



GOVERNMENT OF MONTSERRAT

2017-2018

BUDGET STATEMENT & ESTIMATES

OF

REVENUE & EXPENDITURE

AND

DEVELOPMENT FUND



**Presented by the
Honourable Chief Minister
&**

**Minister of Finance and Economic Management
Mr. Donaldson Romeo**

**Approved by the Legislative Assembly
16th June 2017**

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THE BUDGET STATEMENT

Budget Statement 2017-2018

MOVING MONTSERRAT FORWARD

Honourable Premier, Donaldson Romeo

Madam Speaker, I rise to move a motion for the second reading of the Bill shortly entitled the Appropriation Bill 2017/18.

OPENING REMARKS

Madam Speaker, the theme for our budget this year is, ***“Moving Montserrat forward towards Self-Sustainability and Inclusive Economic Growth.”***



This theme reminds us of our vision, to return Montserrat to self-sufficiency, resilient, inclusive economic growth and sound, robust development. So, while we must face the urgent challenges of the moment, we must not lose sight of the long-term vision.

It is customary, and in accordance with our Public Financial Management Act, to lay the annual budget in time for implementation at the start of the financial year, which begins on 1 April. We understand the anxiety and the pressures this delay may have caused and therefore I believe it is appropriate to explain the reasons for the delay in announcing the budget.

2016/17 has been a turbulent year on a global scale; this has created many uncertainties, especially in the U.K. uncertainties directly impacting us in Montserrat:

1. The UK referendum and the vote to leave the European Union
2. UK Cabinet Re-shuffle
3. A drop in the value of the Pound as against the dollar
4. Department for International Development (DfID) Overseas Aid spending came under significant public scrutiny in the UK media. This increased scrutiny of Aid Spend, even for the Overseas Territories which have the first call on U.K. Aid, resulted in a delay as the new DfID Minister, we are told, chose to review the budgets of the two Overseas Territories that receive financial aid.

Our budget was further delayed as Montserrat underwent an extensive review by a DfID external team and U.K. Government activities slowed after the review because of the announcement of the U.K. general election.

My Government had to wait until 26th April 2017, before receiving notification of the result of the review and only then could we undertake budget aid discussions, and finally be able to announce that our budget debate would start today with the annual budget speech.

My Government understands the public scrutiny that the U.K. Government faces concerning overseas aid spending and we understand the need to re-assure the new Government to be that such aid is being spent wisely.

Madame Speaker, the current circumstances of uncertainty and public scrutiny concerning aid spending make it important for me to set the local context which has brought us to where we are today. The recent DfID review as mentioned, and various other reviews gave cause for concern, those being:

- The Independent Commission for Aid Impact (ICAI) Report on DfID's support to Capital Projects on Montserrat (July 2013). The overall assessment of DfID support was Amber/Red meaning, and I quote: *"The programme performs relatively poorly overall against ICAI's criteria for effectiveness and value for money. Significant improvements should be made"*
- Montserrat Budget Aid 2013/14: Project Completion Review, undertaken May-June 2014 and Government of Montserrat (GOM) scored a B Quote: *"Outcome did not moderately meet expectations"*.
- The Government Accommodation Annual Project Completion Review, undertaken May 2016 and GOM scored a B in each year of the period;

Madame Speaker, add to these reviews the concerns raised by DfID's internal audit report on the Montserrat Development Corporation (MDC), and my Government's Joint task force review on MDC, and we had a graphic picture that Government needed to be fixed in critical areas, including Governance, Public Finance Management and Programme and Project Management.

Equally important was the need to restore the U.K.'s confidence in Montserrat's ability to manage its affairs, especially given that 61% of Montserrat's re-current budget support and almost 56% of our capital budget comes from the people of the U.K.

My Government does not take this support lightly. I wish to share with this Honourable House, and with the people of Montserrat, a visit we paid to a local government office in the UK during the November 2016 JMC meeting that we attended in Britain. We listened to ordinary people working with local government explain to us what it was like for them to face 30% cuts in the context of the U.K.'s austerity programme and to have to send colleagues home. Additionally, Government departments have further been told to outline potential spending cuts of up to 6% with the aim of saving up to £3.5bn by 2020.

We then shared with our colleagues in that local government office, the Montserrat story. And, we were heartened to hear those same people express their support for Montserrat despite the austerity measures they themselves are now facing.

