating responsibility over the output from other Information officers in each of the other respective Ministries

Issues

1. None

Summary of capability development strategy

This is a fairly straightforward requirement and the persons recruited were drawn from a number of media environments and experiences that readily lend themselves to the task at hand.

Priorities, strategies and indicators

The priorities in order are:

1. Develop the internal and external relationships necessary for the effective fulfilment of the function including those with Ministers, Permanent Secretaries, other Information officers, Ministry Technicians and the Mass Media.
2. Develop the platforms necessary for the purveyance of the information inclusive of rebranding and remodelling the official Government website, a regular Periodical, Use of the GIS Channel and establishment of a defined and sustained Social Media presence.

Priorities and strategies 2015-2016

Priorities	Strategies	Indicators
Priority 1 Develop the internal and external relationships necessary for the effective	Organize monthly coordinating meeting of Information Officers	Outcomes: Coherent stream of information on activities of ministries

fulfilment of the function		
Priority 2 Develop the platforms necessary for the purveyance of the information	Rebranding and relaunching of www.ab.gov.ag	Outcomes: Relaunched site
	Development of Social Media presence	Outcomes: Active use of Social Media to communicate with that segment of the population

Service Performance Review and Critical Issues

Broadcasting

Service performance

Achievements

1. *During the past year the National Broadcasting has undergone significant changes including the restructuring of four discrete units (ABS Radio, ABS TV, New Media & GIS) under a single Management Unit headed by a General Manager and supported by five functional Directors*
2. *The New ABS also experienced several personnel changes due to retirement and infusion of certain critical skills*
3. *Along with the new format for the presentation of its various news packages, ABS has also developed a launched a rage of new programs inclusive of , On Point, GMAB Teen, Keeping it Real, Keeping Score, Praise Break, TGIF The Happy Hour, Back in the Day.*

Issues

1. *The operations at ABS continued to be stymied by the current facilities from which it is operating, not only are the facilities limited in size but the structure has fallen into a terrible state of disrepair.*
2. *The age of the broadcast assets and the technology platforms are also a limiting factor and steps are presently being taken to renew and replace the core broadcast platform to enable full HD transmission in 2016*
3. *While the initial phase of the restructuring affected the TV side of the entity, the Radio medium still lags way behind in both program content and market presence. Significant restructuring will need to be undertaken to the Radio Unit in 2016.*

Organisational matters

Capability of the ministry/agency

Achievements

1. *The first phase of the restructuring went relatively well especially regarding the integration of the New Media Personnel into the new ABS management structure.*
2. *A significant cross fertilization of skills was also achieved especially with the optimization and use of key studio equipment and editing techniques.*

Issues

1. As in any change management process that was a degree of resistance to expressed to the cultural change that was being implemented, resulting in certain collective staff actions which were eventually diffused.

Summary of capability development strategy

There remains significant gaps in the HR Capacity at ABS especially in regard to the News and Current Affairs production as well as in the content and program development for ABS Radio. A significant allocation for training has been made in the 2016 estimates and this allotment will aid the improvement in the HR Capacity alongside what other skillsets may be required to be further imported into the organisation to meet the operational objectives

Priorities, strategies and indicators

The priorities in order are:

1. To change the Organisation’s culture to one that pursues excellence and adheres to quality standards of performance
2. To dramatically improve its audience appeal
3. To increase revenue streams to limit the strain on the treasury

Priorities and strategies 2015-2016

Priorities	Strategies	Indicators
Priority 1 To change the Organisation’s culture to one that pursues excellence and adheres to quality standards of performance	Provide better defined job roles for staff at all levels	Outputs: Job descriptions & performance objectives Outcomes: Increased productivity
	Improve the level of organisation discipline and hold staff accountable for the results	Output: Adhere to strict disciplinary procedures Outcomes:
Priority 2 To dramatically improve its audience appeal	Improve the quality of the broadcast production	Outcomes: Increased Audience Appeal
	Increase the quality and quantity of local programming	Outputs: New Program content Outcomes: Increased Audience Appeal
Priority 3 To increase revenue streams to limit the strain on the treasury	Optimise the revenue opportunities that come with the newly produced program content	Outputs: Increase Adv Contracts Outcomes: Increased Revenues
		Outputs: Outcomes:

Service Performance Review and Critical Issues

Telecommunications

Service performance

Achievements

- 1. During the past year the Telecommunications Division has been able to advance the position with the promulgation of the Telecommunications Bill 2015. Utilising the framework of a bill that was recommended by APUA in June of 2014, the Division invited feedback and responses from the other carriers and through a process of consultations with the various stakeholders and Solicitor General presented a new Bill before Cabinet and Parliament. It is anticipated that the bill have its second and third readings during the month of November 2015.*
- 2. Significant work was also done with respect to the allocation, and rationalization of our radio spectrum resource. In addition important reconciliation work is now being undertaken with the IRD to ensure that we are collecting all outstanding arrears for licence and spectrum fees for both telecoms companies, cable operators and broadcast radio stations.*

Issues

- 1. The matter of re-negotiating the GATE and HEART agreements with Digicel and LIME is still pending but is expected to be resolved before the end of FY 2015.*

Organisational matters

Capability of the ministry/agency

Achievements

- 1. The presentation of the Telecommunications Bill 2015.*

Issues

- 1. There has been some concerns expressed by the APUA Telecoms Division regarding the Bill and some time has been granted to allow for further consultation.*

Summary of capability development strategy

Beyond the enactment of the new Bill into law the Ministry will require a period of not less than six months to effectively establish the regulatory commission. We anticipate operational and institutional support from ECTEL and other regional and international bodies such as CTU, ITU & CTO.

Priorities, strategies and indicators

The priorities in order are:

- 1. To bring into being the Regulatory Commission within six months of the passage of the Telecoms bill into law.*
- 2. To navigate a pathway for the enablement and development of a Gigabit Fibre to Home (FTH) network for Antigua & Barbuda.*

Priorities and strategies 2015-2016

Priorities	Strategies	Indicators
Priority 1 To bring into being the Regulatory Commission within six months of the passage of the Telecoms bill into law.	Invite and obtain operational and institution support from regional and international bodies	Outputs: Procedures, regulations, templates
Priority 2 To navigate a pathway for the enablement and development of a Gigabit Fibre to Home (FTH) network for Antigua & Barbuda.	Assist in negotiating the funding to enable APUA to acquire the capability to install an island wide FTH Gigabit network	Outcomes: Capital funding for the project

Service Performance Review and Critical Issues

Information Communication Technology

Service performance

Achievements

- 1. The ICT Division of the Ministry has had tremendous successes for the past year starting with the acquisition the enterprise solution from Microsoft which roll out is still continuing throughout the entire central government operation.*
- 2. The ICT department has also taken on board, simultaneous projects to automate the Lands Registry, the Civil Registry, the Intellectual Property Office, The Transport Board, the Royal Police Force as well the National Library and digitization of the Treasury records.*

Issues

- 1. There are two major issues that continue to have a negative impact on the implementation of the various IT project roll out. Firstly the population of workstations were for the most part past obsolescence and the supporting IP network was a hodge podge of simple stand alone wireless and wifi connections.*

Organisational matters

Capability of the ministry/agency

Achievements

- 1. The structure of the IT organisation within the Ministry had to restructured to attain optimal effectiveness. Several elements of the CABI Team were fused into the regular IT team and then the CABI team was refocussed to train and retrain the Civil Service in the use of the O365 platform.*

Issues

- 1. None*

Summary of capability development strategy

Given the plan to integrate all of the respective functional IT systems on the CRM platform and then build out fir MIS and Business Intelligence functionality, there will be a requirement for us to develop further internal capacities to fulfil this objective. We intend to augment and fill this skills gap in FY 2016 and fund their costs from likely redundancies that will come about with the earlier restructuring of the IT and CABI teams.

Priorities, strategies and indicators

The priorities in order are:

1. Complete the roll out of the various IT projects at the Land Registry, ABIPCO, Civil Registry, National Library, Treasury and the ABTB.
2. Complete the rollout of the redesigned Government Wide Area Network (GWAN).
3. Complete the procurement and installation of the new population of workstations across all government networks
4. Undertake the design and costing of a fully equipped Digitization centre for consideration by end of January 2016.
5. Complete the evaluation and costing of an enterprise solution for the Royal Police Force of A&B for consideration by end of January 2016
6. Complete the testing and rollout of the Citizen's portal to be in a position to offer driver's licence renewal online by January 1st 2016.
7. Complete the costing and evaluation of the enhanced Data Centre facilities for consideration by January 31st 2016
8. In lieu of the implementation of the eGovernment network, develop and implement the national cyber security capacity

Priorities and strategies 2015-2016

Priorities	Strategies	Indicators
Priority 1 Develop the internal and external relationships necessary for the effective fulfilment of the function	Organize monthly coordinating meeting of Information Officers	Outcomes: Coherent stream of information on activities of ministries
Priority 2 Develop the platforms necessary for the purveyance of the information	Rebranding and relaunching of www.ab.gov.ag	Outcomes: Relaunched site
	Development of Social Media presence	Outcomes: Active use of Social Media to communicate with that segment of the population

ANTIGUA ESTIMATES - 2016
SUMMARY EXPENDITURE BY DEPARTMENT

CODE	DESCRIPTION	REVENUE	RECURRENT EXPENDITURE	CAPITAL EXPENDITURE
95 Information, Broadcasting, Telecommunications and Information Technology				
9501	Public Information and Broadcasting	800,000	8,347,481	-
9502	Information Technology	-	5,051,872	403,230
9503	Telecommunications Division	-	1,143,352	-
TOTAL FOR INFORMATION, BROADCASTING, TELECOMMUNICATIONS AND INFORMATION TECHNOLOGY		800,000	14,542,705	403,230

ANTIGUA ESTIMATES - 2016
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	8,368,536	5,752,176	-	421,993	403,230	-	14,945,935
Public Information and Broadcasting	6,496,341	1,799,540	-	51,600	-	-	8,347,481
410 - Telecommunication and Information Technology	6,496,341	1,799,540	-	51,600	-	-	8,347,481
Information Technology	1,363,512	3,673,360	-	15,000	403,230	-	5,455,102
410 - Telecommunication and Information Technology	1,363,512	3,673,360	-	15,000	403,230	-	5,455,102
Telecommunications Division	508,683	279,276	-	355,393	-	-	1,143,352
410 - Telecommunication and Information Technology	508,683	279,276	-	355,393	-	-	1,143,352



ANTIGUA
ESTIMATES
2016

STATUTORY
ORGANISATIONS'
BUSINESS PLANS



Antigua & Barbuda Development Bank

Business Plan
For 2016-2018

1. Statutory organization overview

Mandate and scope and nature of business

The Antigua and Barbuda Development Bank was established as a public sector corporate development finance institution with its own Board of Directors by the Antigua and Barbuda Development Bank Act No. 11 of 1971. The Act was amended by the Antigua and Barbuda Development Bank (Amendment) Act No. 6 of 1980. The Bank commenced operations on July 1, 1974.

The Basic purpose of the Bank is to provide funding for real investment by the private sector of Antigua and Barbuda, thereby expanding the Nation's productive capacity and assisting in furthering its growth and development. The Bank is also mandated by its Act to foster the development of the Nation's money and capital markets.

The Banks specific scope of services encompasses assisting persons in establishing, carrying on or expanding development enterprises primarily in real sectors of the economy. This translates into providing funding through lending instruments to assist persons in establishing, carrying on or expanding business enterprises. The Bank's scope of services also includes lending money on mortgage to persons normally resident in Antigua and Barbuda for acquiring homes and assisting persons in pursuing courses of education.

Vision

To be an efficient and major provider of financial services as well as a safe and sound opportunity for investment for persons of Antigua and Barbuda.

Mission

To be a financially viable institution; providing quality financial services to persons of Antigua and Barbuda to improve their individual and collective prosperity, and to facilitate the development of the state of Antigua and Barbuda.

2. Environment the organization is operating in

In the Eastern Caribbean Central Bank's (ECCB) 2013/2014 annual report, under the Review of performance segment, it is mentioned that the ECCU countries continue to grapple with low economic growth in the region and globally, which according to the ECCB has had a major negative impact on unemployment and the financial sector. The environment of low economic growth, in which the Bank operates, has created the ongoing struggle of limited access to financing and a high demand for micro business loans as customers explore self-employment solutions. The high unemployment rate also contributes to the high incidence of debt delinquency and requests for loan refinancing and restructuring.

3. Service performance review and critical issues

3.1 Achievements

The Bank, following a decision made by its board of Directors, ceased facilitating the operation of the Twin Island Ferry Services, the Antigua Black Pineapple, and the Densepium Cotton projects. These projects which were financed, run and operated by the Bank put a tremendous strain on the Bank's liquidity with no return being realized. The operation of the projects by the Bank also represented a diversion from the Bank's core business of development financing as mandated in the Bank's Act. The Bank operated as a Ferry and Farming company instead of a lending institution. The Bank is now able to focus on providing financing assistance to small entrepreneurs, farmers, fishermen, low/middle income homeowners and persons pursuing higher education, as is the Bank's core function.

During 2014, the Bank took steps toward meeting all of the requirements of the AML/CFT laws and regulations. An AML/CFT Manual was created by the Bank's Compliance Officer and approved by the Board of Directors. A training workshop was conducted for the Bank's staff, Board of Directors and Senior Management. The Board also experienced its first ONDCP Examination which concluded that the Bank was mostly compliant in the specific areas that were under review. In 2015, an AML/CFT Risk Assessment was submitted to the Board and received their approval. The risk-based approach is now in the process of being incorporated into the existing processes and procedures to ensure that the Bank's limited resources are utilized based on the level of risk.

The Bank's Board of Directors made the decision in July of 2015 to reduce the Bank's deposit interest rates from the existing rates of 5.25% to 6.5% on over \$13 million in deposit

balances, to 3%. The high interest rates on the balances were a major burden on the Bank's very limited resources. While the Bank endeavored to make all of the interest payments, this was not sustainable. The reduced rates become effective upon the maturity of the deposit balances. The Bank should experience the effects of the rate change in 2017.

Efforts have been made to bring the Bank's Audited financial statements up to date in the current period. There were a number of issues in the past, such as the financial accounting and reporting treatment of the projects in the Bank's financial statements and the method applied for loan provisioning which delayed the completion of these Annual Reports. These matters have now been addressed to the satisfaction of the Bank's auditors in 2014-2015. The Bank expects to receive the auditor's report for all three outstanding years 2012- 2014 soonest.

3.2 Issues

One of the Banks major issues is the lack of available funds for lending which is the Bank's main purpose. The lack of funds is due to the Bank's current liquidity position which has deteriorated to a state which requires bailout or bankruptcy. Debt financing, unless very carefully structured and managed would not be prudent and has not been attainable to date. The Bank has done the following to assist with its current position of insolvency:

- Approached the Caribbean Development Bank for Debt Financing
- Approached the government of Antigua & Barbuda for Grant Funding
- Approached the Medical Benefits Board for debt restructuring
- Accelerated the Bank's Collection efforts by empowering a new Recoveries & Collections Manager

While the Bank has received some government assistance and has had brief success with collections, our efforts are ongoing as the Bank's liquidity is continually challenged.

The issue of financing is somewhat outside of the Bank's control as it pertains to the effects of historical negligence/incompetence and mismanagement of the Bank. The current status of the Bank's liquidity is due to the following:

- High cost of funds used for operations and other non- growth activities
- High/unsustainable operating expenses when compared with revenue and cash inflows
- Declining revenue/ cash inflows
- Unusually high delinquency ratios
- The use of loan principal repayments to cover operating expenses
- The use of short-term liabilities to fund long-term assets

The bank's inability to obtain financing to meet the credit needs of customers is the other critical issue. The Bank is in desperate need of recapitalization. As a statutory body, the Government of Antigua and Barbuda is the only shareholder of the Bank. Capital injections would have to come from the government.

Given the Bank's current financial status, obtaining debt financing is difficult due to a lack of credit worthiness. Prudent lenders would have concerns about the Bank's ability to repay, once the financial information is reviewed. Only Investors who are willing to assume the risk of the Bank's on-lending would show any interest in funneling funds through the Bank. If a lender were to make an investment in the Bank, it would be one interested in assisting the Bank to fulfill its mandate of development and not the type of investor interested only in profits. This makes the pool of available probable financiers quite small. Approachable lenders would be other governmental and non-governmental non-profit funding agencies. The Bank continues to investigate potential funding sources.

4. Organizational matters affecting the capability of the organization

4.1 Governance

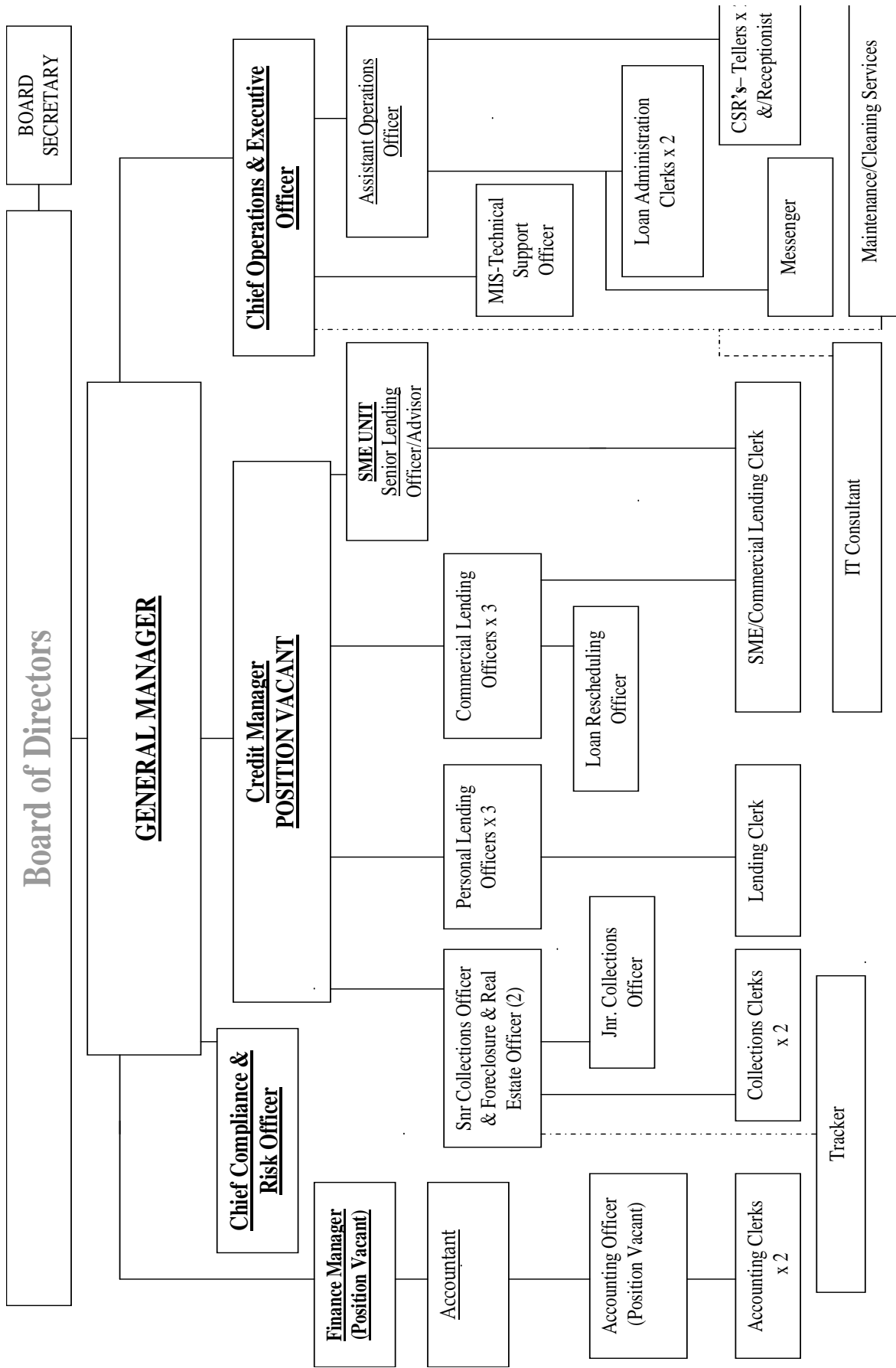
The Bank is governed by its Board of Directors. The following is a list of the Board positions with their respective remuneration.

Board of Director Positions	Monthly Remuneration
Chairman of the Board	Not applicable
Deputy Chairman of the Board	\$1,500.00
Board Secretary	\$1,200.00
Regular Members	\$1,000.00

4.2 Structure and staffing

Please see below for the number of staff positions applicable to the Bank; along with the name of the respective positions and the annual salary attached. Also included below is a structural diagram of the organisation (Organisational Chart).

<i>Number of Positions</i>	<i>Name of Position</i>	<i>Annual Salary Range</i>
<i>1</i>	<i>Technical Support Officer</i>	<i>48,210.40 - 61,984.80</i>
<i>1</i>	<i>Snr. Accounting Clerk</i>	<i>35,645.40 - 40,737.60</i>
<i>2</i>	<i>Jnr. Accounting Clerk</i>	<i>30,553.20 - 35,645.40</i>
<i>1</i>	<i>Lending Officer/ Financial Analysts</i>	<i>57,287.25 - 63,652.50</i>
<i>3</i>	<i>Lending Officer</i>	<i>41,323.20 - 61,984.80</i>
<i>2</i>	<i>Lending Clerk</i>	<i>32,373.66 - 38,573.42</i>
<i>1</i>	<i>Jnr. Collection Officer</i>	<i>35,823.63 - 49,177.92</i>
<i>1</i>	<i>Snr Collections Clerk</i>	<i>38,573.42 - 46,835.51</i>
<i>1</i>	<i>Jnr. Collections Clerk</i>	<i>32,373.66 - 38,573.42</i>
<i>1</i>	<i>Loan Administration Clerk</i>	<i>38,573.42 - 46,835.51</i>
<i>1</i>	<i>Chief Cashier</i>	<i>30,298.59- 31,673.48</i>
<i>1</i>	<i>Cashier</i>	<i>26,173.91 - 30,298.59</i>
<i>1</i>	<i>Receptionist</i>	<i>26,173.91 - 31,673.48</i>
<i>1</i>	<i>Messenger/Cleaner</i>	<i>20,661.60 - 26,173.91</i>
<i>4</i>	<i>Supervisors</i>	<i>53,472.00 - 78,696.00</i>
<i>4</i>	<i>Management (including the Executive Chairman)</i>	<i>78,696.00 - 144,000.00</i>



4.3 Achievements

Plans have been made and the preliminary stages already partially completed to upgrade the bank's computer information system, hardware and software. This will improve the work quality of the bank's staff and help safeguard the bank's critical customer information and other information required to be retained by law and industry standards. Most of the upgrades were last done during the year 2003. Upgrading the system is now non-optional, given that the delay to upgrade was the cause of system break-downs experienced by the Bank during 2014. The upgrade to the software is paramount to the continuity of the Bank.

The Bank upgraded its CCTV Surveillance security system to include replacing an obsolete non-functioning VHS/VCR recorder with a digital recorder, replacing cameras which monitored activity in black and white to colour display cameras and replacing the single outdoor camera with outdoor night vision cameras. Besides the long overdue upgrades the Bank also increased the number of operative security cameras. The new system includes colour monitors for surveillance viewing by the security personnel. This upgrade has created a safer working environment for staff and also increased safety for the bank's customers.

4.4 Issues

The Bank's issues as it pertains to maintaining financial health concern its high delinquency ratio. The Bank's delinquency ratio averages about 54%. Although the state of the economy in previous years may have contributed to the high rate, the economy is now being positioned for success. The high rate could suggest that there are circumstances other than and separate from economic trends which may be affecting the performance of customer loans. The Board has not ruled out that a systemic problem may exist in the Bank's loan offering procedures. Particulars, such as the effectiveness of the current debt service ratio required and the use of net versus gross salary, for internal loan review applications might be considered.

The Bank has been unable to hire a much needed Credit Risk Manager due to the current cash flow constraints. The Bank also remains without a General Manager to help chart the course of the Bank's future. The General Manager Position is not one that the Board felt comfortable approaching with haste, given the need to be cautious with filling a position with inherent fiduciary responsibility.

The Bank's elevator remains out of service, due to the high cost of maintenance, which presents an inconvenience for some of the Bank's customers.

4.5 Summary of capability development strategy

Due to the reduction in the number of loan applications that the Bank is able to process and accept as a result of the lack of available funds; it is intended that lending officers will be given training opportunities during the period where lending activity may be less than is usual. Lending Officers will be encouraged to research training and present proposals for approval. The decision to strengthen the credit risk skills of the lending officers should help to compensate for the absence of a credit risk manager and would be more financially viable. The training will equip the lending staff with the sharpened skills needed to improve operations as it pertains to credit risk, once funding is obtained and lending picks up.

The Board of directors intends to obtain at a minimum at least three million dollars in financing over the next two years. An official request will be made to the Bank's shareholders, the Government of Antigua and Barbuda, concerning the recapitalization of the Bank. The request will be delivered once the Bank has furnished the ministry of Finance with up to date audited Financial Statements. The Board will also instruct management to persist with vigorously pursuing other sources of financing for the purpose of continuing the development mandate of the Bank.

The Board also intends to establish a documented loan pricing policy. The particulars of the policy should be versatile enough to accommodate multiple characteristics and requirements of various funding sources. The cost of funds, where applicable to a funding source, should be the major determinant of price, and serve as the base aspect to which other elements are added to determine the final rate. The pricing policy should be consistent with the Bank's lending policies while cognizant of the Bank's overhead and administrative costs. The pricing policy will also be used as a tool for achieving and maintaining the desired proportions of loan types accommodated by the Bank. There should also be an adjustable element where the individual risk profile of the customer can create within a limit, an upward adjustment of the rate offered. It would be expected that the policy would be reviewed and updated simultaneously with the Bank's annual Budget.

The Board of Directors will continue to monitor and focus on the Bank's adherence to, and effectiveness of, the established credit policy. The Board will require that a full review be done of new loans granted during 2014 to establish if and to what degree the Bank's credit policy is being followed. The review report should also present an evaluation of the effectiveness of the credit policy by means of an examination of the status of the performance of new loans. This review will also prepare the Bank for similar anticipated reviews by bodies approached by ABDB for financing. The Bank's credit committee, where necessary and upon assessment of the status of the new loans granted will make adjustments where required to update the credit policy and

procedures for the protection of the Bank's limited resources. The collections department of the Bank will continue to be the main focus of the efforts and deliberation of the Board as a source of much needed financing and as a recovery mechanism for the Bank's current financial status.

5. Priorities, strategies and indicators

5.1 Priority objectives and strategies

The priority objectives in order are:

1. Initiate the phase-out of mortgages on moveable property.
2. Increase the short-term micro loan portfolio.
3. Increase business segment lending

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

Priorities and strategies 2016-2018

Priority objectives	Strategies	Indicators
Priority 1 Initiate the phase-out of mortgages on moveable property	<p>Change lending policy to establish the following:</p> <p>Maximum term allowable set at fifteen years.</p> <p>Collateral requirement to include land.</p> <p>Encourage a savings component of the loan for repairs after seven years.</p>	<p>Outputs: Administrative costs of changing the policy</p> <p>Outcomes: Better security for the Bank and better return on investment for customers.</p>
Priority 2 Increase the short-term micro loan portfolio	<p>Where possible and within reason; give priority to micro short-term loan applications. Assign a lending officer to deal specifically with segment.</p>	<p>Outputs: Administrative Costs related to reassigning lending officer.</p> <p>Outcomes:</p> <p>Diversify lending to reduce risk and improve profitability.</p> <p>Assist a larger quantity of customers for possible greater impact.</p>

	Source financing specifically for small short-term lending. Consider short-term debt financing	<p>Outputs: Administrative cost of research and applications.</p> <p>Outcomes:</p> <p>Improved liquidity.</p> <p>Increased access to financing by opening up short-term options by matching short-term liabilities with short-term assets.</p>
Priority 3 Increase the business segment lending	Source financing for specific business sectors.	<p>Outputs:</p> <p>Administrative costs for research and applications.</p> <p>Outcomes:</p> <p>Assist in the growth of the economy.</p>
	Investigate available funding for business financing for renewable energy projects	<p>Outputs:</p> <p>Outcomes:</p>

5.2 Performance measurement

The performance of the Bank will be measured by improvements to financial indicators.

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		2014actual	2015est.	2016est.	2017est.	2018est.
Quantity	Value of Loans disbursed	2.6M	1.3M	1.5M	1.5M	1.5M
Quality						
Efficiency						
Government funding, other funding (specify) Total	Development Grant Funding		1.3M	1.5M	1.5M	1.5M
Expected results: <i>[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]</i>						

6. Finances

6.1 Forecast financial statements and assumptions

Budget Summary- Statutory Corporations

Name: Antigua & Barbuda Development Bank

Revenue - by Major Categories

Category	Budget 2016	Approved 2017	Actuals 2014	Sensitivity Analysis	
				Budget 2016	Approved 2017
Interest Income	2,793,874.98	3,072,643.58	2,538,897.52	2,469,942.35	2,555,019.68
Administrative Fee Income	158,126.16	154,241.67	158,919.59	158,126.16	154,241.67
Other Income	80,000.00	80,000.00	173,107.80	80,000.00	80,000.00
TOTAL	3,032,001.14	3,306,885.25	2,870,924.91	2,708,068.51	2,789,261.35

Recurrent Expenditure - by Major Categories

Category	Budget 2016	Approved 2017	Actuals 2014	Budget 2016	Approved 2017
Interest Expense	1,586,672.04	1,260,051.03	1,693,056.50	1,586,672.04	1,260,051.03
Employment Expense	1,900,600.13	2,070,206.83	2,343,307.46	1,900,600.13	2,070,206.83
General Expense	888,807.48	888,807.48	985,395.74	888,807.48	888,807.48
Travel & Subsistence Expense	-	-	7,562.50	-	-
Legal, professional & Consultancy Fees	120,000.00	40,000.00	82,289.61	120,000.00	40,000.00
Director's Fees and Expenses	108,780.00	108,780.00	133,819.67	108,780.00	108,780.00
Advertising and Public Relations	1,092.50	1,092.50	12,704.70	1,092.50	1,092.50
Other Expenses	5,000.00	5,000.00	6,114,656.07	5,000.00	5,000.00
TOTAL	4,610,952.15	4,373,937.84	11,372,792.25	4,610,952.15	4,373,937.84

Capital Expenditure - by Major Categories

Category	Budget 2016	Approved 2017	Actuals 2014	Budget 2016	Approved 2017
Fixed Assets	242,233.93		107,578.63	242,233.93	
TOTAL					

Transfers/ Grants to Central Government

Category	Budget 2016	Approved 2017	Actuals 2014	Budget 2016	Approved 2017
TOTAL					

Transfers/ Grants from Central Government

Category	Budget 2016	Approved 2017	Actuals 2014	Budget 2016	Approved 2017
	10,000,000.00			1,500,000.00	1,500,000.00
TOTAL					

6.2 Arrears

Arrears as at *November 4, 2015*

Code (if relevant)	Description	Supplier	EC Amount not paid	Average 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	Certificate of Deposit Balances	The Medical Benefits Board of Control	\$13,183,208.00 \$73,377.81	278 35
Other (specify)				

6.3 Dividend for profit making organizations and other financial measures –(N/A)

6.4 Significant capital developments –(N/A)

6.5 Any proposed major financing transactions

The Bank has plans to formally approach the Caribbean Development Bank (CDB) for funding. There have been informal discussions held with the Bank's advisor at CDB concerning the possibility. From the informal discussions held, the Bank is of the view that a loan from the Caribbean Development Bank is a pursuable option. Any loan application to CDB would however require the support of the government via a government guarantee.

6.6 Government funding-(N/A)]

6.7 Additional information for Government financed organizations –(N/A)

6.8 Any other matters as are agreed by Minister(s) and the Board.-(N/A)

7. Risk management

Please see the major risk to the delivery of services and the maintenance of capability and the risk management strategies in the table below.

Risk	Risk management
The Bank is unable to obtain financing	Continue to focus on collections of non-performing balances. Ensure that lending is based on receipt of collections and keep disbursements to a minimum.

Antigua and Barbuda
Hospitality Training Institute

Budget Plan

For

2016

1. Statutory organisation overview

1.1 Mandate and scope and nature of business

The Antigua and Barbuda Hospitality Training Institute (ABHTI) was established as a legal entity under the laws of Antigua and Barbuda through **The Hospitality Training Institute Act, 2006**. The Act, enacted by the Parliament of Antigua and Barbuda, is cited as coming into force: No. 49 of 2007 on the 15th November, 2007. The statutory instrument was published in the Official Gazette Vol. XXVII No. 78 dated Thursday 8th November, 2007. It provides for the establishment of an educational and training institution to be known as the Hospitality Training Institute, with management and control of such institute and other matters connected thereto.

The oversight of the institute 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, Economic Development, Investment and Energy as well as the Ministry of Finance and Corporate Governance. Its mandate is to create and promote a highly skilled workforce capable of performing in all levels of the hospitality and tourism industry at international standards of excellence.

The institute, by law, is authorized to provide academic training and practical instruction for the promotion and encouragement of ethical and professional standards in the hospitality and tourism industry. Its current full-scale programmes are:

- (a) **Hospitality Management – an associate degree programme** aiming to provide students not only with the necessary skill background but to afford them the potential opportunity of embarking on a career at a supervisory or junior management level in the Hospitality Industry
- (b) **Reception and Sales – a recently revised one-year certificate programme** aiming to provide students with broad-based training in Front Office Operations capable of providing employment opportunities within the major hotels or the Tourism department at a junior or supervisory level
- (c) **Culinary Arts – an associate degree programme** aiming to provide the student with in depth practical and supervisory level training designed to enable the graduate to obtain culinary skills at the Sous Chef level
- (d) **Food and Beverage Operations - a one year certificate programme** aiming to provide the students with in depth training at the skills level in the Hospitality and

Catering Industry and further enable the graduate to seek employment in a variety of food service outlets

- (e) **Basic Cookery – a one year certificate programme** aiming to provide in depth knowledge and skill in cookery techniques to enable graduates to maintain or seek employment as short order cooks, assistant cooks and junior cooks in restaurant and hotels
- (f) **Resort Management – an associate degree programme** aiming to provide students with in depth practical and supervisory level training enabling the graduate to seek management level employment within the industry
- (g) **Administration in Hospitality Management – a professional certificate course** aimed at providing the student with in depth knowledge and skill in Hospitality Administration and entry-level Management

There are a number of short courses available, as well. These are run for as short as three (3) weeks, or for long as three (3) months, and vary according to demand from industry and aspiring hospitality professionals. Some of the popular aspects of hospitality and tourism covered are:

- (h) **Service Ambassador Programme – a short course** to create an awareness of Antigua's and Barbuda's history and an interest in the various sites and attractions available on the island
- (i) **Entertaining with Style – an introductory short course** designed to familiarize participants to the theory and practical experience in the Art of Entertaining in style during festive seasons. The course also includes dining room creative and exotic settings and blending local and exotic drinks from various herbs, fruits and vegetables
- (j) **Quality Customer Care – a short module** designed to sensitize participants of the crucial role that quality customer service plays in the success of businesses with much emphasis on the importance of delivering quality customer service consistently
- (k) **Cooking Techniques – a short course** teaching various styles and tricks which can be employed with preparing meals.
- (l) **Exceptional Hospitality Executive Provision (EHEP)** - a combination of short courses designed to meet the needs of participants who are desirous of gaining quality experience in a Rooms Division, Culinary and Food and Beverage Operations
- (m) **Bartending 101 – a tri-level program** in which one can ultimately earn a certificate in Bar Operations (3 credits) under the ABHTI curriculum where level one will introduce participants to various techniques in beverage

- (n) **Baking 101 – a short course** that covers a range of pies and pastries, yeast products, custards and fillings for pies and more
- (o) **Master Chef Grilling 101 – an introductory course** to a variety of foods cooked by the grill
- (p) **Caribbean Fusion** - This course teaches various styles and tricks which can be employed when preparing meals local dishes to international standards
- (q) **Essentials of Housekeeping Management - a short course** designed to respond to the rising demand from industry housekeepers who desire formal training and certification

1.2 Vision

- To be the premier Hospitality and Tourism Training Institute in the Organization of the Eastern Caribbean States (OECS) and wider Caribbean.

1.3 Mission

- To produce a quality workforce and professionals for the Hospitality and Tourism Industry.
- To produce training and education with a commitment to excellence and to equip persons to work in the Hospitality and Tourism Industry with a high degree of professionalism.

The Antigua and Barbuda Hospitality Training Institute strives to increase its revenue by increasing and diversifying education and training programmes, improving enrolment levels, catering, functions and food and beverage operations.

The Institute continues to form partnership with various key industry stakeholders, and improves promotions through the use of social media, engaging media outlets, and other related networks.

The Institute has fostered strong relations with its college and university partners to provide its students opportunities for advancement

1.4 Strategic Objectives

- To establish a strong financial structure
- To improve the organisational and operational capacity of the Institute
- To maintain professional and relevant learning environment for the students
- To forge lasting relationships with our various customers and stakeholders

2. Organisation's Environment

The Antigua and Barbuda Hospitality Training Institute (ABHTI), as a tertiary learning institution, operates locally in an environment with other learning institutions to include the Antigua State College (ASC); the Antigua and Barbuda International Institute of Technology (ABIIT); the Antigua and Barbuda Institute of Continuing Education (ABICE) and the American University of Antigua (AUA). Moreover, it functions as the gateway of professionalism to the Nation's main domestic revenue earner, tourism. Hence, it has linkages with other partners to include regional and international colleges and universities, hotels, restaurants, catering services, food and beverage service providers and educational institutes.

The Antigua and Barbuda Hospitality Training Institute (ABHTI) continues to improve and enhance current and future Hospitality Practitioners with a comprehensive approach for advancement. However, the Institute's capacity to continue to provide classroom lectures and practical experience to the growing population is likely to be affected by the demand for its space by the year 2016/2017, taking into account a current enrolment of approximately 300 students in part-time and full time programmes. Additionally, as the Institute seeks to become the leading premier hospitality learning institution within the region, there is a demand for a supporting full-service operation to facilitate real-time practical learning, a student dormitory to enhance appeal

to regional and international students and agencies, increased classroom space and upgraded equipment, furniture and tools.

3. Organisational structure, staffing and wage bill

3.1 Corporate Governance

Number of Positions	Name of Position	Annual Compensation
1	Chairperson	14,400
1	Deputy Chairperson	12,000
8	Directors	76,400
1	Secretary to the Board	9,600
	Annual Board Compensation	112,400

3.2 Staffing

Number of Positions	Name of Position	Annual Compensation
1	Executive Director	102,000.00
1	Deputy Director	87,000.00
1	Culinary Arts Tutor	96,000
1	Food and Beverage Tutor	96,000
1	Rooms Division Tutor	96,000
1	Human Resource Manager	64,200
1	Operations and Facilities Manager	54,000
1	Accounting Supervisor	54,000

2	Culinary Arts Instructor/Trainer	108,000
1	Food & Beverage Trainer	48,000
1	Rooms Division Trainer	48,000
2	Hospitality and Business Instructor	102,000
1	Registrar	48,000
1	Accounting Assistant	43,200
1	Bursar	42,000
1	Executive Administrative Assistant	36,000
1	Administrative Assistant	30,000
1	IT (Information Technology) Helpdesk Assistant	42,000
1	Inventory Co-ordinator	38,400
2	Driver/Courier	67,600
1	Maintenance Technician	28,600
2.5	Housekeeper	65,000
10	Security Officer	213,200
	Adjunct Instruction	100,000
	Total Staffing Compensation	1,690,800
	Total Annual Compensation	1,803,200

The Institute's faculty is subsidised by a cadre of industry and education professionals who deliver instruction in highly specialised modules. This provides for modern, relevant instruction and training which prepares students to readily fit into industry operations.

3.3 Significant issues in the maintenance and development of capability strategies

Equipment

Kitchen equipment has outlived its useful life, after being in use since 2003. There is a need to acquire new equipment for enhanced functionality and training delivery.

Transportation

Current means of transportation of equipment and food for off-site catering is inadequate. Coaster bus has limited manoeuvrability and space. An appropriate vehicle, such as a mini-van or pick-up, is required to facilitate this service offering and training opportunity.