So we understand that this support comes from sacrifice, one made by the ordinary struggling people of Britain, who are much like us, trying to move their country forward. To those people, I must say: *thank you, we understand how precious, how costly that gift is, and today we pledge that we will strive to make the very best use of it, to restore our volcano-ravaged island.* This visit re-enforced our conviction, as we contended in the UK last November that endless recurrent budget aid, is not in the best interests of Montserrat, nor the British Tax payer.

My Government, immediately upon taking office, committed to address the concerns of these reviews and to deliver on the promise we were elected upon, that is "Putting People First". Our manifesto spoke to how we would do this, by focusing on four key pillars: Transparency, Equality, Accountability and Integrity, in summary this is about good Governance and Inclusive Growth.

Our previous budgets focused heavily on Good governance BUT my Government did not forget the people. However, we knew that to deliver on our promise to put our people to work and provide opportunities for local job creation and growth, we needed a solid foundation. The role of government, regardless of its geography or economic system, is to lay that foundation and put in place a framework to stimulate and encourage growth, and that is what this Government has succeeded in doing.

Madam Speaker, robust economic growth, widespread prosperity and more adequate social well-being will not happen on Montserrat overnight. We are at a development crossroad. Whilst we have laid the foundations for Montserrat's transformation, our choice is clear; we **must** make strategic investments to return Montserrat to self-sufficiency, we cannot and will not continue to be a welfare state receiving annual Aid for generations to come.

With this intent, we must work in close partnership with the people and government of the UK, to build a sound future for Montserrat, and, Madam Speaker, that is what our budget's theme is all about. **Moving Montserrat forward towards Self-Sustainability and Inclusive Economic Growth.**

Before going into necessary details, let us now pause to identify some highlights of our achievements Fiscal Year 2016/17 and what is to come through this 2017/18 budget.

HIGHLIGHTS

Madame Speaker, highlights of our achievements, as against our Manifesto Pledge, include delivering on our promises to:

- review and advance negotiations for a safe harbor and port; Madam Speaker I am pleased to report that over this past year, the GOM has successfully negotiated the use of the UK/CIF funds to construct safe moorings in Little Bay, with construction due to start during this fiscal year, in 2018.
- Negotiate a better deal concerning pay conditions for Public Servants; Madam Speaker, we have started to address this. In 2015/16 Public Servants increments were re-introduced, and I am happy to announce that all Government employees from the 1st of April 2017 will receive at least a 3% increase, those at the lower grades will receive up to 10% increase. Madam, Speaker we know that this is still below what we desire for our public servants, however, it is significant given the global economic context, the austerity measures that the UK itself faces and the scope within GoM's budget to identify cost savings to offset the increases.
- Negotiate a better deal for the elderly and the vulnerable; my Government has concluded long outstanding consultations on the Elderly care policy and look forward to start implementation during this fiscal year. We also committed to and implemented a fully resourced Social Services Department, including a

new Child Protection Unit, staffing the Department with a mix of local and technical co-operation professionals. We have also put in place a succession planning framework for the Department to ensure when the TCs leave, there will be locals with the capability to succeed them.

- Make Montserrat a place of fairness and inclusion, recognizing the needs and contributions of Montserratians and also non-nationals. Madam Speaker, my Government has committed to eliminate unreasonable burdens on non – nationals, during the past year, we supported the unplugging of the backlog of Nationalization, registration and citizenship applications. We worked in partnership with UNICEF to deliver an equity study that will inform policies for further relief of non – nationals to include the removal of all fees for children seeking medical care.
- Concerning the needs of our diaspora. Madam Speaker, we have put in place an Honorary Consul for our citizens residing in Antigua & Barbuda; they now have a more structured way to have access to services in Montserrat.

As regards our promise to rebuild the economy, Madam Speaker, much has happened and continues on this front:

FIRST, Our Recurrent Budget: For 2017/18, the recurrent budget estimate is

One hundred and twenty-eight million, three hundred and eight thousand, three hundred dollars (\$128,380,300).

This sum is a 0.97 percent increase over 2016-17. We expect to raise \$50.38 million locally, and Budget Support from DFID will contribute \$78 million, 61%. In terms of sterling, the budget support approved by the UK Government is £22.9 million, which is an **increase** of £2.3 million on last year's settlement of £20.6 million.

SECOND- SECTOR PLANS; My Government commissioned and delivered a new tourism policy and Tourism development Plan, An Energy Policy and Action Plan and an Agricultural Strategy. In addition, we are in the process of developing an Economic Growth plan which will guide Montserrat's economic transformation, ensuring integration of these various sector plans.

THIRD, the Capital programme: For 2017/18, the capital programme estimate is \$31.14 million. This is based on approximately 56% funding from DFID, 37% from the EU and 7.15% from other funding partners. **When combining recurrent and capital the total budget allocation for the fiscal year 2017-18 is \$159.52 million.**

FOURTH, Main projects: Major projects in our capital programme include: Media Exchange (\$1.03 million) for the completion of the ZJB Building, Roads & Bridges (\$1.2 million) under the Montserrat Priority Infrastructure Needs Project, ICT (\$0.95 million), Energy (\$2.68 million) and Geothermal Exploration (\$0.63 million). Under the Montserrat Priority Infrastructure Needs Project, we are also using nearly \$5 million, to fund five overdue and prioritised projects:

- refurbishment of the Golden Years Home;

- improvement to Airport Facilities to ensure compliance;
- repairs to the MPA Ferry Terminal Roof and external canopies to the Ferry Terminal Building; and
- refurbishment of the Brades and Salem Primary Schools.

FIFTH, Expediting Projects: We took radical steps to ensure that the longstanding problem of delays in projects will be minimized by implementing a Programme Management Office (PMO). The aim is to ensure the capital programme will be substantially spent during the upcoming fiscal year; giving a needed boost to our economy even as we work towards the long term economy transformation programme to come.

SIXTH, Port Development: As we all know, access is perhaps our single biggest challenge to growth. I am happy to announce, therefore, that through **The UK Caribbean Infrastructure Partnership Fund (UKCIF)**, and Caribbean Development Bank (CDB), Montserrat has a top level allocation of GBP£14.4 million or USD\$20.3 million towards phase 1 of the Little Bay Port Development initiative. With an expected start date in early 2018, we will be building a safe area for docking and mooring.

SEVENTH, four other “catalytic” projects: Four **more** priority transformational projects to help us move to self-sustaining sound growth and development are also in train. These are:

- geothermal energy development;
- hospital developments;
- access connectivity; and
- human resources/public sector reform phase 3.

The four priority “catalytic” projects are going to be key to achieving our vision of once again being economically self-sufficient.

FISCAL REVIEW 2016-17

Madam Speaker, we now examine in more detail the Government's fiscal performance for 2016-17. This involves a review of recurrent revenue relative to recurrent expenditure, and combining this with capital revenue and capital expenditure to give a picture of the Government's overall fiscal balance during 2016-17.

Madame Speaker, as mentioned earlier, my Government has continued to focus on good Governance but this past year was pivotal as we were able to recruit to some critical positions in the Ministry of Finance and Economic Management that had been vacant for at least 2 years, these include, a Financial Secretary, Chief Economist, Programme Manager, Chief Statistician, and Head Procurement. These posts are critical to our ongoing reform of Public Financial Management, as well as to achieving our Vision of self-sustainability and inclusive growth.

These enhancements to my Ministry will not only assist with our next Public Expenditure Financial Accountability (PEFA) Assessment scores but will also provide the level of

confidence to the U.K. Government, as well as other development partners, and the private sector to continue to invest in our island.

RECURRENT REVENUE

The overall recurrent revenue for 2016-17 is \$123.9 million compared to the budgeted figure of \$126.5 million for 2017-2018. This is an increase of around \$1.6 million over Government's collection on the previous year, 2015-16; when \$122.3 million was collected. In 2014-15 this Government collected \$121.4 million this represents a significant year on year increase in revenue.

UK Budget Support remains the highest contributor to our revenues. HMG actually provided \$74.4 million in 2016-17 but this fell below the estimate of \$79.2 million. The unpredicted and dramatic fall in the value of the Pound Sterling accounted for most of this difference.

Madam Speaker, turning to local taxation and collection, in the year 2016-17, the majority of which are collected through The Montserrat Customs and Revenue Service (MCRS), the total collected for the year by MCRS was \$40.25 million against a budget of \$38.1 million, a significant over-performance of \$2.15 million. The majority of which came from an increased collection in Company tax and import duties.