3.4 Proposed Adjustments for capacity improvements

1. A review of tuition fees charged for local, regional and international students
2. The provision for funding to be allocated to classroom expansion and other project completion.
3. The provision for ABHTI's asset maintenance to include the physical plant and building

4. Priorities, strategies and indicators

4.1 Priority objectives and strategies

The priority objectives in order are:

1. Improve quality of food and beverage product offering
2. Increase training restaurant activity and income
3. Expand programme offerings, to include introduction of a Tourism Management Associate Degree
4. Enhance relationships with Tourism and Hospitality and Education Partners
5. Enhance relationships with Public and Non-Governmental Organisations and Agencies for the delivery of bespoke training and development programmes

4.2 Performance measurement

Program/Subprogram	Program/Subprogram name: Tertiary Hospitality Education			
Description: Hospitality and Tourism Tertiary Education				
Measures		2014 actual	2015 estimate	2016 Estimate
Quantity	Estimated number of students enrolled			
	Full time	275	216*	260
Quality	% students that meet standards			
	Graduation	81%	92%	94%

	Job Employment within 6 months	80%	87%	90%
	Teacher/pupil ratio	1:25	1:30	1:28
Subvention Fund		1,000,000	1,000,000	1,000,000

**Leadership decision to replace course offerings which do not yield desired results, including progressive completion rates and job employment within 6 months of graduation, with programmes which do.*

4. Finances

4.1 2016 Budgeted Income and Expense Statement

		2016 Budgeted Totals	2015 Estimated Outcome
		Jan - Dec 2016	Jan - Dec. 18, 2015
Ordinary Income			
	32200 · Subvention Fund	1,000,000.00	800,000.00
	41401 · Restaurant Sales & Catering	370,671.05	336,973.86
	42000 · Miscellaneous (Uniform, Admin)	18,000.00	16,284.98
	44490 · Late Fee - Students	22,986.92	20,897.22
	44550 · E Books	0	34,058.00
	44440 · Students Field Trip	1,000.00	0
	44320 · Library Printing /Internet fees	2,723.73	2,476.13
	44900 · Short Course	53,947.30	49,043.00

	44100 · Registration Fees	22,000.00	16,245.00
	44200 · Tuition Fees	790,000.00	631,310.00
	44300 · Lab Fees	0.00	86,000.00
	44500 · Student ID Fees	1,000.00	425
	44700 · Transcript	2,500.00	1950
	45000 · Conference Room Rental	13,563.10	12,331.00
Total Income		2,280,392.10	2,007,994.19
	50000 · Cost of Goods Sold	141,814.67	123,317.12
Gross Profit		2,138,577.43	1,884,677.07
Expense			
	60400 · Bank Service Charges	7,475.02	7,475.02
	60600 · Bank Card Fees	770.45	770.45
	69000 · Food & Bar Cost - Practicals	172,500.00	128,550.00
	68501 · Staff Uniform	27,000.00	0
	60500 · Complimentary Services	1,500.00	0
	70100 · Graduation Expense	21,000.00	20,526.86
	12955 · Scholarship	50,000.00	8,840.00
	68691 · Field Trips	1,200.00	120
	62400 · Depreciation Expense	0	350,000.00
	67260 · Maintenance of Public Grounds	22,000.00	21,137.50
	68801 · Diesel	15,000.00	10,512.60
	68655 · Butane Gas	26,000.00	25,195.00
	68670 · Communication Expense	7,000.00	5,612.73
	67195 · Contributions and Subscriptions	20,000.00	1,562.03
	68850 · Freight Charges	1,347.04	673.52
	60000 · Advertising and Promotion	4,450.00	2,204.34
	61100 · License and Permits	2,000.00	700

	61700 · Computer and Internet Expenses	5,000.00	2,575.00
	61751 · Computer Repair & Maintenance	5,000.00	1,480.00
	61750 · Computer Supplies	25,000.00	21,554.99
	64750 · Household Sundries	5,000.00	3,548.23
	64800 · Entertainment	500	255
	42150 · Administrative Expense	10,000.00	6,629.98
	64900 · Office Supplies	4,641.87	4,219.98
	64901 · Classroom Supplies	3,600.00	1,095.00
	64902 · Kitchen Supplies	12,000.00	1,359.87
	66180 · Sick Certified/Uncertified	13,392.00	13,392.37
	66170 · Contract Labour	126,000.00	125,580.00
	66130 · Casual Labour	5,290.00	2,645.00
	66110 · Salaries	1,329,584.00	1,026,894.52
	66240 · Employee Insurance Benefit	18,000.00	15,000.00
	66250 · Social Security	67,775.04	61,613.67
	66260 · Medical Benefits	39,535.00	35,941.31
	66300 · Duty Allowance	35,000.00	33,449.61
	66400 · Travel Allowance	30,000.00	28,149.21
	66700 · Professional Fees	5,000.00	4,300.00
	66800 · Travel Expenses	3,000.00	0
	67210 · Equipment Repair & Maintenance	50,000.00	17,513.00
	67220 · Furniture Repair & Maintenance	31,000.00	8,186.29
	68500 · Student Uniforms	7,500.00	5,000.00
	68550 · Board and Committee Expenses	115,000.00	115,000.00
	68680 · Conference and Workshop	4,000.00	3,178.78
	Workmen's Compensation	8,400.00	6,000.00
	Recruitment	1,000.00	545
	68690 · Training and Development - Other	2,000.00	120

	68695 · Postage	293	244
	68700 · Vehicle Expenses	15,000.00	14,031.31
Total Expense		2,356,753.42	2,137,382.17
Net Ordinary Income		-218,175.99	-252,705.10

Arrears as at {November, 2015}

Code (if relevant)	Description	Supplier	EC Amount not paid	Average number of days overdue for payment
Arrears to local private sector service suppliers	Food/Beverage and Stationery Supplies	Horizons Supplies	\$ 4,004.63	31 – 60 days
		Hutchinson’s Antigua Ltd.	\$ 2,335.58	31 – 60 days
		Island Provision	\$ 2,102.61	1 – 30 days
	Operational Equip.	Akhimo Caribbean Ltd	\$ 18,261.95	> 90 days
	Computer Supplies	ACT Service Center	\$ 14,010.00	> 90 days
	Housekeeping and Food and Beverage Supplies	A.S. Bryden’s & Sons	\$ 493.30	Current 1-30
	Cleaning Supplies	Eco Lab	\$ 19,658.30	Over 90 days
	Printing and Stationery	Anu. Printing & Publishing Ltd. Harpers?? Office Express??	\$ 4,895.00	Current 30-60
	Equipment Repair	Steele Refrigeration		

	Fuel/Diesel	Gages Air Condition West Indies Oil Co.	\$ 840.00 \$ 7,190.97	1 – 30 days Over 90 days
	Communication	Dee's Service Centre Digicel	\$ 3,645.00 \$ 1,538.64	Current 1-30 31 – 60 days
	Miscellaneous	Other Suppliers (9)	\$ 1,632.25 \$ 4,204.50	Over 90 days
Arrears in salaries, gratuities	_____	_____	_____	_____
Arrears to government owned suppliers	7% Contributions & penalties: July 2012 – June 2013 7% /Contributions & penalties: March & May 2013	Medical Benefit Scheme Social Security	\$ 102,781.56 \$ 15,983.67	More than 120 More than 120
Arrears in interest or principal repayment	_____	_____	_____	_____

7. Information and reporting

All required information as set out in the Budget Plan with regards to the operations at the Antigua and Barbuda Hospitality Training Institute (ABHTI) has been provided except for a Hotel to enhance the Institute's product. The estimates for this project are currently not available.

(Antigua and Barbuda Investment Authority)

Business Plan
For 2016-2018

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.

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

N/A

3. Service performance review and critical issues

3.1 Achievements

1. During the period January 2014 to September 2015, a total of seventeen (17) projects were approved for concessions with proposed capital of EC\$90,625,100 with 284 job creation opportunities. Of this number 6 were FDI projects and 11 were domestic investment.
 2. Provision of information and investment enquiry assistance for both domestic and foreign entities.
 3. Investment focus areas development and support – participation in the Medium Term Development Strategy workshop; the Multi-country Sustainable Development Framework; local co-ordination of the Quarterly Doing Business conferences; participation in the Technical Assistance Committee for the Environment Division’s SPAARE Project; participation in the Strengthening International Alliances for SMEs in Global Market workshop (Quito, Ecuador); participation on the National Trade Exposition Committee
 4. Delivery of entrepreneurial training to 140 individuals in 11 business course areas from June 2014 – October 2015.
- (a) 5. Processing of 13 applications for approved small business status – June 2014 to October 2015.
5. Capacity building in the following areas – investment promotion; Calidena Methodology for Value chain development; Caribbean Growth Forum Workshop on Building Linkages among High Growth SMEs; Exporting of Services;
 6. Managing of the Construct Antigua Barbuda Initiative. Approval of 215 projects valued at \$62,766,666.05 during the period October 2014 – October 2015.

7. Focal Point for the Caribbean Climate Innovation Centre

3.2 Issues

8. Non-availability of funding resources to conduct operational activities.
9. No decision on the strategic positioning or role of the Authority and its various units.
10. Non-completion of Compete Caribbean consultancies on business registration and strengthening investment attraction.

4. Organizational matters affecting the capability of the organization

4.1 Governance

The Authority has not had the guidance of a Board of Directors since June 2014. Governance issues are handled through the office of the Permanent Secretary in the Ministry of Tourism, Investment, Economic Development and Energy.

4.2 Structure and staffing

<i>Number of Positions</i>	<i>Name of Position</i>	<i>Annual Salary</i>
1	Executive Director/Investment Facilitation Director/CFO	\$180,000
1	Enterprise Development Director	\$145,000
1	Economic Development Director	\$138,000
1	Human Resource/Administrative Manager	\$96,000

1	Investment Facilitation Officer	\$69,000
1	Enterprise Development Officer/Accounts Officer	\$69,000
1	Enterprise Development Officer	\$60,000
1	Project Support Officer	\$54,000
1	Messenger/Driver	\$25,800
1	Receptionist	\$23,760. Currently on no pay study leave until Dec 2015

4.4 Issues

1. Challenges in the provision of basic demographic, business and other data given limited progress on the compilation of the Statistical Business register and Labour Force Surveys as well as other data gaps.
2. Challenges in the compilation of a trade and business information data base. Resources to secure data from paid information sources unavailable.
3. Inability to pursue additional business development training due to resource constraints.
4. Inability to secure adequate space to host SME business development classes
5. Inability to pursue Incubation programme due to resource constraints
6. Inability to access resources to deliver technical assistance as per Act for SMEs
7. Reduction in enquiries and applications for investment facilitation, training and business advisory and information services due to public perception that Authority has been disbanded.

4.5 Summary of capability development strategy

N/A

5. Priorities, strategies and indicators

5.1 Priority objectives and strategies

The priority objectives in order are:

1. Development of a 2016 – 2018 organizational strategy
2. Review of incentives and concessions regime. Development of a services-based incentives regime in collaboration with private sector.
3. Enhanced monitoring of projects receiving concessions – Annual site visits and follow-up meetings on established/completed projects; quarterly site visits for projects in development/construction.
4. Identification of three (3) World Bank DB metrics for improvement. Project proposals for consultancies and implementation. (Business Registration; Paying Taxes; Registering Property)
5. Preparation of sector opportunity briefs – Investing in International Education, Investing in Agriculture and Agro-Processing, Investing in Community/Heritage Tourism, Yachting in Antigua/Barbuda
6. Collating export market information to potential domestic traders as requested.
7. Development of regional market export profiles on select agricultural products (as determined)
8. Targeted and responsive initiatives to support business retention and expansion
9. Work with relevant ministries for workforce development leading to the development of trained professionals for investment priority areas and enhanced service delivery to business community.

10. Engagement with the Barbuda Council to identify and develop sector profiles – minimum two (2).
11. Matchmaker publication. Summary of businesses seeking equity financing with brief profile.
12. Development and production of a “Just the Facts/What You Need to Know” about investing in Antigua/Barbuda.
14. Collate “Business Statistics Profile”
15. Technical assistance - sector specific
17. Delivery of business development training to minimum 300 participants through sixteen (16) entrepreneurship courses.
18. Re-launching of summer Youth Entrepreneur Education component in collaboration with eight (8) SMEs and other private sector stakeholders targeting one hundred (100) high school students.
19. Facilitating CEDA grant assistance access by minimum six (6) SMEs through delivery of two (2) training sessions.
20. Facilitating fifty (50) SMEs annually to acquire Approved Small Business status.
21. Review of all approved small business to determine business support needs. Develop programmes to respond to needs analysis.
22. Identification of focal points in Ministries to function as liaison business development officers assisting ABIA in the selection of investment and business development opportunities to maximize returns on public sector assets.
23. Collaboration between EDD/ED&P to develop parallel business development programmes and business to business engagements as well as corporate training sessions.
24. Direct Diaspora Engagement and Investment Initiative

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

N/A

Priorities and strategies 2016-2018

Priority objectives	Strategies	Indicators
----------------------------	-------------------	-------------------

N/A

5.2 Performance measurement

N/A

5.3 Additional performance to comply with section 62 (1) c Finance and Administration Act

6. Finances

6.1 Forecast financial statements and assumptions

N/A

Profit & Loss Statement Forecast

6.2 Arrears

Arrears as at Dec 31, 2015

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 tutors	Harney Motors Ltd	\$72,873.00	1825
Arrears in salaries, gratuities	N/A			
Arrears to government owned suppliers	Outstanding payroll taxes	<ul style="list-style-type: none">• SS• MBS• BOE• IRD	<ul style="list-style-type: none">• \$ 83,700.00• \$171,965.00• \$ 82,880.00• \$232,373.00	
Arrears in interest or principal repayment	N/A			

6.3 Dividend for profit making organizations and other financial measures

N/A

6.4 Significant capital developments

N/A

Summary of development projects EC\$mill

N/A

6.5 Any proposed major financing transactions

N/A

6.6 Government funding

N/A

6.7 Additional information for Government financed organizations

N/A

Revenues, expenditures and financing 2016-2018

Profit & Loss Statement Forecast

	2014	2015	2016	2017	2018
	<u>Actual</u>	<u>Estimated</u>	<u>Budgeted</u>	<u>Budgeted</u>	<u>Budgeted</u>
<u>Income</u>					
Government Subvention	720,000	-	1,680,000	1,800,000	1,850,000
Transfer from Deposits	787,000	1,375,000	-		
Consultation Fees	81,000		-	-	-
MYB Income	38,587	25,000	30,000	30,000	35,000
CAB-I Income	82,152	90,000	-		
Interest Income	-		-	-	
Other Income	46,556	1,000	6,000	6,000	6,000
Factory Shells Sale Income	536,073	210,750	210,750	210,750	210,750
TOTAL INCOME	2,291,368	1,701,750	1,926,750	2,046,750	2,101,750
<u>Expenses</u>					
Salaries & Benefits	1,201,161	1,060,000	1,170,000	1,250,000	1,250,000
Directors Fees	119,750		90,000	90,000	90,000
Depreciation Expense	25,000	20,000	18,000	15,000	15,000
Rent Expense	183,060	180,000	180,000	180,000	180,000
CABI - QS Fees	117,780	95,000	-	-	
Outsourcing Project	190,359		-	-	
Advertising, Promotion & Marketing	39,078	10,000	30,000	40,000	50,000
Utilities	93,719	75,000	85,000	90,000	95,000
Conferences			50,000	50,000	70,000
Mind Your Business	37,592	22,000	30,000	30,000	35,000
Office Supplies & Expenses	23,520	21,000	30,000	35,000	35,000
Diaspora Engagement			20,000	25,000	25,000

Sponsorship & Donations			8,000	10,000	10,000
Projects			45,000	50,000	50,000
Professional Fees	92,718	2,000	80,000	85,000	90,000
Cleaning Expenses	19,371	12,000	16,000	16,000	18,000
Travel & Accomodations	29,485	8,000	25,000	30,000	35,000
Bank Charges	29,266	1,000	1,000	1,000	1,000
Repairs & Maintenance	14,120	15,000	15,000	18,000	18,000
Dues & Subscriptions			2,000	2,000	3,000
Postage, Printing & Newspapers	943	300	1,000	1,000	1,000
Board Related Expenses	1,160		5,000	5,000	5,000
Seminars & Training	283	700	5,000	5,000	5,000
Legal	54,754	168,548	5,000	5,000	5,000
Meals & Entertainment - Investors		7,000	10,000	10,000	8,000
Storage	8,200				
TOTAL EXPENSES	2,281,319	1,697,548	1,921,000	2,043,000	2,094,000
Net Profit/ (Loss)	10,049	4,202	5,750	3,750	7,750

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
<i>[list risk and quantify where feasible]</i>	<i>[state strategy to manage risk]</i>
Uncertainty in the organization	

8. Information and reporting

N/A

Antigua & Barbuda Tourism Authority

Business Plan
For 2016-2018

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

1.5 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, Economic Development, Investment and Energy as well as the reporting of financial statements to the Ministry of Finance and Corporate Governance

1.6 Strategic Objectives

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

To forge lasting relationships with our tourism and trade stakeholder partners

To ensure the organisational and operational capacity is in place to efficiently perform the ABTA's mandate

2. Organisation's Environment

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 cyclicity 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.

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. 2015 has been the best year for cash flow since the inception of the Authority as an additional USD\$1,725,000 was received from the CIP funds for Marketing during the year. This was broken down as follows, US\$1M for North America, US\$500K for the UK/Europe and US\$250K for the Caribbean marketing.

This enabled several key initiatives to be completed, which has made a difference in the arrival figures particularly from the UK and European market.

The ABTA continues to make steady progress in its efforts to attract new airlift and sealift to the destination. Following the opening of the new Airport terminal in Sep 2015, some 5 new airlines have started service to Antigua and Barbuda since then. In the area of cruise some 343 ship calls are expected this year, which represents a 10% increase on ship calls from last year.

3. Service performance review and critical issues

3.1 Achievements

- Arrivals from the UK in September 2015 were 4,851 up 36.1% on arrivals last September 2014. Year to date arrivals from the UK are up +7.1% at the end of September. The UK and Europe has been our strongest performing market. With the UK showing 55,202 arrivals year to date at end September.
- Nov 2015 Overall occupancy was 65.3% up +5% compared to 60.2% in Nov 2014. These are the best Hotel occupancy figures recorded by the Industry at the start of the season since 2007 with the trend steadily increasing.

Airlift for 2015

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**

UK/Europe

Total seats 156,864

Total flights 597

- We saw a 3% increase in seats from Virginia and 11.4% increase in seats on BA due to an additional flight increase from 6-7 during the summer months
- Direct daily flights BA from London will continue all year round. This represents an increase from 6 flights in summer to daily service. 3 of these flights will be Antigua turn around only and not shared with any other destination.

- Virgin Atlantic will operate 4 Flights with 3 of these dedicated as Antigua turn around flights only. The new configured Virgin Aircraft will have more premium upper class seats that are the ideal fit to the high-end product that Antigua and Barbuda has to offer.
- Thomas Cook flight from Manchester which started earlier in November 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.
- Alitalia/Eden Viaggi will begin once weekly service from Rome & Milan with 239 seats. The flight will be shared with La Romana in the Dominican Republic.

USA

Total seats 157,702

Total flights 1,013

- Direct daily flights from JFK New York on American Airlines along with direct daily flights from MIA will continue on American Airlines.
- JetBlue 3 times per week service started in November 2015
- United Airlines: The destination will be served with up to 10 direct flights per week from Newark from United Airlines
- Delta: Has added a second flight from Atlanta for the Winter season for two flights per week
- US Airways Charlotte to Antigua will be served by a once weekly direct flight

Canada

Total seats 33,688

Total flights 239

- Air Canada added an additional flight since last winter season each Tuesday. This represents a total of 5 flights (4 from Toronto and 1 from Montreal This represents a 13% increase in seats)
- WestJet will now be adding a larger Aircraft of 179 seats, which represents a 15% increase in seats from our second Canadian carrier. They operate twice per week.

Caribbean (figures do not include LIAT)*

Total seats 34,184

Total flights 232

- interCaribbean Airways began twice weekly service from Santo Domingo to Antigua and Tortola in December with 30 seats each flight
- Seaborne Airlines began 4 times per week service to SJU Puerto Rico with 34 seats 4 times per week

New Airlines being considered

- Additionally discussions have started with the following airlines for additional Airlift COPA Airlines, Avianca, Emirates and Pimera Travel Group from Scandinavia. These will be vigorously pursued in 2016

Cruise Arrivals

At the end of 2014, the destination recorded 536,055 passengers from 313 cruise ship calls overall. This year will see 343 calls

Airlift for 2015

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Cruise Arrivals

At the end of 2014, the destination recorded 536,055 passengers from 313 cruise ship calls overall. This year will see 343 calls with 11 inaugural calls by the end of December 2015 up 10% on last year while 2016 is forecasted to have 408 ship calls up +14% on this year with over 700,000 cruise passengers expected.

- January should also see Viking cruise lines calling for the first time in the region as well as the Norwegian Breakaway one of the largest ships ever to call in Antigua with over 3,900 passengers. Antigua will be the last port of call on a 14-day cruise before the ship returns to New York.
- Cruise Barbuda. This year 2015 for the first time, a record 12 cruise ships called to Barbuda for this season. This is a niche market within the cruise sector that is expected to see increased success. The small luxury cruise ships that call on Barbuda include: Black Watch, Windstar, Wind Surf, and Club Med.

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.
- The Government assisted in securing sponsorship from both the Yida group and Pearn's developers point to ensure this year's event was a success. The event which costs on

average ECSIM to host had 121 yachts entered, with 1200 sailors racing and another 500 additional friends and partners representing 21 nationalities.

- This year's Charter Yacht Meeting (i.e. the Annual Boat show in December) has been recorded as the best ever with over 113 different yachts and 135 different broker companies attended.
- The latest improvements to the industry include a reverse osmosis plant with 400,000 gallons daily capacity. This will be completed shortly and will eliminate the chronic water shortage that has plagued the Industry.
- The Royal Oceanic Racing Club (RORC) 600 mile race which had record breaking times this year has already seen a record number of entries of 80 yachts registered so far for next February. Marketing support will be provided by the ABTA for the first time.
- We were first in the region to introduce E-Sea Clear, the online electronic pre notification for customs and immigration that has expedited clearance on arrival.
- We have revamped our customs processes to accelerate clearance of spare parts and specialized equipment.
- The safety of our guests is of primary importance so CCTV Cameras, improved lighting and increased police patrols are examples of ongoing initiatives which will be expanded to ensure the safety of our guests while on island.
- 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
- To better cater to the needs of the yachting industry the Government has allowed for the expansion of fuel services to provide the low-sulphur diesel, which is critical to the efficient operation of the luxury yachts.

- The achievement of “World Heritage Site” status by the Dockyard by early next year will be a major accomplishment in attracting international funding and will be a major PR boost for the destination.
- The next major initiative is to make the entire Falmouth and English Harbour into a duty free enclave will serve to extend the yachting season into the summer months for increased business activity.

Travel Agent & Tour Operators Activities

This section highlights most of the major achievements with travel agents and leading tour operators.

UK

- 12 joint marketing activities top with key UK and Europe tour operators, including 2 largest Virgin holidays and BA Holidays
- Italy – Eden Viaggi Joint Marketing - Marketing commitment with Eden Viaggi - Shopping malls and the Google ads campaign have commenced. January will start the production of the folders dedicated to Antigua and the display banners.
- Germany- Marketing campaign with Condor has started and has boosted arrivals by +4% year to date at end September
- September Destination Awareness Campaign- First ever advertising on London underground has resulted in increased awareness of Antigua and Barbuda.

USA/CAN

- Air Canada Vacations ongoing Campaigns including print, online and radio with call to action being Tour operator call centers and website. Campaign includes Lush Magazine Ad with Accommodations by Galley Bay Resort and Alvin and the Chipmunk Digital Campaign with Accommodations Verandah Resort and Spa.

- WestJet Vacations Deliverable of the campaign include online banners, two page magazine spread, one third of a page newspaper ad, and subway wall murals
- AAA Exclusive Agent Email Blasts: Sent to 4,000 agents highlighting current promotions and linking to a dedicated landing page.
- Travel Impressions Marketing plan includes online, print and email blast to agents
- AEV Rewards Club: 8,500 agent incentives for travel counselors. Marketing includes a weekly email, a live message on the website for one week, and double points for one month.
- AA Vacations Marketing campaign includes online, print, agent webinars and email blast
- MLT Vacations Marketing campaign includes online, print, agent webinars and email blast

Caribbean Office

- Joint ABTA./MOT visits to Trinidad, Dominican Republic and PR for sales calls and agent training. Plans in place for co-op marketing, sales activities and promotions, around the future planned mall show events

Marketing and Advertising

This section highlights major marketing activities performed by all reporting offices During 2015

UK/Europe

- BA in flight Video: Destination video on all BA long Haul flights worldwide for entire month of January. This resulted in several CIP inquires, at least one of which translated into a firm application. (this alone paid for the video)

- Accessible Antigua April Advertising Campaign This done to improve booking in slower months and was a success with over 500 extra passengers booked and 5M online impressions
- June Taxi Advertising Campaign To brand 20 taxi's for a year for destination awareness in London. This was done with hotel partners to share the costs. This also provided a platform to use for promotions across the year as tip up seat adverts could be changed every 6 months.
- Family blogging campaign with Elite is raising awareness among Families

USA

- Times Square: Outside TV 60 second Destination advertising each hour for 6 month run days reached millions of potential viewers
- BRIDES Magazine: Included seven different web and mobile ads, as well as an added value Conde Nast Collection placement Total Ads Delivered: 2,617,857
- Bonnier Corp AFAR Magazine 12–page article was featured in the January/ February 2015 issue of AFAR magazine. This informational article highlights the excitement and athleticism of Caribbean cricket and features vivid photographs. The article also offers five great places to watch cricket in the Caribbean (with Antigua listed as #1) as well as options for accommodations while visiting.
- Over 1M planning couples and affluent travelers through its marketing program, spanning Destination Weddings & Honeymoons', Islands' and Caribbean Travel +
- New York Times Projected impressions/audience count: 3.6M The destination Was featured in a full page 4 colour ad + advertorial mention in the Caribbean section
- Bloomberg Brief Featured CIP Message from the Hon PM
- Robb Report Magazine for the Luxury lifestyle

- Wall Street Journal Destination advertising
- Elite Traveller Magazine: 4 page destination Piece on tourism and Investment
- NBC6 Miami Ultimate honeymoon sweepstakes

Antigua Office

- On-line Travel Agent Campaigns: Expedia and Trip Advisor etc. these covered all markets. Expedia
- Liat, Seaborne and interCaribbean online, radio and print advertising

PR Activities / Events

This section highlights ABTA offices' participation in events, and coverage gained through public relations, and press trips.

UK

- Lord's Taverner's Anniversary Tour – October 12 – 16 This achieved major PR promotion in British and International Sports media on Sky Sports reaching 10 million viewers etc. 1.4M twitter followers were reached along with 2 celebrity travel pieces from the international press.
- Blue Bay Travel Infocus Video - Antigua participated in series of filming with Blue Bay Travel as part of In-Focus video. The Crew visited Antigua top attractions included Ziplining, Stingray City and Shirley Heights and also filmed number of our top hotels including Blue Waters & Galley Bay. Final footage will be out in 2016.
- WTM radio interview with Sir Viv. reached millions of Radio listeners as he promoted the destination viewers

- AWARD Antigua and Barbuda voted Best Caribbean Tourist Board by UK Travel agents and tour operators

USA/CAN

- CTO Caribbean Week CBS live television coverage
Exposure: 5 min coverage on NY's WPIX TV to millions of viewers in tri-state area
- Robert Di Nero Major press exposure for the destination at June luncheon event
- Prime Minister's luncheon during UN week. Major Exposure for the destination.

Antigua office

- June Antigua and Barbuda Showcase was a success. The objective was to invite key tour operators to experience the island so key stake holders could have one to one meetings with key local partners without the expensive of going to London, USA or Canada. This allowed key overseas tour operators to see the new airport, new hotels, and experience the island first hand.
- Kuoni Travel Managers Conference in Antigua 7th – 11th June 2015
45 members of the senior management team of Kuoni Travel UK were invited to have their annual meeting in Antigua. This exposed the island to all key shop

Kuoni Travel UK is one of the largest long haul tour operators. The objective is to increase the over 4,000 passengers that Kuoni Travel now send to the island.
- AWARDS Antigua and Barbuda once again winning in the World Travel Awards 2015 and voted as the 'Caribbean's Most Romantic Destination 2015'.

- New Airport Opening This major PR story was picked up by all international and regional travel publications and media

New Hotels Opened in 2015

- BARBUDA BELLE – is a US\$2 million Eco-friendly investment, offering guests the opportunity to enjoy Eco-luxury on one of the greenest islands in the Caribbean. The seven-unit facility will be expanded to 15 in the next three years
- TAMARIND HILLS: A stunning collection of freehold villas, townhouses and apartments for sale and rental within a five star beachfront resort. They currently have 11 villas and 36 suite rooms. This will be expanded to 57 new one-bedroom suites
- OCEAN POINT Formerly Collona Beach reopened with 70 rooms and is supporting the Eden Viaggi Weekly Charter on Alitalia.

Organisational structure, staffing and wage bill

4.1 Corporate Governance

Number of 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 Staffing

Number of Positions	Name of Position	Annual Compensation inclusive of allowances
1	CEO	252,600
1	Marketing Manager	126,000
1	Financial Controller	84,000
1	Marketing and Communications Executive	57,000
1	Office Administrator/ PA to CEO	48,000
2	Tour Guides	18,000
	Total Staffing Compensation	585,600
	Total Annual Compensation	678,000

POSITIONS

IN PLACE

✓ Chief Executive Office	Filled
✓ Marketing Manager	Filled
✓ Financial Controller	Vacant
✓ Office Administrator/PA to CEO	Filled
✓ Tour Guide/Driver	Filled
✓ Tour Guide	Filled

4.3 Significant issues in the maintenance and development of capability strategies

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.

Unfilled Vacancy

The use of a part time CFO for the past year has resulted in increased financial duties for the CEO, which has reduced his capacity to focus on strategic areas. Some of the roles within the ABTA are filled with staff seconded from the Ministry of Tourism and are paid directly from the Ministry

4.4 Proposed Adjustments for capacity improvements

1. Fill the Existing vacancy for a Financial Controller
2. Secure at least one 14-seater bus for the Authority's transportation use
3. Align all staff to best suited roles; this may involve reassignments and training

5. Priorities, strategies and indicators

5.1 Priority objectives and strategies

The priority objectives in order are:

1. Improve and manage cash flow from revenue streams to enable more strategic marketing
2. Ensure as much Co-Op or shared marketing programs to share expenses with travel partners
3. Expand Cooperation and engagement with MOT on appropriate projects.
4. Enhance relationships with all stakeholders particularly in the Cruise sector
5. Ensure adequate tourism marketing data is available for quick & strategic decision making

5.2 Performance measurement

Program/Subprogram	Monthly Profit and loss (P&L) Reporting for all showing		
Description: Detailed income and expenditure statements on both operations and marketing spend			
Measures	2015 Actual	2016 Budget Estimate	2016 Actual

Program/Subprogram	Monthly Arrival figures for air stay-overs, yachting and cruise visitors		
Description: Detailed arrivals broken down by source markets and airlines showing trends and analysis			
Measures	2014 Actual	2015 Actuals	2016 Actual

6. Finances

6.1 Summary Budget for all Offices. 2016 Budgeted Income and Expense Statements for all offices provided in attached separate file

Antigua Barbuda Tourism Authority - BUDGET SUMMARY 2016

ABTA - Operating Budget 2016					
	Monthly				Yearly Total
	Office Currency		U.S. \$	E.C. \$	E.C. \$
Antigua	\$120,000	XCD	44,167.99	120,000.00	\$ 1,440,000.00
UK/Europe	£ 47,200.00	GBP	75,520.00	205,180.29	2,462,163.46
UK	£ 30,360.00	GBP	48,576.00	131,976.13	1,583,713.61
Germany	£ 7,538.00	GBP	12,060.80	32,767.99	393,215.85
Italy	£ 5,239.00	GBP	8,382.40	22,774.14	273,289.71
France	£ 4,063.00	GBP	6,500.80	17,662.02	211,944.28
United States	\$65,000.00	USD	65,000.00	176,598.50	\$ 2,119,182.00
Canada	\$30,204.00	CAD	39,265.20	106,679.62	\$ 1,280,155.46
TOTAL OPER. COSTS (All Offices)			\$ 223,953.19	\$ 608,458.41	\$ 7,301,500.92



Monthly Remittance

UK, Germany, Italy, France Remittances sent to UK Office (Total Remittance - 47,200 GBP)

ABTA - Marketing Budget 2016					
	Monthly				Yearly Total
	Office Currency		U.S. \$	E.C. \$	E.C. \$
Gov Subvention	\$ 500,000.00	XCD	184,033.27	500,000.00	\$ 6,000,000.00
2% ABST	\$ 750,000.00	XCD	276,049.91	750,000.00	\$ 9,000,000.00
CIP Fund	\$ 396,214.67	XCD	145,833.36	396,214.67	\$ 4,754,576.00
Total (All Offices)	\$ 1,646,214.67	XCD	605,916.55	1,646,214.67	\$ 19,754,576.00

6.2 Arears at end November 2015

Antigua and Barbuda Tourism Authority
A/P Aging Summary
As of NOVEMBER (YTD) 2015

	Previous	November 2015	-Debt Reduction Debt Increase
LONG TERM DEBT			
Caribbean Airlines	\$ 1,682,986.00	\$ 1,682,986.00	0.00
Condor	1,032,081.36	\$ 1,032,081.36	0.00
CTO	549,587.35	\$ 549,587.35	0.00
Virgin Holidays Ltd.	394,239.64	\$ 448,577.64	54,338.00
	3,658,894.35	3,713,232.35	54,338.00
SHORT TERM DEBT			
West Jet	\$ 151,123.19	\$ 151,123.19	0.00
UBMi Princeton LLC	\$ 85,620.39	\$ 85,620.39	0.00
Virtuoso	\$ 80,878.04	\$ 80,878.04	0.00
Virtual Echo		\$ 33,701.78	33,701.78
ABMA	27,000.00	27,000.00	0.00
FT Caribbean		22,607.70	22,607.70
TripAdvisor LLC	\$ 19,992.66	\$ 19,986.49	-6.17
ACB Mortgage & Trust	\$ 20,420.95	19,517.29	-903.66
Sugar Ridge		17,010.00	17,010.00
Expedia Travel	13,577.06	13,577.06	0.00
Treasure Islands Ltd.	12,975.00	12,975.00	0.00
Leeward Consultants & Ass. (Food & Beverage)	\$ 22,865.50	12,865.50	-10,000.00
China Business Network	12,000.00	12,000.00	0.00
ABI Bank (Credit Card)	6,471.44	8,165.75	1,694.31
Wings Inc.		7,302.55	7,302.55
Paul Christian		5,130.00	5,130.00
BesTechs		4,317.91	4,317.91
Cleo Henry		4,286.25	4,286.25
Cable & Wireless (LIME)	2,133.73	3,943.14	1,809.41
APUA	1,416.59	1,373.90	-42.69
Shirley Heights Lookout		945.00	945.00
Copper & Lumber Store Hotel (Nat Pks Aut)		295.00	295.00
Susie's Hot Sauce		282.00	282.00
SignPro	1,553.45	252.55	-1,300.90
Premier Beverages Ltd.	464.98	123.48	-341.50
Martin Mansoor (Lava International)	10,825.00		-10,825.00
Destination Antigua(Tropical Adventure)	6,000.00		-6,000.00
Interspace Airport Advertising	3,504.80		-3,504.80
Wadadli Event Services (WES)	2,770.00		-2,770.00
Spirited Band	2,000.00		-2,000.00
Accounting Services	1,650.00		-1,650.00
Gemonites Steel Orchestra	900.00		-900.00
Shiva School of Dance	900.00		-900.00
Antigua Dance Academy	800.00		-800.00
Davidson Benjamin (Dread & the Bards)	800.00		-800.00
Jashan Hughes (365 Entertainment)	800.00		-800.00
Digicel	495.00		-495.00
Harney Motors	180.14		-180.14
Big Banana	32.00		-32.00
Total Short Term	490,149.92	545,279.97	55,130.05
TOTAL DEBT	\$ 4,149,044.27	\$ 4,258,512.32	109,468.05

Prepared by J. Casimir

NOTES:

Long Term Debt includes inherited debt from Virgin, Condor and CTO. Balance due to Caribbean Airlines under re-negotiation

7. 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 KPMG and provides monthly financials and operating reports to the Ministry of Tourism as well as the SOE reporting of its monthly financials to the Ministry of Finance

Agricultural Development Company

Business Plan
For 2016-2018

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 2013 was a very challenging one for the Agricultural Development Corporation (ADC).

3.1 Achievements

FY January 2013 to June 30th, 2014.

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 Mental 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

<i>Number of Positions</i>	<i>Name of Position</i>	<i>Annual Salary</i>
<i>1</i>	<i>Chairman</i>	<i>24,000.00</i>
<i>1</i>	<i>Deputy Chairman</i>	<i>18,000.00</i>

<i>1</i>	<i>Secretary</i>	<i>18,000.00</i>
<i>2</i>	<i>Ex officio Members</i>	<i>24,000.00</i>
<i>3</i>	<i>Regular Members</i>	<i>36,000.00</i>
<i>8</i>		<i>120,000.00</i>

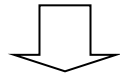
Staff List

<i>Number of Positions</i>	<i>Name of Position</i>	<i>Annual Salary</i>
<i>1</i>	<i>Office Manager</i>	<i>58,800.00</i>
<i>1</i>	<i>Production Manager</i>	<i>60,000.00</i>
<i>1</i>	<i>Field supervisor</i>	<i>47,450.00</i>
<i>1</i>	<i>Cotton Ginnery supervisor</i>	<i>42,250.00</i>
<i>1</i>	<i>Recording Secretary</i>	<i>18,000.00</i>
<i>1</i>	<i>Maintenance supervisor</i>	<i>47,450.00</i>
<i>3</i>	<i>Office Assistants</i>	<i>106,200.00</i>
<i>1</i>	<i>Sales & Marketing Assistant</i>	<i>26,400.00</i>
<i>1</i>	<i>Cashier</i>	<i>26,400.00</i>
<i>1</i>	<i>Nursery Assistant</i>	<i>31,850.00</i>
<i>1</i>	<i>Driver/ Messenger</i>	<i>31,200.00</i>
<i>2</i>	<i>Tractor operators</i>	<i>79,000.00</i>
<i>1</i>	<i>Heavy Duty Equipment operator</i>	<i>41,600.00</i>
<i>1</i>	<i>Spray Man</i>	<i>37,440.00</i>
<i>1</i>	<i>Cotton Main ginner</i>	<i>21,450.00</i>
<i>1</i>	<i>Cotton Feeder</i>	<i>21,450.00</i>

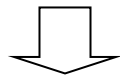
<i>1</i>	<i>Cotton Baler</i>	19,500.00
<i>21</i>	<i>Field labourers</i>	483,600.00

ADC's Organizational Chart

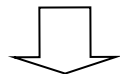
Minister of Agriculture



Board of Directors
(8)



General Manager
(0)



1 Office Manager	1 Lands/ Buildings Manager	1 Ginnery Supervisor	1 Maintenance Equipment/ Supervisor	1 Production Manager 1 Production/Field Supervisor
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2 Office Assistants 1 Sales Marketing Ass. 1 Cashier 1 Messenger /Driver	1 Lands/ Office Assistant	1 Main Ginner 1 Gin Feeder 1 Gin Baler	1 Maintenance Assistant 2 Tractor Operators 1 Heavy Duty Operator	1 Nursery Ass. 1 Spray Man 21 Field Labourers
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4.3 Achievements

FY January 2013 to June 30th, 2014.

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 2013 work program .These sub-committees 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.
- Acquisition of internet services at ADC site which is accessible to all staff directly or via WIFI.
- Staff attended and participated in the Agricultural Fair hosted by the US Virgin Islands.

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

5.1 Priority 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 2015-2017

Priorities	Strategies	Indicators Outputs/Outcomes
<p>To increase food production by cultivating priority crops</p> <p>Sweet Potatoes, Carrots, and Onions</p> <p>To make a substantial contribution to meeting the food and nutritional requirements of the population.</p>	<p>Establish Farm and production plan for increased crop production</p> <p>Succession planting in substantial quantities in order to meet local demand, export demand if possible, and forestall shortages in critical periods.</p> <p>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</p>	<p>Approximately 50-70% increase in production of priority crops by January to December 2015</p> <p>Progress and monthly reports</p> <p>Quantity of crops produced</p> <p>Yield per acre of crop</p> <p>Fields established, data collected and analysed for contribution by December 2015</p> <p>Evaluation data on completion of harvest</p> <p>Feedback from consumers</p> <p>Progress reports</p>
<p>Expansion of exports of agricultural including cotton commodities to maximize foreign exchange earnings.</p>	<p>Identification of lands for crop expansion and agricultural diversification</p>	<p>Approximately 200 acres of land would be dedicated to Cotton cultivation by August, 2015</p> <p>Measurement of Plant plant paramaters and Data analyses to ensure quality lint is obtained</p> <p>Weekly scouting of crops for major pest damage and management</p> <p>Crop yield assessment</p>
<p>To encourage agro processing development e.g. hot pepper, sweet potato chips etc.</p>	<p>In collaboration with local manufacturers determine produce and quantity needs</p>	<p>Produce adequate quantities of raw material for project from Jan-Dec,</p>

	<p>for their industries</p> <p>Identification of mutual partners to embark on project</p> <p>Explore options of contract farmers to adequately meet needs</p>	<p>2015</p> <p>Quality control methods employed</p> <p>Crop yield and quality of crops produced</p> <p>Record keeping and trace back system implemented to identify batch of harvests etc.</p>
<p>Foster the development of appropriate technology through research and development.</p>	<p>Identified field trials implemented</p> <p>In collaboration with the Ministry of Agriculture and CARDI implement project for transfer of technology to farmers</p>	<p>All planned field trials implemented by Dec 2015</p> <p>Number of field trials implemented</p> <p>Data collected and analysed and documented</p> <p>Rate of adoption and Feed back from farmers</p>
<p>To continue upgrade, renovate and improve the existing facilities Ginnery, Main storage shed and Estate House</p>	<p>Assessment for Repairing, upgrading or relocation of respective facilities</p> <p>Scope of work to be done</p> <p>Implementation of respective projects</p>	<p>Repairs/Upgrade renovations/relocation completed by March, 2015.</p> <p>Furnishing and equipping by May 2015</p> <p>Maintenance work</p>

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	2013	2014	2015-2017
<u>Recurrent Income</u>			
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 services			6,646.08
Sale of Cotton Lint	11,000.00		
Income from other sources (Govt Subsidy)	1,858,331.00	1,000,000.00	543,645.25
TOTAL Recurrent Income	2,101,533.00	1,287,630.61	636,309.33
<u>Recurrent Expenditure</u>			
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 Contributions	34,000.00	52,049.00	66,000.00
Education Levy Contributions	18,000.00	21,600.00	22,800.00
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 Improvement including relocation			500,000.00
Renovation and Repairs to Shed & Storage Facility at ADC			400,000.00
Renovation and repairs to Estate House			1,000,000.00
Acquisition Machinery, vehicle and Equipment			800,000.00
Total Recurrent Expenditure			2,700,000.00
TOTAL CASH			
CASH SURPLUS			
CASH DEFICIT			
CLOSING BALANCE			

6.2 Arrears

Arrears as at *November, 2014 to present*

Code (if relevant)	Description	Supplier	EC Amount not paid	Average 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/ Project Inputs (Major Components)			2015	2016 Capital Expenditure	2017 Capital Expenditure
	Capital Expenditure				
	Consolidated Fund	External 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 type	2013 Actual	2014 estimated	2015	2016	2017
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 release of subventions from the Treasury	<p>Closely monitor procurement and vouchers at Treasury.</p> <p>Explore other funding options</p> <p>Diversification of the Corporation for increased revenue generation</p>
Natural Disasters	Implementation of a Disaster Preparedness plan. (Strategy and Simulation Exercise)
Non-Marketability of produce	Embark on an aggressive marketing strategy
Praedial larceny	Increased security systems implemented, crop registration and insurance options be explored
Damage to equipment due to irresponsible use	Retraining and supervision, implementation 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 2015 – 2017

Significant Trends and Issues	Potential impact on the Corporation and spending institutions
Economy	
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	
<ul style="list-style-type: none"> ➤ CARDI and other related institutions unable to obtain funds from government ➤ Other agencies unwilling to conduct 	Unwillingness to support national agricultural and development agenda

business with the Corporation due to the reduction of funds	Non implementation of approved work programme and incomplete work programmes
Effect of the environment <ul style="list-style-type: none"> ➤ Climate change and global warming effects 	Affect food and nutritional security , local food systems by increased flooding, droughts etc. increase in plant pests, pathogens
Government policy and decisions <ul style="list-style-type: none"> ➤ Availability of vehicles and Fuel allotment ➤ Acquisition of funding for the Corporation ➤ Freeze of employment, purchase of vehicle 	Inability to implement planned activities and programmes
Other, including capability development and changes in input costs <ul style="list-style-type: none"> ➤ 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

The Board of Education

Business Plan
For 2016-2018

1. Statutory Organization Overview

Mandate, Scope and Nature of Business

Mandate:

The Board of Education (BOE) was established as a legal entity under the laws of Antigua and Barbuda through **The Board of Education Act – 1994** 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:

1. 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.
2. The provision of text books to all students in primary and secondary schools in Antigua and Barbuda.
3. 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, which makes provision for the Minister to give directives on any other matters deemed to necessary or priority.

The functions of the Board have increased over the years to include the following:

- The construction and refurbishing of classrooms
- The maintenance of school plants to include plumbing, electrical, 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 essential for the effective day to day operation of the institution
- 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, because of section 9c of the Board of Education Act, the Minister of Education requested that provisions be made for the Antigua State College. As such, the Board of Education makes provision in the annual 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. Additionally, each year the five top A-level students are considered for the Island Scholar Award and the winner receive **\$54,000.00** per year for the duration of his/her study. The remaining four students each receive **\$13,500** as an excellence award.

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. External Environment

Since 2010 there have been steady increases in levy collection in a highly volatile economic environment. The Board is highly sensitive to changes in the level of employment and there have been some reduction in the unemployment rate which should result in a positive and optimistic future for the Board. In addition, the Board is looking to even greater increases in collection given the announcements by the Government of several large scale projects expected to be coming on stream in the near future.

3. Service performance review and critical issues

3.1 Achievements

The Board of Education has accomplished the following for the year 2014/2015:

- Provide scholarships as mandated by the act within our budgeted target.
- Improve collections from delinquent students.
- Supply books within a timely manner as well as the required amounts to the various schools in accordance with the act.
- Upgrade selected aging school plants and general maintenance to the others.
- Renovation of the upper level of the Head Office
- Renovation of the Clare Hall Office to house the Levy department
- Renovation and upgrade of several Bookrooms

3.2 Issues

The Board of Education encountered the following during the year 2014/2015:

- Cash flow continues to be constrained as it relates to fulfilling all our budgeted expenditures, given that the Board's inflows have been limited to contribution from private entities.
- The acquisition and mergers of major book publishers such as Oxford and Pearson led to delays in several titles as the new companies were seemingly unable to provide quantities in a timely manner.
- Timeliness of procurement of schools supplies was affected by the lengthy tendering process.

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

<i>Director</i>	<i>Annual Fee</i>
	\$
Chairman	24,000
Deputy Chairman	18,000
9 Members	108,000

4.2 Structure and staffing

NO.	Name	
Of	of	Annual
Positions	Position	Salary
1	EXECUTIVE SECRETARY	\$ 170,100.00
1	FINANCIAL ADMINISTRATOR	\$ 95,781.72
1	HUMAN RESOURCE MANAGER	\$ 86,620.42
1	PROJECTS MANAGER	\$ 105,332.52
1	DEPUTY FINANCIAL ADMINISTRATOR	\$ 80,807.45
1	INTERNAL AUDITOR	\$ 80,949.38
1	AUDIT CLERK	\$ 47,324.25
1	SECRETARY TO THE BOARD	\$ 59,000.14
1	PROJECTS SUPERVISOR	\$ 68,720.14
1	SECRETARY TO EXECUTIVE SECRETARY	\$ 49,200.00
1	SCHOOL LIAISON OFFICER	\$ 57,553.65
1	ASST. SCHOOL LIAISON OFFICER	\$ 38,474.93
1	OFFICE ASSISTANT HUMAN RESOURCE	\$ 28,799.55
2	SENIOR ACCOUNTS CLERKS	\$ 107,982.04
3	ACCOUNTS CLERK	\$ 126,031.46
2	RECEPTIONIST	\$ 58,285.67
1	SCHOLARSHIP SUPERVISOR	\$ 63,180.00

7	ADMINISTRATIVE ASSISTANT	\$ 279,084.03
1	INVENTORY OFFICER	\$ 69,722.29
1	ASSETS SUPERVISOR	\$ 64,695.85
1	ASSISTANT TO INVENTORY OFFICER	\$ 46,940.60
1	FIXED ASSETS CLERK	\$ 39,052.21
2	SR. INVENTORY CLERK	\$ 104,298.97
3	INVENTORY CLERK	\$ 110,438.39
21	BOOK MANAGERS	\$ 665,778.08
1	SUPERVISOR LEVY	\$ 65,075.14
1	ASSISTANT LEVY SUPERVISOR	\$ 59,678.87
1	SENIOR CASHIER	\$ 53,913.93
1	JUNIOR CASHIER	\$ 46,714.66
13	LEVY CLERK	\$ 425,946.67
2	COLLECTIONS OFFICER	\$ 85,021.97
1	DRIVER	\$ 38,529.69
2	MAINTENANCE MAN	\$ 72,498.64
3	GROUNDS ATTENDANT	\$ 79,966.51
2	CLEANERS/MESSENGER	\$ 45,933.56
85	TOTAL	\$ \$3,677,433.38

4.3 Achievements

The Board of Education has accomplished the following for the year 2014/2015:

Training and Development of staff includes:

- Three Junior Clerks completed Bachelor Degrees in Accounting, Management Studies and Electrical Engineering respectively.
- All Junior Clerks in the Human Resource, Scholarships and Levy Departments completed Certificates in Microsoft Excel.
- All Supervisors were beneficiaries of Supervisory Leadership Training.
- Training in the Accounting Software – Plus and Minus – was carried out across all departments. Training was extended from Line Staff to Management.
- Book Managers undertook updated training in Microsoft Access.
- Completion of first aid training for the disaster management team.
- Implementation an upgrade of performance appraisal system which is done on a quarterly basis. It also has a developmental aspect which is assessed annually.

4.4 Issues

- Space limitation for staffing given that the Levy area was deemed unfit for use which resulted in the department being relocated to Clare Hall.
- Renovation of the upper level of the Head Office meant that for several months there were further space constraint as majority of the staff had to operate out of the Maintenance Unit which posed some challenges.
- Disaster management policy and plan not fully implement given the challenges resulting from the relocation.

4.5 Summary of capability development strategy

The Board is focused on continuously improving the quality service it provides to the education sector in Antigua and Barbuda. In light of this there will be several changes made to enhance our service which include:

Organizational restructuring ongoing aimed at streamlining departments to improve efficiency

- Increased staffing across three departments – Book Scheme, Scholarships and Maintenance.
- Procedural and operational changes across all departments.
- Acquire new data software for Fixed Assets, Book Scheme and Scholarships to improve reporting, cut cost, and increase overall efficiency.
- Completion of employees handbooks
- Procedural manuals for all functional units
- Full implementation of the disaster plan with execution of drills on a regular basis

5. Priorities, Strategies and Indicators

5.1 Priorities and strategies 2016-2018

Priority objectives	Strategies	Indicators
Collection of levies	<p>Restructuring of the Levy department to include a revenue assurance division.</p> <p>Engage in the services of a bailiff through the commission of Inland Revenue</p>	<p>Outputs:</p> <ul style="list-style-type: none"> • Reduced receivable days • Increase in revenue and better collection capabilities <p>Outcomes:</p> <ul style="list-style-type: none"> • Greater ability to fund expenditures
	<p>Broaden the collection base by collaborating with new businesses and other statutory corporations</p>	<p>Outputs:</p> <ul style="list-style-type: none"> • Increase in levy compliance <p>Outcomes:</p> <ul style="list-style-type: none"> • Increase our revenue base
	<p>Upper levy negotiations with Central Government and State Owned Enterprises (SOE's)</p>	<p>Outputs:</p> <ul style="list-style-type: none"> • Board to Board agreements • Minister to Minister talks <p>Outcome:</p> <ul style="list-style-type: none"> • Reduction of arrears owed by Central Government and SOE's

	Upgrade of software with emphasis on the cashiering process.	<p>Outputs:</p> <ul style="list-style-type: none"> • Allow payment and invoices to be entered simultaneously <p>Outcome:</p> <ul style="list-style-type: none"> • Reduction in the postings of entries for Compliance Clerks which allows for greater focus on delinquent customers
Book Schemes	Restructure and revamp the book scheme's processes and procedures to ensure plants, software and overall procedures are up to good standards.	<p>Outputs:</p> <ul style="list-style-type: none"> • Improves efficiency in reporting <p>Outcome:</p> <ul style="list-style-type: none"> • Ensures accurate procurement of books by minimizing errors
	Greater collaboration with Ministry of Education in relation to the procurement and longevity of titles used across all curriculum areas	<p>Output:</p> <ul style="list-style-type: none"> • Reduction in annual book order quantum • Reduction in annual book order cost <p>Outcomes:</p> <ul style="list-style-type: none"> • Redirection of Resources to other priority expenditure

	<p>Introduction of Electronic textbooks in phases over the next three years</p>	<p>Output:</p> <ul style="list-style-type: none"> • Replacement of traditional text books <p>Outcomes:</p> <ul style="list-style-type: none"> • Reduction of long term recurrent expenditure • Greater positive impact education system with more interactive learning material
<p>Scholarships</p>	<p>Improve on the existing database and setup a new more interactive database</p>	<p>Outputs:</p> <ul style="list-style-type: none"> • Create a more interactive environment that allows the user to adequately access records and applicants personal information <p>Outcomes:</p> <ul style="list-style-type: none"> • Effective reporting methods
	<p>Greater strategic monitoring of scholarship both active and graduate awardees</p>	<p>Outputs:</p> <ul style="list-style-type: none"> • Earlier detection of delinquent students • Constant monitoring of graduate students throughout the bonding period <p>Outcomes:</p> <ul style="list-style-type: none"> • Increases in scholarship refund

<p>Improvement of plants</p>	<p>General maintenance of existing school plants. Major expansion to three secondary schools under Basic Education Project 2 (BEP2). CDB funded with counter fund from Central Government</p>	<p>Output:</p> <ul style="list-style-type: none"> • Accommodation of the increased capacity due to universal secondary education <p>Outcomes:</p> <ul style="list-style-type: none"> • Increased access to education throughout the island
	<p>Continuous assessment of plants</p>	<p>Output:</p> <ul style="list-style-type: none"> • Effective tracking and planning of renovations and improvements to be done <p>Outcome:</p> <ul style="list-style-type: none"> • Maintaining adequate reporting and ensuring good conditions are sustained within the plants
	<p>Expansion of Maintenance Unit and Renovation of Levy Area</p>	<p>Outputs:</p> <ul style="list-style-type: none"> • Increased office space <p>Outcomes:</p> <ul style="list-style-type: none"> • Improved working environment • Better strategic layout of staff • Improved efficiencies

5.2 Performance measurement

The Board of Education is committed to supporting the Ministry of Education in its provision of goods and services to the overall education system. The Board has had successful performances over the years across all areas. These include the provision of Scholarships, Books, Plant Maintenance, School Supplies and the general support Curriculum areas.

Performance is measured by the directors through monthly review of financial and other managerial reports to include Human Resource, Projects and Internal Audits.

5.3 Additional performance to comply with section 62 (1) c Finance and Administration Act

Code if relevant	Services title: School Maintenance					
Description: Annual Maintenance of School						
Financial and Non-Financial Performance Measures		2014 actual	2015 est.	2016 est.	2017 est.	2018 est.
Quantity	50 Schools and other Educational Entities to include School for the Deaf, Boy Training and Early Childhood Center	1,701,868	2,410,990	2,628,339	2,809,373	3,087,270
Quality	All general repairs to include electrical, plumbing, painting, fencing etc.					
Efficiency		99% based on budgeted and actual expenditure recorded for 2014				
Government funding, other funding		No Government Funding				

(specify) Total						
Expected results: Continuous upkeep of all Current School Plant, Major future renovations and Additional Schools.						

Code if relevant	Services title: Scholarships					
Description: New Awards and Disbursements						
Financial and Non-Financial Performance Measures		2014 actual	2015 est.	2016 est.	2017 est.	2018 est.
Quantity	200 students awarded	2,371,725	2,303,500	2,561,000	2,561,000	2,561,000
Quality	Scholarships awarded in accordance with priority areas determined the Government Planning Unit.					
Efficiency	99% of student took up the award and pursued studies with 2 students or 1% deferring.					
Expected results: The provision of scholarships to qualified applicants.						

6. Finances

6.1 Arrears

The Board of Education endeavors to keep payments to creditors relatively current. However as per the following table the only major arrears we carry is to the University of the West Indies.

Arrears as at August 31, 2015

Code (if relevant)	Description	Supplier	EC Amount not paid \$	Average number of days overdue for payment
	Economic Cost	UWI	\$5,916,668	
	Gov't Contribution	CXC	\$ 128,264	240

6.6 Government funding

The Board has for several years operated without monetary support from Central Government. However, in 2015 Cabinet has indicated support in the amount of **EC\$500,000** from the CIP fund to be used for the refurbishment of several school to be identified. Further, Board of Education is the executing agent for Basic Education Project 2 (BEP2) over the next 3 years and according to the agreement counterpart funding will be provided by Central Government over the period for administrative expenditure incurred under the project. The 2016 allotment is approximately **EC\$285,000**.

Revenues, expenditures and financing 2015-2018

	Actual	Estimated	Estimated	Estimated	Estimated
	2014	2015	2016	2017	2018
REVENUE	\$32,259,205	\$29,753,985	\$31,551,032	\$31,663,728	\$32,732,500
Recurrent Expenditure	13,292,548	8,254,293	18,847,280	18,795,491	18,914,676
Administration Expenditure	6,062,078	6,394,635	6,704,878	7,057,367	7,193,148
Capital Expenditure	10,572,030	15,086,822	7,577,172	6,050,524	6,567,627
Total Expenditure	\$29,926,656	\$29,735,750	\$33,129,330	\$31,903,382	\$32,675,451
Net (revenue - expenditure)	\$ 2,332,549	\$18,235	-\$1,578,298	-\$239,654	\$57,049
Financing			Loan	Reserves	

6.7 Any other matters as are agreed by Minister(s) and the Board.

7. Risk management

There are many risk with might affect the full implementation of this business plan. Below is a table outlining the possible risks and strategic plans to curtail their impact.

Risk	Risk management
Non-compliance of submissions of contributions deducted from employees salaries by private companies	Ensuring adequate collection methods are in place and follow through on collection outstanding funds
Continuous non receipt of outstanding government funds of approximately \$16.5 million as of August 2015	Possible intervention of the Minister to assist in the negotiation with the aim to reduce the arrears
Continuous non submission of levy deductions from SOE's approximately \$7.5 million inclusive Barbuda Council	Attempts will be made to negotiate a payment plan for collection with the different Boards of all the SOE's
Limited office space may reduce productivity and efficiency	Attempts will be made to negotiate a payment plan for collection
Decision taken above Board level outside of planned objective	Ensure that our plans and financial status is regularly communicate to those with the decision making authority that they may be guided and plan within our constraints

8. Information and reporting

Significant trends and issues	Potential impact on the ministry and its spending institutions
Economy and market	
<ul style="list-style-type: none"> <i>Government commitment to increasing investment</i> 	<ul style="list-style-type: none"> <i>Further increases in business registration and hence increases in Levy Collection – Enables</i>

Significant trends and issues	Potential impact on the ministry and its spending institutions
<ul style="list-style-type: none"> • <i>Coming on stream of centralized business registration</i> • <i>Acquisition of major book publisher by company unknown to the Board</i> 	<p><i>fulfillment of planned budgeted expenditures</i></p> <ul style="list-style-type: none"> • <i>Timely receipt of information about new business and hence ensuring levy submissions</i> • <i>Loss of years of experience and goodwill from years of conducting business. Untimely delivery of textbooks</i>
Social environment	
<ul style="list-style-type: none"> • <i>Migration between private and public educational bodies</i> 	<ul style="list-style-type: none"> • <i>Negative impact – significant increase in the enrollment in the public school system which leads to greater strain on the facilities because of overcrowding and also increase in the supplies needed to adequately operate these schools</i>
Policies and activities of NGOs, international agencies, private sector	
Effect of the environment	
<ul style="list-style-type: none"> • <i>Flooding</i> • <i>High Winds (Hurricanes)</i> 	<ul style="list-style-type: none"> • <i>Damage to School Plants and increase in expenditure outside of planned budget</i>
Government policy and decisions	
<ul style="list-style-type: none"> • <i>Tendering and Procurement</i> 	<ul style="list-style-type: none"> • <i>Increased timeframe to procure supplies</i>
Other influences	

Antigua & Barbuda
Free Trade and Processing Zone

Business Plan
For 2016-2018

1. Statutory organization overview

Mandate, Name of the Establishment Act, Year Set Up, Name of Line Ministry

Name of Statutory Organization:	Antigua & Barbuda Free Trade and Processing Zone
Year of Inception:	1994
Governing Act:	Free Trade and Processing Zone Act No. 12 of 1994 Law Revision (Miscellaneous) (Amendments) Act, No 1 of 2000
Line Ministry:	Ministry of Finance & Corporate Governance
Sector:	Public
Type of Statutory Body:	Non-Commercial / Advisory

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:

1. 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 renowned 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 Antiguan 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.

Key Services Provided:

- Provides processing of warrants for duty and tax exemptions for Free Trade and Processing Zone tenant American University of Antigua College of Medicine (AUA).
- Provides 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 Antigua Public Utilities Authority (APUA) RO plant to aid the Tango Desalting Plant in providing water services for the northern section of the island.
- Licence 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 Products of High Quality

Trade

- Import / Export Companies
- Warehousing 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.

2. Environment the organization is operating in

Having had an industry based on Offshore Gaming the environment changed with the WTO ruling on gaming. The Free Trade Zone is pursuing businesses in the information technology sector, most importantly call centers. Having educated a large majority of the population through ABIIT, the education and technology training remains with Antigua having a high IT literate workforce. We therefore see a smooth transition of workers into this sector.

3. Service performance review and critical issues

Challenge 1: The major challenge for the Free Trade and Processing Zone in 2014 / 15 which affects its operational, organizational and financial performance has been inadequate funding. As can be seen in Section 6 of this document – Financial Health Background and the accompanying financials, the Free Trade Zone has never been placed in the Ministry of Finance’s Budget and does not generate enough revenue from current land lease fees to cover operational expenses. Lack of finance has also contributed to the inability of the Free Trade Zone to erect the necessary buildings and proper infrastructure needed for development and the attraction of foreign companies.

Coping Strategy: The Free Trade Zone is actively looking for foreign investors and lending agencies willing to finance the development of the Zone. The Zone has also been actively pursuing foreign investors to setup business within the Zone.

In the first half of 2014, the Zone received several proposals from The World Resource Foundation to invest in several areas of business in Antigua (Agriculture, Energy, Solar Energy, Medical Supplies, Tourism, Airport and Prison Upgrade, Solid Waste Management) and CESCO SA to complete the Car Park on Independence Avenue. Negotiations have stalled after the change of Government.

In 2015 a print advertisement was placed in USA Today newspaper supplement Our World issue of April 10th 2014 featuring Antigua & Barbuda with the hope of attracting investment.

In 2015 discussions were held with the Wang Qi Group to develop the Free Trade Zone. The group expressed interest in twinning the Free Trade Zone with companies operating in the Shanghai Free Trade Zone. The group also expressed interest in partnering with AUA to conduct Medical Tourism and the ABHTI in setting up a hospitality training hotel.

In 2015 Chairman, Senator, The Honourable Michael Freeland travelled to Macau to attend an international Gaming Conference with the hope of attracting investors to the Zone.

In 2015 discussions were held with Mr. Mark Anton to setup Call Center facilities within the Free Trade Zone compound. Application is pending.

In 2015 discussion were held with Mr. Radford Hill and Mr. Frank Zhen regarding the opening of a satellite zone in Carlisle, Caribbean Free Trade Zone Development (Antigua) Inc. Application is pending.

Challenge 2:

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.

Challenge 3: The Free Trade Zone had two legal matters brought by a former employee pending against it in 2015. One matter is currently under appeal. The second case was decided by the High Court in favour of the employee in the amount of EC\$ The matter concluded with the claimant, former employee, Ms. Jessica Hood, being awarded a judgment of EC\$520,491.94. Due to financial constraints and the inability to pay, the Master of the Court made a judgment to sell the 2 acre portion of Free Trade Zone land which houses the joint venture Chinese Pharmaceutical Building by January 18th 2016. The Prime Minister and the Attorney General have been notified of the outcome and their advice sought.

Coping Strategy: The Zone has pursued several options to stop the auction of the property, including the lease of additional Zone lands to AUA. Funds received from the CIP Fund were used to make down payment Court appointed down payment on December 1st 2015.

Challenge 4: The Free Trade Zone is in negotiation with American University of Antigua College of Medicine (AUA) to lease an additional 3 acres of land for the purpose of setting up dormitories for 1st year students.

Coping Strategy: The Zone is currently awaiting the completion of the land survey so that the information can be sent to Ministry of Legal Affairs to draft official lease agreement.

Challenge 5: The Free Trade Zone overdraft facility of EC\$350,000.00 with Eastern Caribbean Amalgamated Bank was not renewed before the tenure of the former Board ended. The account currently has a negative balance. This has hampered the Zone's ability to pay current staff, pensioners, statutory contributions, outstanding bills, back pay owed to former employees and court judgment awarded to former employee.

Coping Strategy: The Free Trade Zone appealed to its tenant AUA to make an advance payment of its lease fees. The Zone also made appeal to the Ministry of Finance and Cabinet. Funds were received from the CIP Fund on November 30th 2015 and from Treasury on December 24th 2015.

Challenge 6: The Free Trade Zone currently has four (4) pensioners. Due to continued financial constraints the Zone has had difficulty continuing to meet the monthly pension payments of \$4,309.75.

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.

Challenge 7: 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.

Coping Strategy: The Zone is functioning with a reduced skeleton staff of 4 persons where staff duties have been extended per person.

Challenge 8: The Antigua and Barbuda Free Trade and Processing Zone has been instructed by Cabinet Decision dated March 15, 2011 to transfer 20 acres of its lands to the Antigua and Barbuda Hospitality Training Institute. The

question has been raised as to the amount of property tax to be paid for the transfer. The transfer of lands once more diminishes the available lands the Free Trade Zone has for development.

Coping Strategy: The Free Trade Zone hired a surveyor to survey the lands and prepare the necessary documents. The Free Trade Zone wrote to the Commissioner of Inland Revenue seeking his guidance regarding the payment of property tax by the Zone. To date we have not received a response. The Zone has also received several offers to develop a hotel on the lands in question.

Challenge 9: With a non – functional Accounting Department, it has been a challenge to keep up to date with all the required financials.

Coping Strategy: The Zone has hired one of the former accounts staff to prepare financials as needed. The Board is in the process of determining an auditor to come in and do an official audit to bring all financials up to date.

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

Board tenure: 2 year term

End of current term: 15th July 2016

4.2 Structure and staffing

<i>Number of Positions</i>	<i>Name of Position</i>	<i>Annual Salary</i>
1	Commissioner	\$108,000.00
1	Executive Assistant	\$60,000.00
1	Office Assistant / Cleaner	\$18,000.00

1	Driver / Messenger	\$12,000.00
TOTAL		\$198,000.00

Structure:

Since the transfer of the Antigua and Barbuda International of Technology (ABIIT) on January 31st 2012, the Free Trade and Processing Zone (FTPZ) has been operating on a skeleton staff. The staff complement was further reduced on September 17th 2013 when staff contracts were ended due to financial constraints. Key staff was re-hired on an as needed basis.

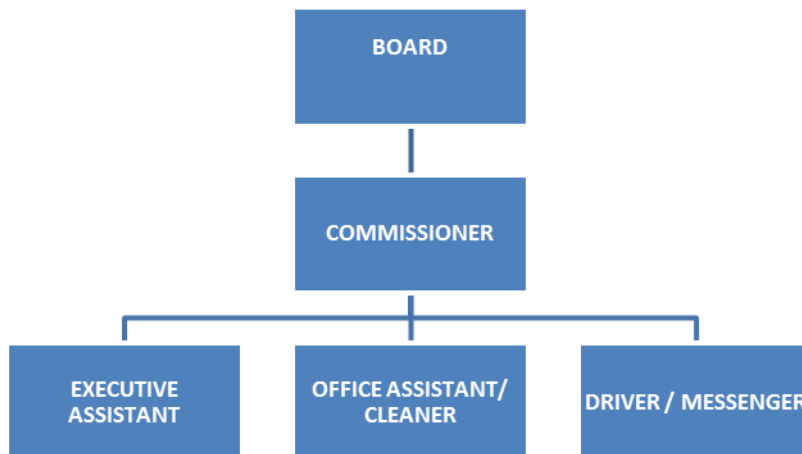


Figure 1: Organisational Chart

4.3 – 4.5

The Free Trade Zone is in desperate need of building and equipment upgrades to include leaking roofs and walls, corroding pipes, broken furniture, non – functional copier machine, non – functional typewriter, obsolete computers and printers among others. The Zone is also functioning on a skeleton staff and is in need of staffing, most notably, an accountant.

Matters regarding the maintenance and development of capability in areas such as human resources, systems, processes, equipment, financial health, relationships will be determined by the Free Trade Zone Board once adequate finance is allotted.

5. Priorities, strategies and indicators

Strategic Plan Timeframe:

In 2010, the Free Trade and Processing Zone commissioned Price Waterhouse to revise the business plan for the organization. The business plan builds upon the revised land use plan of 2009. The organization continues to use this plan as the basis for its strategic development.

Strategic Goals and Performance Indicators:

Goal / Objective 1

The main strategic goal of the Free Trade and Processing Zone is to bring investment to the Free Trade Zone and Antigua as a whole. The objective in 2016, is to capitalize on the pending applications for business before the Zone, secure a commitment from interested parties and to pursue new investment opportunities.

Goal / Objective 2

The second strategic goal of the Zone is to attract call centers and other internet based businesses to operate under the Free Trade and Processing Zone.

We have already received a request for the relocation of a call center to the Zone. Our objective is to actively pursue this request to make it a reality.

Goal / Objective 3

The third strategic goal is to secure funding for the development of the Free Trade Zone.

The objective is to secure funding for the phased development of the remaining lands of the Free Trade Zone. We are actively pursuing several funding avenues.

6. Finances

6.1 Forecast financial statements and assumptions

FINANCIAL OUTLOOK

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 its financials to the Ministry as part of the budget requirements. The Zone was requested to submit a business plan for the financial year 2013 to the Ministry of Finance in time for the 2013 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 license 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 license 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 license 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 stymieing 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 back pay. In July 2009, the Zone paid most of these employees half of their back pay 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. 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) 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

7) 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.

8) 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\$270,000.00 is owed.

9) 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\$960,000.00 is owed.

10) 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. Prior to January 2015 arrears on electricity was EC\$273,531.52, water EC\$46,186.17 and telephone EC\$548,314.25.

11) 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.

6.1 Forecast financial statements and assumptions

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:

- US\$1,500 per year (payable May 1st) until 2032 for 17.34 acres upon which the main campus is located.
- EC\$194,939 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.
- US\$50,000.00 per year (payable March 6th 2013 for 8.25 acres of land housing new AICASA Campus.

Conversion rate used 2.7169

EXPECTED REVENUE FROM AMERICAN UNIVERSITY OF ANTIGUA FOR 2014	
Date	Amount Due
March 6th 2014	US\$50,000.00 / EC\$135,845.00
May 1st 2014	US\$1,500.00 / EC\$4,075.35
May 1st 2014	EC\$194,939.00
TOTAL	EC\$334,859.35

**ANTIGUA & BARBUDA FREE TRADE AND PROCESSING
ZONE**

Statement of Financial Position

As of December 31, 2015

(Expressed in Eastern Caribbean Dollars)

December 31, 2015

ASSETS

Current Assets	
Cash in hand	771
Bank of Antigua US\$	35,392
BOA US\$ Reserve Fund Account	991
Total Cash	37,154

Accounts Receivable

FSRC / Treasury Receivable		525,000
IT Accounts Receivable		76,183
Loan Due from Central Gov't		4,032,310
Loan Due from ONDCP		194,500
Prov. For Bad Debts	-	2,174,028
Net Receivable		<u>2,653,965</u>
Prepayments :		
Prepaid Expenses		7,142
Prepaid Insurance		4,235
Refundable Deposits		20,635
Total Prepayments		<u>32,013</u>
Total Current Assets		<u>2,723,131</u>
Fixed Assets Property,		
Plant & Equipment		
Computer & Peripheral		357,856
Buildings		1,242,154
Furniture & Fixtures		654,078
Land		43,814,768
Generator		67,413
Automobiles		437,700
Site Improvements		40,560
Tools		9,546
Acc Dep Computer & Peripheral	-	350,757
Acc dep Buildings	-	455,172
Acc Dep Furniture & Fixtures	-	654,078
Acc Dep Generator	-	67,413
Acc Dep Automobiles	-	437,700

Acc Dep Site Improvements	-	13,533
Acc Dep Tools	-	<u>9,546</u>
Net ASSET		<u>44,635,877</u>

Total Assets		<u>47,359,008</u>
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LIABILITIES & EQUITY

Accounts Payable		
Bank overdraft (ECAB)		255,801
Trades Payable - APUA		868,031
Acct. payable State Ins. Arrears		90,076
Accounts Payable		<u>958,107</u>

Other Liabilities

Lease payment advanced- AUA		135,000
Social Security		27,497
Medical Benefits		25,588
Education Levy		10,771
PIT		13,077
Insurance Payable		1,144
Back Pay due to former staff		79,270
Total other Liabilities		<u>292,347</u>
Contingent Liability - J. Hood		<u>520,492</u>
Total Liabilities		<u>1,770,946</u>

Equity

Opening Bal Equity		10,309,985
FTZ Gov't Equity		66,301,298
FTZ Cont. Consolidated Funds	-	25,314,961

	Retained Earnings	-	3,363,942
	Deficit	-	2,344,318
Total Equity			<u>45,588,062</u>
TOTAL LIABILITIES & EQUITY			<u><u>47,359,008</u></u>

**ANTIGUA & BARBUDA FREE TRADE AND PROCESSING
ZONE**

Statement of Comprehensive Loss
for Year Ended December 31, 2015

(Expressed in Eastern Caribbean Dollars)

Ordinary Income / Expense	
Interest Income	124
Other Income	468,989
Funds from Central Government	235,000
Total Income	<u>704,113</u>
 Administrative Expenses	
Entertainment	5,921
Service Contract	3,300
Insurance Expense	3,249
Commission Fees	132,900
Professional Fees	16,100
Landscaping	800
Bank Charges	2,989
Dep. Exp. Computer	27,463

Dep. Exp. Buildings	23,667
Dep. Exp. Site Improvements	9,799
Dep. Exp. Tools	900
Contributions & Sponsorship	1,182
Office Supplies & Expense	7,825
Stationary	2,400
Vehicle Maintenance	22,358
Judgment Fee - J . Hood	30,533
Judgment Fee - J . Hood	520,492
Freight & Postage	836
Legal Fees	23,427
Telephone - Local	37,300
Telephone - Overseas	1,694
Water	612
Electricity	11,800
Repairs & Maintenance	35,759
Utilities - Fuel	2,970
Bad debt expense	1,811,690
Wages & Salaries	256,257
Social Security	14,196
Medical Benefits	13,011
Gratuity	27,000
Total Expense	3,048,431
<i>Net Loss</i>	<u>- 2,344,318</u>

(Financial Services Regulatory Commission)

Business Plan
For 2014-2016

1. Statutory organization overview

Mandate and scope and nature of business

Antigua and Barbuda's international financial services sector began with the enactment of the International Business Corporations Act CAP 222 ("the IBC Act") in 1982. Initially, the IBC Act was administered by the Ministry of Finance. By 1990, the country's financial services industry had grown significantly and the government, encouraged by this growth, sought to position the country as a premier international financial centre. Part of the repositioning strategy was the enactment of anti-money laundering legislation enshrined in the Money Laundering Prevention Act 1996 ("the MLP").

Subsequently, a series of major amendments to the IBC Act, ending in 2002, created the Financial Services Regulatory Commission ("the Commission"), as it is now known. The 2002 amendment expanded the range of activities to be regulated by the Commission to include businesses operated or carried on under the Financial Institution Non-Banking Act , the Cooperative Societies Act, the Post Office Act, and the Insurance Act . The Commission is also charged with the regulation of money remittance agencies and the gaming sector.

In addition to the above, this amendment brought Antigua and Barbuda in line with current international trends toward consolidating the regulation and supervision of financial services under a single regulatory body.

The Financial Services Regulatory Commission is a statutory body preserved and continued under section 4 of the Financial Services Regulatory Act No. 5 of 2013 as a body corporate for the purposes of the Act with its corporate identity and subject to the provision, its rights and obligations.

The Financial Services Regulatory Commission (the Commission) regulates and supervises the international financial services sector with international business corporations incorporated and licensed under the International Business Corporations Act Cap. 222 as amended.

The Commission, also regulates and license domestic non-banks financial services sector which includes the regulation and supervision of insurance companies, co-operative societies; money services businesses; corporate management and trust services providers; international foundations, trust and limited liability companies.

The principal functions of the Commission are provided for at section 6 of the Financial Services Regulatory Act No. 5 of 2013 and include:

1. Regulatory functions namely to regulate and supervised financial service business carried on in or from within Antigua and Barbuda accordance with this Act and the regulatory

laws; to perform any other regulatory or supervisory duties that may be imposed on the Commission by the other Act.

2. Collaborative functions namely, to provide assistance to overseas regulatory authorities in accordance the Act.
3. Advisory functions, namely, to advises the Government on matters to include whether the regulatory functions and the collaborative functions are consistent with function discharged by an overseas regulatory authority; whether the regulatory laws are consistent with the laws and regulations of counters and territories outside Antigua and Barbuda; and
4. 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;
- 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;
- regard to generally accepted principle pf good corporate governance;
- comply with the Act an any other act, including any regulations or directions made or given thereunder and gave such ancillary powers as may be required to fulfill the functions.

The Regulatory Laws through which the Commission is provided for 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 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;

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.

Mission

To develop Antigua and Barbuda as an effectively regulated, well managed major financial services jurisdiction.

2. Environment the organization is operating in

The Financial Services Regulatory Commission is overseen by the regional the Caribbean Financial Action Task Force, which itself is answerable to the international body, Financial Action Task Force. The Jurisdiction still falls in the specter of a tax haven. The Jurisdiction has regional competition for most of its products, including: International banking (Dominica and St. Vincent); IBC's (British Virgin Islands and Nevis); and insurance (Anguilla and Bermuda).

3. Service performance review and critical issues

3.1 Achievements

1. The Commission has adopted current industry supervisory practice by implementing risk-based supervision
2. The Commission was instrumental in removing the Jurisdiction from the Financial Action Task Force grey list.
3. The Jurisdiction obtained membership in Caribbean Group of Banking Supervisors and attained full membership in the Group of International Finance Centre Supervisors
4. In process of amending various pieces of legislation to ensure compliance with Financial Services Regulatory Commission Act

3.2 Issues

1. The Jurisdiction was cited by the United States as an offshore tax haven
2. Online gaming still perceived negatively by US authorities and is a significant impediment in accessing that market and poses a threat to inter-jurisdiction correspondent relations.
3. Contraction in the number of licensed entities
4. Issues from the restructuring exercise have manifested and would need to be addressed
5. The Gaming Department requires training and development (lack of continuity in Department following restructuring)

4. Organizational matters affecting the capability of the organization

4.1 Governance

<i>Number of Positions</i>	<i>Name of Position</i>	<i>Annual Salary</i>
<i>1</i>	<i>Chairman</i>	<i>\$42,000.00</i>
<i>6</i>	<i>Regular members (\$3000 each)</i>	<i>\$216,000.00</i>
<i>1</i>	<i>Secretary</i>	<i>\$24,000.00</i>

4.2 Structure and staffing

<i>Number of Positions</i>	<i>Name of Position</i>	<i>Annual Salary</i>
<i>1</i>	<i>Chief Executive Officer</i>	<i>\$ 210,000.00</i>
<i>1</i>	<i>Chief Regulatory Officer</i>	<i>\$ 192,000.00</i>
<i>5</i>	<i>Directors</i>	<i>\$ 738,000.00</i>
<i>1</i>	<i>Legal Counsel</i>	<i>\$ 162,000.00</i>
<i>1</i>	<i>Financial Controller</i>	<i>\$ 150,000.00</i>
<i>1</i>	<i>HR Manager</i>	<i>\$ 121,200.00</i>
<i>1</i>	<i>Regulatory Manager (seconded)</i>	<i>\$ 109,272.72</i>
<i>1</i>	<i>Assistant Human Resources Manager</i>	<i>\$ 86,082.96</i>
<i>3</i>	<i>Regulatory Team Leader</i>	<i>\$ 295,200.00</i>
<i>1</i>	<i>Senior Accounts Officer</i>	<i>\$ 95,604.24</i>
<i>1</i>	<i>Research Officer</i>	<i>\$ 96,000.00</i>
<i>1</i>	<i>Senior Regulatory Team Support</i>	<i>\$ 90,900.00</i>

6	<i>Regulatory Team support</i>	\$	498,334.20
1	<i>Assistance Regulatory Team Support</i>	\$	71,551.44
2	<i>Accounts Officer</i>	\$	118,718.64
1	<i>Network Administrator</i>	\$	58,839.12
1	<i>Assistant Research Officer</i>	\$	54,000.00
4	<i>IBCs Administrative Officer</i>	\$	163,806.48
1	<i>IT Officer</i>	\$	38,738.64
1	<i>Receptionist</i>	\$	30,000.00
1	<i>Driver/Facility Attendant</i>	\$	33,600.00
36		\$	3,413,848.44

4.3 Achievements

1. Completed substantive actions in restructuring
2. All regulatory staff has online access to globally-recognized industry training through the Bank for International Settlement solution FSI Connect

4.4 Issues

1. Plans to relocate in 2016. However, there are construction delays at the new proposed location
2. Relatively high level of expenses
3. The Human Resources and Finance Departments are often uncomfortable for staff due to malfunctioning of air conditioning
4. The payroll system is obsolete and currently only runs on one machine
5. The QuickBooks application invoices and receipts require tweaking to optimize these functions (receipts are currently done manually)

6. Finances

6.1 Any proposed major financing transactions

During 2016 the IBC department will be transitioning to an e-registry platform.

Appendix

Description	Amount EC\$		
	Budget 2016	Projected Jan-Dec, 2015	Jan -Dec 2014 (Actual)
Revenue			
Incorporation Fees	\$ 202,500	\$ 110,000	\$ 140,324
Re-registration Fees	1,526,804	1,366,950	1,407,273
Application Fees	196,498	155,893	68,705
Company Mgmt & Trust Service Providers Fees	153,495	130,069	88,165
Post Incorporation Fees	449,494	436,995	325,189
Money Svcs License/Location/Sub-Lic	37,500	35,000	25,000
License Fees	6,125,964	4,361,879	3,199,461
Examination Fees (net)	805,082	523,502	573,656
Training Fees for Land Based Gaming Stakeholders	3,795	-	-
Gazette Fees	17,473	17,583	17,473
Interest Income (All Accounts)	762,040	880,200	666,278
Key Persons Fees	51,194	14,113	16,129
Renewal Fees	120,969	120,969	94,087
Due Diligence Fees	24,194	9,653	34,433
Monitoring Fees (Net monitoring revenue)	77,420	-	(295,940)
Pension Plan Fees	40,000	-	-

Certificate of Continuance, Penalty & New Reg. Fees	5,450	7,100	24,450
Sale of Excess Fixed Assets	2,000	-	-
Total Revenue	\$ 10,601,874	\$ 8,169,906	\$ 6,384,684

General & Administrative Expenses	Budget 2016	Projected Jan - Dec 2015	Jan -Dec 2014
Emoluments			
Salaries & Wages	\$ 3,962,249	\$ 3,517,482	\$ 4,352,964.40
Overtime	20,000.00	22,130.00	118,377.65
Social Security	162,740.78	160,216.90	166,208.91
Medical Benefits	136,578.70	129,259.22	124,760.76
Medical Insurance	64,030.80	49,277.49	97,235.65
Thrift Fund	66,631.46	39,419.58	114,803.54
Worker's Compensation	26,000.00	25,250.00	24,821.90
Gratuity	207,900.00	249,471.60	42,249.50
Staff Honorarium	-	-	10,000.00
Training	40,000.00	25,163.99	110,075.62
Conferences - O/S **	309,602.54	246,668.97	518,227.97
Restructuring Costs	-	1,122,485.14	2,169,603.45
Capital Expenditures	-	-	-
E Registry Hardware			

	200,000.00	-	-
Vehicle for CEO	60,000.00	-	-
E Registry Consulting	300,000.00	-	-
Membership/Registration Fees	5,841.34	7,969.32	4,838.76
General & Admin Expenses	12,630.16	43,186.95	288,107.51
Staff Uniform and Uniform Allowance	62,699.96	29,893.39	70,968.94
Travel Allowance	225,600.00	198,575.09	241,882.90
Duty and Housing Allowance	24,000.00	18,879.81	54,250.00
Website Allowance	6,000.00	6,000.00	6,000.00
Acting Allowance	-	-	2,751.67
Utility Allowance	-	500.00	33,250.00
Employee Awards Ceremony	20,000.00	25,000.00	300.00
Board Fees	312,000.00	300,007.90	310,418.15
Meals & Entertainment	15,428.00	14,978.64	21,469.36
Rent	465,645.00	931,290.00	931,290.00
Telephone - Local	65,822.84	73,136.49	69,143.12
Telephone - International	1,828.08	2,031.20	6,712.34
Telephone - Mobile	92,585.93	102,873.26	112,005.24
Internet	93,560.00	11,840.50	11,516.28
Electricity			

	197,271.50	219,190.56	244,598.58
Water	4,459.37	4,954.85	6,963.70
Legal/Professional Fees	154,338.00	305,716.32	142,856.33
Maintenance Charges	42,000.00	87,203.00	100,908.37
Courier	15,000.00	11,354.38	14,908.25
Promotional Material/Advertisement	11,400.00	11,400.00	46,040.00
Supplies	51,021.32	49,535.26	232,698.20
Publication & Notices	100,000.00	11,271.76	24,205.15
Cleaning Services	93,000.00	93,500.00	93,135.00
Newsletter/Magazine, Quickbooks Subscription & TextBooks	35,654.39	68,001.73	41,643.55
Offsite Storage	28,800.00	-	-
Internet Penetration Testing	10,000.00	-	-
Heavy Duty Scanner	6,792.25	-	-
Marketing (Road Show)	50,000.00	-	-
Corporate Sponsorship	30,000.00	-	-
Total Expense	\$ 7,789,111	\$ 8,215,115	\$ 10,962,191
Projected Surplus/(Deficit) for the Year 2016	\$ 2,812,763	\$ (45,209)	\$ (4,577,507)
10% of Surplus to be remitted to Consolidated Fund	\$ 281,276	\$ -	\$ -

MOUNT ST. JOHN'S MEDICAL CENTRE

Business Plan
For 2016-2018

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 opened its modern medical complex doors boasting a 185-bed medical complex. In just over a year, accreditation from 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 centers 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.

Ministry

The hospital falls under the direction of the Ministry of Health and Environment.

Clinical Services

MSJMC provides outpatient and inpatient services in all specialties, including Internal Medicine, Paediatrics, Obstetrics and Gynaecology, Neurology, Dietetics, General Surgery, Orthopedic Surgery, Ear, Nose and Throat Surgery, Nephrology including Dialysis , Radiology, Ophthalmology, Pain Management, Oncology, Diabetics Management, Rehabilitation (Physiotherapy and Occupational Therapy), Emergency and Trauma, Clinical Laboratory, Pathology, Pharmacy and Social Services. The hospital is committed to excellence in patient care in providing these services.

To complement our trauma services a helipad is available on site 100 yards outside our Emergency entrance.

Vision

Our vision here 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 highest level of health care services as our lone hospital care afford.

2. Environment the organization is operating in

Patient care

The hospital provides several services. However, there is long waiting list for our outpatient services. This extensive waiting period suggests the need for increasing the services offered.

Funding

The hospital operates with a funding deficit. This has led to operations constraints often reflected in shortage of supplies necessary to produce effective service for the populace of Antigua and Barbuda and prevents 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 diabetes and other lifestyle diseases in the island's population leading to further increases in demand for services. The Medical Benefits Scheme assists with the acquisition of the supplies for dialysis. As the island pursues a successful preventative agenda for lifestyle diseases the Hospital will eventually see a decrease in the need 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 stayed open despite the funding deficit,

3.2 Issues

1. Lack of funding has put the hospital in a position not to be able to pay vendors in a timely manner. This has affected the quality of care that we provide for patients.
2. Agreements with various Unions were put in place at the former Holberton Hospital. These were grandfathered 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
9	Administrative Assistant	349,667
87	Clerk	1,910,886

40	Manager	2,775,611
174	Nurse	6,685,332
15	Pharmacists	890,400
74	Physicians	12,579,624
100	Service Worker	2,724,760
20	Supervisor	928,554
83	Technician	2,662,373
602	Total	31,507,207

4.3 Achievements

1. Completed two projects for Cataract and Pterygium surgeries performed by eye care specialists from China and Venezuela.
2. Acquired new equipment to include state of the art CT and MRI.
3. Internationally renowned Vascular Surgeon Dr. Roush will be performing vascular access procedures for prospective Dialysis patients.
4. An Epilepsy Conference will be conducted during Epilepsy Week. Clinics, public lectures and the performing of Electro Encephlogram on Patients will form part of the week's activity.
5. A new service of Echo Cardiography will be offered at the hospital from November 2015. Staff completed training in this field.
6. The introduction of arthroscopy services.
7. The hospital introduced a 24 month diploma programme in Family Medicine (University of the West Indies).
8. Optical Coherent Tomography service which will enable the hospital to perform retina scan and identify any anomaly in the retina was also introduced during 2015.
9. A & B scan to calculate the size of the eyes and the lens required for cataract surgery was also introduced in 2015.
10. The introduction of cardio-echogram service was also accomplished in 2015.

4.4 Issues

Inadequate funding resulting in:

1. Late payment of Salaries
2. Vendors suspending our credit
3. Lack of basic essential supplies necessary for provision of services.

4.5 Summary of capability development strategy

In its thrust to provide the best possible diagnostic and other services, MSJMC pursues the upgrade of its equipment.

5. Priorities, strategies and indicators

5. Priority objectives and strategies

The priority objectives in order are:

1. Increase revenue of the hospital;
2. Reduce recurrent expenditure;
3. Improve customer service;
4. 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 2016-2018

Priority objectives	Strategies	Indicators
Priority 1 Increase revenue	1) Increase Capitation	Outputs: Outcomes: Monthly Capitation payments of \$2M
	2) Increase user fees for Inpatients and Emergency Room visits.	Outputs: Outcomes: Removal of cap on user fees

Priority 2 Reduce recurrent expenditure	1) Reduce staff costs	Outputs: Outcomes: Reduction of auxiliary/clinical staff mix
	2) Reduce Patient's length of stay	Outputs: Outcomes: Aim to meet industry standard of 4 days
Priority 3 Improve Customer Service	1) Increase customer service training across the hospital	Outputs: Outcomes: Reduction in customers' complaints.
Priority 4 Offer consistent service	1) Pay the suppliers within credit period. 2) Reduce number of vendors.	Outputs: Outcomes: Reduction in the number of times services are unavailable due to the lack of supplies.

5.2 Performance measurement

MSJMC is unable to provide this information at this time.

5.3 Additional performance to comply with section 62 (1) c Finance and Administration Act

Code if relevant	Services title: Diagnostic					
Description: Laboratory and Radiology Departments						
Financial and Non-Financial Performance Measures		2014 actual	2015 est.	2016 est.	2017 est.	2018 est.
Quantity	1) Number of Laboratory Tests	304,053	346,523	363,849	382,042	401,144

	2) Number of Radiology Tests	27,186	36,814	38,655	40,587	42,617
Quality						
Efficiency						
Government funding, other funding (specify) Total	Funding from Capitation, Medical Benefits Scheme, and to a lesser extent, user fees		3.8M	3.8M	3.9M	4.1M
Expected results:						

Code if relevant	Services title: In-patient Services					
Description: Patients warded in the following areas: Surgical, Medical, Maternity, Paediatrics, Intensive Care and Neo-natal Care Unit						
Financial and Non-Financial Performance Measures		2014 actual	2015 est.	2016 est.	2017 est.	2018 est.
Quantity	1) Total Admissions	5,887	6,115	6,177	6,238	6,300
	2) Bed Days		32,596	32,922	32,922	33,251
Quality						
Efficiency						
Government funding, other funding (specify) Total	Funding from Capitation, Medical Benefits Scheme, and to a lesser extent, user fees	\$31M	81.4M	82M	82.8M	83.7M
Expected results:						

Code if relevant	Services title: Outpatient Services					
Description: Outpatient Clinics operated at the Centre						
Financial and Non-Financial Performance Measures		2014 actual	2015 est.	2016 est.	2017 est.	2018 est.
Quantity	Number of Outpatient Visits		17,564	18,422	19,364	20,333
Quality						
Efficiency						
Government funding, other funding (specify) Total	Funding from Capitation, Medical Benefits Scheme, and to a lesser extent, user fees	\$162,052	1.14M	1.16M	1.17M	1.2M
Expected results:						

Code if relevant	Services title: Dialysis Services					
Description: Dialysis operated at the Centre						
Financial and Non-Financial Performance Measures		2014 actual	2015 est.	2016 est.	2017 est.	2018 est.
Quantity	Number of Patient Visits	8,748	9,185	10795	10795	10795
Quality						
Efficiency						
Government funding, other funding (specify) Total	Supplies funded by Medical Benefits Scheme. Salaries funded by Capitation	0.9M	1.14M	3.4M	3.6M	3.8M
Expected results:						

6. Finances

6.1 Forecast financial statements and assumptions

Forecast financial statements and assumptions are unavailable at this time. However revenue and expenditure forecasts for 2016 are attached as appendices to this Business Plan. These were reviewed and approved by the Board of Directors on October 29, 2015.

6.2 Arrears

Arrears as at October 30, 2015

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 and other contractors, and Medical Supplies.	Various Local Companies	2,018,425	> 90 days
Arrears in salaries, gratuities	Risk Allowance Salaries Octo	Past and Present employees; Employees	2,058,211 660,000	> 90 days
Arrears to government owned suppliers	Statutory deductions Uttilities	Statutory Bodies APUA	75,295,183	> 90 days
Arrears in interest or principal repayment	Not applicable		NIL	
Other (specify) Overseas Vendors	Medical Supplies and contractors	Various International Companies	2,545,412	> 90 days

6.3 Dividend for profit making organizations and other financial measures

Not Applicable

6.4 Significant capital developments

Summary of development projects EC\$13.5mill

<u>Code (if assigned one)</u>	<u>Describe</u>	<u>Year started</u>	<u>Total est. cost</u>	<u>Actual Expd prior to 2014</u>	<u>Actual Expd 2014</u>	<u>Budget 2015</u>	<u>Revised budget 2015</u>	<u>Budget 2016</u>	<u>Est 2017</u>	<u>Est 2018</u>
			<u>Consolidated fund</u>	<u>Consolidated fund</u>	<u>Consolidated fund</u>	<u>Consolidated fund</u>	<u>Consolidated fund</u>	<u>Consolidated fund</u>		
			<u>Other source</u>	<u>Other source</u>	<u>Other source</u>	<u>Other source</u>	<u>Other source</u>	<u>Other source</u>		
			<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Total</u>		
						\$28.3M		\$13.5M		

6.5 Any proposed major financing transactions

6.6 Government funding

The board proposes the acquisition of capital equipment totalling approximately \$13.5M in addition to the Capitation payments of \$36.5M for recurrent expenses.

6.7 Additional information for Government financed organizations

Revenues, expenditures and financing 2016-2018

	2014 actual	2015 estimated	2016	2017	2018
Revenues by type	\$33M	\$55M	\$56M	\$57M	\$57.5M
Recurrent expenditure by type	\$50M	\$65.5M	\$63.1M	\$63.1M	\$63.1M
Capital expenditure	\$0.8M	\$28.3M	\$13.5M	\$13.5M	\$13.5M
Balance	(\$17.8M)	(\$38.8M)	(\$20.6M)	(\$19.6M)	(\$19.1M)
List financing sources and amounts if balance is negative	Accounts Payables	Accounts Payables	Accounts Payables	Accounts Payables	Accounts Payables

6.8 Any other matters as are agreed by Minister(s) and the Board.

7. Risk management

Risk	Risk management
The community clinics are not adequately equipped	Work with the Ministry of Health to ensure that Community Clinics operate more efficiently in order to reduce the load on the ER.
The aging infrastructure of the hospital	Embark on a systematic maintenance plan with the aim of completely overhauling the building within 5 years.
Inadequate complement of specialist physicians in the Emergency Room	Hire/engage Emergency Room Specialists

8. Information and reporting

Information requested in Section 5.2 cannot be provided at this time and will be reported on as soon as available.

APPENDIX I

MSJMC REVENUE FORECAST FOR 2016

DESCRIPTION	2016
	AMOUNT
	\$
Emergency Room	891,000
Pharmacy	562,320
Hospitalization	2,139,467
Laboratory	734,400
Rehabilitation - Pyhsio	55,000
Radiology	931,200
OutPatient Clinic	301,120
Dialysis	-
OutPatient Surgery	960,000
Dietician Consultant	1,200
Social Work	-
Capitation	36,494,160
MBS services	12,000,000
Rent	838,560

Clinical Rotations	60,000
Donations	-
Total Income	\$55,968,427

APPENDIX II

MSJMC EXPENDITURE FORECAST FOR 2016

EXPENDITURE	BUDGETED 2016
	\$
Salaries and Benefits	31,507,202
Payroll Taxes	1,712,742
Other Staff Benefits	-
Utilities (Electricity, Water, Telephone)	7,000,000
Security	879,600
Repairs & Maintenance	3,245,484
Medical Supplies	8,316,584
Cleaning	1,802,500
Catering	2,120,650
Insurance	2,096,488
Brokerage	72,500
Directors Fee	186,000
Audit & Legal	110,000
Uniforms	258,025
Advertising & Promotion	50,000

Refreshments	93,655
Drinking Water	70,036
Overseas Telephone	23,000
Garbage & Bio-waste Disposal	81,000
Management Fees	-
Transportation	45,000
Supplies	1,232,075
Forms & Stationery	434,011
Travel & Accommodation	68,000
Accreditation Canada	130,000
Signage	35,500
Employee Vaccinations	28,048
Training & Education	220,886
Dues & Subscriptions	15,428
Extermination services	32,000
Cable Television	7,200
Landscaping & Plant Rental	132,000
Bank Charges	42,000
Credit charges	86,801
Medical Gas	50,000
Purchased Physician Services	831,760
Postage	5,250
Vehicle expenses	119,544
Freight	200,000
Fuel	5,200
Miscellaneous	50,000
Maintenance Contracts	389,022

Fire Alarm System	50,000
TOTAL	\$63,835,190

National Solid Waste Management Authority

Business Plan
For 2016-2018

1. Statutory organization overview

Mandate and scope and nature of business

The National Solid Waste Management Authority was established by an Act of Parliament in 1995, and subsequently amended in 2005; as the national entity responsible for solid waste storage, collection, treatment and disposal and for matters incidental and connected therewith.

As specified by Section 5 of the Solid Waste Act, the duties of the NSWMA under the direction of the Ministry of Health are as follows:

- ✿ To provide storage facilities for solid waste;
- ✿ To procure equipment for the collection, transportation and disposal of solid waste;
- ✿ To provide collection and storage facilities at ports, harbours and anchorages for the reception of ship generated wastes;
- ✿ To procure the equipment necessary to transport the ship generated wastes to the final disposal site;
- ✿ To convert existing dumps into sanitary landfill sites;
- ✿ To develop and manage new sanitary landfill sites and other disposal methods;
- ✿ To provide facilities for the treatment and disposal of medical and hazardous wastes;
- ✿ To introduce measures to encourage recovery of recyclable items from solid waste;
- ✿ To introduce cost recovery methods for services provided by the Authority;
- ✿ To prepare plans and programmes to address the problems of Solid Waste management in Antigua and Barbuda;
- ✿ To manage and direct the implementation of the OECS Solid and Ship Generated Waste Management Project and any other regional and international project activities.

Beginning in late 2014 the scope of the Authority was expanded with the transfer of responsibilities from the Central Board of Health resulting in the development of the National Beautification Programme. Based on the overwhelming success of the programme the Authority was tasked with additional projects in 2015 to include:

- Night Soil Elimination Project
- National Waterways Clean-Up Programme
- Coastal Seaweed Clean-Up Project

As a part of its ongoing expansion, the Authority is poised to be the instrumental agency, of the initiative, for the elimination of plastic bags, propelled by the Ministry of Health and the Environment.

Vision

The vision of the National Solid Waste Management Authority is simply to be “The Leader in Waste Management Services to Antigua and Barbuda”.

Mission

At the Authority management and staff are tasked each day with performing their utmost with the ultimate goal of achieving our mission; “To provide all residents with an integrated, cost effective Solid Waste Management System that follows the guidelines of environmentally sound principles”.

2. Environment the organization is operating in

Antigua and Barbuda has experienced a significant amount of growth and changes over the past three decades in its political, economic, environmental, social and technological landscape. This has had a significant effect on the demands for the provision of effective waste management and disposal systems. The National Solid Waste Management Authority has transformed the Cooks Dump into the only authorized solid waste disposal site in Antigua in the location of the Cooks Sanitary Landfill and Civic Amenities Site.

Provision of the services required to contribute to the environmental health of the residents of the island is challenged daily by the balance between economic and financial constraints, changing governmental and environmental policies, an evolving demographic society and new types of waste generated.

Although there are various legislated allocations to ensure its financial viability the Authority continues to experience financial challenges due to its dependency on resources generated based on variable seasonal economic activity (cruise and embarkation tax), importation of goods (bottle can levy) and accessing of services (tipping fees). These are all dependent on not only local economic factors but on the global economy as well.

As the country and the world continues to battle environmental challenges such as the effects of global warming changing government and environmental policies continue to have an effect on the Authority as the need for more efficient, effective and environmentally safe methods of waste

management are required. The cost of achieving these goals has escalated over time with the execution of most initiatives being cost driven without revenue generating potential.

Equally the evolving demographic of the society has resulted in an increase in waste volumes and more complex waste types. The management of solid wastes has become more challenging, and requires more scientific approaches in order to adequately keep-up with the challenges. As a result, there is the need to implement the three R's; Reduce, Reuse and Recycle, through an intense Waste Diversion programme where greater emphasis will be placed on waste as a resource rather than as a nuisance for disposal.

The future of the Authority is dependent on management being able to employ strategies that include related diversification and service development. Expansion of our operations will require the expansion of the administrative buildings, staffing, storage and treatment facilities, processing facilities, equipment, and most critically, land acquisition. Since land is an extremely scarce and costly resource, and further complicated by the criteria for the siting of a landfill, the Authority must ensure that the limited land space is wisely utilized to its maximum, without posing any environmental hazards to the existing lands and/or humans or animals, or to any of the properties around the Sanitary Landfill.

3. Service performance review and critical issues

3.1 Achievements

1. Staff members are updated periodically on goals and objectives of the organization. This is necessary for effective community service. Updates have provided staff members with additional tools to advance community programs.
2. A system of communication has been established to facilitate smooth flow of information throughout the various departments. This has led to an improvement in communication strategies from Senior Management to Line Staff and vice versa.
3. The services provided to all customers, both internal and external have become more timely and efficient.
4. NSWMA has an on-going clean-up campaign to eliminate all illegal dumpsites. Illegal dumpsites not only create unsightly conditions but also reduce harbourage of disease vectors such as rats and mosquitoes. The aesthetics of countless areas, both urban and rural have been lifted because of this program.
5. The Environmental Beautification Program involves: cleaning and flushing of drains and gutters and trimming of fallen trees and street-side grass, in various communities.

Moreover, these activities are also executed on highways throughout the country. The communities and highways have become more adorable since NSWMA has taken over these activities from the Central Board of Health.

6. NSWMA takes pride in assisting the public by removing bulk-waste from residential properties and businesses. Five (5) contractors with small trucks are used to fulfil this agenda. It is important to highlight, that amount of bulk-waste in residential environments has been significantly reduced.
7. The Authority has been busy in keeping the beaches clean throughout the country. The beaches are more pleasing to the eyes of locals as well as tourists, due to programs involving: litter-picking, cutting of shrubs and overgrown vegetation and the removal bulk-waste.

3.2 Issues

1. There is an unresolved matter between the Antigua Trades and Labor Union and the Authority. The Union affirms that the Beautification Workers should become permanent employees. This thinking arose after NSWMA began to deduct Social Security and Medical Benefits contribution from the wages of the mentioned workers. A solution to this issue is pending.
2. Challenges to the Authority include situations where residents “put-out” garbage after scheduled time. There is on-going communication to change this culture. Likewise, factors such as narrow streets and land topography etc. present overwhelming challenges. Some of these issues are beyond the control of the Authority.
3. Down Time originates from inadequate maintenance of vehicles and equipment and old vehicles. However, the Authority will strengthen all maintenance programs with proper schedules and mandate contractors to maintain equipment as well. Contractors that are unable to meet the obligations owed to the Authority might not be considered for future contracts.

4. Organizational matters affecting the capability of the organization

4.1 Governance

The National Solid Waste Management Authority under the direction of the Ministry of Health and the Environment is governed by a Board of Directors, which consists of the following positions:

Number of Positions	Position	Annual Remuneration
1	Chairman	24,000.00
1	Deputy Chairman	18,000.00
1	Board Secretary	15,600.00
5	Members	60,000.00

4.2 Structure and staffing

The current structure of the National Solid Waste Management Authority comprises a total of thirty-five (35) positions currently staffed by ninety-eight (98) persons, as follows:

Number of Positions	Name of Position	Annual Salary
<i>1</i>	<i>Director of Administration</i>	<i>96,000.00</i>
<i>1</i>	<i>Operations Manager</i>	<i>96,000.00</i>
<i>1</i>	<i>Assistant Operations Manager</i>	<i>78,000.00</i>
<i>1</i>	<i>Executive Secretary</i>	<i>48,000.00</i>
<i>1</i>	<i>Accountant</i>	<i>90,000.00</i>
<i>1</i>	<i>Landfill Manager</i>	<i>84,000.00</i>

Number of Positions	Name of Position	Annual Salary
<i>1</i>	<i>Landfill Supervisor</i>	<i>40,884.48</i>
<i>1</i>	<i>Human Resource Manager (Ag.)</i>	<i>78,000.00</i>
<i>13</i>	<i>Labourer</i>	<i>316,449.12</i>
<i>4</i>	<i>Heavy Duty Equipment Operator</i>	<i>163,537.92</i>
<i>4</i>	<i>Technician</i>	<i>124,785.44</i>
<i>1</i>	<i>Store Keeper</i>	<i>28,549.04</i>
<i>1</i>	<i>Equipment Washer</i>	<i>30,287.92</i>
<i>1</i>	<i>Site Office Cleaner</i>	<i>25,524.28</i>
<i>3</i>	<i>Backhoe Operator</i>	<i>115,405.68</i>
<i>1</i>	<i>Snr. Collections Supervisor</i>	<i>42,320.72</i>
<i>5</i>	<i>Collections Supervisor</i>	<i>190,169.20</i>
<i>20</i>	<i>Loaders</i>	<i>504,212.80</i>
<i>6</i>	<i>Drivers</i>	<i>189,886.32</i>
<i>1</i>	<i>Dispatcher</i>	<i>30,833.40</i>
<i>1</i>	<i>Administrative Assistant 1</i>	<i>47,994.00</i>
<i>1</i>	<i>Administrative Assistant 2</i>	<i>40,500.00</i>
<i>2</i>	<i>Administrative Clerk</i>	<i>55,200.00</i>
<i>1</i>	<i>Administrative Office Cleaner</i>	<i>23,524.20</i>
<i>1</i>	<i>Administrative Inspector</i>	<i>42,000.00</i>
<i>1</i>	<i>Human Resource Officer</i>	<i>53,496.00</i>
<i>1</i>	<i>Accounts Supervisor</i>	<i>53,106.48</i>
<i>1</i>	<i>Accounting Officer</i>	<i>43,200.00</i>

Number of Positions	Name of Position	Annual Salary
8	<i>Accounts Clerk</i>	265,401.60
4	<i>Environmental Services Assistant</i>	122,979.36
1	<i>Education/Marketing Officer</i>	52,450.92
2	<i>Messenger/Driver</i>	56,368.00
3	<i>Security Officer</i>	87,750.00
2	<i>Beautification Inspectors</i>	96,918.64
1	<i>Chief Intelligence Officer</i>	48,000.00

Organizational Chart is detailed in Appendix A.

4.3 Achievements

1. There is ongoing training offered by the Training Division (all levels) and Japan Internal Cooperation Agency (middle and upper management)
2. Tailoring of job descriptions of new employees to facilitate job rotation.
3. Employees were recruited internally to fill available positions.
4. A maintenance contractor was employed to improve maintenance program.
5. Re-arrangement of storeroom to improve inventory procedures.
6. Implementation of cost effective measures such as:
 - a. Expanding the fleet of compactors owned by the Authority.
 - b. Re-organizing the collection schedules.
 - c. Better management of over-time allowances.
 - d. Reduction in contractor's rates and working days.
 - e. Eliminating the unnecessary stockpiling of supplies.
7. Strengthening internal control measures through the use of:
 - a. Work orders
 - b. Engagement of services approval
 - c. Centralizing the system for expenditure approvals
8. Improved financial and information recording and reporting through:
 - a. Presentation of audited financial statements
 - b. Preparation of Monthly and Quarterly Financial Reports.
 - c. Strengthening of the Internal Reporting Mechanism by implementation of International Accounting Standards.
 - d. Revision of internal reporting requirements.
 - e. Updating Fixed Assets Register.
 - f. Auditing of daily posting of transactions.
 - g. Daily cash balance reporting.

4.4 Issues

1. The system for documentation and record keeping can be improved. Presently, Senior Management is working assiduously to improve financial transactions, bank reconciliation and financial statements etc.
2. Frequent mechanical failures associated with the old compactor trucks belonging to the Authority, have resulted in disruption of collection schedules. For this reason, additional monies are paid to private contractors and departmental staff for overtime duties. Inadequate financial resources have been allocated to remediate this matter.
3. It is habitual for staff members who perform maintenance tasks beneath vehicles to lie on “bare-grounds” which may at times be wet. This practice constitutes a Health and Safety Risk. However, there is a proposition to construct a work ramp to eliminate this unsafe procedure.
4. Significant amounts of diesel are stored at the landfill site. It is necessary for a holding stand to be constructed. This structure would support a storage tank to accommodate large volumes of diesel.
5. Exorbitant amount of monies are paid to machine shops to repair company equipment, at times ranging between \$6000, 00 to \$10,000. A cost savings method would involve the purchase of the necessary amenities to repair the Authorities Assets.
6. Best practice standards assert that equipment and processes within our business platform should become fully automated. Consideration should be given to the adoption of these processes and procedures
7. Some tasks that are carried-out by Beautification Workers are extremely unsanitary for example; drains and gutters may have dead animals, and human fecal matter etc. Where drains are in an abnormal condition, mechanical equipment such as a backhoe would be more appropriate to undertake these tasks.
8. Presently, there is a need for two Collection Officers to facilitate the collection of significant Tipping Fees.
9. There are air quality concerns that might be affecting health of workers at the Head Office. There is no provision for fresh outside air to enter most of the offices.

10. A dysfunctional time clock at Cook's Sanitary Landfill does not provide an accurate account of employees work attendance.
11. Supervisors do not have a physical office to undertake office duties.
12. There is lack of safety gears to support safe systems of work.
13. NSWMA lacks a strategic plan for waste management. A plan which includes; waste recycling and waste to energy technologies will reduce dependence on land-filling.
14. There is an urgent need for immediate construction of the second phase of the Sanitary Landfill.
15. A liquid waste facility is required.
16. Landfill equipments are inadequate.
17. There are no facilities for personal hygiene for landfill staff, for example; no bathing amenities and no facilities for staff laundry. In fact, there is no shed for maintenance workers and there is no lighting, except for the Site Control Building.
18. There is lack of treatment facilities for Hazardous and Medical Waste.
19. There is no sound solution for dealing with discarded tires.
20. Landfill fires continue to occur on an annual basis.

4.5 Summary of capability development strategy

Equipment Improvements:

- Addition of compactors to the existing fleet
- Upgrade of the current server to improve information processing and storage

Changes to staff complement and skill mix:

- Finance and Accounting trained staff with specialized skills for financial and data reporting and financial risk analysis.
- Accounts Collections Officer to assist with the collection of outstanding accounts receivables of which the Authority currently has receivables of over \$ 7 Million.
- Procurement Officer to focus on procurement of goods and services for the Authority at a more economical rate, and focus on reducing the cost of doing business.
- Ongoing staff training to enhance and improve the provision of services.

Improvements in systems and processes:

- The update and implementation of documented policy and procedure manuals.
- Fixed Assets Management System which facilitates the tracking of assets from acquisition to disposal.
- The automation of our cheque preparation/printing process.
- Daily reconciliation of bank accounts will provide greater measure, more efficiency and cost savings. It also gives us a better audit trail within and outside the organization.
- Improvements in the collection of tipping fees to enhance the way tipping fees at the Landfill are assessed, billed and collected.
- Separation of human resources elements from the Accounting Department; for example payroll processing.
- The centralization of the procurement of goods and services.

Changes to the working environment:

- Offsite archiving of financial records and information not deemed disposable by not required on a daily basis.
- Rearranging of office space to achieve a more friendly, interactive, healthy and safe working conditions for staff.
- Provision of the appropriate protective gear to staff
- Review and improvements to include laundry services and an equipment washing facility

5. Priorities, strategies and indicators

5.1 Priority objectives and strategies

The priority objectives in order are:

- 1 Improve the health and safety standard for the workers at the Cook Sanitary Landfill (for both landfill and collection workers)
- 2 Health and safety training no.44
- 3 Educate the public on the impact of parked cars affecting the duties of the Collections Staff
- 4 A comprehensive public education program.
- 5 School Outreach Program
- 6 Waste separation at Source
- 7 Service Efficiency
- 8 Maintaining a service deficiency standard
- 9 Reuse and recycling of waste
- 10 Solid Waste Management at Landfill
- 11 Liquid Waste management at Landfill
- 12 Tipping fees collection
- 13 User Fees Collection
- 14 Waste Diversion from Landfilling
- 15 Regulation of unauthorized waste picking
- 16 Regulatory Requirements
- 17 Contractual Arrangements
- 18 Financial Reporting System

- 19 60% increase in ownership of landfill equipment by NSWMA
- 20 Preventative maintenance program for landfill equipment
- 21 Efficiency of Services
- 22 Maintaining a Service Deficiency Standard
- 23 Inclement Weather
- 24 National Waste Recovery Program
- 25 Illegal dumping
- 26 NSWMA to take over waste collection at ports (St. John's Harbor)
- 27 Management of hazardous waste
- 28 Identification of buy-back markets for recyclable waste

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

Priorities and strategies 2016-2018

Priority Objectives	Strategies	Indicators
Improve the health and safety standard for the workers at the Cook Sanitary Landfill (for both landfill and collection workers)	Cleaning/sanitizing of contaminated uniforms	Outputs: Construction of an onsite building with washing machines/lockers etc.
		Outcomes: Clean uniforms for workers
		Storage facilities for clothing/safety gears Reduction in laundry allowance expenditures (20.00) weekly
	Creation of a supportive environment for personal hygiene	Outputs: Installation of bathing facilities and other amenities.
		Outcomes: Workers can bathe after work
	Development and implementation of a safety policy	Outputs: Structured and documented manual with safety standards and SOP's
		Outcomes: Procedures for safe system of work.
	Use of approved and appropriate Personal Protective Equipment (PPE)	Outputs: A repository of approved PPE onsite
Outcomes: Reduced accidents, incidents and occupational diseases		
Health and safety training no.44	Power point presentations and Daily tool-box discussions (safety conversations)	Outputs: Dissemination of information to workers
		Outcomes: Reduced accidents, incidents and occupational diseases
		Improved health and safety awareness been created.
Educate the public on the impact of parked cars affecting the duties of the Collections Staff	Media appearance	Outputs: Media houses
		Outcomes: The Public will be more empowered
	billboard	Outputs: Erecting of billboards
		Outcomes: reaching a fraction of society who are illiterate
A comprehensive	Publications- newsletters, radio	Outputs: Dissemination of information.

public education program.	programs, social media	Outcomes: Change of culture towards waste management. Reduced illegal dumping Better appreciation of the environment
Priority Objectives	Strategies	Indicators
School Outreach Program	Two competitions: 1. Schools beautification competition 2. Schools recycling competition These will be done in collaboration with other agencies. Publications- newsletters, radio programs, social media.	Outputs: Equipment to pickup and transport recyclables, man power and prizes for winners
		Outcomes: Appreciation for proper waste management in schools, homes and communities.
		Outputs: Dissemination of information
		Outcomes: Change of culture towards waste management Reduced illegal dumping Better appreciation of the environment
Waste separation at Source	1. Three communities will be identified for a pilot waste separation program 2. Town Hall Meetings 3. Door to door discussions 4. Church visits 5. Bill boards	Outputs: Dissemination of information
		Outcomes: 50% of residents will be separation waste by 2018.
Service Efficiency	Customer Service	Output: Drivers and haulers will be trained in performing their duties in a professional manner and always maintaining a professional attitude as they are representing the Authority.
		Outcome: Improved professionalism of workers.
		Output: Conduct survey with residents.
		Outcome: Receive information as to how we can make our service better and more efficient.

Maintaining a service deficiency standard	Maintenance	Output: At present the department is in possession of six Compactor trucks for daily garbage collection, however only three are in operation due to mechanical issues. With frequent mechanical issues there are usually delays in the collections schedule. Bad weather is also a factor in the delaying of collection. We are process of receiving three new Compactor trucks
		Outcome: Improvement of service.
		Output: the daily maintenance schedule and a keen focus on preventative maintenance will be done.
		Outcome: Deficiencies we are presently facing are lessened or eliminated.
Priority Objectives	Strategies	Indicators
Reuse and recycling of waste		Output: We will commit to public and industry awareness and education in relation to waste management (recycling and composting). Schools will be sensitized as to have the youth play a major role in their homes and educating their families about these environmentally friendly practices.
		Outcome: Reduction of waste in households. Practice of composting and recycling
		Output: As hotels on the island are one of the major contributors to the landfill, they also will be encouraged to practice waste management initiatives.
		Outcome: Reduction of waste to the Landfill.
Solid Waste Management at Landfill	Treatment and final disposal of all incoming solid waste.	Outputs: Construction of the second phase of the landfill.

		<p>Outcomes: Sound management of solid waste with reduced negative impact on; human, animal and environmental health. Sound management of leachate and landfill gases, with reduced negative impact on; human, animal and environmental health.</p>
Liquid Waste management at Landfill	Control of landfill pollutants by collecting, storing and treating all incoming liquid waste.	<p>Outputs: Construction of environmentally friendly facility for treatment of liquid waste.</p>
		<p>Outcomes: The elimination of indiscriminate disposal of liquid waste on open grounds at landfill.</p> <p>Improved services and reduction in illegal dumping of liquid waste?</p> <p>Protection of marshes and mangroves</p> <p>Utilization of by-products for generation of revenue.</p>

Priority Objectives	Strategies	Indicators
Tipping fees collection	Revise and restructure tipping fees procedures	Outputs: Structured and documented policy for collecting tipping fees.
	Assign a collection clerk to the landfill	Outcomes: Daily collection of fees at the landfill.
	Develop and Implement a system to collect tipping fees onsite from small/single use customers.	Timely payment for services provided. Increase in tipping fees for the maintenance and operation of treatment facilities Reduction in tipping fees delinquency rates.
User Fees Collection	Develop policy for collecting user fees	Outputs: User fees collection policy manual
	Present convincing argument and documented explanations to convince NSWMA Board of Directors to adopt proposed system for user fees collection	Outcomes: Increased revenue
Waste Diversion from Landfilling	Waste recycling, reuse and waste to energy technologies	Outputs: Construction of facilities for segregation and processing of valuable waste
		Outcomes: Utilization of waste as a resource Reduced operational costs. Extended life of the landfill.
	Collection storage and processing of recyclables.	Outputs: Stockpiles of saleable recyclables
		Outcomes: Increased revenue from sales of recyclable. Employment opportunities for authorized waste pickers
Regulation of unauthorized waste picking	Approval and registration process for all waste pickers. This involves issuance of permits to authorized personnel.	Outputs: Inventory of authorized waste pickers
		Outcomes: Elimination of unauthorized waste picking activities.
		Outputs: Extension of health and safety policy

		Outcomes: Improved health and safety for waste pickers
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Priority Objectives	Strategies	Indicators
Regulatory Requirements	Comply with all regulatory requirements	Outputs: Put to tender all required capital and expenditure expected to cost over \$20,000
		Outcomes: Approved measures for procurement of goods and services
		Outputs: Engage the services of qualified auditors
		Outcomes: Audited financial statements
		Outputs: Preparation of periodic financial reports as required
		Outcomes: Present annual financial reports to the Minister of Health for tabling in the Parliament
Contractual Arrangements	Provide written contractual arrangements with all contractors	Outputs: Present revised rates, terms and conditions with contractors for the Collections and Beautification programmes
		Outcomes: Standardized rates for all subcontracted services
		Outputs: Present revised rates, terms and conditions with service providers
		Outcomes: Achieve value for money for the required operating services (e.g. Cellular, internet, office supplies)
		Outputs: Conclude negotiations on the terms and conditions of the Collective Bargaining Agreement
		Outcomes: Signed Collective Bargaining Agreement for 2014-2017
Financial Reporting System	Implement an first-rate financial reporting system	Outputs: Prepare periodic financial statements
		Outcomes: Information for management's decision making
		Outputs: Perform and update bank reconciliations
		Outcomes: Information on available funds to aid cash management

		<p>Outputs: Implement full IFRS in recording accounting transactions</p> <p>Outcomes: Improved financial reporting that meets international standards</p> <p>Outputs: Establishing minimum requirements for reporting and recording financial information</p> <p>Outcomes: Strengthening of the financial reporting system in the Authority</p>
Priority Objectives	Strategies	Indicators
60% increase in ownership of landfill equipment by NSWMA	<p>Increase in equipment fleet</p> <p>Repair existing non-functional equipment</p>	<p>Outputs: 1 track loader 1 excavator 1 backhoe Repaired compactor</p> <p>Outcomes: Major cost cutting on high equipment rentals. Utilization of NSWMA's equipment Operators, who are presently been paid to do nothing. Efficient and effective landfill operations. Elimination of landfill fires Improved waste management practices</p>
Preventative maintenance program for landfill equipment	<p>Scheduled and timely maintenance of equipment.</p> <p>Contract trained and experience maintenance personnel.</p> <p>Develop manual for preventative maintenance</p>	<p>Outputs: Construct a suitable facility with amenities for maintenance work.</p> <p>Outcomes: Increase productivity Reduced expenditure for renting of equipment Equipment will be more functional Efficient landfill operations</p>
Efficiency of Services	Community surveys (Media interactive	Outputs: Data from survey been collected

	programs, questionnaire surveys, feedback on social media)	Outcomes: Information from data analysis to facilitate planning, to improve services
Maintaining a Service Deficiency Standard	Timely reporting to the NSWMA of missed schedules.	Outputs: Maintenance records of weekly trends
		Outcomes: Problem areas targeted.
Inclement Weather	Publications to discourage communities and business from putting out garbage during heavy rainfall and to have adequate onsite storage facilities.	Outputs: Public information disseminated.
		Outcomes: Less street garbage during inclement weather

Priority Objectives	Strategies	Indicators
National Waste Recovery Program	Publications (radio and television, printed brochures, social media) Waste recovery lectures in schools and hotels etc.	Outputs: Dissemination of information to industries, schools house holders
		Outcomes: Practice of composting and recycling at household and industrial levels Reduction of waste entering landfill.
Illegal dumping	“No dump” signs in areas where illegal dumping is prevalent	Outputs: Preparation and placement of signs
	Legislative reform (Increase fines for illegal dumping)	Outcomes: Reduced illegal dumping. Improved aesthetics of communities and natural environment.
	Publications to foster reporting of illegal dumping	Outputs: Dissemination of information
		Outcomes: Increased awareness of illegal dumping
Collaboration with Central Board of Health (CBH) to enforce Litter Act. CBH Litter Wardens to facilitate surveillance and citation process	Outputs: System for enforcement	
	Outcomes: Compliance against illegal dumping	
NSWMA to take over waste collection at ports (St. John’s Harbor)	Re-possession of sea barge from private contractor or purchase a barge for removal of ship generated waste	Outputs: Requisite equipment and human resource to manage the operation
	Employ a pilot and employees to operate the barge	Outcomes: Increased revenue for NSWMA
Management of hazardous waste	Mandatory requirement for organizations to have a waste manage policy based on environmental aspects.	Outputs: Enforcement mechanism for private and municipal environmental aspects
	Registration of businesses with significant waste generation. Legislation for management of hazardous waste	Outcomes: Reduced and control of hazardous waste entering landfill and natural environment
	Provide an inventory of hazards waste associated with the operations	
Identification of buy-back markets for recyclable waste	Internet search	Outputs: Identification of traders with keen interest to purchase
	Foster relationship with markets for recyclable waste	Outcomes: Markets for recyclable waste

5.2 Performance measurement

The following performance measures represent the key areas in which the National Solid Waste Authority will measure its performance in 2016:

1. Quantity of each type of waste processed by various time periods
2. Collection, analysis, reporting and storage of data on the operational and financial activities of the Authority, to include:
 - a. Adverse reports from residents on missed and delayed collections
 - b. Quantity and frequency of educational outreach programmes through school visits, site visits, and partnerships with the community.
 - c. Execution of various processes within the organisation against stipulated timelines.
 - d. Reporting of legislated financial information by reporting deadlines.
 - e. Costing of projects and initiatives
3. Financial ratios
4. Quantity of adverse and favourable customer service complaints within specified measurement periods.
5. Cycle time and error rates for transaction processing
6. Number of training sessions provided to and accessed by staff.

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		2014 actual	2015 est.	2016 est.	2017 est.	2018 est.
Quantity	Measure outputs (quantify e.g percentages and volumes and training targets etc. Staff and human resource allocation for attainment of goals and objectives. Assigning scores against targets					
Quality	Monitor and assess to improve quality of services. Formal reporting procedures. Compare quality of services against applicable standards and procedures. Adaptation to new trends. Appraisal results against goals (outputs). Standardize processes for achieving goals and objectives. Involve communities in planning and reporting to improve quality of services. Providing tools and equipment to do the job.					
Efficiency	Development of a performance measurement system. Communication of vision to all employees. Setting of targets for individuals and teams. Ceremonious review of progress in attaining target. Internal appraisal of staff and managers.					

	<p>360 degrees feedback where managers and staff work closely to mitigate challenges and improve efficiency.</p> <p>Employee induction programs.</p> <p>Matching jobs to skills experience and training.</p> <p>Accountability and openness at all levels.</p>					
<p>Government funding, other funding (specify) Total</p>						

6. Finances

6.1 Forecast financial statements and assumptions

Summary of forecast income and expenditure for 2016:

Description	Collections / Maintenance	Disposal	Administration	Beautification	Total
Income:					
Government Contribution	6,119,292	144,308	8,422,000	13,844,230	28,529,830
Direct Income	-	694,137	-	-	694,137
Other Income	61,000	-	-	-	61,000
Total Income	6,180,292	838,445	8,422,000	13,844,230	29,284,967
Expenses:					
Operating Expenses	7,544,015	4,179,114	3,669,642	14,040,512	29,433,283
Capital Expenses	1,288,350	7,359,400	94,250	-	8,742,000
Total Expense	8,832,365	11,538,514	3,763,892	14,040,512	38,175,283
Surplus/(Deficit) from Activities	(2,652,073)	(10,700,069)	4,658,108	(196,282)	(8,890,316)

Our financial plan and projections are guided by the following assumptions, which correspond with the budgeted income and expenditure amounts for 2016:

Income

I-1 Water Ways Clean-up Programme

Cabinet approved EC\$1,075,280.00 (US\$400,000.00), to clean up ponds, streams and gutters. The Authority received EC\$134,414.00 in 2015.

I-3 Bottle/Can Levy

With the drop in the collection of this levy over the past year it is prudent to reduce the amount budgeted for the next year. We are however, hoping that the Comptroller of Customs will resolve the ambiguity with the Levy that will result in an increase in revenue.

I-4 Cruise Tax

The Antigua Pier Group is indebted to the NSWMA for over \$2.8M. Payment to the Authority is not consistent.

I-5 Government Subsidy

Diesel fuel is provided by Central Government via Transport Board Motor Pool.

Expenses

Collections

E-1 Call-Out Collections

Call Outs are expected to reduce with the addition of compactors to the NSWMA fleet.

E-2 Retroactive Pay - Collections

Retroactive payments are due to Collections employees for 2009-2015 as per Collective Bargaining Agreement. The 2014 – 2017 period is currently in the negotiation phase. The current terms on offer are increases of 5% for the period 2009-2014 and 2.5%, 2% and 2% for each of the years 2014-2017.

E-3 Total Payroll & Related Cost

Estimated payroll costs are based on current employee figures.

E-4 Total Contract Services

Cost based on actual number of Haulers to provide service to the Authority.

E-5 Fuel

Fuel for diesel powered vehicles is provided by Central Government via Transport Board Motor Pool.

Landfill

E-6 Equipment Rental

This is based on actual rental cost of one each of Track Loader, Bulldozer and Excavator.

E-7 Landfill Wages

Increase reflects addition of a Landfill Supervisor, one Equipment Washer, one equipment Operator, one Office Cleaner, one Truck Driver and an upgrade to the backhoe operator.

E-8 Retroactive Pay - Landfill

Retroactive payments are due to Landfill employees for 2009-2015 as per Collective Bargaining Agreement. The 2014 – 2017 period is currently in the negotiation phase. The current terms on offer are increases of 5% for the period 2009-2014 and 2.5%, 2% and 2% for each of the years 2014-2017.

E-9 Fuel Landfill

Fuel for diesel powered vehicles is provided by Central Government via Transport Board Motor Pool.

E-10 Lubricant

Estimated cost based on number of owned equipment

E-11 Parts

To procure parts for salvaged Track Loader and Landfill Backhoe

E-12 Outside Repairs

Cost pertaining to Outside Repairs (Maintenance Contractors) is accounted for under Collections

E-13 Gas Vent Maintenance

To afford the Cell to release methane gas

E-14 Vector Control

To control the infestation of fleas, ticks, flies and rodents

Administration

E-15 Interest Expense Fixed Asset

The increase reflects interest payable on three compactors to be acquired on credit terms.

E-16 Donation

Donations made to ABWREC.

E-17 Salaries - Administration

The total is based on the actual number of employees with one addition of an Administrative Assistant assigned to Beautification.

E-18 Retroactive Pay - Administration

Retroactive payments are due to Administrative employees for 2009-2015 as per Collective Bargaining Agreement. The 2014 – 2017 period is currently in the negotiation phase. The current terms on offer are increases of 5% for the period 2009-2014 and 2.5%, 2% and 2% for each of the years 2014-2017.

E-19 Repayment of the current portion of long-term debt

Beautification

E-20 Water Ways Clean-up Programme

As per Cabinet decision US\$400,000 was allocated to the NSWMA. The balance is expected in 2016.

E-23 Inspectors' Wages

Increase reflects an addition of three inspectors.

Environmental Services Department

E-24 Promotional Awareness Activity

Calendars, Newsletters, PSA's, electronic Billboards

E-25 Media Production Activities

Monthly Radio Magazine, production and airing on various stations

Human Resource Department

E-26 Employee Awards

Awards given to hardworking, dedicated employees to show appreciation

E-27 Staff Recognition Incentive

To give staff tokens for carry out task beyond their scope of duties.

These assumptions form the major basis for the Authority's budget figures for the 2016.

6.2 Arrears

Arrears at 31st October 2015 is \$2,640,033.96

6.3 Dividend for profit making organisations and other financial measures

(This area is not applicable to the National Solid Waste Management Authority)

6.4 Significant capital developments

Summary of Development Projects EC \$mil								
Code	Describe	Year Started	Total est. cost	Actual Expd prior to 2014	Actual Expd 2014	Budget 2015	Revised Budget 2015	Budget 2016
	Planned Capital Development:							
	Water Ways Project	2015	1.080	-	-	0.134	-	0.946
	Proposed Acquisitions of Capital Assets:							
	Heavy Duty Equipment			-	0.640	4.080	-	3.291
	Expansion of Sanitary Landfill					2.000	-	4.000
	Light Motor Vehicle		-	-	0.736	0.560	-	0.085
	Electrical & Mechanical Equipment		-	-	0.001	0.138	-	0.507
	Computer Equipment		-	-	0.005	0.081	-	0.038
	Rehabilitation:							
	Expansion of Building					0.450	-	0.550
	Maintenance:							
	Maintenance of Landfill			-	-	0.233	-	0.245
	Maintenance of Equipment			-	-	1.795	-	

6.5 Any proposed major financing transactions

Historically, the National Solid Waste Management Authority has operated without major commercial financing. Whilst it is not one of the current strategic methods of achieving capital and financial growth, it is the intention of management is to pursue funding agencies that would complement the ongoing and future projects to be undertaken by the Authority. To this end the Authority will be seeking to complement its funding through research of available funding agencies such as the Australian Aid Program.

6.6 Government funding

The National Solid Waste Management Authority seeks funding from the Government of Antigua & Barbuda for the following activities:

1. National Beautification Programme
2. Payment of haulers

6.7 Additional information for Government financed organizations

Revenues, expenditures and financing 2016-2018

		2014 actual	2015 estimated	2016	2017
Revenues by type	Government Contribution	16,147,632	21,821,412	28,529,830	
	Income from Operations	855,663	699,666	755,137	
Recurrent expenditure by type	Collections	6,467,327	5,032,577	7,544,015	
	Landfill	3,065,206	3,265,009	4,179,114	
	Administration	2,523,938	2,688,541	3,669,642	
	Beautification	2,499,495	10,269,650	14,040,512	
Capital expenditure		1,384,000	-	8,742,000	
Balance		1,063,329	1,265,301	(8,890,316)	
Financing sources and	Government Contribution				

amounts if balance is negative	Financial Institutions				
	Suppliers Credit				
	Income from Operations				

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
National Solid Waste Management Headquarters:	Development of fire evacuation plan- Fire Evacuation simulations Installation of a fire alarm system.
Fire safety risk- one access and entry point	Mounting of fire extinguisher to the walls at strategic location.
Slip on the ramp to enter the office	Erecting of guard rail to support body from falling
Electrical cords	Placing electrical cords in an area to prevent any potential accident
Insufficient cash to meet commitments	Maintain an appropriate level of cash reserves to meet ongoing needs. Effective management of collections and payment processes. Regular cash forecasts and reviews.
Unexpected rise in operating expenses	Budget holder accountability for setting budgets and maintaining them. Timely monthly reporting and regular budget holder reviews held. Finance and resources committee review of the monthly variances year to date.
Inability to pay creditors	Effective payment process management with regular review of aged creditors listing and supplier statements. Effective cash flow forecasting.
Inability to collect from debtors	Prompt collection via Collection Officers.

Mismatch between goals and approved financial budgets	Adequate quantification of the budgetary implications of proposed new initiatives. Use of spending prioritization criteria during the budget process.
Unauthorized payments	Adherence to procedural requirements for payments to vendors, suppliers and service providers. Regular audits. Segregation of duties.
Staff injured while working	Human Resources to provide correct safety gear for staff. Training in utilizing all safety gear and equipment.

Risk	Risk management
Vehicular accidents/damage	<p>POLICY FOR USE OF COMPANY’S VEHICLES:</p> <p>Certification of driver’s license</p> <p>Examination of vehicular accident records</p> <p>Observation of traffic laws.</p> <p>Daily simple observational checklist before vehicles are dispatched</p> <p>Prohibition of illegal use, possession, transportation, or sale of drugs and unauthorized use of alcoholic beverages, firearms, or explosives during work hours.</p> <p>Ensure that all vehicles are ‘road worthy’ i.e. insured, licensed and to ensure that all other necessities are working in accordance.</p> <p>Company employees must not report for duty under the influence of any drug, alcoholic beverage, intoxicant, or other substance, including legally prescribed drugs and medicines, which will in any way affect work ability, alertness, coordination, response, or risk the safety of fellow workers or the general public.</p> <p>ACKNOWLEDGEMENT FORM TO BE SIGNED BY DRIVERS.</p>

Unauthorized removal of assets	Asset labeling & asset logging (issuance to employees). Fixed asset register itemizing assets. Job exit procedures to recover cell phones, laptops etc. Regular audits
Cheque fraud	Minimal use of manual cheques. Segregation of duties (preparation and signing) Two signatures required on cheques. Monthly bank reconciliations.
Payroll Process Delay	More than one individual to cover payroll
Qualified opinion received by the Auditors on the Statutory financial statement	Timely posting of transactions and proper maintenance and storage of documentation. Internal control compliance.
Unauthorised access to premises	Only authorised users should have access to the premises. Enforcing rules for access throughout the premises.
Missing documents	Implement a system for tracking documents within the organization.

Risk	Risk management
Environmental risks	<p>DEVELOPMENT OF A WRITTEN AND STRUCTURED ENVIRONMENTAL POLICY FOR LANDFILL.</p> <p>Engineered landfill facility.</p> <p>Environmental monitoring (air quality measurement, sampling).</p> <p>Monitoring by govt. enforcement agencies.</p> <p>Buffer zones from the landfill.</p> <p>Acquisition of equipment to accomplish objectives</p> <p>Training</p> <p>Identification of all environmental aspects entering landfill</p> <p>Internal environmental auditing includes: environmental manage system-audit, an environmental performance audit and an environmental compliance-audit</p>
Health and safety risks (staff & customers)	<p>Safety policy with control strategies for all occupational safety risks at landfill to include:</p> <p>Legal obligation of NSWMA</p> <p>Legal obligation of workers</p> <p>General safety rules</p> <p>Risk assessment</p> <p>Employee consultation</p> <p>Safe plant and equipment</p>

Safe handling and use of substances

Health and safety training

Accidents first aid and work related illnesses

Monitoring

Emergency procedures for fire and evacuation
at landfill

**ACKNOWLEDGEMENT FORM TO BE
SIGNED BY DRIVERS.**

Appointed Health and Safety Officer for
implementation of policy

Risk	Risk management
High staff turnover or loss of a key staff members with unique skills	Complete negotiations with bargaining union with a focus on achieving the right balance between the organisational goals and the employees' needs. Provide opportunities for growth within the organisation.
Security of company data and intellectual property	Review the current I. T. protocols and make improvements where necessary.
Natural disasters such as fires and storms	Update, implement and enforce the disaster plan throughout the organisation.
Security Risks at landfill	Enforcement by security personnel Adequate lighting Upgrade inoperable surveillance system

8. Information and reporting

The National Solid Waste Management Authority is currently working on its compliance with various regulatory requirements regarding reporting and past financial information. This has impacted on its ability to provide information to populate the following areas:

1. 6.1 Forecast financial statements and assumptions
2. 6.6 Government funding
3. 6.3 Dividend for profit making organizations and other financial measures
4. 5.3 Additional performance to comply with section 62 (1) c Finance and Administration Act

PDV Caribe Antigua and Barbuda Ltd

Business Plan
For 2016-2018

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
- (c) The health of the company's investments

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 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 fluctuate based on the price of oil.

PDVCAB's success is also dependent on the financial strength of West Indies Oil Company ("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 lading date. In the absence of WIOC, PDVCAB would be unable to purchase any petroleum products from PDVSA.

PDVCAB's success is also dependent on the health of its investments. The monies withheld and to be 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.

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 2012 and the first half of fiscal year 2013 will bear this in mind.

3.1 Achievements

For the financial year ended August 31, 2012, PDVCAB incurred a loss of \$2,040,865. There were only 2 shipments for the year which generated revenues of \$56,546,372, cost of sales of \$54,224,827 and a gross profit margin of \$2,321,545 (or a gross profit percentage of 4.1%). Interest income on investments totalled \$7,919,833. Project costs, comprising mainly the Peoples' Benefit Program and the Senior Citizen's Utilities Subsidy Program, totalled \$8,960,289. Interest on PDVSA loans for the year totalled \$2,181,687. Operational expenses totalled \$1,140,267. Assets totalled \$236,805,615, current liabilities totalled \$30,951,849, loans due to PDVSA totalled \$236,949,659 and the deficit stood at \$31,095,893.

For the six months ended February 28, 2013, PDVCAB generated a profit 11,488,976. There were 4 shipments for the six months which generated revenues of \$137,199,985, cost of sales of \$123,799,354 and a gross profit margin of \$13,400,631 (or a gross profit percentage of 9.8%). Interest income on investments for the six months totalled \$5,276,383. Project costs, comprising mainly the Peoples' Benefit Program costs of \$2,323,307 and the Senior Citizen's Utilities Subsidy Program costs of \$2,654,945, totalled \$5,019,682 for the six months. Interest on PDVSA loans for the six months totalled \$1,503,139. Operational expenses totalled \$665,217 for the six months. As at February 28, 2013 assets totalled \$325,112,739, current liabilities totalled \$36,866,604, loans due to PDVSA totalled \$307,853,052 and the deficit stood at \$19,606,917.

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.

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 - \$3,500.00 per month

4.2 Structure and staffing

For the financial year ended August 31, 2012 , PDVCAB's structure and staffing were as follows:

<i>Number of Positions</i>	<i>Name of Position</i>	<i>Annual Salary</i>
1	Operations Manager	\$102,000.00
1	Accountant	\$ 72,000.00
1	Assistant Accountant	\$ 42,000.00
1	Investment Officer	\$ 57,600.00
1	Project Officer	\$ 33,600.00
1	Messenger	\$ 7,800.00

The operations manager also received an annual responsibility allowance of \$20,400.00 and an annual telephone allowance of \$2,400.00 which have been included above. The messenger was paid a weekly wage of \$150.00.

The reporting lines are as follows:

- To the Board of Directors – Operations Manager, Accountant and Investment Officer
- To the Operations Manager – Project Officer and Messenger
- To the Accountant – Assistant accountant

For the six months ended February 28, 2013, PDVCAB's structure and staffing were as follows:

<i>Number of Positions</i>	<i>Name of Position</i>	<i>Six months' Salary</i>
1	Operations Manager	\$52,200.00
1	Accountant	\$24,000.00
1	Assistant Accountant	\$21,000.00
1	Investment Officer	\$28,800.00

1	Administrative Assistant	\$ 1,615.38
1	Project Officer	\$16,800.00
1	Messenger	\$ 3,900.00

The operations manager also received an annual responsibility allowance of \$20,400.00 and an annual telephone allowance of \$2,400.00. The amounts have been prorated for the six months and have been included above. The messenger was paid a weekly wage of \$150.00. The administrative assistant commenced employment in February 2013.

The reporting lines are as follows:

- To the Board of Directors – Operations Manager, Accountant and Investment Officer
- 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

There are none of significance.

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, West Indies Oil Company, 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.

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 October 19, 2015.

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 PDVSA bills paid late	Reviewing the Schedule of Important 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 customers/debtors	Appropriate follow up with our customers

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

Revenue – by Major Categories

Category	Budget 2015-2016	Actual 2013-2014
Sales	65,759,366	79,015,969
Less: Cost of sales	(63,378,155)	(76,148,463)
Gross profit	2,381,211	2,867,506
Interest income	21,699,934	21,903,758
Other income (expense)	(3,600)	358,383
	21,696,334	22,262,141
Total revenues	24,077,545	25,129,647

Recurrent Expenditure – by Major Categories

Program expenses		
Peoples' benefit	6,735,850	6,295,489
Senior citizens utilities subsidy	6,179,800	6,151,953
Other programs	55,784	4,377,506
	12,971,434	16,824,948
Operating expenses		
Loan interest	4,414,023	4,352,786
Exchange (gain) losses	80,000	124,677
Professional fees	231,848	292,974
Salaries and related expenses	316,481	273,775
Directors' fees	240,000	237,000
Rent	120,000	120,000
Audit fees	15,000	15,600
Repairs and maintenance	2,400	2,020
Donations	-	70,232
Office supplies and stationery	24,780	23,336
Motor vehicle	18,180	13,747
Utilities	22,860	24,212

Dues and subscriptions	135,000	143,951
Depreciation	22,200	21,676
Board meetings	5,400	5,082
Bank charges	18,900	17,919
Insurance	2,400	2,372
Travel and non-travel	-	40,187
Advertising and promotion	-	784
Miscellaneous	600	495
		5,782,825
Total expenses	18,569,366	22,607,773
Net income	5,436,040	2,521,874

St. John's Development Corporation

*Business Plan
For 2016-2018*

1. Statutory organization overview

Mandate and scope and nature of business

St. John's Development Corporation is a statutory body established in December 1986 by the St. John's Development Corporation Act (CAP. 392) and became operationalized shortly thereafter. The mandate of the Corporation is the development of areas designated within the City of St. John's. The Corporation operates within the Ministry of Tourism and is a major stakeholder in the Cruise Tourism industry.

The Corporation consists of six business unites which include:

- *Antigua & Barbuda Exhibition & Cultural Centre*
- *Public Market Complex*
- *Heritage Hotel*
- *Heritage Quay Shopping Complex*
- *Head Office*
- *Vendors Mall*

The Head Office operations include:

- *St. John's City*
- *Vendors Square*
- *St. John's Development corporation Parking Lots*
- *Syndicate Place*

Vision

The improvement and development of infrastructure, facilities and amenities of downtown St. John's, thereby creating an environment in harmony with the needs of an ever changing world evolving the city as the best brand in the Caribbean tourism and life.

Mission

To make St. John's City the model of the Caribbean by providing amenities for the development and benefit of our stakeholders while creating an environment of excellence.

2. Environment the organization is operating in

St. John's Development Corporation is operating in an extremely challenging financial environment. The effects of the global financial and economic environment continued to have a debilitating effect on the tenants, vendors and clients of the Corporation. Consequently, the Corporation's sources of income and by extension cash flows have been adversely affected.

Income generation and cash flows were further affected as the Corporation had to subsidize all tenants, vendors and clients with additional discounts in rents and fees. Despite the subsidies, some businesses folded while others habitually paid late or no payment at all. Reduced cash flows affected the Corporation's ability to upgrade Heritage Quay, St. John's City and the other Business units in order to attract new tenants, vendors, clients and tourists.

In summary, the environment is one of limited cash resources, high receivables, low occupancy levels, pressure by customers for reduced rents, a growing list of nonpaying customers and a not too attractive Heritage Quay, the Corporation's main cash generating unit. All of this has combined to reduce the demand for the product provided by the Corporation.

3. Service performance review and critical issues (1/1/14 – 30/6/15)

The Service Performance Review is not wholly favorable when compared to the expectations set out in the FY 2014 Business Plan as the Corporation's financial constraints significantly affected the level of its performance. However, prudent management of the Corporation's resources continues to be the primary critical success factor to ensure viability of the organization's business units.

3.1 Achievements

The achievements were as follows:

- a) Continued prudent fiscal management of the SJDC's operations which ensured zero staff dislocation despite the previously mentioned financial constraints.
- b) Commenced the improvement of the infrastructure and amenities within Heritage Quay and Antigua & Barbuda Exhibition & Cultural Centre.
- c) Commenced the accounting part of the process to produce up to date unqualified audited financial statements by the end of 2016.

3.2 Issues

The issues facing the St. John's Development Corporation as listed in the FY 2014 Business Plan still exist today. The issues are unique to each Business Unit and are restated here as follows:

Antigua & Barbuda Exhibition & Cultural Centre (ABECC)

- Non-payment of Government subvention to offset government's predominant use of the facilities
- Difficulties in collecting outstanding receivables from various government agencies
- Construction defects as it relates to the walls and the roof.
- New revenue streams

Public Market Complex (PMC)

- Inability to provide adequate parking for all patrons of the Complex due to space constraints
- Construction defects as it relates to the sewage plant, roof and walls
- The increasing number of vagrants making the environs of the Public Market Complex their home to the detriment of many businesses in the Complex

- The loss of sales revenue to tenants and vendors and rental income to the Corporation as a result of the stringent parking restrictions instituted around the Complex by the Antigua & Barbuda Transport Board and the Police.

Heritage Hotel (HH)

- Difficulties in collecting outstanding receivables from various government agencies
- Construction defects as it relates to the sewage plant, roof and walls
- Inability to provide adequate parking for guests due to space constraints
- Consistent and aggressive marketing and promotion needed to improve the occupancy rate

Heritage Quay Shopping Complex (HOSC)

- Financial resources have to be secured to undertake the whole scale development of Lower St. John's City and the waterfront and to re-brand the Quay in keeping with the recommendations of the Fitness test.
- The full implementation, with police assistance, of the new Heritage Quay Regulations to improve operations within the Quay and enhance the visitor experience.
- Implementation of the Master Plan which addresses the physical infrastructure , product mix, stores mix and ground transportation in keeping with the recommendations of the Fitness Test.
- Restructuring of the stores mix by converting the store spaces on the second floor into non-conventional retail spaces.

Head Office (HO)

- The lack of a speedy response from government agencies to address issues affecting St. John's City
- The need to regulate on street parking for short term transient parking within the economic centre of the City.

4. Organizational matters affecting the capability of the organization

4.1 Governance

St. John's Development Corporation – Board of Directors.

POSITIONS	REMUNERATION per month
Chairman	\$2,500.00
Deputy Chairman	\$1,500.00
Regular Member	\$1,000.00
Regular Member	\$1,000.00
Regular Member	\$1,000.00
Regular Member	\$1,000.00
Board Secretary /Regular Member	\$1,000.00
Recording Secretary	\$1,800.00
Ex-Officio Member	\$1,000.00

4.3 Achievements

Human Resources

- *Workshops were attended by Management and Line Staff in areas relevant to their responsibilities and in areas related to general development.*
- *Courses for personal educational development were completed by some staff members.*

Financial Health

- *Despite the Corporation's deteriorating financial position, no staff was dislocated and salaries /wages were paid on a timely basis.*

4.4 Issues

Human Resources

- The high level of sick days recorded by the Corporation has negatively affected productivity and operational costs.
- *Lack of a salary/wage scale has created anomalies within the Corporation and negatively impacted staff morale*

Systems

- Information sharing necessary for proper teamwork has to be improved .

Processes

- Excessive use of paper for communication and numerous copies of the same document kept in several different files /storage areas.
- Bottle necks in the Purchases system due to the overuse of the Purchase Order Book. An alternative system for certain types of transactions will be phased in.

Financial Health

- Numerous errors in prior years (2007 to 2013) accounting records have to be corrected to facilitate the compilation of reliable Statements of Financial Position in order to properly assess the financial health of the Corporation. External accountants were contracted to compile the Financial Statements for the years mentioned..

Maintenance

- Lack of significant financial resources have prevented the Corporation from completing the required level of maintenance /refurbishment of Heritage Quay and the other Business Units.
- An office/unit is required to house the maintenance staff under one roof.

4.5 Summary of capability development strategy

Approximately ninety percent of the capability development strategies detailed below was listed in the FY 2014 Development Plan. These strategies are still relevant for the 2016-2018 Business Plan.

Antigua & Barbuda Exhibition & Cultural Centre (ABECC)

- The total refurbishment of the ABECC to make it ecstasically beautiful to attract more business and improve the revenue intake.
- A paid for park and ride system at the Centre. The patrons will park in the parking lot and then be transported by the Safari Van which travels through St. John's City and back via an approved Antigua/Barbuda Transport Board route. To capitalize on the no parking zones that were instituted by the Antigua & Barbuda Transport Board at the Public Market Complex, the ABECC will move to provide paid parking for the general public and reserved parking for tenants of the Public Market Complex.
- Commence operations of an Internet Café and Library
- The utilization of the ABECC's roof top for cocktails and parties
- Erect a gazebo to take pictures and to beautify the lawn to offer as part of the package when patrons rent the centre for weddings /parties.
- Set up Gift Shops on the upper floor of ABECC to boost revenue intake.

Public Market Complex (PMC)

- Increase the Security staff level to eradicate the daily loitering of vagrants around the Public Market Complex. Police assistance will be requested.
- To refurbish the Craft Market and Vegetable market.

- The reintroduction of the Public Market Festival.

Heritage Hotel (HH)

- Repaint the entire Hotel to improve the aesthetics and visual appeal.
- To remove the soil in the planter and install a water fountain with a sculpture or stone work.
- To install a new entrance hood/canopy at the entrance of the Dock Side Hotel Block
- Make the West Stair Case on the Dockside Hotel an exit only and the East Stair Case to become the entrance to all rooms on that Block.

Rooms upgrade as follows:

- Change some of the kitchen cupboard doors- Dockside Block
- Remaining bath tubs at the Dockside Block need to be removed and set up a multi jet shower stall.
- Replace tiles inside some of the rooms and on the balcony – Dockside Block.
- To install Tank less water heaters in the rooms which have broken and bad water heaters.
- New AC units to be installed in several rooms.

Others:

- Install clock radio
- Install electronic guest room key system.

Development plans for Heritage Quay Shopping Complex

- To extend the service offered on the second floor Heritage Quay to include non-traditional retail spaces (office rental).
- To upgrade the waterfront (Only possible with an injection of capital or a loan)
- To upgrade the signage in the Heritage Quay Shopping Complex and the installation of signage in the Vendors Mall (VM)

- To create an environment to develop an atmosphere of peace and harmony among the vendors/tenants
- To install surveillance cameras within Heritage Quay and Vendors Mall to enhance security in the Quay
- To have SJDC security officers sworn in as Special Constables to work closely with the police to enforce the SJDC Heritage regulations.
- To fully implement the Heritage Quay Regulations with police assistance, to improve the cruise visitor experience by properly regulating and controlling all operations within the Quay.
- To dispose of old assets at the Warehouse.
- To work with the St. John's Taxi Association and organized an efficient and effective dispatcher system in Heritage Quay.

Development plans for Head Office (Communications & Marketing/Personnel/Maintenance/Finance)

a) **Head Office**

- To request a police officer to be stationed at the Head Office for additional security.

b) **Finance**

- To complete and update the audited financials for SJDC\
- To create a Fixed Assets Register, which is linked to the accounting system and to dispose of old derelict assets?
- To make a concerted collection drive by publishing the names of former tenants who are delinquent and the taking of legal action.

c) **St. John's City**

- To ensure the sidewalks and damaged drains in the St. John's City are repaired by the Public Works Department.
- To install garbage bins within St. John's City.
- To repair and install street signs in St. John's City
- To use Smart park parking meters for on-street parking within St. John's City upon the completion of the relevant legislation by the Ministry of Legal Affairs.
- To install a sewage system in St. John's City (only possible with the total redevelopment project)
- To construct additional rest facilities in St. John's City
- To install street furniture (benches) throughout the City
- To ensure completion of the extension to SJDC car park

d) **Communication & Marketing**

- To carry out its overseas promotion whereby Heritage Quay can maintain its presence in the regional and international markets, especially among our cruise tourism competitors.
- To get events for SJDC listed in the Antigua Nice Calendar.
- To re-introduce the HQ Heritage Fiesta and the PMC market festival
- Installation of signage for Heritage Quay and Vendors Mall

e) **Personnel**

- To continue to provide skills training for management & staff and to encourage employees to seek self-development. The requirements of the Business Unit will be taken into consideration.
- To update the Organizational Chart
- To develop a salaries/wages scale.

f) **Maintenance Department**

- To locate a housing unit for the Maintenance Department (office and storage of assets)
- To continue repairing and repainting the Booths in the Vendors Mall and Vendors Square
- To replace the awning at Vendors Mall

- Install smoke detectors at VM, HQSC, PMC and ABECC,

5. Priorities, strategies and indicators

The strategic objectives and priorities of St. John's Development Corporation include those detailed in the FY 2014 & 2015 plans plus those developed for the 2016-2018 Financial years. They are as follows:

- 1) To grow revenue with the acquisition of new properties adjacent to Heritage Quay and upon the completion of the Fort James Development Project.
- 2) The phased implementation of the recommendation of the Fitness test for a modernized lower St. John's City and waterfront,
- 3) The continued prudent fiscal management of the operations to ensure zero staff dislocation as a result of reduced net cash inflows.
- 4) The complete Implementation of the Heritage Quay Regulations to improve the cruise visitor experience by properly regulating and controlling all operations within the Quay.
- 5) The capital improvement of the infrastructure and amenities within the Heritage Quay Shopping Complex, Public Market Complex, Antigua & Barbuda Exhibition & Cultural Centre, Heritage Hotel and St. John's City proper.
- 6) The improvement to Heritage Quay would include the construction of a thoroughfare from Heritage Quay to Redcliffe Street in order to create a connection of both piers and the relocation of Beehive Bar to the Tenants' Car Park. Negotiations will be entered into to acquire plots of land adjacent to the Quay in order to further its development.
- 7) The renewal and revitalization of St. John's City with the installation of garbage receptacles on every street within the City, the installation of parking meters for street parking, installation of additional street signs and a sewage system for St. John's.
- 8) To produce up to date unqualified audited financial statements by the end of 2016.

6. Finances

6.1 Forecast financial statements and assumptions

6.2 Arrears

Arrears as at [October 31, 2015]

Code (if relevant)	Description	Supplier	EC Amount not paid	Average number of days overdue for payment
Arrears to local private sector service suppliers	Insignificant	Insignificant	Insignificant	
Arrears in salaries, gratuities	None	Not Applicable	Not Applicable	Not Applicable
Arrears to government owned suppliers	Utilities	APUA	2,378,545.00	Over 90 days
	Insurance Cover	State Insurance	1,960,675.00	Over 90 days
Arrears in interest or principal repayment	None	Not Applicable	Not Applicable	Not Applicable
Other (specify)	ABST	Inland Revenue Dept.	4,572,864.73	Over 90 days
	Hotel Tax (prior ABST)	IRD & Mins of Tourism	636,294.64	Over 90 days

6.3 Significant capital developments

Summary of development projects **EC\$mill**

- 1) Pier Expansion year 2017
- 2) City Renewal Plan year 2017
- 3) Other Capital projects to facilitate the hosting of the FCCA Cruise conference during the year 2018.

Estimated costs have not yet been compiled for the above projects.

6.4 Any proposed major financing transactions

a) The Government of Antigua & Barbuda will be approached to acquire a loan from the Government of the People's Republic of China to fund the projects described at 6.3 above.

b) The balance of the USD 1.7m Caribbean Development Fund loan, to fund a major part of the Heritage Quay Shopping Complex Development Works, will be drawn down in full by the end of year 2017.

6.5 Government funding

Subventions will be requested from the Government to cover the refurbishments of the Public Market Complex , Multipurpose and Exhibition Centre and the Vendors Mall.

6.6 Any other matters as are agreed by Minister(s) and the Board.

Complete a Transportation Hub

7. Risk management

Major risks to the delivery of services and the maintenance of capability and the risk management strategies are listed in the table below.

Risk	Risk management
The Corporation being called upon to service the loan at ABIB. (\$140K per month)The loan is currently being serviced by GOAB.	SJDC Board to keep GOAB abreast of its financial position so that GOAB is fully aware of the consequences if SJDC is called upon to service this loan.
Any shortfall, within the range of 6% to 7% of budgeted revenues and or delay in the collection of revenues for the years 2016 to 2018 will result in creditors' payments and or capital expenditure projects being delayed.	Concerted efforts will be made to collect arrears from past tenants and no additional discounts will be given to current tenants. Payment plans and set off arrangements will be negotiated with other Statutory corporations and other Government Agencies.

State Insurance Corporation

Business Plan
For 2016-2018

INCOME	2015		2016 Budget
	2015 Budget	Projected/Actual	
Fire Premium	13,231,024.30	12,484,739.53	15,059,726.00
Accident & Other Classes	2,622,359.73	2,838,597.40	2,923,600.77
Motor & Self Hire	9,309,967.07	8,108,688.29	9,167,697.64
Marine & Cargo & Hull	76,463.00	92,538.53	118,617.00
Reinsurance Commission	1,042,873.93	1,020,950.92	1,235,018.17
Rent (Long Street)	1,415,066.40	1,435,876.00	1,435,876.20
Utility Income	595,724.16	595,701.76	556,327.80
Interest Income	1,959,529.12	1,604,485.41	1,476,575.02
Group Medical	10,318,000.00	12,064,865.79	13,480,000.00
Ordinary Life	1,850,000.00	1,776,801.80	1,870,000.00
Medical Exp/Industrial Life	1,074,500.00	1,081,128.95	1,127,000.00
Salvage Sales	129,000.00	170,600.00	129,000.00
TOTAL REVENUE	43,624,507.71	43,274,974.38	48,579,438.60
Reinsurance Premium			
General	8,568,226.28	6,545,350.85	9,962,161.51
Life	541,252.00	541,251.99	496,147.65
NET REVENUE	34,515,029.43	36,188,371.55	38,121,129.44
CLAIMS EXPENDITURE			
Motor & Self Hire	4,200,000.00	6,326,702.48	5,309,363.65
Fire	317,024.01	125,765.63	386,778.08
Accidental & Other Classes	262,603.24	175,766.88	275,731.33
Marine Hull & Cargo	24,855.77	4,200.00	26,098.56
Life & Medical	4,125,000.00	4,488,224.38	5,735,000.00
SUB-TOTAL	8,929,483.02	11,120,659.37	11,732,971.62

ADMINISTRATIVE EXPENDITURE:	2015		
	2015 Budget	Projected/Actual	2016 Budget
Administrative Salaries Monthly	2,844,630.88	2,901,305.17	3,494,238.96
Administrative Salaries Weekly	68,023.12	68,623.19	81,427.20
Cashier Allowances	1,800.00	1,450.00	1,800.00
Traveling Allowances	117,329.10	131,373.47	135,620.00
Life Commission Expense	401,400.00	370,612.95	391,400.00
General Insurance Commission Expense	67,761.06	35,492.09	67,761.06
Social Security Expense	145,632.70	169,978.39	178,783.31
Medical Benefits Expense	101,942.89	116,038.11	125,148.32
Group Health and Life (Employer)	241,226.52	244,866.36	300,894.72
Employee Training	110,000.00	182,183.47	116,900.00
Employee Incentives: Pension	320,391.94	320,255.43	393,323.28
Employee Incentives: Uniforms, Ect.	47,000.00	47,152.38	60,000.00
Employee Incentives: Other	635,000.00	641,856.80	772,500.00
Advertising and Promotion	488,219.75	486,105.28	461,436.48
Stationary and Printing	60,000.00	63,904.02	70,000.00
General Expenses	15,000.00	29,260.89	15,000.00
Office Expenses	450,000.00	466,063.60	450,000.00
Local Telephone and Cable Expenses	125,000.00	113,214.74	170,000.00
Overseas Telephone Expense	20,000.00	20,713.33	25,000.00
Electricity and Water	750,000.00	711,995.30	750,000.00
Entertainment and Refreshment	50,000.00	63,393.64	70,000.00
Bank Charges & Interest	1,015,000.00	865,081.40	1,015,000.00
Postage and Currier Expenses	6,000.00	5,419.20	6,000.00
Building & Equipment Maintenance and Improvement	200,000.00	301,067.88	250,000.00
Insurance Expense	279,587.83	353,871.80	363,371.80
Office Equipment Repairs and Maintenance	10,000.00	10,123.18	18,000.00
Legal Fees	200,000.00	247,076.00	200,000.00
Professional Fees	90,000.00	104,135.76	90,000.00
Building Cleaning and Grounds	85,000.00	83,742.52	170,000.00
Life Maturity-Life Insurance	425,000.00	140,000.00	425,000.00
Cash Surrender	10,000.00	50,037.45	60,000.00
Donations and Sponsorship	185,499.84	290,884.60	210,500.00
Medical Examination Fees	11,900.00	33,084.00	24,400.00
Motor Expense	35,000.00	28,850.78	45,000.00
Directors Fees	126,000.00	111,100.00	123,600.00
Auditing Fees	70,000.00	74,025.00	78,000.00
Overseas Promotions and Business Travel	70,000.00	151,365.21	70,000.00
Insurance Association Fees	77,283.28	52,184.02	52,184.02
Security Services	49,793.56	59,791.88	194,400.00
Rent	21,000.00	0.00	114,000.00
Depreciation Expense	409,188.28	415,615.65	491,025.94
Total Expenses	10,436,610.74	10,563,294.93	12,131,715.08

NET INCOME

15,148,935.68	14,504,417.26	14,256,442.74
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INCOME	BUDGET 2015	ACTUAL/Projected 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Fire Premium	13,231,024.30	12,484,739.53	15,059,726.00	15,511,517.78	15,976,863.31
Accident & Other Classes	2,622,359.73	2,838,597.40	2,923,600.77	3,011,308.79	3,101,648.06
Motor & Self Hire	9,309,967.07	8,108,688.29	9,167,697.64	9,626,082.52	10,107,386.64
Marine & Cargo & Hull	76,463.00	92,538.53	118,617.00	122,175.51	125,840.78
Reinsurance Commission	1,042,873.93	1,020,950.92	1,235,018.17	1,284,418.90	1,335,795.66
Rent (Long Street)	1,415,066.40	1,435,876.00	1,435,876.20	1,450,234.96	1,464,737.31
Utility Income	595,724.16	595,701.76	556,327.80	584,144.19	613,351.40
Interest Income	1,959,529.12	1,604,485.41	1,476,575.02	1,550,403.77	1,627,923.96
Group Medical	10,318,000.00	12,064,865.79	13,480,000.00	14,154,000.00	14,861,700.00
Ordinary Life	1,850,000.00	1,776,801.80	1,870,000.00	1,963,500.00	2,061,675.00
Medical Exp/Industrial Life	1,074,500.00	1,081,128.95	1,127,000.00	1,183,350.00	1,242,517.50
Salvage Sales	129,000.00	170,600.00	129,000.00	135,450.00	142,222.50
TOTAL REVENUE	43,624,507.71	43,274,974.38	48,579,438.60	50,576,586.42	52,661,662.11
Reinsurance Premium					
General	8,568,226.28	6,545,350.85	9,962,161.51	9,962,161.51	10,460,269.58
Life	541,252.00	541,251.99	496,147.65	496,147.65	520,955.04
NET REVENUE	34,515,029.43	36,188,371.55	38,121,129.44	40,118,277.26	41,680,437.50
CLAIMS EXPENDITURE					
Motor & Self Hire	4,200,000.00	6,326,702.48	5,309,363.65	5,574,831.83	5,853,573.42
Fire	317,024.01	125,765.63	386,778.08	394,513.64	402,403.91
Accidental & Other Classes	262,603.24	175,766.88	275,731.33	289,517.90	303,993.79
Marine Hull & Cargo	24,855.77	4,200.00	26,098.56	27,403.49	28,773.66
Life & Medical	4,125,000.00	4,488,224.38	5,735,000.00	6,021,750.00	6,322,837.50
SUB-TOTAL - Claims	8,929,483.02	11,120,659.37	11,732,971.62	12,308,016.86	12,911,582.29

ADMINISTRATIVE EXPENDITURE:

	<i>BUDGET 2015</i>	<i>ACTUAL/Projected 2015</i>	<i>BUDGET 2016</i>	<i>BUDGET 2017</i>	<i>BUDGET 2018</i>
Administrative Salaries Monthly	2,844,630.88	2,901,305.17	3,494,238.96	3,616,537.32	3,743,116.13
Administrative Salaries Weekly	68,023.12	68,623.19	81,427.20	84,277.15	87,226.85
Cashier Allowances	1,800.00	1,450.00	1,800.00	1,800.00	1,800.00
Traveling Allowances	117,329.10	131,373.47	135,620.00	135,620.00	135,620.00
Life Commission Expense	401,400.00	370,612.95	391,400.00	410,970.00	431,518.50
General Insurance Commission Expense	67,761.06	35,492.09	67,761.06	71,149.11	74,706.57
Social Security Expense	145,632.70	169,978.39	178,783.31	185,040.72	191,517.15
Medical Benefits Expense	101,942.89	116,038.11	125,148.32	129,528.51	134,062.00
Group Health and Life (Employer)	241,226.52	244,866.36	300,894.72	300,894.72	300,894.72
Employee Training	110,000.00	182,183.47	116,900.00	122,745.00	128,882.25
Employee Incentives: Pension	320,391.94	320,255.43	393,323.28	412,989.44	433,638.91
Employee Incentives: Uniforms, Ect.	47,000.00	47,152.38	60,000.00	63,000.00	66,150.00
Employee Incentives: Other	635,000.00	641,856.80	772,500.00	811,125.00	851,681.25
Advertising and Promotion	488,219.75	486,105.28	461,436.48	484,508.30	508,733.72
Stationary and Printing	60,000.00	63,904.02	70,000.00	73,500.00	77,175.00
General Expenses	15,000.00	29,260.89	15,000.00	15,750.00	16,537.50
Office Expenses	450,000.00	466,063.60	450,000.00	472,500.00	496,125.00
Local Telephone and Cable Expenses	125,000.00	113,214.74	170,000.00	178,500.00	187,425.00
Overseas Telephone Expense	20,000.00	20,713.33	25,000.00	26,250.00	27,562.50
Electricity and Water	750,000.00	711,995.30	750,000.00	787,500.00	826,875.00
Entertainment and Refreshment	50,000.00	63,393.64	70,000.00	73,500.00	77,175.00
Bank Charges & Interest	1,015,000.00	865,081.40	1,015,000.00	1,065,750.00	1,119,037.50
Postage and Currier Expenses	6,000.00	5,419.20	6,000.00	6,300.00	6,615.00
Building & Equipment Maintenance and Improvement	200,000.00	301,067.88	250,000.00	262,500.00	275,625.00
Insurance Expense	279,587.83	353,871.80	363,371.80	381,540.39	400,617.41
Office Equipment Repairs and Maintenance	10,000.00	10,123.18	18,000.00	18,900.00	19,845.00

	<i>BUDGET</i> 2015	<i>ACTUAL/Projected</i> 2015	<i>BUDGET</i> 2016	<i>BUDGET</i> 2017	<i>BUDGET</i> 2018
Legal Fees	200,000.00	247,076.00	200,000.00	200,000.00	200,000.00
Professional Fees	90,000.00	104,135.76	90,000.00	94,500.00	99,225.00
Building Cleaning and Grounds	85,000.00	83,742.52	170,000.00	178,500.00	187,425.00
Life Maturity-Life Insurance	425,000.00	140,000.00	425,000.00	446,250.00	468,562.50
Cash Surrender	10,000.00	50,037.45	60,000.00	63,000.00	66,150.00
Donations and Sponsorship	185,499.84	290,884.60	210,500.00	221,025.00	232,076.25
Medical Examination Fees	11,900.00	33,084.00	24,400.00	25,620.00	26,901.00
Motor Expense	35,000.00	28,850.78	45,000.00	47,250.00	49,612.50
Directors Fees	126,000.00	111,100.00	123,600.00	129,780.00	136,269.00
Auditing Fees	70,000.00	74,025.00	78,000.00	78,000.00	78,000.00
Overseas Promotions and Business Travel	70,000.00	151,365.21	70,000.00	73,500.00	77,175.00
Insurance Association Fees	77,283.28	52,184.02	52,184.02	54,793.22	57,532.88
Security Services	49,793.56	59,791.88	194,400.00	204,120.00	214,326.00
Rent	21,000.00	0.00	114,000.00	119,700.00	125,685.00
Depreciation Expense	409,188.28	415,615.65	491,025.94	515,577.23	541,356.10
Total Expenses	10,436,610.74	10,563,294.93	12,131,715.08	12,644,291.13	13,180,459.19
NET INCOME	15,148,935.68	14,504,417.26	14,256,442.74	15,165,969.28	15,588,396.01

Antigua & Barbuda
National Parks Authority

Business Plan
For 2016-2018

EXECUTIVE SUMMARY

Budget 2016 is geared towards the ongoing development and management of the National Parks natural resources. It will focus on the strengthening of the Institutional Capacity in the area of Heritage Management and Marketing. Necessary critical resources will be added to enhance the authority's capacity to achieve its long-term objective of achieving World Heritage Status and the need to enhance marketing competitiveness in light of growing competition. It is anticipated that the enhanced institutional capacity the framework will contribute immensely to the authority not only achieving world heritage status but to make available the necessary revenues that are need to drive our operational and capital budget.

A conservative approach is used in developing the 2015/16 budget. The most recent IMF report has forecasted modest growth for the Caribbean despite the *down side risks of growth emanating from the strengthening of the US dollar, the opening up of Cuba and a possible disruption of Petro Caribe finances, which could influence significant policy changes for securing a sustained economic recovery.* Any global shocks could trigger a further slowing down of the economic activities especially on the heavily relied upon tourism sector. With this in mind, the budget will look at creating greater efficiencies through the reduction in our energy consumption and tightening fiscal controls to reduce overall operational expenditures.

The Authority continues to be challenged with the sheer magnitude of the restoration work to be carried out on the historic buildings. The financial position of the NPA cannot facilitate high-cost Capital Projects. **Therefore, the restoration work will be carried out in incremental stages.**

Notwithstanding the above, the National Parks must look for new and sustainable revenue sources which can accommodate its operational programme in an environment of rising costs. It is recommended that partnership agreements be entered with Central Government or other private entities that can offer low interest rate loans or grants. Some funding of the Capital Budget will be sought through joint initiatives with the Housing Development Project and or Central Government.

Capital Budget 2015-2016 Capital Programme.

The proposed budget is approximately **\$EC 951,472** This amount reflects the purchasing of two (2) golf cars for the Dockyard Marina and Visitor Services Department, Scientific Equipment for the Environment Unit, furnishings for the Copper and Lumber Store Hotel, replacement parts for the Sewage Treatment Plant and the purchasing of a vehicle for joint use by the Environment and

the Grounds and Maintenance Department. The estimates also include the construction of the Horsford Hill Bathroom Facility.

There is also a plan to purchase a garbage compactor. Estimates also include the investment in energy efficient bulbs. These programmes reflect the authority's strategic intent of the ongoing costs reduction.

There are also a number of planned initiatives to be undertaken by the Environment Department. This will be done through a collaborative effort with the Environment Department Climate Change Fund. It is expected that through this initiative an Environment Impact Study as well as the solar energy programme will be conducted.

The Capital budget will also facilitate the restoration of the Officer's Quarters Building and the rehabilitation of the lockers to facilitate additional storage capacity for the Copper and Lumber Hotel

Strengthening Institutional Capacity

2016 Budget will focus on the strengthening of NPA Capacity in the area of Heritage Management specifically in the area of Architectural conservation. The Park is in need of a solid framework to deal with issues relating to prolonging the life, integrity and architectural character of our historic buildings. To enhance its management capacity the necessary resources are needed to oversee historic and archaeological site documentation activities; preparation of park history catalogue and to advise the building committee on all restoration projects. Provision has been made to strengthen the Heritage Department with three additional personnel.

The Authority will leverage on the established relationship between the Government of Antigua and Barbuda in recruiting a specialist in the field of Heritage Conservation. The strengthening of this department is critical in realizing our goal for World Heritage Status. In preparing for the nomination, a significant amount of work is required to garner support for the site nomination. Budget 2016 makes provision for the ongoing work of a technical team in preparation for the nomination.

The Nelson's Dockyard has lost its position as the #1 place to visit on the island. Visitors are looking for more experiential tours. To respond to the new experiential tourism market, Nelson's Dockyard will need to develop and implement a marketing plan that focuses on the Dockyard and effectively positions itself in the market place. To grow the Yachting Sector, the Nelson's Dockyard will continue to build a strong relationship with the Captains and Yacht Management Companies through its close relationship with the Antigua Charter Yachts and the Super Yacht Challenge. The NPA will strengthen its presence at the major Yacht Shows in Monaco and Genoa.

The Cruise ship segment can also be strengthened by building relationships with representatives of the cruise ship companies and the local tour operators.

To facilitate these programmes and to ensure that the National Parks captures its fair share of these segments, the Marketing Department requires technical assistance in developing a market-responsive plan. The Department needs to be modernized and adopt marketing tools that better match the target markets and to improve experiences while in the Park. Budget 2016 has provisions to facilitate this change.

The Environment Unit continues to drive the NPAs' mandate to protect its natural environment.

The NPA-Environment Unit will engage in a work programme that focuses on the conservation and management of the natural resources existing in the four National Parks currently in existence, of which the NDNP, due to its greater importance and larger size, is the primary focus.

The work programme comprises four main programme areas. These comprise:

- National Parks Development and Environmental Sustainability
- Environmental Education
- Research and Restoration
- Professional Development

The Research and Restoration programme will also involve monitoring the water quality in the two main harbours. The Education programme will continue to provide personnel resources for visits of school children to the Dockyard. Plans are in place to display an eco-zone exhibit in the Museum, highlighting the fauna and flora of both the terrestrial and marine parts of the NDNP. The NPA-EU conducted a visitor survey during 2014-15 and will continue analyzing the results to guide the Unit in areas of visitor concern relating to the Park's environment and the sustainable operation of the Park.

In the area of the sustainable development of four National Parks in 2015-2016 attention will be directed on several areas including the Development of the Green Castle Hill National Park, Plans are also in place to revise the NPA Development Plan. Technical assistance will be sought to modify the Park Laws and Regulations.

The Unit also hopes to put considerable effort in 2015-16 into designing, creating and erecting signs at various strategic locations providing environmental messages regarding protection of sensitive sites, as well as the prevention of littering and other inappropriate behaviours.

Alternative Energy Project

Plans are in place to implement a self-sustaining energy system for Dockyard. Discussions are ongoing with the Government who has given a commitment to include the Park in its alternative energy project. Discussions are also been held with Diane Black Lane of the Environmental Division. National Parks has been selected as a pilot project for an Environment Management System.

This initiative will assist the Park to achieve its environmental goals through a systematic control operation. Funds will be available in the forms of soft loans and grants. The first phase of the project will focus on solar and wind energy initiatives.

Budget 2016 makes allocation for several pieces of equipment which will conserve the amount of energy consumed. These include the use of solar heaters at the Copper and Lumber Store Hotel and an upgrade of lighting to more efficient energy saving bulbs.

Regulatory Framework

The Authority has recently implemented two (2) new pieces regulations. These relate specifically to the NPA Trading Regulations and the General Regulations.

During the implementation process, there were a few anomalies that required amendment to the existing legislation. The Authority will focus these and other legislations during the next financial year.

Income and Expenditure Overview

Revenue is forecasted to increase at a modest rate that will be influenced by increased lease rents and license fees. There will be a slight increase in the room revenue because of the activities associated with “Rowing Atlantic Race” All other revenue sources are forecasted will to be similar to the 2014/2015 performance

Yr	Income	Expenditure	Surplus
2015/16	11,480,702	10,829,037	639,870
2014/15	11,093,153	9,495,935	1,597,219

Forecast Revenue and Expenditure:

Based on the market trend and the outlook from our main revenue sources, a conservative approach has been adopted when forecasting revenue. Budget 2015/2016 forecast Net Income of **EC \$ \$11,480,702 and forecast Expenditure of EC \$10,829,037 yielding a projected surplus of \$639,870.**

This represents an expected overall increase of EC\$800,000 in expenditure. This increase represents additional allocation to the Marketing Department, the Heritage Department and the

improvement in Security Services. Park Ranger and upgrades for the Environment Department as well as increase in salary emanating from the most recent union negotiations.

A significant increase in revenues is not forecasted for visitor's arrival despite increased promotional allocation since it usually takes at least one season before adequate returns can be realized. The increase amount to be invested in the Heritage Department is justifiable from the added benefits to be derived from World Heritage Status designation.

Funding of Capital Project

Capital budget is forecast at Approximately **EC \$951,472**. This amount will be funded through subvention from Central Government of approximately **EC \$403,000** proceeds of approximately **EC \$428,472** from the NPA operation budget and the bathroom facilities at Horsford which is approximately **\$120,000** will be funded through the National Housing Project.

Management is confident with precise application of the budgetary allocations and timely implementation of the scheduled programmes that the National Parks goals and objectives will be achieved.

VISION STATEMENT

“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 STATEMENT

“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 Antiguan 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 benefits for all Antiguan.”

ORGANIZATIONAL STRUCTURE

The National Parks Authority facilitates varying roles and functions in fulfilling its mandate as outlined in the National Parks Act 1984. The substantive Minister is the Hon. Asot Michael, Minister of Tourism, Investment and Energy. 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.

OBJECTIVES

The major short to medium term objective for the Park is to grow its market share both within its two major growing markets the cruise and yacht 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:**
 - First class marina (continually expand and upgrade of services)
 - Create a duty-free shopping centre (increase consumer spending especially the yachting sector.
 - Stimulate growth in the hotel sector
 - Grow the cruise ship sector – create more innovative tours

- **Building Community Partnership:**
 - Engage in a number of community oriented projects through a number of sponsored initiatives.
 - Form a strategic partnership with the Cobbs Cross, Liberta, Primary Schools School through a number of key initiatives.
 - Enhance the Pigeon Point Beach user facility by renovating playground station.
 - The National Parks Authority will be represented in the Business League Softball Competition. It will continue its sponsorship with the Falmouth Cricket Team and the English Harbour Football team.
 - NPA will continue to sponsor the National Parks soft ball team, the team participants are from businesses within the community.
 - The business community will continue to benefit from the ongoing fire-fighting 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.

- **Enhancement Regulatory Framework**
 - Enhancement of NPA legislative framework
 - The Authority will select a cadre of Park Wardens to support the parks legislations and regulations.
 - Build institution capacity through the strengthening of the established Environment and Heritage Departments
 - Review and adopt NPA Master Plan Review and Adopt the NPA Building Guidelines

- Enhanced the Trading Regulation, General Regulation, the Environment Regulation and the Garbage Regulation.
- Finalize Master Plan.

➤ **Medium to Long Term Objectives:**

- Re-store the Clarence House as a Great House that will be used as a Museum and to cater for State Events.
- Embark on an alternative energy initiative.
- Execute plan 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. 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.

➤ **The Long Term Objective:**

The Long term objective is for the National Parks Authority to become a World Heritage Site. This can be achieved through the Authority's programme to sustain the natural environment and to control the development in such a way it does not compromise the integrity of the area. In doing so, It will strengthen its institutional capacity especially in the area of heritage

- National Parks long term plan to develop and manage new parks in a sustainable manner. It will also focus on creating a sound environment for economic development within the Parks and to provide services and facilities to benefit Antiguanans.
- Convert to alternative Energy Project using wind and solar energy. Develop and adopt an Environment Management Plan system that will reduce its 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.

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 maintain 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 programs 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 the strengthening is required is the provision of trained personnel to plan, develop and implement sound environmental and heritage management programs. 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, NPA plans to train and develop special park wardens to assist with the protection of the marine and natural environment.

Objective:

The NPA must develop a Policy for the management of its environmental resources and to monitor and minimize developmental impacts on the environment.

Plan of Action for the management of the Natural Resources of the National Park:

- ✓ Identify the institutional arrangements required to manage all natural resources.
- ✓ Review best management practices from other regional countries that could be used to guide natural resource management in the park.
- ✓ Determine the relevant programmatic areas to be pursued in an action-based approach to implementing a practical natural resource management program for the Park.
- ✓ Recruit and train Park Wardens.

Strengthening NPA Capacity

The NPA continues to enhance its technical support system through a number of programmes. Budget 2016 will focus on Emergency preparedness planning. There are plans to start a fund

raising campaign to purchase a small fire engine for the National Parks Area. The area of Heritage Management will be a focal point of development as new resources will be given to assist in managing the rich heritage of the Park. Plans are in place to recruit the services of a trained Conservation Architect who will assist in developing a Heritage Plan for the Park. The programme will include training two young Antiguan in the area of Heritage Management.

The present restoration programme has been compromised due to a number of trained personnel exiting the establishment mainly through migration. Plans are in place to train a cadre of young stone masons to carry the programme. A plan is presently being put in place to recruit from the Guard Centre. Several youngsters were given first hand training in the area of restoration.

Building Regulatory Framework:

For the National Parks to be effective in carrying out its mandate, it must strengthen its Regulatory Framework. The Authority has been successful in getting the assistance from Blue Halo in enhancing its General Regulations. The New Trading Regulations are also been reviewed. These guidelines will assist the National Parks in the issues of illegal clearing of lands and littering within the Park. Also, there are no guidelines or building standards in place. The Authority is in the process of establishing clear building guidelines and standards to govern any development within the park.

The National Parks Act -Part VI- Subsection 26 – Regulations makes provision for NPA to make regulations for the carrying out of the purposes of the Act and for the preservation, management and development of Parks. To this end, there are number of regulations that have been drafted. These include but are not limited to the following:

- ✓ Processing Fees
- ✓ Environmental Levy
- ✓ Garbage Disposal Regulation

The National Parks is also in the process of regularizing businesses that are operating within the Park without the requisite approval relating to land use. The intent is to issue land leases and to ensure that all businesses are operating within the confines of the laws of Antigua and Barbuda. The exercise is currently being conducted with other key Government Agencies such as the Legal Affairs, Inland Revenue Department and the Ministry of Agriculture.

OPERATIONAL PROGRAMMES and BUDGET ESTIMATES

The successful implementation of the planned programme and projects are overseen by the individual departments' heads. All work programme and budget allocations are aligned to the overall objectives of the Park.

It is important to note that the ongoing pre-occupations of the NPA is the “economic engine” of the destination from which it derives its revenues, comprising primarily yachts but also land based tourism. Ensuring competitiveness and diversifying and modernizing its product are all critical to maintain and grow the NPA revenues.

For the 2015/16 strong emphasis will be placed on the Marketing and Public Relations functions of the Park. To meet its objectives, it is required that the NPA embrace a specialty marketing programme, integrated with the overall Parks and National marketing activities.

The Individual departments' programmes and budgetary allocation are as follows:

MARKETING

The Marketing Department will focus strategically on the current needs and desires of parks' target customers. Recognizing the need to remain flexible in an ever-changing marketing landscape, the plan and action items provide a platform for the process.

The Park's component of core experiences is the main 'draw' which continues to entice regional and international visitors. It consists of a plethora of outdoor recreation choices, historical and cultural features, museums, yachting facilities and services, hospitable people and numerous outdoor opportunities to provide the need for our customers. Today's visitor is looking for unique experiences that will connect them to the attraction in a way that is authentic. The Nelson's Dockyard National Park, with its vast availability of outdoor recreational offers many opportunities including unlimited adventure and learning experiences.

The relevant marketing tactics to achieve outline strategy are based on the overall proposed marketing goals of the Park. An Action Plan, listing specific marketing initiatives, is included. The Implementation plan is prepared for period October 2015 to September, 2016. Further, the Marketing Strategy will be reviewed and monitored on an on-going basis to ensure its success.

MISSION

To establish the Nelson's Dockyard National Park as a premier, world class tourism destination, increase visits and longer stay, provide visitors with a diversity of experiences and strives to deliver best practice in customer service and presentation of the product.

MARKETING GOALS

The Park is committed to remaining the main land and water based tourist attraction of Antigua and to attract visitors to the Park to make it their main stay for all activities and events. The goals of the Park's marketing strategy are:

- ❖ To continue to increase the number of visits, length of stay, and the number of repeats visitors and to increase the yield by at least 10%.
- ❖ To continually improve the quality of the visitor experience so that it exceeds the expectations of visitors.
- ❖ Expand internet marketing opportunities.
- ❖ Promote the Park as an excellent events venue and to generate a positive Park's image.
- ❖ Continue marketing efforts that highlight the Park's amenities, cultural, historical, natural aspects, yachting services and a welcoming atmosphere.

STRATEGY PILLIARS:

- Drive year-round visits by expanding marketing messages to targeted niches
- Reach new and existing audiences via continued use of traditional media, and to use emerging online media to reach new audiences
- Enhance the product with focus on many fast developing niche markets that are seeking unique experiences such as: nature biking, bird watching, Caribbean cuisines, winery tours and festivals, for greater visitor experience.

The promotional strategy will be include a combination of print advertising, public relations initiatives, events, digital online strategies and promotional materials to inform, persuade or remind visitors of our offerings.

PRINT AND DIGITAL ADS – Marketing Team will place print advertising in a variety of suitable publications along with online digital ads targeting diverse geographic and demographic markets, to show what is unique about the Park.

TRADE SHOWS – We will attend a variety of trade shows to promote the yachting and Park attractions. This we hope will yield increase revenue and increase exposure of this important area.

WEBSITE & ONLINE COMMUNICATIONS – Our marketing activity will also focus on the continued delivery of effective online communications to potential visitors. This we hope will act as ‘triggers’ for additional visitors. Our communication has to be responsive and instantaneous to maximize all possibilities. Consideration is being given to the introduction of a mobile app for the park for the immediate delivery of services.

SOCIAL MEDIA - We still need a robust presence online that allows the company to further build its image and directly engage with consumers. The 2015-16 Budget will see increase focus on social media through the following outlets: Facebook, Twitter, Instagram, and YouTube for the Hotel and for the Park in general.

COLLATERAL - Continue to build our Photo Library. This is important to enable our Graphic Artist to produce Parks ‘call to action’ ads for print and websites usages, flyers, and coupons to help with our promotions and events initiatives.

Public RELATION – This marketing tool will continue to be a key component of the marketing program, with a focus on crafting a positive, visitor-friendly image of the Park through feature articles and television programs. The marketing staff will respond to inquiries to garner positive

editorial coverage and build relationships with the media. There will be the development of activities within community groups to garner positive media and press coverage.

Sales and Marketing - In an effort to capture an increased portion of hotel market, focus will be made on expanding the product and services offered. To this end, we will hire two appropriately trained Sales Officers to pitch our offerings at a number of hotels. For the most part, they will effectively be the face of the Authority and will promote and sell the Park's product offerings directly to visitors, tour operators and other travel groups. The Sales Officers will also foster relationship with hotel tour desks operators and taxi-drivers. These sales clerks will earn commission based on a pay system that will be worked out. It is planned to encourage all Gift Shops in the Dockyard to offer 5% on discounted items to the visitors from the hotels. It will also be necessary for the Park to create a family day out or cultural fiesta day where we could showcase our history, food, cultural music and performers in themed costumes.

Cruise Sales - The 2015/2016 winter season is forecasted to be an improved one with a large number of cruise lines making their inaugural calls in Antigua & Barbuda. With this, the aim is to aggressively target the independent cruise passengers to visit the Park. The opportunity exists to continue building relationship with the St. John's Taxi-drivers. In so doing, we believe this goodwill relationship would in turn encourage them to bring their passengers to the Park. We will also continue to conduct sales operations at Heritage Quay via the Park's Sales Officer and install visual and vibrant ads in print and banners form to supplement and support selling of the park.

Events - Marketing Department will seek to grow its event market share by hosting events that generate economic and social benefits for the Park and the Antigua and Barbuda in general. The Calendar of events every year continues to grow with yachting events such as Antigua Sailing Week, RORC and Classic Regatta. In July of this year, we hosted for the first time the Seaborne Marine North American Optimist Dingy Regatta. In December, the Talisker Ocean Race will commence and it will culminate in early March of 2016. During the coming year, there would be a greater drive to offer other venues in the Park for event hosting.

Copper and Lumber Store Hotel – A differentiated strategy will be adopted for the marketing efforts. In this connection, we will continue to work at enhancing the physical ambiance of the hotel, devise ways to continue to improve on: the quality of service, introduce menu variety in restaurant, improve operational efficiency and strive to increase the hotel's profitability in certain areas. Additionally, maintain partnership with niche marketing sites, for example, weddings and yachting and other tourism stakeholders, both nationally and internationally will be highlighted.

Weddings - The Wedding market offers considerable potential for the Park to further distinguish itself from other properties in Antigua and Barbuda and throughout the Caribbean. We are now putting the final touches to an improved and enhanced destination wedding package that will be launched on our electronic sources and made available to potential clients. Many enquiries are received often for all-inclusive weddings and we will respond by offering couples one of the Park's wedding locations.

2015-2016 Marketing Budget Estimates		
ADVERTISING		
Selective ads. in publications	\$ 45,000	
Local Radio Advertising	\$ 2,000	
Tradeshaw Attendance	\$ 40,000	87,000.00
PUBLIC RELATIONS & SALES		
Public Relations & Mar. Support	\$31,400	
Sales Officers – 700 x 30 wks. x 2	\$42,000	
Sponsorships	\$ 30,000	103,400.00
COLLATERAL		
Promotional tools, graphics, Infomercial Ad, & signs	\$ 40,000	
Photography	\$15,000	55,000.00
WEBSITE & ONLINE		
Website Maintenance & Marketing (Facebook & Instagram)/ Website hosting, ads, SEO (Antiguanice.com)	\$25,000.00	25,000.00
CRUISE & HOTEL		
Cultural Dance & Show : Periodic Displays, uniforms, stage material & labour (performers) /Entertainment Coordinator /Steel-band/Cruise-ships	\$44,000.00	
Portable promotional counter (1)	\$1,550.00	
Taxi-driver's networking & marketing tools	\$ 3,000.00	48500.00
EVENTS		
New Year's Eve Extravaganza	\$ 30,000.00	
Dockyard Day (A.S.W.) & Children's Adventure Day Activities	\$11,000.00	
New Events	\$10,000.00	51,000.00
		369,950.00

COPPER AND LUMBER STORE

The Copper and Lumber Store hotel with its central location in famous 18th century, Nelson's Dockyard, exude unique charming architectural characteristics. For many, it has provided lasting memories and wonderful experiences. The hotel not only caters for accommodation but also offers a fully catered facility for social events such as parties and for those who desire to host memorable events in a special ambience in its 18th century setting.

Based on the outlook for 2016 and the results for 2014, we will continue to target the following markets: the individual travelers, including those traveling for both pleasure and business; group meetings, representing corporations, associations, social, tours and travel groups. These markets have needs and wants that differ from other markets and direct communication with them should serve to increase overall sales for this segment.

Our marketing main goal is to provide the ideal mix of attributes to meet the needs of our visitors. With this, it is necessary to use the hotel core strengths to minimize any existing treats. In this connection, we will continue to work at enhancing the physical ambience of the hotel, improve the quality of service as well as operational efficiency, and strive to increase the hotel's competitiveness and grow revenues.

The Marketing Unit will continue to promote the hotel as a unique and comfortable place to stay through marketing, sales, digital and public relation efforts while providing a personalized service nature. In conjunction with its E-marketing team, put more resources toward social media marketing and begin investing in pay per click advertising. Additionally, maintain strong co-op partnership with niche marketing sites, for example, weddings and yachting (advertising with is a mix of regional and international). The marketing plan includes initiative we are undertaking, as well as the goals we strive to achieve.

One of our marketing strategy objectives is to communicate the unique set of services that we offer to our hotel guests. We will attempt to direct the focus of our guests to the issues of quality and value for their money as opposed to simply the bottom line costs associated with their stay. The most important service that will be offered is the provision of a safe, comfortable facility, room accommodation, physical historical attributes, restaurant, a friendly approach and a relaxing environment that can give a stress free stay.

Our promotional strategy includes membership in local and national industry associations. This provides inclusion in their registries and guidebooks. Similarly, ensuring a listing in every possible guidebook is a top priority. Distribution of brochures created for Mariner View B&B is also essential. These will be placed or sent to locations such as the Chamber of Commerce,

tourism offices, libraries, museums, travel agents and wholesalers. We will also place ads in the urban newspapers in the getaway weekend section. An increasingly viable form of promotion is on the internet. We will create a website through which we can advertise and book customers directly.

Long-Term Projects

- Event Chairs for rental and development of Dow's Hill Historical Centre for events.
- Creating hotel presence: installing cobblestone landscape, décor and temporary Verandah.
- Creating additional campsites with catering facility and equipment.
- Install bathroom features, purchase chairs, and construct ramps for challenged persons.
- New interpretation signs.
- Signage Plan for the Park.
- Horse and cart
- Re-creation of a historical building.
- Re-creation of a native or Indian Village (Arawak)
- Create a "Wow" Garden at the Dockyard Entrance.
- Harbour Boat
- Dow's Hill Event infrastructure
- Agri-tourism and nature tourism activities

2015-2016 COPPER & LUMBER PROJECT BUDGET		
ADVERTISING		
Advertising in travel magazines, & Media	12,000.00	
Online	14,000.00	26,000.00
WEBSITE & ONLINE		
Antiguanice.com Ads. other Imperative marketing Initiatives Online	20,000.00	20,000.00
PRODUCTION		
Collaterals	8,000.00	
Photography	15,000.00	
Hotel Branding (sign, directory folder, table stand (restaurant) & logo)	2,000.00	25,000.00
JOINT PARTNERSHIP		
Destination Wedding Marketing	15,000.00	15,000.00
HOTEL PURCHASES & DÉCOR		
Arches Curtain	2,430.00	
Rooms Improvement: Foyer (waterfront rooms, reception, foyer drapes); lamp shades, room amenities, small antiques/ornaments	10,500.00	
Misc.	30,000.00	42,930.00
GENERAL PURCHASES		
Seafood Friday: merchandising; uniform	12,000.00	
Vases	2,000.00	
Fabric: back-drops; overlays; tablecloths, outside lamps	15,000.00	
Vases & Flowers	2,700.00	
Pottery, Plants, garden; garden chairs	20,000.00	51,700.00
STAFF UNIFORMS		
Front Desk -	1,700.00	
Kitchen -	3,750.00	
Restaurant -	2,500.00	
Housekeeping CLS -	1,200.00	9,150.00
		189,780.00

ENVIRONMENT UNIT

The NPA-EU will engage in a work programme similar to that carried out in 2014-2015, building on some of its successes and also engaging in new areas of work.

The work of the NPA-EU is primarily focused on the conservation and management of the natural resources existing in the four National Parks currently in existence, of which the NDNP, due to its greater importance and larger size, is the primary focus.

The work programme comprises four main programme areas. These comprise:

National Parks Development and Environmental Sustainability.

Environmental Education

Research and Restoration

Professional Development

The Research and Restoration programme is the largest and most active area of the Unit's work, involving monitoring of water quality in the two main harbours of the NDNP; monitoring of reef and fish populations in Windward Bay and other areas of specific interest; recycling of plastic and aluminum originating in the Dockyard; which are all on-going, but to which will be added in 2015-16, some meteorological data gathering and the development of a marine trail in Windward Bay.

Under the Education Programme, the NPA-EU will continue to provide personnel as resources for visits of school children to the Dockyard; contribute material to the NPA website; providing Star watching events for tourists on certain cruise ships overnighing in the NPA. It will shortly begin to create an eco-zone exhibit in the Museum, highlighting the fauna and flora of both the terrestrial and marine parts of the NDNP. The NPA-EU conducted a visitor survey during 2014-15 and will continue analyzing the results to guide the Unit in areas of visitor concern relating to the Park's environment and the sustainable operation of the Park.

In the area of the sustainable development of four National Parks, attention will focus in 2015-2016 on several areas including:

- 1) Development of the Green Castle Hill National Park, which requires new boundaries, securing and development of a proper entrance, and some initial efforts to manage the Lemongrass which is obscuring the megaliths and Amerindian site as well as making trail maintenance almost impossible. This will be partially financed by a grant from the FAO.
- 2) Revision of the development plan for the NDNP is long overdue, as it has not been updated since the Park's inception. This will require the services on at least one consultant knowledgeable in sustainable park management practices and requirements

- 3) Technical assistance will continue to be provided to NPA management regarding environmental input to development proposals, modification of Park laws and regulations; management and training of Rangers and input into making the park operations more environmentally sustainable and to meeting international expectations.

- 3) The Unit also hopes to put considerable effort in 2015-16 into designing, creating and erecting signs at various strategic locations providing environmental messages regarding protection of sensitive sites, as well as littering and other appropriate behaviour.

With respect to professional development and to the improvement of the human resources in the Unit, the Environment Officer will continue to be exposed to training opportunities as they occur (attendance at meetings and workshops in various environmental issues and technologies) as well as to find suitable training off-island. In 2014-15, one participant undertook SCUBA diving certification training which proved very useful during the year. We hope to be able to provide the participant with a set of SCUBA gear if the reef monitoring project is approved.

A pressing need for the Unit is the provision of a suitable vehicle to enable the unit staff and the Ranger to quickly access beaches and other less accessible (off-road) locations to monitor proposed developments; illegal activities, such as fishing and killing of sea turtles or poaching of their eggs, etc.; damage to vegetation or fauna, sites of fires etc. An allocation for a vehicle has been included in the proposed budget.

ENVIRONMENT BUDGET ESTIMATES 2015-2016		
Project/Description	Time frame predicted	Estimated Cost
Consultancy		51,576.00
Fire Fighting		4,000.00
Education Awareness		36,068.00
GIS Software License		1,700.00
Material and Supplies		46,240.00
Overseas Travel		20,085.00
		\$159,669.00

GROUNDS and MAINTENANCE DEPARTMENT

Grounds:

Plant Protection Services – The palm and coconut trees around the park are scheduled for treatment. A specific antibiotic will be injected into the trees to inoculate them against lethal yellowing disease which turns the leaves brown and eventually kills the plants or trees.

Roadside Projects – Work includes cleaning the roadside from over hanging branches or bushes so drivers can see the road clearly which can prevent road accidents. This is also a security measure to prevent hide out places for criminals.

Fort Berkley trail – This is one of the park’s most used trail. A general clean-up is conducted seasonally involving the clearing away of overhanging branches and packing away of large stones. The purpose of this is task to make the trail as safe and secure as possible for hikers.

Hauling of Garbage – Garbage collection is a very important factor within the Authority. A contractor is hired to conduct scheduled hauling of waste twice weekly during season and once during the off-season. The NPA Skiffs are to be hauled to the Cooks waste dump to be emptied and then return to the compound.

Compactor bin – The purchasing of a compactor Bins can reduce the number of trips that needs to be made to be to and from the Cooks waste dump. The compactor bin is a machine that crushes waste materials and so reduces the volume of the waste thereby allowing more waste to be stored in the existing facility. This equipment will reduce the labour costs by reducing the need for frequent clean-up the loose waste material.

Tools to be purchased- The purchasing of tools will aid the high quality of work produced.

Purchasing tools for the department would.

Improve the quality of work provided.

Increase the amount of work produced daily.

Reduce cost of purchasing high priced tools locally.

Bins to be purchased- All bins present are damaged and have served their time. The grounds department is seeking to purchase 6 regular bins to replace those present and 6 double station bins. The double station bins would be used for regular and recycling garbage.

Landscaping for Dow’s Hill interpretation center - . The main idea is to set up a nice garden entrance which will revamp the whole layout of the area. To accomplish a new and improved

look the area would need a small excavator to remove the trees present. Then a variety of plants and trees will be planted.

Garden at Dockyard entrance - The entrance garden plays an important part in welcoming the guest into the dockyard. It is important to enhance the garden each year to improve the aesthetic of the area as well as changing the scenery for returning guest to be amazed each year.

One (1) load to top soil and a variety of plants will be purchased. Work includes weeding, removing and replanting the entire garden area. Estimated time frame for this project is 4-5 working days.

Garden at Galley Boutique - To enhance the scenery around the building known as “The seaman’s Galley” a variety of plants will be purchased along with a load of top soil. Work includes weeding out grass and adding new plants to the existing ones. Also the stone work will be done around the garden to encase the plants and this will also enhance the beauty of the area and is estimated to take 3-5 working days.

2 part-time workers- Presently the Grounds department consists of 4 full-time workers. 3 are stationed in the dockyard and 1 at the Dow’s Hill interpretation center. During the offseason they successfully make sure the yard is clean and revamped. However during the tourism season there is an increased demand for labour and so 2 part-time workers are definitely needed to assist with the work load.

GROUNDS BUDGET ESTIMATES 2015-2016		
Project/Description	Time frame predicted	Estimated Cost
Plant Protection Services	Every Three Months	\$9,600.00
Roadside Projects	Monthly	\$61,200.00
Fort Berkley Tail	October	\$4,500.00
Hauling of Garbage	Monthly	43,200.00
landscaping for Dow's Hill	September	\$10,000.00
Garden at Dockyard	November	\$7,500.00
Garden at Galley boutique	December	\$4,500.00
		\$140,500.00

Maintenance Department:

Market Place Motorized Shutter – This electrical operated roll down shutter would be installed to prevent individuals from walking through the building after hours and instead walk on the side of the building in the eyes of our security personnel. It will clearly indicate the proper uses of the pathways showing that this specific area is for tour guides, Tourist and Visitors and not for general public. The Awning which is also known will be rolled down every evening after 5pm which is the end of the day for the visitor service department.

Market place roof repairs – The entire roof at the marketplace is in a compromising position and need to be reconstructed. A team will be put together to strip the entire roof and replace it in a suitable way to prevent further leaks.

Galley bar stone work – This stonework required is to construct a wheel chair access for handicap individuals.

Retrofit lighting for Copper and lumber- The idea of the retrofit lighting is to reduce electrical cost for the hotel. This project is set to be a major one.

Horse ford hill new deck and guttering – To improve the aesthetic of the area a new and extended deck will be suitable for the hilly location. This would be a great encouragement for the tourist/guide to take panoramic pictures of the area and enjoy the stunning view. The guttering is an important factor during the rainy season for proper drainage.

Dow’s Hill table and benches- The table and benches would serve as a seating area for guest to picnic in the yard. It can be a nice area to relax and enjoy the beauty of the site.

Blockhouse doors and windows – General repairs of door and windows.
Material cost =8000.00 & Labor cost = 10,000.

Block house solar panel upgrade – As energy prices soar, solar power is becoming an increasingly attractive and viable option to save cost. This is a cost-effective way to take advantage of a natural energy source

Pigeon point play station - Welding and repairs to be conducted on the play station to rectify broken and rusted areas. Allocated time for this project is 4-5 working days.

Tools and supplies - Tools needed to add to the quality of work produced and promote time efficiency.

Purchasing tools for the Maintenance department would.

Improve the quality of work provided.

Increase the amount of work produced daily.

Reduce cost of purchasing high priced tools locally.

Sewage Plant repairs –. Replacement parts needed for the # 2 blower.

Recondition /doublecam vehicle - The maintenance department is requesting this vehicle for the purpose of conducting site visits and accessing the park’s trails.

Maintenance Budget Estimates 2015-2016		
Project/Description	Estimated Cost	
General Repairs	166,296.00	
Electrical Repairs	33,342.00	
Vehicle Maintenance	81,440.00	
Building Repairs & Maintenance	73,595.00	
Generator	10,669.00	
Sewage Plant Maintenance	12,426.00	
		\$178,825.00

Conclusion

The employees in the Grounds and Maintenance departments work hands-in-hand to make sure the entire park is in beautiful, safe and comfortable working condition to perform its daily function. Costs, time efficiency and quality of work produced would be a few main factors to consider when conducting work.

All items/project included in this budget is very essential for the department to function. We recommend the purchase of all necessary tools and material so that we can have higher productivity in the day-to-day operations within the department.

SECURITY DEPARTMENT

The Security Department of the National Parks Authority is responsible for the security of the National Parks. Having to police an area of 15.94 square miles and with limited resources human and other shortfalls makes the task very difficult.

In light of our many challenges and the serious human deficiency, the department has formed alliance with the other Law Enforcement Agencies to include the following

- The Royal Police Force of Antigua and Barbuda
- The Antigua and Barbuda Defence Force
- The Antigua and Barbuda Coast Guard
- The Office of Drug and Money Laundry Control Policy (ONDCP)
- The Antigua and Barbuda Customs and Excise Department
- The Antigua and Barbuda Immigration Department

Over the past fiscal year the Security Department has worked with all these Law Enforcement bodies. Regrettably the relationship with the ONDCP left much to be desired due to the fact that this organization is not well known for information sharing with other Law Enforcement Organizations nationally. It is hoped for the upcoming fiscal year the relationship will be improved. Happily, information sharing with the others has been satisfactory although there is always room for improvement.

Legislation:

During the past fiscal year the Security Department was charged to police the implementation of the National Parks Trading Regulation number 9 of 2014. The regulation came into force on 31st January 2015. Over three hundred (300) businesses were identified. The list is not exhaustive. It is work in progress. Inquiries are still being carried out to identify all businesses in the National Parks and to have them become compliant by having them applying and obtaining a license to conduct their business.

It is recommended that persons who are plying their trade to sell food particularly those persons such as street vendors and freelancers be the holders of a valid food handler's certificate from the Health Department.

The National Parks General Regulation number 48 of 2012 was also perused during the period under review by the Security Department. Our major challenge was with vagrants. Some of whom can be deemed to be public nuisance. There is provision in the regulation to band persons who interfere with patrons who are utilizing the Parks.

There is another issue that is becoming commonplace that is the illegal construction of other structures other than houses. The general practice of individuals is to undertake construction without seeking approval from the National Parks Authority.

This is a clear violation of the National Parks General Regulation. It is suggested that when permission is granted to individuals to undertake construction ventures, the information should be filtered down to the Security Department. This will help the Department to easily identify illegal constructions that are taking place in the National Park.

New Initiative:

During the period under review the Security Department implemented a new initiative. This initiative is the Day Workers Pass. This pass is non-photo ID Card, it seeks to identify day workers in the Nelson's Dockyard Marina. How the system operates? When a day work shows up at the security post he or she will have to present a picture ID. They will have to surrender it to security. The person's name will be logged and they will be issued with a pass. On the completion of whatever job they were carrying out in the Marina, they must return the pass to the security and redeem their picture ID.

Schedule of major events for the upcoming period 2015 2016

- Antigua Charter Yacht Show Dec 4 – 10
- Christmas Day Dockyard Party Dec 25
- Nelson's Dockyard Old Years Night Party Dec 31
- Super Yacht Challenge Jan 28 – 30
- RORC Caribbean 600 Feb 22 – 26
- Antigua Yacht Club Classic Regatta April 14 – 19
- Antigua Sailing Week April 23 – 29
- Dockyard Day April 30
- Antigua and Sport Fishing Tournament May 14 - 15

For the Antigua Sailing Week, the police will play a major role as lead agency in the security arrangement for this event. In addition, the Force will work with the other law enforcement agencies such as the Antigua and Barbuda Defense Force and Coast Guard. For the other events the Security Department will be working closely with the Royal Police Force of Antigua and Barbuda so that adequate security is deployed.

Currently the National Parks Security Department is working in conjunction with the Royal Police Force of Antigua and Barbuda to develop a Security Evacuation Plan for venues in the National Parks that will be hosting major events in the future. There was no major incident or any incident for that matter during the period under review.

A Security Evacuation Plan is standard protocol for venues where there are public gatherings.

Park and Ride:

For the major events in the Dockyard during Sailing Week 2015, the Park and Ride strategy was utilized. The English Harbour Playing field was used for this purpose. Patrons were shuttled to the Dockyard for a fee of \$3.00. The Falmouth Rectory Grounds was the alternative parking area but it was not used. There were instances where the traffic backed up for considerable distance. This arrangement will be reviewed for future events.

Indiscriminate dumping of garbage:

The Security Department has been called to many sites in the Nelson’s Dockyard National Park where persons are dumping garbage illegally. The department is carrying out its investigations with a view to catch the culprit or culprits and prosecute them. The areas identified are Shirley’s Heights, the swamp area on the road leading to the Nelson’s Dockyard, Piccadilly and the Isaac Hill area.

Uncontrolled grazing of animals:

Animals roam the Nelson’s Dockyard National Park daily. They are stripping the hillsides of their vegetation and thereby increasing the risk of soil erosion. The animals in question are goats and sheep. The Security Department is currently working on identifying the owners. The department will be working with the Livestock and Veterinary Division of the Ministry of Agriculture to halt this trend.

Conclusion

The Security Department has performed well during the period under review in spite of its many challenges.

National Parks Authority Security Department Budget for Fiscal year October 1st 2015 to September 30th 2016	
Expenses:	Estimated Dollar Amount:
Uniform	2,325.00
Smoke detectors and fire extinguishers	2,842.00
Ceiling fan	399.00
Small refrigerator	795.00
Flash lights	158.00
Total Expenses 6,519.00	

VISITOR SERVICES DEPARTMENT

The visitor services department continues to build on the foundation that has been established over the years. “A foundation of Excellence”. An organization with excellent customer service is more likely to get repeat business from customers which results in higher revenue yields.

Budget 2015-2016 will focus on creating the enabling environment to foster and preserve a highly effective team of employees within the Visitor Services Department.

The economic movements in the operating environment and its implications for the park dictates that efforts are made to put things into perspective and work cohesively to rebrand the National Parks in the market. There are several improvements that have been identified for the department and are listed below; but critical to the department’s success will be the consistent delivery of a quality service.

1. Training and Development: While the team members are to be commended for their commitment to the organization, if we are to remain competitive every effort must be made to improve the levels of service delivery. In addition to the in-house motivational talks and the broadening of the employees’ knowledge base; other forms of retooling and development exercises will be embarked upon during the New Year. These will include:

- **CPR Training / First Aid Training** for all employees in the department. Discussions were held with personnel from the Ministry of Health EMS Department. A certification course covering basic First Aid and CPR training was identified. Certification issued will be valid for three years and the cost is approximately EC\$250.00 per person.
- This first aid training is deemed important given the close interaction that the employees have with the visitors on a daily basis. Additionally, it is a pre-requirement for our guides to be equipped to handle any medical emergencies. Commitment have been made to tour operators that this matter will be addressed for the start of the new season.
- **French Classes** – Tour Guides have expressed an interest in learning a second language which would better enable them to interact with our foreign language visitors. The Antigua Hotels and Tourist Association conducts a French Class in the evening. Inquiries will be made as to when the next class is schedule to begin. The

intent is to have one person attend this class. The cost of the class is EC\$400.00 per term.

- **Tourism Ambassador Awards Training** - Two persons have been identified to participate in this programme. The program is a collaborative effort between the Ministry of Tourism and Civil Aviation and the Antigua and Barbuda Hospitality Training Institute. The registration fee is 100.00 per person. Any other cost associated with the program will have to be identified.
- **World Heritage Awareness** – Our in-house informational sessions with Dr. Murphy will continue. The upcoming sessions will focus on the World Heritage awareness and its implications for Antigua.

2. Additional Human Resource

- **Part-time Cashier** - Subsequent to the failure last year to recruit additional part-time employees to join the team, this will be pursued this year. The intent is to have a gift shop attendant in each of the shops and a cashier to cover the gates. One person will be used to cover both areas
- **Part-time Tour Guides** – Towards the end of the 2014-2015 tourist season the department lost a tour guide through resignation. As a precautionary measure it was decided to engage two part-time guides to be called as needed especially on heavy cruise ship days. The intent is to source persons living in the area.

3. Improvements-

The improvements identified for the department last year that did not materialize will once again be scheduled for the budgeted period. There is an overall plan to improve the layout and flow in the shop and to increase the variety of local items being offered.

- **Gift Shop**
 - To select a wider variety of local items
 - To review the layout of the shop creating more space and flow
 - To source personalized paper bags.
 - Install doors on the existing storage cupboards
 - Construction/Purchase of new displays for the Dock Yard Gift shop
 - Mirror

Several additions will be introduced at the Interpretation Centre in an effort to engage the visitors and encourage extended lengths of stay.

- **Interpretation Centre**
 - Flash drive with video feeds for TV Monitor

- Signage
 - Erect Information Sign
 - Repaint sign at entrance of show room
 - Rest Room, Gift Shop and Reception Signs
- Annual Show Maintenance
- Termite Treatment
- Wooden benches with tables
- Carpeting for the Showroom
- Cultural Display / National Symbols
- Dow's Hill entrance upgrade

The Dockyard space is dull and lacks welcoming appeal. The space needs to be used exclusively for welcoming patron to the park. Adjustment will have to be made to re-route the traffic that visit the dockyard for reasons other than tours. The practice of residents walking through the space while tours are on-going will have to be addressed. Also residents with their dogs and bicycle will have to be redirected.

The suggestion is to have residents used the access closet to the Security station and the reception space reserved for patrons. As such plans to have the space closed off will be pursued. Approval was previously given to install aluminum awning to close of the front but it is also suggested to have the other end enclosed as well. The floor will have to be addressed as well, preferably installing some coarse surface tiles to replace the painted floors we currently have.

- **Redesign Space**
 - Install awnings to close off space at the end of the work day.
 - Repaint space and railings
 - Additional wooden seating
 - Tile floor
- **Dockyard Information Centre**
 - Signage
 - Welcome/ information sign
 - Employees Only signs
 - Sign to re-route traffic from reception space
 - Framed Pictures for wall
 - Flash drive with video feeds for TV Monitor
 - Wheel Chairs
 - Cashier's draw.
 - Book shelf for office

Miscellaneous Supplies

- “Employees Only” Signs for doors
- Umbrellas
- Replenish First Aid Kits

Budgetary Recommendations 2015-2016			
Activity Description		Estimated Cost	
Training and development			
CPR/First Aid		4,500.00	
French Class		1,200.00	
Tourism Ambassador Training		2,500.00	8,200.00
Improvements			
Gift Shop			
Personalized Paper Bags		5,000.00	
Mirror		300.00	
Misc		1,500.00	6,800.00
Interpretation Centre			
Flash drive with video feeds		2,500.00	
Signage		3,000.00	
Cultural Display/ National Symbols		8,500.00	14,000.00
Dockyard Information Centre			
Signage		3,000.00	
Framed Pictures for wall		20,000.00	
Flash drive with video feeds		2,500.00	
Cashier’s draw		1,000.00	
Book shelf for office		500.00	27,000.00
Redesign Space			
Repainting		7,500.00	
Wooden Seating		2,500.00	
Tiling		20,000.00	30,000.00
Promotional Tokens		3,000.00	

Miscellaneous		2,500.00	5,500.00
			EC\$91,500.000

Promotional Tokens – Plans are in the discussion stage to source some small tokens to be given to children entering the park. The two ideas being explored are key chains with the NPA Logo and neck pouches with the parks logo holding a map of Antigua and a pencil.

HERITAGE DEPARTMENT

The Year of World Heritage:

Capacity Building

With the achievement of World Heritage Listing, we will be required to take heritage management to a new level. This will require a complete change to the current department, as it will be required to play a bigger role in the management of the site. Its increased activities will include monitoring of activities, restoration work, planning, research, documentation and reporting. Skills required to “move” the current department to the higher level of professionalism include short term experts on contract, and permanent operations staff.

Short term staff of experts will include:

Museum exhibit designer/builder (1 year)

- This expert will be hired for a one year contract to work with and train museum staff.
- A full time museum curator will be needed. Expertise and skills needed include, good background in history of the period, the dockyard and area, archaeology and collections management.

Conservation architect (1 year)

- This expert must have expertise in architecture, conservation of historical structures, policies and planning of restoration. He/she will be required to assist the parks with the production of its Conservation Manual/Policies Document that will outline the procedures and process of restoration, stabilization and repair of buildings within the World Heritage Site.

Conservation lab and museum storage facility/building

- The museum and its storage building are now at maximum capacity. Additional storage, or an annex building is needed. The ideal solution will be to restore the outer buildings of the current site of the Artillery Officers complex. It will require stone masonry, concrete floor, roof with shutter style windows and doors. Construction will take approximately 4 months.
- Conservation lab set-up and staffing (2) for processing and conserving artefacts in the collections. A student in conservation or a conservationist from the Jamaica Institute could be brought in to kick start the program and to train local staff of the museum.

Upgrading of the Current Storage Facility

- The building currently housing the collections of the museum needs new shelving and storage boxes. The current plastic bins are old and broken. Every year, a selection of the worst damaged are replaced. We need to continue this process and an additional 30 wood boxes made for replacing the damaged plastic. The shelving will need 2x4 wood frames and plywood backing.

Equipment:

- The museum does not have a computer. A new one is required, with a colour laser printer, scanner and large capacity external storage device. This system must not be connected to the main dockyard setup. A Mac system is preferred.
- 1 Document camera (Ziggy) style

Security system (internal or external)

- The museum has been the target of theft on occasion. A security camera (8 to 10) system is needed. It is proposed to get a system with infra-red capabilities for the building. Info will be stored on a large capacity hard drive.

Audio-visual exhibitions

- Two digital televisions for interactive exhibits and data searching
- Two small computers for running programs and CD's

Completion and printing of Brochures and publications: the final version of the World Heritage document for distribution and sale along with a new generation of brochures and booklets for sale and distribution/marketing etc... These will capitalize on the world heritage site.

Completion of Heritage Legislation as required by the World Heritage Convention.

Climate Change research: The heritage and research department works closely with visiting scholars and academics on a variety of projects. Currently active is the climate change field research project. Graduate students from CUNY visit Antigua annually for three months and work under the supervision of the Heritage Department gathering data on GPA, mapping, building GIS maps and databases, and using total stations to survey and document the coastline and waterfront sites within the dockyard and park. This data permits the application of predictive models to provide tangible insights into the threats of sea-level rises on the dockyard.

Research: Formalizing Relationships

Research is a key component of the National Parks. It is also a major component of World Heritage particularly as our nomination is in part an archaeological site. We propose to increase our research activities and to develop education programs around them. The media will play an

important role in it and we hope to develop a tourism related archaeological program where tourists can apply to spend a day with our archaeologists in the field. This will require re-activating our internship program.

Education

We are now in the final stage of the nomination process for World Heritage status, the promotion, events, and preparation activities will be the main goal for this budget year. We propose to launch a media campaign and an education program, introducing World Heritage to educators and the youth, particularly of the nearby communities. We have already applied for and received UNESCO teaching kits about world heritage and have begun discussions and have made presentations to teachers at the Ministry of Education and at the State College.

Education: Research Associates

The expertise of the Heritage Department is varied. Although it has only a staff of two persons, it has affiliations with more than 20 institutions and universities overseas. These provide technical assistance, equipment, interns, and information to the benefit of the National Parks and Antigua. This year, as we move towards World Heritage, we propose to formalize these affiliated researchers with a formal status as Research Associates of the National Parks, which will provide them with the ability to raise funds for Parks Projects at their overseas institutions, and to further assist the Parks with capacity building and technical expertise.

New Museum Exhibits for 2015-16

A part of the education and public awareness program will be to launch new exhibits of the dockyard, its history, archaeology and World Heritage of the Caribbean. These events can be launched with a media presentation for maximum exposure. Topic will range from,

1. Great George Fort: an exhibition of Antigua's largest fort on Monk's Hill
(For completion August 10th 2016.)
2. The Ridge: the Archaeology of Shirley's Heights
 - a. Featuring images and maps of the buildings with information on life, death, archaeology and an exhibition of our most valuable artifacts that have never been exhibited before.
3. The Nelson's Dockyard: A photographic exhibition leading up to World Heritage: A Graphic history of the dockyard, in maps and photographs 1735 to 2015

Documentary

In 2015 we made a number of short documentaries on the history, archaeology, flora, fauna, and other items of interest within the National Parks and World Heritage. They are 5 to 10 minutes, intensive and informative. These were done by ABS Television and HAMA Production. We now proposed to make 4 additional mini-documentaries that will focus on sites, natural and built

heritage, the history and archaeology of the National Park and WH Site. These can then be used for information, marketing/ promotion, advertising, education and tourism. We will also make one specifically for promotion of the Dockyard and the World Heritage Site, which can be placed on a memory stick of CD, for promotion of the Dockyard, Antigua and World Heritage. This info memory stick can be given out to delegates on the World Heritage Committee and at UNESCO and embassies for promotion/marketing. The National Parks Authority and Government of Antigua Barbuda will own these documentaries.

Restoration Program

Clarence House:

The Heritage Department is an important part of the NPA restoration team. Clarence House continues to be the main program as the restoration team supervises the building activities, ensuring authenticity and document this historical process.

We have sorted through the remains of the furniture that was removed from Clarence House and collected the best items for replication and restoration. New pieces have been built and more will continue to be made over the following months.

The Heritage Department is now collecting artifacts and other important documents for exhibition at Clarence House. These include the flags of the Governor Generals of Antigua Barbuda over the past 100 years, maps, prints, photographs etc...

Great George Fort, Monk's Hill

The Heritage Department and its associates assisted with the launch of the initiative to stabilize and restore Monk's Hill fort. New maps of the largely unknown site include a survey map, a site map with all structures, an archaeological map, a map of the physical condition of the walls, along with an archaeological assessment was completed. The Heritage Department will continue to conduct archaeological research programs and structural surveys of the site, costing and estimates, and documentation of the site for the NPA, independent of the other agencies involved.

Other Activities for 2015

Attendance at the UNESCO World Heritage Committee meetings (2).

There are two UNESCO events that we must attend to begin our campaign for nomination. The first is in late October or early at the UNESCO General Conference in Paris. This has to be done by the Secretary General as it is a bi-annual conference scheduled for Government officials, Secretary Generals and Permanent Delegates of UNESCO. The process of nomination includes lobbying and promotion of our application and site at World Heritage meetings. The second and most important is the actual nomination in July (10th to 20th 2016) scheduled to take place in Istanbul, Turkey.

Budget (one person but recommends two or three) for this includes,

- Airfare
- Hotel and subsistence accommodation
- Stipend for promotional activities
- Printed and digital materials for promotion

Lectures and International Meetings

The Heritage Department continues to present and publish information about its research in major international journals and at conferences of experts and universities. Three invitations have already been sent for Dr. Murphy to lecture at

1. University of Southern Florida: on Heritage Tourism and Site management (no funding required)
2. University of Laval, Quebec: on the same topic (may require partial funding)
3. The Society for American Archaeology: Orlando conference: on the impact of tourism and indicators of change on small islands in the archaeological record. (this one will require a stipend)

Proposed Projects – 2015-2016		
	Projects/Activities	Implementation and Completion
1.	Film documentaries, HAMA Production	Nov to March. 2015 – 16 (5 months)
2.	New exhibits including audio visual setup for museum	Nov. to March 2015
3.	Reviewing the NPA register of historical and archaeological sites as required by World Heritage and the NPA Act	In progress for March 2016
4.	Improvements to museum, painting cases, and continued exhibit upgrades	Sept/May 2016
5.	Additional signage for parks, replacement of damaged signs (7)	December-March 2015-16
6.	Publication on the buildings and structures in the dockyard	In progress: March 2015
7.	UNESCO World Heritage Conference Paris for promotion and lobbying.	November 2015
8.	Events: Hosting and assisting Regional organizations, European/Caribbean Heritage program (hosting a small regional meeting (5 delegates)	January 2016
9.	Attendance at the World Heritage Committee meeting in Turkey 2016	June or July 2016
10.	Printing of additional World Heritage documents	August 2015 - July 2016
11.	Creating additional info marketing magazine and memory stick, and web site	October 2015 - January 2016
12.	Archaeological research at Monk's Hill	June-July 2016
13.	Complete a publication on the archaeology and history of English Harbour.	December 2015

Heritage Budget Estimates for 2015-2016			
	Continued Upgrade of storage and museum exhibits		2,500.00
	Documentaries by HAMA TV		8,000.00
	Exhibits (interactive estimated cost)		3,000.00
	Replacement signs and new additions (from 2015)		5,000.00
	Publications and brochure		6,000.00
	Printing of World Heritage documents, maps etc		4,000.00
	Supplies for department (printer, ink etc)		2,500.00
	Promotional materials for World Heritage		3,500.00
	Travel, conferences/World Heritage Meeting (2) (US\$ 10,000)		27,000.00
	World Heritage dues (US\$ 200.00)		540.00
	Computers, television and CD players (US\$4,500.00)		12,150.00
	Paris Meeting (US\$4,500.00)		10,800.00
	Turkey Meeting (US\$5,600)		15,120.00
			100,110.00

Current Strategic Alliances: Community assistance and activities for 2015 include,

1. Assistance to Government House on restoration, conservation and site development.
2. Assistance to the Ebeneza Methodist Church on restoration.
3. Assistance to the St. Patrick's Catholic Church on restoration.
4. Assistance to the Royal Police Force in human forensics and identification
5. Assistance to the Ministry of Tourism on product development: new tours
6. Assistance to the Ministry of Education on curriculum development for inclusion of historical sites and artefacts in the education program.
7. Assistance to the Museum of Antigua in exhibit design and planning.
8. Assistance to the Betty's Hope Project in fund raising, archaeology, restoration and interpretation.
9. Assistance to the Ministry of Culture in the application of the Intangible Cultural Heritage Convention.

10. Assistance to the Ministry of Tourism in the Community Tourism Program.
11. Assistance to the Ministry of Labour and the World Bank Office in the GARD Program in training of workers for entry into the work force.
12. Archaeological field research at Betty's Hope Estate with California State University
13. Archaeological field research at galleon Beach with State University New York: forensic recovery and analysis of human remains
14. Archaeological research at Monk's Hill: assistance to the Ministry of Culture and the Government of Spain, Cultural Heritage Dept.
15. Archaeological research at Deep Bay to assess the impact of development on the Deep Bay National Park and the 4,000 year old archaeological sites at that beach.
16. Archaeological assessment of Coconut Hall prior to the development proposed by YIDA: investigating the location and quality of archaeological sites and materials.
17. Climate change research: predictive models on sea level rise and the threats to heritage sites of Antigua and Barbuda.
18. Museum development and upgrade in the Nelson's Dockyard Museum
19. Assistance with the restoration of Clarence House: Trustee
20. Assistance with modifications to the UNESCO Draft Heritage Legislation for use as the Heritage Legislation for Antigua Barbuda
21. Site inspections for building permits in the National Parks
22. Assistance to other government agencies in historical sites and structures: identification and reuse
23. Research and publications on specific sites within the Parks and on Antigua; for example the History of Government House, The Archaeology of Great George Fort Monk's Hill, etc...
24. Writing and producing a hand-out document on the Antigua Naval Dockyard for promotion of the pending nomination process.
25. Monitoring and documenting archaeological sites and structures within the National Parks.
26. Other duties within the National Parks as needed.

(In Progress) A Selection of the new tours and programs for tourism

- The top ten scenic landscapes on Antigua and Barbuda
- The top ten forts and coastal batteries of Antigua and Barbuda
- A tour of the top ten historical churches
- A tour of the places of memory and African Heritage on Antigua and Barbuda
- A guide to the top nature trails of Antigua
- The story of Rum and Sugar on Antigua: a tour featuring Betty's Hope, the Sugar Factory, Montpelier Estate ending at the Museum of Antigua Railway exhibition for rum tasting.

- Places of Memory: a tour of the top sites of African heritage on Antigua and Barbuda.
- Living History: a tour of the largest trees on Antigua (Baobob's and Silk Cotton)
- The Nature and Heritage Trails of the National Park.

Another invitation by the Organization of American States (OAS) for September this year has been accepted. The topic will be the registration of heritage sites, heritage tourism relationships, and the development of heritage sites. (This will be in St. Kitts...no funding required).

Personnel Department

Professional Development /Employee Training/Retreat

The Authority will continue to facilitate professional development training opportunities for all levels of management and staff; and seek to secure the right balance between training, coaching and mentorship, in an effort to pursue the developmental path.

Management retreat and strategic planning sessions are crucial, departmental sessions; supervisory training and general staff training will be considered. Customer Care and Communications is slated for all staff and supervisory Training for all appointed Supervisors.

The HR proposes a Leadership and Strategic Planning workshop for management in a setting where they are relaxed and undeterred, that is well planned and executed without distraction.

Additionally we are seeking specific technical training for all managers: The specific choices have been discussed with some and will be discussed and finalised with others. We will add Mr. Ira Gonsalves-Barriero to our training in Project Planning which was targeted for Mr. Flermius and Mr. Smith based on the nature of his work as a supervisor.

Education and Technical Development

During 2015/16, we will be ensuring that the employees continue to be afforded every opportunity for technical and educational development that fits into the NPAs, strategic human resource development and succession plan.

Therefore, scholarship grants offered by the NPA will continue in this financial year. While currently there are three employees benefiting from this initiative - one employee from the Visitors Services Department who is due to graduate next summer, one from the Accounts Department (who took a break), one employee from the Event and Marketing department, who indicated an interest to end her programme and start a different programme without our support.

Year End Staff Event

At the end of year, the NPA usually holds a staff event for the main purpose of social interaction and fellowship. The staff body is usually recognized, based on staff and customer selection, rather than a performance evaluation basis. This end of year a recommendation is being made to include more award categories. This would keep staff motivated for their invaluable contribution. These include;

- Calm in the eye of the storm
- Community Spirt/ Best customer Service Award

- Employee of the year/ People’s Choice award
- Parks Commissioner Award

A proposed date has not been scheduled for this event. We will notify the staff body after a discussion and confirmation with the Parks Commissioner.

Award and Appreciation

Following our Staff Awards Banquet of 2012 focusing of awarding the employees serving over 15 years, we are still distributing the special gifts associated with these awards. Mr. Linroy Adams, Mr. Marinus Smith, Mr. Micheal Flermius and the beneficiaries of Molvair Jackson (deceased).

PERSONNEL DEPARTMENT BUDGET 2015/2016		
Project/Description	Time frame predicted	Estimated Cost
Educational Development		36,000.000
Staff Awards 2012		33,944.00
Staff Awards 2015		26,400.00
Office Equipment and Supplies		3,000.00
Miscellaneous		7,00.00
		\$100,044.00

YACHT SERVICES and RESTORATION DEPARTMENT

For budget 2015-2016 the Yacht Services Department will focus on various improvement projects that will enable the department to function more efficiently.

Also, emphasis will be placed on the maintenance and upkeep of the yachting plant to ensure that the required services of the yachting industry can be adequately provided. Budget 2015-2016 will focus on the following areas

1. **Administration:** additional office equipment and amenities will be added to improve the functionality and efficiency of the department.
2. **Marina Upgrade:** The facility will be maintained and replacement part installed in preparation for the new season.
3. **Super Yacht Dock:** Wooden portions of the dock will be repaired.
4. **Bollard:** The bollards will be repainted as a part of annual maintenance.
5. **Meter Boxes:** Replacement parts will be installed.
6. **Diving:** Annual maintenance on all navigation buoys must be done in Falmouth and English Harbour.

English Harbour - Bow moorings are placed around the dock to assist most vessels in staying stable especially when there are strong winds and anchors are not set properly. Yearly checks are being done on these moorings for chains, screws and anchor damages. Regular maintenances are also being done.

Falmouth Harbour - Annual maintenance on all navigation buoys must be done in the Falmouth Harbour in the following areas:

- Checking anchor screws
- Checking chains and swivel
- Checking pontoons for damage

7. Navigation:

- Regulators and lanterns to be installed at all navigation leading lights.
- Cardinal Marker is to be installed at the Falmouth Harbour Marina to mark the shallow bank. This was recommended by the Hydrographic Surveyor team.

- 8. Dinghy Maintenance** - Annual maintenance on the Dinghy must be done for effective use.
- 9. Patrol Boat** – The boat will be fitted with the required equipment and accessories to meet operating standards and to meet the demands of the industry in an efficient manner.

Activity Description	Estimated Cost	
Overseas Travel Travel	15,712.00	
Material and Supplies	10,939.00	
Refurbishment of Channel markers	36,000.00	
General Repairs	6,608.00	
Electrical Repairs & Maintenance	9,192.00	
Garbage	72,650.00	
Navigational Light	8,402.00	
Safety Markers	2,800.00	
Patrol Boat	3,347.00	
Printing and Stationary	11,087.00	176,737.00

Restoration:

Due to the age of the NPA buildings, the work of restoration is required on an on-going basis. The following buildings have been identified as requiring restoration. .

- Admirals Inn Complex
- Dockyard Bakery
- Guard House
- Things Local/ Saw Pit Shed
- Joiners Loft.
- Copper and Lumber Store Hotel
- The Capstans
- Dinghy Dock Wall

During the summer of 2016 restoration work will be carried out on the Officers' Quarters building. The roof will be repaired after damages sustained by hurricane Gonzales.

DEPARTMENTAL BUDGETARY ESTIMATES SUMMARY

Department	Location/Requirement Description	Estimated Cost	Total Requirement Projection
Marketing	Advertising	87,000.00	
	Public Relations and Sales	103,400.00	
	Collateral	55,000.00	
	Website and Online	25,000.00	
	Cruise and Hotel	48,550.00	
	Events	51,000.00	369,950.00
Copper and Lumber Store Hotel	Advertising	26,000.00	
	Website	20,000.00	
	Production	25,000.00	
	Joint Partnership	15,000.00	
	General Purchases	51,700.00	
	Staff uniforms	9,150.00	189,780.00
Environment	Consultancy	51,576.00	
	Fire Fighting	4,000.00	
	Education Awareness	36,068.00	
	GIS Software License	1,700.00	
	Material and Supplies	46,240.00	
	Overseas Travel	20,085.00	159,669.00
Grounds	Plant Protection Services	9,600.00	
	Roadside Projects	61,200.00	
	Fort Berkley Tail	4,500.00	
	Hauling of Garbage	43,200.00	
	Landscaping for Dow's Hill	10,000.00	
	Garden at Dockyard	7,500.00	
	Garden at Galley boutique	4,500.00	140,500.00
Maintenance	General Repairs	166,296.00	
	Electrical Repairs	33,342.00	
	Vehicle Maintenance	81,440.00	
	Building Repairs and maintenance	73,595.00	
	Generator	10,669.00	

	Sewage Plant Maintenance	12,426.00	377,768.00
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Department	Location/Requirement Description	Estimated Cost	Total Requirement Projection	
Security	Uniform	2,325.00		
	Smoke Detectors/ Fire Extinguishers	2,842.80		
	Ceiling Fan	399.00		
	Refrigerator	795.00		
	Flash Lights	158.00	6,519.00	
Visitor Services	Training and development	8,200.00		
	Improvements:			
	Gift Shop	6,800.00		
	Interpretation Centre	14,000.00		
	Dockyard Information Centre	27,000.00		
	Redesign Space	30,000.00		
		Promotional Tokens	3,000.00	
	Miscellaneous	2,500.00	91,500.00	
Heritage	Continued upgrade of storage and museum exhibits	2,500.00		
	Documentaries by HAMA TV	8,000.00		
	Exhibits (interactive estimated cost)	3,000.00		
	Replacement signs and new additions (from 2015)	5,000.00		
	Publications and brochures	6,000.00		
	Printing of World Heritage documents, maps etc	4,000.00		
	Supplies for department (printer, ink etc)	2,500.00		
	Promotional materials for World Heritage	3,500.00		
	Travel, conferences/World Heritage Meeting (2) (US\$ 10,000)	27,000.00		
	World Heritage dues(US\$ 200.00)	540.00		
	Computers, television and CD players	12,150.00		
	Paris Meeting	10,800.00		
	Turkey Meeting	15,120.00	100,110.00	

Department	Location/Requirement Description	Estimated Cost	Total Requirement Projection
Personnel/HR			
	Educational Development	36,000.00	
	Awards Event Gifts 2012	33,944.00	
	Staff Awards 2015	26,400.00	
	Office Equipment and Supplies	3,000.00	
	Miscellaneous	700.00	100,044.00
Yacht Services			
	Overseas Travel	15,712.00	
	Material and Supplies	10,939.00	
	Refurbishment of Channel markers	36,000.00	
	General Repairs	6,608.00	
	Electrical Repairs & Maintenance	9,192.00	
	Garbage	72,650.00	
	Navigational Light	8,402.00	
	Safety Markers	2,800.00	
	Patrol Boat	3,347.00	
	Printing and Stationary	11,087.00	176,737.00
Total Departmental Budget Estimates 2015-2016			\$1,712,577.00

CAPITAL EXPENDITURE ESTIMATES

Department	Estimated Expenditure
Yacht Services	206,172.00
Restoration	75,600.00
Security	45,961.00
Grounds	19,500.00
Maintenance	232,025.00
Copper and Lumber Store Hotel	153,800.00
Environment	112,915.00
Administration	18,599.00
Visitor Services	25,500.00
Dockyard Gift Shop	17,000.00
Horsford Hill	120,000.00
	\$1,027,072.00

Antigua and Barbuda Port Authority

*Business Plan
For 2016-2018*

Budget Summary- Statutory Corporations

Revenue - by Major Categories

Category	Budget 2016	Approved 2015	Actuals 2014
Cargo Handling	11,043,782	10,440,113	10,055,312
Tonnage Dues	5,020,422	4,817,855	1,644,161
Excess Storage	3,028,572	2,776,417	1,385,605
Labour Overtime	2,700,000	2,508,808	326,264
Equipment Rental	2,624,710	2,489,263	2,169,376
Royalties	2,265,274	1,347,592	2,183,166
Light Dues	1,561,964	1,458,089	1,210,887
Pilotage	996,986	983,272	856,767
Stuffing and Unstuffing	921,490	889,933	783,200
Rental Income	914,520	914,520	760,020
Tug Hire	575,496	564,628	235,774
Harbour Dues	471,485	420,716	359,760
Other Income	321,213	156,700	162,961
Mooring and Unmooring	301,413	299,875	278,250
Reefer Service	300,000	267,775	202,775
Towage	275,937	257,219	201,265
Interest Income	50,000	45,800	88,361
Licences and Fees	208,513	187,147	187,210
Deposit on Container	120,000	117,500	109,400
TOTAL	33,701,777	30,943,220	23,200,514

Recurrent Expenditure - by Major Categories

Category	Budget 2016	Approved 2015	Actuals 2014
Payroll and Related Expenses	15,378,760	14,841,217	13,281,366
Bank Charges and Interest	5,405,837	5,229,379	5,028,750
Depreciation	3,275,936	3,056,587	3,323,245
Pensions	2,666,593	2,051,225	1,672,036
Repair and Maintenance	1,584,564	1,605,705	1,528,824
Port Security	792,000	786,762	831,340
Utilities	645,686	492,966	606,206
Professional Fees	500,000	427,584	220,967
Office Supplies and Stationery	190,118	163,282	98,344
Training and Development	200,000	22,376	-
Other Expenses	580,717	371,680	129,050
Rent	-	42,000	77,000
Property Tax	30,783	30,783	30,783
Commissioners' Allowances	212,000	211,732	177,669
Travel and Accommodation	300,000	282,990	136,601
TOTAL	31,762,993	29,616,268	27,142,180

Capital Expenditure - by Major Categories

Category	Budget 2016	Approved 2015	Actuals 2014
Office Furniture and Equipment	-	464,900	
Maintenance Tools and Equipment	180,000	60,000	1,912
Marine Equipment and Fixtures	350,000	27,500	
Cargo Handling Equipment	-	462,000	
Motor Vehicles	150,000	250,000	58,000
Barbuda River Dock Port	-	-	
Buildings	-	-	104,297
Crane	10,800,000		
TOTAL	11,480,000	1,264,400	164,209

Transfers/ Grants from Central Government

Category	Budget 2016	Approved 2015	Actuals 2014
Salaries/Wages: Retroactive Pay	1,003,007	1,037,640	-
TOTAL	1,003,007	1,037,640	-

Statutory Staff List

Number of Positions	Name of Positions	Annual Salary
1	PORT MANAGER	\$ 144,000.00
1	ACCOUNTANT	\$ 102,000.00
1	OPERATIONS MANAGER	\$ 120,000.00
1	HUMAN RESOURCES MANAGER	\$ 114,000.00
1	CHIEF PORT FACILITY SECURITY OFFICER	\$ 108,000.00
1	MARINE MANAGER/CHIEF PILOT	\$ 120,000.00
1	BUDGET CONTROL OFFICER	\$ 82,608.00
1	DEPUTY PORT FACILITY SECURITY OFFICER	\$ 82,608.00
1	CARGO MASTER	\$ 84,000.00
1	IT SUPERVISOR	\$ 78,000.00
1	CHIEF MECHANIC	\$ 78,000.00
1	HEALTH AND SAFETY OFFICER	\$ 74,340.00
1	PURCHASING OFFICER	\$ 45,894.48
4	STORES CLERK	\$ 121,044.00
10	CONTAINER TRACKING CLERK	\$ 291,320.28
23	ACCOUNTS CLERK	\$ 608,592.48
27	TALLEY CLERKS	\$ 770,924.88
24	EQUIPMENT OPERATORS	\$ 1,152,925.26
2	IT TECH SUPPORT	\$ 82,498.80
9	SHIPPING & MANIFEST CLERK	\$ 239,423.52
3	TALLEY CLERK SUPERVISORS	\$ 169,648.20
38	LONGSHOREMEN	\$ 1,725,006.36
3	FOREMEN	\$ 202,176.00
4	JANITORS	\$ 80,667.12
30	MAINTENANCE STAFF	\$ 881,995.36
17	MARINE CREW	\$ 761,486.88
2	TIME BOOTH ATTENDANTS	\$ 48,126.96
4	SYSTEMS OPERATOR	\$ 198,580.20
19	SUPERVISORS	\$ 386,649.84
1	RECEPTIONIST	\$ 24,063.48

*Antigua Public Utilities Authority
(APUA)*

*Business Plan
For 2016-2018*

MISSION STATEMENT

Our organization, the Antigua Public Utilities Authority, exists to nurture the sustainable, environmental and social development of the nation by providing electrical power, telecommunications and water services affordably and reliably.

VISION STATEMENT

Antigua Public Utilities Authority is the best-operating national public company. A highly engaged and responsive company with a knowledgeable and respected workforce anticipating, meeting, and exceeding the utility needs of customers

EXECUTIVE SUMMARY

The Antigua Public Utilities Authority is a tripartite government statutory agency set up under the Public Utilities Act No. 10 of 1973 to ensure that consumers receive the best possible value in Telecommunications (including mobile & internet), Electricity and Water services. Policy formulation and introduction of legislation as required to successfully fulfill APUA's mission comes from the Minister with responsibility for Public Utilities, who is a member of the Cabinet of Antigua & Barbuda. The day-to-day operation of the organization is vested in the General Manager, who is assisted by a Management Team. Oversight is provided by the Board of Commissioners, also appointed by Cabinet.

APUA continues to be a lucrative business, market forces especially in the Telecommunications sector present significant challenges to its long-term productivity and viability. The inter-utility funding provided by the more profitable Business Units has greatly eased the burden of supplying the Central Government with utility services without receiving consistent and timely payments.

The impact of the amounts due from the Central Government for services supplied continues to adversely affect the operations of the Authority. For the audit year ended December 2014, amounts due from the Government of Antigua and Barbuda total \$267,073,176(2013-\$226,415,095).

Net Profit for 2014 totaled \$18,494,989(2013-\$25,031,003).In addition Statutory Corporation debt continues to grow, with the Airport Authority and the Mount Saint John's Medical chief among the list of quasi government debtors.

The organization remains a very attractive investment option being the sole supplier of the nation's energy and water services and the only indigenous telecom product and service provider owning the entire wire-line telecommunications infrastructure.

Key to the company's medium to long term growth strategies will be the access to major capital financing geared primarily towards the Telecommunications Business Unit with the migration

from circuit switch technology to IP Technology, enhanced broadband capability and Long Term Evolution (LTE). Capital expenditure required for these projects are substantive but necessary to for the long term viability of the Authority.

1.0 ELECTRICITY BUSINESS UNIT

The Electricity Business Unit (EBU) is responsible for the delivery of electricity services in a safe and reliable manner and at a reasonable cost to consumers.

The EBU is responsible for the following:

- 1. Installing electrical services to both commercial and domestic consumers**
- 2. Responding in a timely manner to electrical fault reports on the electrical network**
- 3. Expanding and maintaining the nation's electrical network**
- 4. Exploring new methodologies for more cost effective and sustainable energy generation**

The draft audited financials for 2014 shows net income of \$37,538, 189, however it must be noted that sales for 2014 included sales to Central Government, and inter-company sales. These are revenue streams that do not generate consistent cash inflows and in some instances (e.g. sales to the Water Business Unit) no cash is paid to the Electricity Business Unit.

- Government \$29 million
- Streetlight \$ 7 million
- Sales-APUA other divisions \$18 million

The lack of cash flow generated for the provision of these services hampers the EBU's operational effectiveness. With the current trend of decreased fuel costs the department hopes to take advantage of the increased cash flows by purchasing much needed material to alleviate the outstanding consumer applications for new service installations, reduce amounts due to suppliers and purchase material required for the maintenance and upgrade of the distribution network

The lack of funds throughout 2015 has caused the Business Unit to increase its expenditure, as it relates to purchased power from APC instead of the cheaper WPP, due to lack of maintenance of the WPP gen-sets. In fact in August of 2015, an additional \$1.5 million was spent to purchase extra energy from the JVP Plant, due to the fact that the #3 unit at Blackpine was on scheduled maintenance and only one or two units were available at WPP for the entire month. This situation should not be allowed to continue in 2016.

To address this situation, the Government of Antigua and Barbuda has decided to corporatize WPP, by converting APUA's debt to WIOC into shares of the corporate entity. WIOC and APUA would have shares in the new corporate entity, Wadadli Power Company (WPC). The rationale behind this venture is to ensure that WPC maximizes its output to the grid and APUA purchases less power from the more expensive JVP Plant. There are however some concerns as it relates to the job security of the WPP staff since, the WPC might not be taking the entire 46 workers. The EBU would be trying its best to deploy the excess staff into other areas of the APUA, but in a manner that does not create inefficiencies within the system. Since there is no confirmed date for the corporatization, the budget reflects the pre-corporatization position.

Meeting the recurrent expenditure requirements remains a significant challenge since significant amounts of our receivables remain uncollected or are uncollectable. It is quite disheartening to know that the Statutory Corporations are not paying the APUA in a timely manner and in some cases, not at all. The EBU's electrical infrastructure has become so fragile that any small storm is creating havoc on the grid and leading to significant power outages. The losses on the system would increase also, if moneys are not spent to repair distribution lines.

The Government in its wisdom has decided to install 10MW of solar in Antigua and Barbuda, to offset some of the energy consumed by Government Facilities. The first 3MW is being installed at the grounds of the VC Bird International Airport. 1MW is reserved for Barbuda, 4MW would be placed at a site in the south-eastern side of the Island, and the remaining 2MW would be installed on the roofs of Government Facilities. These solar Plants would distribute 15GWHs of energy on the grid which would improve the cash flow at APUA, since the energy required from the fossil fuel Plants would be reduced. This would mean that less energy would be required from the fossil based Power Plants.

The budget makes provision for an energy demand of 360,000MWHs on the grid for 2016. 160,000 MWHs would be distributed by Blackpine, as per the PPA, 15,000MWHs from 9MW of solar, 95,000MWHs from WPP and 90,000MWHs from the JVP Plant. The rate for purchased energy from Blackpine is US\$0.07/KWH and notwithstanding there would be discussions with APC to reduce the cost for purchased energy from JVP, the cost used in the budget is US\$0.08/KWH. It is assumed that the cost of fuel oil would average \$4.50/gallon for the year.

In the first two months of 2015, the fuel variation charges were \$0.74 and \$0.69 respectively, and then it changed to \$0.60 from March to October. It is assumed that the fuel variation would average about \$0.55 for the entire 2016, since fuel price is expected to be stable and low for the year. It is assumed that the revenues for 2016 would remain basically the same as 2015, because of the reason given above and also due to the fact that more customers are using solar power to reduce the energy purchased from the APUA.

This Business plan focuses on critical revenue generation projects. The other projects that have been included are either designed to curtail losses or to prevent infrastructure degradation.

OBJECTIVES:

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
- Improve the reliability and power quality of supply to customers.
- Reduction in recurrent expenditure
- Increase in revenue by connecting electricity to new major loads
- Reduction in system losses

- Increase the availability and improve the efficiency of the Wadadli Power Plant through the eventual corporatization of same.
- Manage the Blackpine contract and Negotiate Power Purchase agreement with APC on the Joint Venture Plant
- Manage the integration of Renewable Generation to the Grid.

Targets

1. Zero loss time accidents
2. Reduce Feeder Outages by 15% over the 2015 figure
3. Keep expenditure within 10% of the budgeted figure; overtime kept to 10%
4. Connection of new major loads (5% of system peak) unto the grid by the end of the year
5. Limit system losses to 13%
6. Purchase a minimum of 95,000 MWHs from WPC.
7. Purchase a minimum of 160,000 MWh from the IPP at the Black Pine contract rate and effectively manage the PPA
8. Negotiate Power Purchase agreement with APCL for power from the Joint Venture Plant, with consideration given to ensuring a certain capacity at all times and the control of grid frequency. Mitigate damages resulting from APCL litigation on the JVP
9. Complete the installation of 10MW of Solar power in Antigua and Barbuda

1. Objective: Achieve zero loss time accidents.

For the year 2015, there were very few non-traffic accidents. Vehicular accidents continue to form the majority of no-loss time accidents reported within the EBU.

In the early part of the year several safety site visits were conducted and there was evidence that safety awareness is improving among the field staff. The EBU continued to experience difficulty in acquiring basic safety gear.

A continuing challenge for EBU is the type of vehicles assigned to the crews. The pick-ups that are in use are not suited for storing tools, equipment and materials as the vehicles do not have the space and compartments to accommodate the items adequately. Materials, tools, equipment and safety gear are stored together many times resulting in rapid deterioration of safety gear and tools. In addition, the majority of the items are exposed to the elements of the weather.

Plan

In 2016 the safety visits would increase and systems put in place for implementing recommendations resulting from the visits. Management would enforce the daily use of tailgate conferences before the start of each job.

To reinforce the culture of safety, a number of safety training for linesmen and supervisory staff will be conducted during the year. The Linesman certification program would continue in the New Year, with all linesmen engaged in the level 2 training.

2. Objective: Reduce Feeder Outages by 15% over the 2015 figure

Each feeder fault results in an outage to hundreds of customers and represents a degradation of service to customers. In addition outages are often accompanied by switching surges which may result in damage to our customer appliances. Feeder outages results in the following negative outcomes:

- a. Loss of revenue due the Authority for the period that the outage persists.
- b. Possible damage to customer appliances.
- c. Possible compensation by the Authority for damage to customer appliance.
- d. A negative corporate image.

A number of the T&D related faults are caused by contact with trees to the overhead lines.

Generation related outages are related to the tripping of generators at the power stations. The system should be so managed that the tripping of one generator should not result in the loss of distribution feeders. The spinning reserve on the system should adequately cater for this. Also, the mode of operation of the gen-sets in frequency control, should be sensitive (very small droop settings) to minimize Feeder outages when other gen-sets trip off line.

Plan

- c. Implement a vegetation management program using a combination of in-house and outsourced resources.
- b. Implement feeder inspection regime
- c. Conduct routine feeder maintenance
- d. Reach a more amicable agreement with the IPP for frequency control and spinning reserve.

The line clearing program in 2016 will cost approximately \$200,000.00 including \$100,000.00 for outsourcing. The cost of the bucket van required is \$180,000.00. This bucket van will be shared between the line clearers and fault crews.

The vegetation management program along with the routine and predictive maintenance program should have the effect of reducing the number of feeder trips resulting from T&D related causes below 15% of the 2015 figure.

On a number of feeders the end of feeder voltage is close to the lower statutory limit. This situation makes it difficult to parallel such a feeder with another feeder in times of emergency without resulting in a low voltage condition to customers at the end of the feeder. To correct this situation the EBU has embarked on a program of upgrading the feeders that would continue in 2016

An interim agreement has been reached for the JVP plant to provide frequency control for the sum of US\$25,000.00 monthly or EC \$810,000.00 annually. EBU has since conducted a study to determine the effectiveness of frequency control using the APC Plants versus the use of the WPP Plant. The results show that frequency control using one set at the JVP Plant is basically the same as using two sets at the WPP. However, the use of one set at WPP is not an effective way of controlling the frequency on the power grid. We intend to have at least three sets

available at WPP all the times, so we can use that Plant to control the frequency. Otherwise, we would negotiate a better deal with APC on frequency control. I am however of the view, that we should not be paying APC for frequency control.

As it relates to Feeder maintenance, EBU would do the following in 2016:

- Upgrade the LA#2, LA#3, FI#1 (towards the end of the Feeder), FI#2 and the SW#2 feeders
- Complete the upgrade of the 69KV ring.
- Replace the crane truck.

Improve the Integrity and reliability of substations.

- The concrete roofs of five of the substations have developed leaks and water ingress has begun. There is a real possibility that water will fall onto the energized 11Kv switchgear resulting in a catastrophic failure. A program of repairing the affected roofs will be executed in 2015. A sum of \$200,000.00 is set aside in the 2016 budget for this exercise.
- The Authority has 10 Station Class transformers at its seven substations. Over the years the routine maintenance and testing as recommended by the manufacturer was not performed because the Authority does not own the required testing equipment. In 2014 the Authority contracted ABB to carryout routine testing on six of the ten transformers. ABB, on the request of APCL, also tested their four transformers. The tests done are required to be performed annually to ensure the integrity of the transformers and the on load tap changers fitted to them. The EBU proposes to purchase the test equipment required to perform these test to ensure proper maintenance as this would prove to be more cost effective than having to contract out these services. The test equipment is estimated at \$154,000.00.
- The condition assessment that was completed by ABB had several recommendations. The main recommendation was that the power transformers at Lavington, Swetes and Belmont need to be further investigated, since the test results were outside of the acceptable limits. A total of \$800,000.00 is needed to fix these transformers.
- The outdoor equipment at the Friars Hill substation has experience significant deterioration. Urgent work is required in 2016 to replace four current transformers and one voltage transformer. The total estimated cost of this work including procurement is \$250,000.00.
- Parallel the 10MVA Transformer at Five Islands Substation to improve the power quality in that area

3. Keep expenditure within 10% of the budgeted figure; overtime kept to 10%

Efforts would be made to closely manage the budget. Also, the 6-day work week would be implemented across the Electricity Business Unit to ensure that overtime is limited to 10%. This was implemented in 2015 at the Power Stations for the first time.

4. Objective: Connect major loads to the Grid

The Electricity Business Unit would aggressively try to connect new major loads unto the power grid. The Business Unit has already visited Jumby Bay resort, with a view to have that installation connected to the power grid via submarine cables from the mainland. That facility has a peak load of 1.7MW, so the expected revenue would be quite substantial. This load is expected to be connected to the grid towards the end of 2016, so it would not affect the revenues for the year.

Plan

- Extend the LA#1 to accommodate a new customer at the Dockyard (a fuel depot) that has a maximum demand of 3000KVA. The capital expenditure on this project will be recovered from the customer's contribution and the revenue derived.
- Upgrade the FI#2 Feeder to feed a new Hotel to be constructed in the Deep Bay Area. This load would be connected towards the end of the year.

5. Objective: Limit System Losses to 13%

The EBU has completed the audit of Government accounts in 2015 and the Feeder balancing was also completed. Despite these efforts the system losses remains unacceptably high. Ideally, system losses should not exceed 10%. The losses for 2015 averaged 19% and we intend to reduce this figure to 13%. All the various sections within the EBU would be charged with the responsibility of reducing system losses.

Plan

The EBU would be ensuring that there are revenue meters in stock at all times to meter new service installations and to effect meter change. Results of the audit of Government Facilities indicate that power is being wasted at these facilities. The EBU would be working closely with the various government Ministries to implement energy efficient measures. The Feeder maintenance program mentioned before, would contribute to loss reduction.

The EBU would be completing the upgrade of the 69KV Interconnector (CR-LA-SW-BE). We had to terminate the contract with Barkley Technology on the Line upgrade, because of an industrial dispute relating to the allowance paid to work on the 69KV towers. The EBU would seek alternative means of solving this problem. One possible solution is to seek overseas training for three senior personnel within the T&D section and have them train the entire staff on their return. Hopefully these trained senior personnel would change their own mindset and that of the other workers, as far as matters relating to the dispute is concerned.

AMI

Among the benefits of deploying an AMI system is more accurate metering. In addition to the ability of the system to read meters or groups of meters almost instantly from a remote location, the system will also enhance our ability to accurately and more readily determine system losses. The pilot program scheduled for 2014 was not completed as all of the required hardware was not procured. The equipment was however received in the fourth quarter 2014.

The AMI Pilot project was implemented in the last quarter of 2015 and the monitoring would continue in early 2016. EBU wanted to implement pre-paid metering as part of the pilot but was advised that it would be better to implement on a larger scale, and not with just 54 meters. The cost for just 54 meters would be prohibitive. Prepaid would improve the collections, especially from rented properties.

6. Objective: Improve efficiency of WPP, take-over of Facility and corporatize same

The WPP has been very unreliable in 2015, especially the latter part of the year. For this period, only one or two units were available. This has caused the EBU to purchase more power from APC (Joint Venture Project) than desired. Also, a technical audit was done in 2015 by Damex/WinPower, which indicated that the engines need proper maintenance as per O&M service guides. The company also concluded that the auxiliaries were in very poor condition.

Plan

A minimum of 3 units would be available at all times at the Plant. The intention is for 95,000 MWHs to be sold to the grid by WPP. With a minimum of three sets at WPP, we would be able to adequately control the system frequency from WPP, instead of paying APC US\$25,000/month for frequency control. The plan to corporatize WPP was discussed above.

Fuel Purchase for WPP and APC

Fuel cost is the largest component of the EBU's expenditure and will account for approximately 60% of our total expenditure in 2016. In 2016, an analysis would be done to determine if the reduction in the price of fuel results in savings to the Authority, since the fuel variation charge has to be adjusted down. In 2015, a fuel audit commenced to determine if the correct amount of fuel is being received from WIOC for the various Power Plants. This audit would be completed in 2016.

Fuel Metering

The second approach is the establishment of a robust fuel management system. This was intended to be completed in 2015 but did not materialize. It 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 2016 will enhance the existing fuel management system. The EBU is proposing the use of 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.

The EBU will also be considering the feasibility of using fuel enhancers that have the potential of improving fuel economy and reducing the wear on engine components.

7. Objective: Manage PPA and negotiate contract with APC for JVP Plant

For the past three years, APUA has not purchased the required minimum guaranteed amount of energy from APC (Blackpine Plant) as per the PPA. This is due to many reasons 1. APC having more emergency and planned outages than anticipated, 2. APUA not optimally dispatching the Plant at times, 3. Both sides not complying with the PPA as per completion of daily/Monthly and annual programs.

The case brought by the APCL against the APUA et al was concluded in favor of APCL. The path is now clear for APUA and APCL to enter into negotiations for a PPA for the JVP. APCL is contracted to produce 160,000 MWh from its Black Pine facility annually. The generation department of APUA has been given a target of 95,000 MWhs. However the total energy requirement for the year is estimated at 360,000 Mwh. The Solar Plants would distribute 15,000 MWhs for the year. Therefore there exists a shortfall of 90,000 MWh for the year. A PPA is required to secure the extra power requirements. In addition the PPA for the Black Pine Plant does not provide for spinning reserve (capacity) and frequency control. Any PPA for power from the JVP plant must address these issues since the lack of contracted capacity and frequency control in the Black Pine contract have resulted in very significant reliability challenges and power quality issues on the grid.

Plan

EBU intends to closely monitor the various programs stipulated in the PPA for the Blackpine Plant. There would be challenges relating to the timely preparation of these programs, but it is important that they are prepared to determine the culpable party in cases where the minimum guaranteed amount of energy is not reached.

APCL has filed its case in the local courts for damages as a result of its success in the court matter concerning the JVP plant. The liability claimed by APC is US\$82.0M or EC\$222.0M. APUA has contracted legal and technical experts to assist in its defense. Preliminary analysis suggests that a successful defense can be established that would significantly reduce the claim to single digits. APUA has engaged Legal Council out of England (Blackstone Chambers) and an accounting Firm (FTI Consulting) to assist with its defence.

8. Objective: Integration of Renewable Energy

The EBU has been accommodating connections of distributed PV systems onto the grid since 2011, under the net metering policy. This policy prevents the RE Customers from paying the full cost of service to their properties. This occurs because of the fact that the energy purchased by the Customer from APUA is at the same rate as the energy purchased from the customer. With this type of arrangement the RE Customer does not fully pay for charges relating to generation demand, Billing charges and maintenance of the T&D lines. The revenue of the EBU is significantly affected with this type of metering.

Plan

The EBU has implemented a net-billing system in March of 2015, which causes the energy from the PV Customer to be at a lower rate than the energy from the APUA. This ensures that the PV Customers pay for the cost of service to their facilities. This also protects the revenues of the Authority. 10MW of Solar Power would be installed in Antigua and Barbuda; commenced in 2015 and will continue in 2016.

1.2 TELECOM BUSINESS UNIT

APUA Telecom Business Unit (TBU) provides a full range of products and services including broadband (INET) data services, wireless (IMOBILE) and fixed line (IVOICE) services, PABX, Key Systems, and Centrex Systems. The Business Unit is currently experiencing a transformational period in response to global technological changes, corporate cash flow challenges, and lack of investment capital to fund major projects essential for infrastructural upgrade and technological improvements. Further, the local economic environment, changing industry regulations, local and multinational competitors and the parent company's external indebtedness is eroding the TBU's ability to manage its payables

The business unit annually generated average revenues in excess of XCD fifty million (50M) dollars, however 2014 saw a decline in annual revenue from XCD 54.2 million in 2013 to XCD \$42 million in 2014, this decline was due to the increased competition in the marketplace from other telecom providers along with a concerted effort to remove from the billing system inactive accounts that were being billed minimum charges.

The strategic focus of the TBU will be the move to an IP based NGN network utilizing APUAs existing fiber based infrastructure and 3G-LTE wireless companion products that will enhance the quality of our service with High Definition voice capability for mobile calling. The upgrade to 3G will improve the users experience in faster downloading, data streaming and WEB browsing, the addition of an updated billing system for mobile in 2016 will facilitate the introduction of a tariff for the unit's mobile data service which is currently available to subscribers without charge.

The migration from DTMF circuit switch technology to IP Packets and ISP is imminent. The move to broadband technology and LTE has moved from the connection of Human beings

being the driver of traffic on the network, to IOT (Internet of Things) that being (M2M) machine to machine as the dominant driver of data and plethora of connecting devices including smart phones, utility meters, computers, tablets and several other devices. The expectation of these is demonstrated in 4G specifications and in the decision of the FCC Technology Advisory committee to set 2018 as the end of life for TDM platforms across the US.

Replacement of TCOM PSTN TDM switches with an IP network means that APUA TCOM switching center will no longer rely on SS7 and the legacy TDM OPM and RLCM remote units as they will soon become obsolete legacy systems. There are several other technical and business reasons to transition to IP infrastructure. The transition of the systems and network will demand that the outside plant be upgraded to provide the bandwidth capacity that the new platform is capable of delivering. The move from cable to fiber is a parallel operation to ensure that full performance expectations can be realized.

IP infrastructure is far more energy efficient than legacy TDM switches and an IP based network is much more adaptable to the business requirement and applications required by corporations and other fixed and mobile business operations. TCOM transformation to IP will make the business unit's future safe and competitive and will overall reduce operating costs.

CAPITAL expenditure required to implement these changes is large and required injection of Capital funds to realize this transition. In addition to the infrastructure problems there are the logical problems on training, skill manpower and service.

There are multiple niche market products that is possible but our development is slow. Wi-Fi, IPTV, LTE, Multi Media and several other IP technologies are required to maximize our current opportunities.

TCOM's main revenue driver has been the fixed line service. There is extended life offered in the fixed line business, but the line plant needs to be converted from full copper to a larger expansion of fiber cables both in the ring and at the edges. Fiber to the HOME is and will become the Broadband high speed and reliable platform for personal, residential, business and enterprise platforms. Mobility will be attached though Wi-Fi and other wireless connectivity.

The proliferation of mobile devices has enabled an exponential growth in the internet connections variables, dominated by M2M and the voice VOLTE devices being a small traffic on the platform. Traditional voice is being displaced. TCOM must develop niche market products to exist and take hold, in light of the presence of the Pan Caribbean competition LIME and DIGICEL.

Spectrum is the blood of life of the wireless system. Fiber is currently TCOM's life line and must be managed to be advantageous in the demand for Broadband services of high speed, reliability and low latency.

TCOM must use its fixed line platform to connect as least 10,000 of the long list of waiting subscribers over the next 2 years. Packaging of the long distance to the International calling with enhanced features and lower rates will give new life to the fixed line service and increase revenue in excess of \$6m to TCOM's revenue. Additionally it enables INET to have a captured market to extend its services. Converting around 1,600 teachers and reaching into new applicants can add an additional 2000 INET subscribers to the Broadband service and generate

as additional (2000*150*12) \$3,600,000. The access of an additional 10,000 to international calling is likely to increase revenue by additional \$5m dollars.

Wi-Fi a national Wi-Fi multi-vender platform has opened a large number of new customers to TCOM. Wi-Fi is a data off load from wireless and must be explored. One day travelers at the Sea Port and short term travelers through the Airport, has opened the market to an additional million travelers annually. Sailing Week, Carnival and its multiple shows, along with hotels and small businesses and enterprise businesses will be open for business. APUA can reach this market and uptake and additional \$5m in annual revenue through its Wi-Fi deployment. Mobile Wi-Fi apps for the feature phone can compliment this traffic for local and international access. TCOM can increase its revenue in 2016 by 12 million dollars by properly focusing on the niche market. A significant increase in net profit is expected over 2015.

The upgrade and integration of IMOBILE to 3g and including of data revenue will give a competitive platform to provide new services and generate new revenue.

To maximize its potential revenue its paramount that TCOM gets Capital investment to allow the replacement of legacy systems, upgrade and install fibre infrastructure, and provide a variety of modern apparatus to aid modern communications.

3.0 TCOM BUSINESS SUMMARY

If the capital budget of XCD 32 million earmarked for 2016 can be attained the TBU forecasts increased revenue streams in the areas of Residential and Business Wireline, new offerings such as WI-FI and International long distance and enhanced services to the Central Government, with increased revenue forecasts of XCD 15-20 million.

During the BUSINESS period 2016-2019 TCOM's CAPEX Budget must demonstrate the migration from legacy technology to IP technology to enhance availability, capacity, access, improved CRM and revenue increases.

TCOM has seized the opportunity presented by the Government amnesty program to reconnect and activate some 400 residential subscribers over the next year. The recurring annual revenue from this group is expected to yield \$2,674,800 (2229x12x100) in annual revenue. There is also an expected growth of 20% of the connections to added Broadband which will add recurring annual revenue of \$3,600,000 (2000 x12x150). A large sum of the broadband customers will come from the agreement to add some 1,600 teachers to the INET program. .Additionally with the deployment of the high bandwidth ANU-MIA fiber link, TCOM has been able to increase bandwidth offering up to 100mghz. Based on potential business, this market DIA data revenue should add \$3m to 5M in installation for recurring revenue.

APUA Telecom has started a national Wi-Fi program. The Wi-Fi will target transient customers at the Airport (air side and land side) and Sea port (over 400,000 cruise ship passengers). As a multi vender platform the Wi-Fi will also target Sailing Week, Carnival and Related festivals, Corporate and retail businesses. Voice over WI-FI will also be part of the extended platform to increase our market share and revenue offering. We will be using an AP for voice calling from the feature phone to extend the international access to travelers eager to contact home and home office. These new capabilities will enhance our market share and increase our revenue.

APUA Telecom Business Unit (TCOM) broadband services are readily available to residential and business enterprise customers. IMobile wireless Data IP converged products and services are rapidly developing. TCOM requires investment to fast track complete transformation of its 3G/4G technology platform by Q2, 2016. LTE networks in general are designed to carry all traffic including voice using IP, rather than circuit switch technology. IP based personal and enterprise communications with integrated message system and OTT applications will be the vanguard of TCOM technological phenomena. Antigua & Barbuda's subscribers' behavior and expectations are changing. Our customers have become accustomed to having access to SKYPE, Wi-Fi and other OTT and advanced multimedia services like YouTube and Face Book. At any time of the day and in any place on the island our systems are already delivering these services.

Businesses and consumers now experience wireless telecommunications mobility with numerous voice, video and data applications. Our customers are demanding simplicity, reliability and high data speed. Wi-Fi will add to the availability and mobility.

TCOM's future core switching platform must be transformed to an IP based soft switch with SIP trunk interfaces in 2016. IP technology at both the fixed and wireless platform will enable full convergence of technologies, products and services.

If TCOM's is to become the national dominant telecom market leader, TCOM needs to increase sales by 35% percent over the next three years. TCOM must develop products and services that are not "MEE TOO" to get a jump on the competition. TCOM must create niche IP applications and products to gain insulation from the local competitors. TCOM's must commit to a product plan and market support to achieve these increase sales volumes over the next three years utilizing converged technologies.

The continental Telecom market beyond Antigua and Barbuda is over 300 million people including USA and Canada and the UK. IP Broadband data and multimedia apps and Data can generate activity for shoreline states with a potential of over 100 million users worth over ECD\$50m per year or ECD\$2.00 per person in business. Targeting businesses from the continental edge and major North American inner-cities lay the market foundation to TCOM's financial recovery, growth and stability.

TCOM anticipates over the year 2016 through new IP applications, TCOM can generate an additional 16 million in sales. This is estimated from an average additional ARPU of \$305 on 10,000 targeted subscribers of IMOBILE, INET, residential or Commercial Business.

Enterprise Data warehousing and business intelligence is the most effective means of enabling more informed and corporate effective decision making. Nowhere and at no time, is the decision making intelligence more crucial for financial institutions and competitive business investment corporations presently. Information access, storage and information management represent new business opportunities. TCOM is well poised to develop such business activities as new revenue sources. Cloud services are now trusted and viable applications especially for data storage and communications.

The migration and utilization of NGN technology and IP based products, services and applications will be the catalyst of TCOM's transformational strategy but it must be backed by

good business processes, excellent customer service, prudent financial management and insightful marketing. TCOM has upgraded the data network to increase speed to 10G. Extended underground work on the fiber ring has increased our protection against hurricane and increased our resiliency.

TCOM has demonstrated it has the capacity and capability to compete with the best and has demonstrated that even in these crucial economic conditions it remains the corporation's most profitable business unit. Sensitive national institutions like the airport can boast a communication network that is truly 24X7 being supplied with redundancy at every carrier, diversity to ensure full voice, internet, Wi-Fi and data will be on at all times. This type of reliability and dependability and speed has put us second to none

The TBU's technology objectives include the following:

1. **Transformation of the Core switching systems.** The Installed GENBAND CS2K becomes the HUB of the IP packet switching function and interfaces to remote Calix C5, C6 and C7 multiservice platform that extends the services to remote and rural communities, hotels, commercial customers and government institutions.
2. **Upgrading the Data network to be more robust and fully redundant.** Juniper router and Extreme Data switches. The upgraded Data network 10G will ensure the delivery of HIGH speed DIA services and high speed Broadband Internet services to the INET subscribers, Government and institutional VPN and specialized CCTV and Video conference services.
3. **Upgrade of the Outside Plant to Fiber FTTX.** Having a full fiber network infrastructure ensures that the demand GE services and Fiber to the Home FTTH can be provided. The fiber delivery platform will ensure sophisticated CCTV and Video Conference business services. GPON has emerged as the leading fiber access technology for delivering residential, business and mobile backhaul applications. GPON can deliver.
4. **Upgrade the wireless platform to 4G/LTE to enhance the mobile services.** 4G/LTE enhances the capability and efficiency of the mobile applications. Having higher speeds and greater throughput improves the performance of the mobile user and reduces operating costs.
5. **NEW FIXED LINE INITIATIVE** – Access to flat cost International Calls utilizing VOIP platform to over 40 countries. IDT a new strategic partner will work with APUA to redraft and recast its international access, rates and billing. New and lower rates will allow APUA to compete on the international market.
6. **Creation of the Antigua Barbuda sub-Sea fiber link.** The establishment of an under the sea fiber link to Barbuda will not only increase the capacity but will ensure Barbuda's business activities .Access to modern technology can become a game changer for a small emerging community like Barbuda.
7. **WI-FI Application.** National Wi-Fi plan and activation will open many revenue applications and increase business and potentially increase revenue.

The Telecoms Unit has identified the following goals that will become its area of focus with the successful implementation of its technology objectives they include;

- The development of a communication infrastructure that will facilitate the supply of a highly reliable and affordable IP communication infrastructure
- The provision of a fully integrated secure voice, data, internet and video infrastructure
- The implementation of a State of the art, cost effective video services, IPTV and CCTV
- The delivery of advanced data network services
- The promotion of excellence in customer service and enhanced responses to customer requests

1.3 WATER BUSINESS UNIT

The Unit's Business Plan assesses the present status of the Water Business Unit and offers strategic options for the way forward. 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 first of these desalination plants is presently being installed at the Pigeon Point Beach.

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 35% 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 20% by the end of 2016. No business can survive if it receives no revenue for 35% 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 2015 will be XCD\$27.94 million dollars. This is 39% 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 fossil fuel. It is hoped that the first of these systems would be online by the end of 2016.

In an open market system, businesses employ research and development teams to develop new products so that they can retain or capture market share. The Water Business Unit's restrictive product pricing and rising input costs mandates that the Unit expand its operations to include more lucrative products. Bottled water is one such option. The Water Business Unit presently

has the technical and managerial competence to successfully enter the bottled water market and it is advised that this option is explored.

2.0 INTRODUCTION

In developing Action Plans to improve the operations of the Water Business Unit consideration should be given to the popular opinion of the Authority's consumer, expected increases in water demand, the effects of climate change/variability and the most appropriate methods for increasing supplies. It is also essential that having produced and supplied this product that the consumers are accurately billed and the associated charges collected.

Customer satisfaction is one of the main factors influencing a consumers' willingness to pay for services provided. Hence, the Water Business Unit must ensure that the quality of service it provides meets or exceeds the expectations of its consumers. Customer satisfaction is also influenced by the relationship the public perceives the Authority has with key agencies such as the Public Works Department. For years the general public has called for a more holistic approach to development, one which allows for an upgrade of water infrastructure immediately followed by road reinstatement.

This Water Business Unit Business Plan 2016-2020 will seek to address the issues raised above as well as provide a financial overview inclusive of Budget projections and capital expenditure needs.

- **Vision Water Business Unit:** To be recognised as one of the top operated and managed utility in the Caribbean Region.
- **Mission:** To provide exceptional service to all our consumers while ensuring our sustainability and fiscal viability.

2.0 OPERATING ENVIRONMENT

The Caribbean Institute of Meteorology and Hydrology (CIMH) has predicted lower than average rainfall for the wet season 2015 with similar trends continuing for the first three months of 2016. It is therefore unlikely that the Authority would have any surface water available for distribution during this period. Our surface water resources normally provide 30% of the water distributed by the Authority to its consumers on a daily basis.

An inventory of the Authority's surface water resources indicated the following:

- 1) Potswork Reservoir Empty
- 2) Hamilton Reservoir Empty
- 3) Breaknock #1 Empty
- 4) Breaknocks #2 Empty

- 5) Dunnings Reservoir Empty
- 6) Fisher Reservoir Full
- 7) Big Creek 7/8 Empty
- 8) Bethesda Reservoir 7/8 Empty

The Authority’s groundwater resources are also being affected by the drought. Well yields are decreasing and even at reduced levels of exploitation total dissolved solids (TDS) levels continue to rise (measure of salinity level) as seawater intrusion takes place. As the drought continues some wells may have to be taken offline to maintain their sustainability.

Our present desalination capacity falls somewhat short of our normal daily demands. The government of Antigua & Barbuda has committed financing to address this situation. In the near future a new 0.4 mgpd desalination plant will be installed at Pigeon Point Beach and by next August a 2.0 mgpd plant will be installed to service the city of St. Johns and the rural north area. Terms of Reference have already been sent to the Antigua & Barbuda Tenders Board so that request of proposals can be obtained for this plant.

In the interim the water shortage if not properly managed can cause significant hardship to our consumers. In addition as a water scarce country we should consistently encourage conservation and work with our customers to assist them in managing their consumption patterns and to promote a paradigm shift in attitude.

As the cost of producing a gallon of water via desalination is five times more expensive than if produced via surface water treatment and seven times more expensive than groundwater it is critical that tariff adjustments be considered. A tariff review is required to ascertain our true water production cost so that this can be passed on to our consumers. The Water Business Unit has been subsidised since the formation of the Authority. However, with rising fuel prices and increased competition within the TCOM’s market the level of subsidy available from the other Business Units has declined significantly and presently falls short of what is required. The Water Business Unit requires significant capital injection. The Unit operates aging equipment for which replacement parts are difficult to obtain, and aging infrastructure which require immediate structural attention. If these challenges are not addressed soonest our service quality will continue to decline.

It is universally accepted that the availability of potable water is one of the main factors influencing a country’s economic development. The availability of potable water impacts public health, energy, agriculture, environment, tourism, industry and social protection. An unreliable water supply can prove to be a disincentive to investment in industry and commerce and as such should be given priority attention.

3.0 BUSINESS UNIT DEVELOPMENT PLAN

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 recommended solution would include increasing the capacity at the SEMBCORP Plant from 3.8migpd to 5.0migpd. The Authority would continue to utilize existing plants at Camp Blizzard and Fryyes, and install new facilities at Pigeon Point and St. Johns City.

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').

$$\text{NRW} = \text{System Input Volume} - \text{Billed Authorized Consumption}$$

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 35% down to 20%.

• 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.

4.1 Pump Stations

The Water Business Unit presently manages ten major and four minor pump stations. Of these only one is manned by APUA personnel and one by private security. The ultimate goal of the Business Unit is to have all of its stations remotely operated. To this end the Unit has included the Capital Expenditure sum of \$80,000.00 to extend the 'Supervisory Control And Data Acquisition System' (SCADA) installed at the St. Phillips Tank to its pump stations. This system will be designed in-house. A system of security cameras and alarms will also be installed at our facilities to reduce the possibility of theft and or random acts of sabotage.

Pump stations are used to maintain system pressures and transfer water from one location to the next. Moreover, as 60% of the potable water distributed to our consumers pass through the Crabbs and Parham Pump Stations considerable work will be completed by the Business Unit in 2016 to improve the efficiency and dependability (pipelines/pumps/controls) at these two facilities.

The Water Business Unit is hopeful that it will be given permission to occupy the facilities constructed and used by BCEG during the Grays Hill Reservoir renovation project. These facilities are ideal for housing the Unit's equipment maintenance department. In light of this a

formal request was made to the Government of Antigua & Barbuda unfortunately we are still awaiting a reply.

4.2 **Source and Treatment**

The Authority anticipates an average of 400,000 IG/day from our groundwater resources. However, with the drought expected to continue into 2016 the Authority does not have much hope for surface water being available.

The department will continue to manage its agreements with NS Management for the provision of 500,000 imperial gallons of water per day and with SEMBCORP for the supply of 3.8 Million imperial gallons per day. The Unit is cognizant that the SEMBCORP contract comes to an end in July 2016. To this end the payment of all sums due to SEMBCORP will be critical as well as the completion of an assessment of the plant to ascertain if it is capable of performing as outlined in the contract and if not what level of investment will be required to enable it to meet these goals. The Water Business Unit will also develop operational plans for the eventual takeover of this facility.




Efforts will be made to maintain maximum output from the APUA facilities at Fryyes Beach, Pigeon Point and Camp Blizzard. This will not be easy as we are still awaiting the arrival of parts ordered in 2014.

The department will continue its program to have Operators certified and suitably cross trained so that they are competent with both surface water treatment and reverse osmosis plant operations. Good housekeeping as it relates to the ABC certification program will be encouraged and measures will be taken to ensure they are implemented at all facilities.

4.3 **Source and Supply Maintenance**

As more than 80% of the water presently distributed to our consumers pass through the Crabbs and Parham Pump stations the department will concentrate on making these facilities reliable and efficient. In addition effort will be made to improve the visual appearance of these facilities in keeping with their level of importance and the obvious need to maintain healthy environment.

The other areas of focus will include:

-  Utilizing the preventative maintenance software purchased by the Authority.
-  Addressing the matter of energy consumption at our facilities.
-  The installation of Grid Connected PV Systems in order to reduce the energy expenditure of the Business Unit. Grid Connected Photo voltaic systems will be installed at various locations with the assistance of the Environment Division.

4.4 **Minor Construction**

As recorded in the WBU 2015 Business Plan the Unit has been scheduling several improvements to its Minor Construction Department since 2013. Notwithstanding this once again we have had to defer these improvements until 2016 because of financial challenges. The Business Unit is committed to:

- ✚ The purchase of a truck (to replace the truck lost when the Barbuda barge sank)
- ✚ Refurbishing and retrofitting of storeroom used by the construction team.

4.5 **Water Laboratory**

The accreditation of the water laboratory remains a priority of the Water Business Unit. The Laboratory has developed the Water Operators Partnership documentation which will be used to source funding from CariWOP. Initial discussions with the Cayman Island Water Utility have been fruitful and our chemist was invited to witness their accreditation renewal assessment. She is scheduled to return shortly.

The Water Business Unit plans to request one of the buildings left vacant at the Holberton Hospital site by the relocation of staff to the Mount St John facility to house its Water Laboratory. The additional space and independent location should provide added motivation for accreditation.

In order to achieve accreditation the Authority will be required to purchase several pieces of equipment. These are not overly expensive however, when cash flow is a challenge even minor payments can prove burdensome.

4.6 **Distribution & Maintenance**

The ALBA Grant funded projects have been placed on hold as the requisite funds required to complete them is not available for release by the Antigua & Barbuda Investment Bank because of their financial challenges. Over one million US Dollars remain outstanding.

4.7 **Revenues**

Optimistically we are expecting an increase in revenues during 2016. There are several reasons for this.

We will continue with our water meter change program. In 2015 we commenced the changing of some four thousand water meters which were listed as not working. In 2016 we will continue with this program. Recent assessments have indicated that they may be as much as an additional five thousand meters which function periodically or from which erroneous readings are being obtained.

The type of water meters used by the Authority is classified as mechanical. They register the volume of fluid passing through them which could be any liquid or gas. The unit cost of these meters is US\$35.00 they have an estimated life span of seven years although this is dependent

on the environment in which they operate. They are affected by water quality (suspended material being in the water) and as their gears are cooled by the water they measure they heat up when air is in the line and fail very quickly when forced to operate in such environments. More efficient, accurate meters which only measure the volume of water flowing through them cost US\$125.00 each although large sized meters can cost as much as US\$2,000.00 each. They have a fifteen year life span. Most water utilities have recorded a 20% increase in revenues by switching from mechanical to electromagnetic meters. The Water Business Unit will be acquiring at least nine hundred electromagnetic to be installed on all water services classified as commercial and industrial.

Secondly, the 2014 drought affected our ability to provide water on a twenty-four hour seven days a week basis to our customers. However, with the additional supplies expected from the proposed RO Plant at English Harbour, St John's City and from the Stanford facility at Crabbs Peninsula we envision that consistent supplies would not be a problem by mid 2016.

4.8 **Receivables**

Our largest consumer the Government of Antigua & Barbuda continues to be negligent in servicing its accounts. As seen from the budget this sum is in the region of nine million dollars annually. We will continue to engage the government and to advocate for a tariff review and rate adjustment.

Of concern is the growing receivables attributed to statutory corporations. Several have not paid a single during 2014 or to date during 2015. This is unacceptable and where possible barter arrangements will be negotiated to service their debt to the Water business Unit.

Notwithstanding, the Authority shall continue to be consistent with the application of its policies and procedures as it relates to revenue collections .

4.9 **Recurrent Expenditure**

As indicated in the Water Business Unit Income Statement for 2016 operating cost for the Unit is budgeted to be in the region of EC\$42 million. This is a decrease from the 2015 Budget and is based on expected increasing in departmental efficiencies. As for the 2015 Budget two alternatives scenarios have been presented. The first presumes no surface water being available for 2016 while the second option considers six months of surface water availability. Option 2 has an operational cost of approximately EC\$39 million dollars.

As usual over 70% of the expenditure budgeted by the Water Business Unit are for items outside of its direct managerial control. These include Head Office contribution, Desalination costs and electricity fees. The six main expenditure items within the 2016 Budget are provided below:

1. Head Offices Expenses	-	6,250,000.00
2. SembCorp	-	12,172,000.00
3. NS Management	-	1,400,000.00
4. Electricity	-	12,096,800.00
5. Wages	-	3,140,000.00
6. Salaries	-	2,489,968.00
Total	-	\$ 37,548,768.00

4.10 **Capital Expenditure and Financing**

Only a few of the Capital Expenditure items tabled for completion during 2015 were actually completed. In light of this most of the capital expenditure items listed for completion in 2016 has already received some level of approval for execution.

The Capital Expenditure section of the Budget includes;

1. The investment in a SCADA system
2. An AMR system
3. The electrical upgrade of several pump stations. The electrical upgrades are required to reduce the Unit's overall power consumption.
4. The purchase of several vehicles to improve employee safety during transport. As mentioned earlier this has been a concern of both the Safety Officer and Union Representative.
5. The equipment needed for the accreditation of the Water Laboratory.

Capital Expenditure to the tune of EC\$3.24 million dollars have been identified. With the Authority's present cash flow challenges it is difficult to identify a source for these funds.

The Water Business Unit shall during this budget period participate in the pilot AMR project being facilitated by DIEHL meters. DIEHL has indicated that they will be willing to fund a 150 meter pilot project inclusive of radio system and antennas. The details of the pilot will be worked out shortly.

Conclusion

As articulated in the Water Business Unit's 2014 and the 2015 Business Plans the cash flow challenges facing the Telecoms and Electrical Business Units makes it impossible for them to continue their subsidy of the Water Business Unit. In light of this the Unit must become self-sustainable. To this end a tariff review is essential.

The Water Business Unit has several pieces of equipment which are now undependable and for which parts are not easily obtainable. These equipment must be replaced as a priority.

As more of the Unit's finances is being used to purchasing additional supplies of water stock levels have been affected and stock outs have become the norm. This has to be addressed as reliable supply is not just dependent on having water available but also ensuring that the distribution system of pumps and lines are maintained in good condition.

The SEMBCORP contract comes to an end in 2016. An assessment of the plant must be commissioned and negotiations held with SEMBCORP to resolve what level of maintenance/improvements would be required (based on contract) before handover.

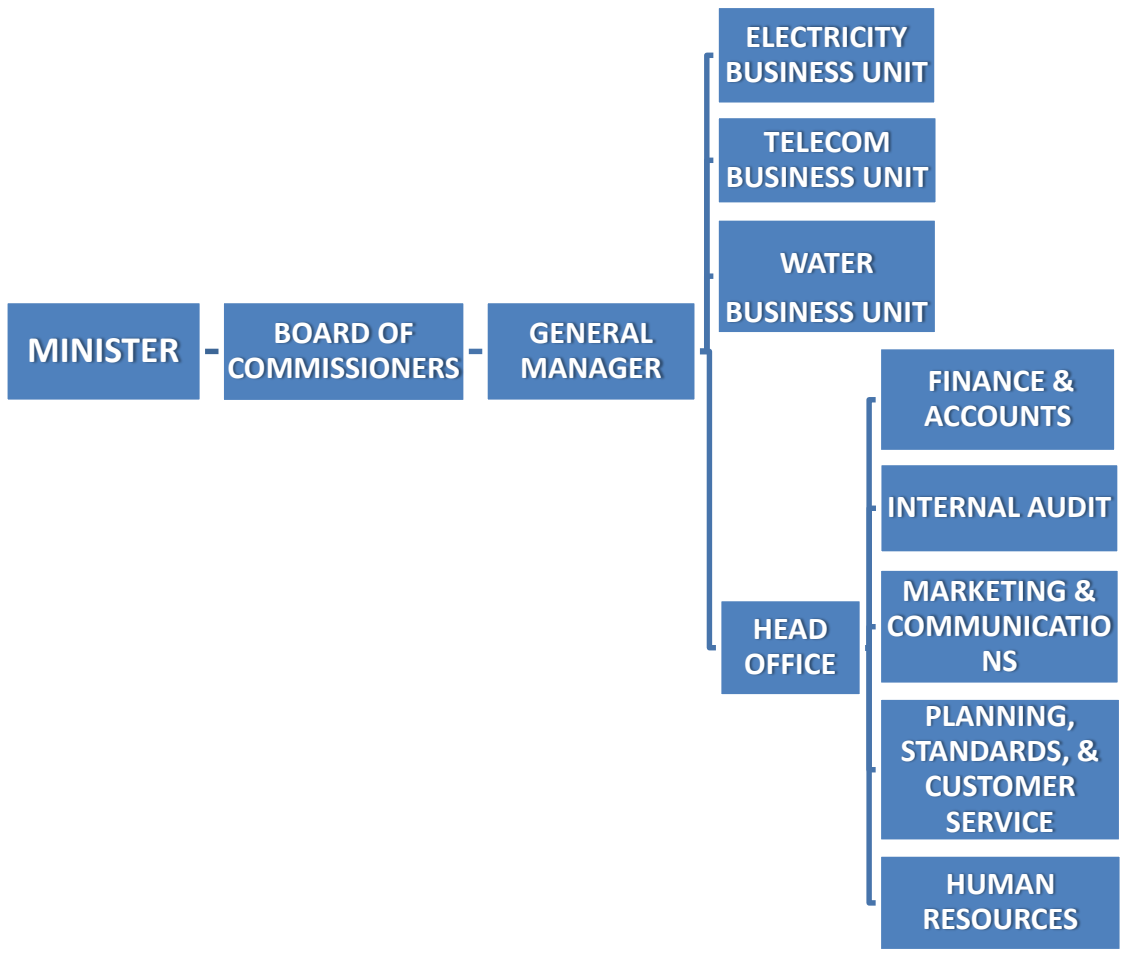
2.0 MANAGEMENT TEAM

APUA Management and staff are highly trained with direct knowledge of the utilities and telecommunications industries, extensive research and development experience, and greatly improved administrative and customer service skills.

APUA is a statutory institution and is given oversight by the Honorable Minister Robin Yearwood. Reporting to him is the Board of Commissioners chaired by Mr. Luther Lee. Finally, the APUA Management Team, led by Mr. Esworth Martin, executes the policy directives set by the Government of Antigua & Barbuda through the Honorable Minister and his Board of Commissioners.

APUA has a staff of seven hundred persons. To ensure effective compliance with all policy directives a tier of Middle Managers give oversight. This cadre of skilled workers comprise of Controllers, Engineers, Coordinators, Officers, Accountants, Chemists, Superintendents, and Supervisors. Diagram 1 depicts the organizational breakdown of senior managers within the Authority.

APUA ORGANIZATION CHART



GOVERNANCE

As previously a Board of Commissioners governs stated APUA. Table 1 indicates the positions and remittances paid to each member (See Appendixes).

TABLE 1

APUA BOARD OF COMMISSIONERS	
POSITIONS	REMMITTANCES XCD \$\$\$
CHAIRMAN	4000 MONTHLY
DEPUTY CHAIRMAN	2000 MONTHLY
NINE (9) REGULAR MEMBERS	1000 MONTHLY PER PERSON
RECORDING SECRETARY	3000 MONTHLY