Personal Income Tax, the second largest revenue item, was \$12.41 million compared to 2015-16 \$11.42 million, just under \$1 million year on year increase and the collections of Consumption Tax increased from \$10.88 million in 2015-16 to \$11.58 million, another significant year on year increase.

This government continues to support the sand mining industry and exports from our Mining Sector, the budget estimates for Royalties from the export of sand for 2016/17 was \$350,000, we in fact collected \$361,620.

RECURRENT EXPENDITURE

Recurrent expenditure totalled \$121.4 million in 2016-17, this is \$5.6 million more than the actual spend for 2015/16 (\$115.8 million) and shows a continued improvement of spending monies, moving from \$12.4 million under spend in 2015-16 to just under \$5.8 million under spend in 2016-17.

Madam Speaker, this Government continues to maintain a fiscally responsible approach to government expenditure and understands the need to spend in line with budget commitments, further improvements are planned in budgetary management for 2017/18 to tighten budget spend in line with programme delivery.

CAPITAL EXPENDITURE 2016-17

During the year 2016/17, approved additional expenditure capital budget increasing the budget from \$38.72 million to \$39.68 million.

As I stand before you today Madame Speaker, I can say that our drive to improve our Capital Programme on Montserrat has resulted in the establishment of a Programme

Management Office (PMO) which replaces and enhances the previous defunct Project Implementation Unit in the last quarter.

Madame Speaker, I feel privileged that my Government has still managed to see the completion of many projects which I will come back to later in my speech.

2016/2017 ACHIEVEMENTS

Madam Speaker, there are several areas where achievements in fiscal year 2016/2017 are noteworthy. The goal of inclusive growth must be an ongoing effort and we can and are accelerating the rebuilding process.

TOURISM: SHOWCASING MONTSERRAT TO THE WORLD

Madame Speaker, continued promotional efforts by the Tourism Division have been paying dividends. The island has been featured in a number of magazines both online and in print and we were also featured on the ever-popular syndicated day-time show - Steve Harvey, where a lucky couple won a promotional trip giveaway to Montserrat during the show.

Madame Speaker, advancing tourism development on Montserrat is the responsibility of us all, therefore an extensive consultation process which also included a branding workshop took place. This has led to a new logo and Tagline being selected and presented for approval by Cabinet. The new Branding, and Logo for promoting Montserrat Tourism is summed up in the tagline that the Stakeholders selected **“Come - we have time for you”**. The logo was launched at the World Travel Market in November 2016 and was well received; we have continued to promote the new tag line and further promotion is planned for 2017/18.

IMPROVING ACCESS TO THE ISLAND

Madam Speaker, the availability of affordable air and sea services connecting Montserrat to our gateway in Antigua and the world is a critical economic and social issue. It's crucial for the growth and development of our tourism industry; it supports our business community; it provides opportunity for our growing agricultural sector and it's important for all Montserratians.

Improvements were made concerning the ferry service, we have a new high speed vessel and the public are now able to make reservations online, undertake advance bookings and pay online, all of which renders the entire booking and check-in process more efficient and customer-friendly. These improvements have increased the travelling public's confidence in the ferry service.

PROMOTING AND DEVELOPING THE PRIVATE SECTOR

Madam Speaker, GOM recognizes the need to improve the business enabling environment to foster sustainable inclusive economic development. We have therefore introduced a position of CEO within the Office of the Premier to focus on both local investment support and attracting international investment.

The role will be the key contact within GOM on investment matters and supporting local businesses. The position will coordinate, advise and partner with all the ministries in a coherent way to move forward the growth agenda.

ENERGY DEVELOPMENT (MONTSERRAT ENERGY TRANSITION)

Madam Speaker, the Montserrat Sustainable Energy Plan addresses *growing concerns* regarding the dependence of the country on imported fossil fuels for its energy needs.

To alleviate future dependency, the GOM has developed an Energy Policy & Action Plan up to 2030 which includes an Energy Strategy and Sustainable Energy Plan. This comprehensive set of documents shows how we can deliver 100% Renewable Energy capacity and significantly improves our chances of gaining external funding.

GEOTHERMAL DEVELOPMENT

Madam Speaker, the development of geothermal energy remains a core component of the Government's strategic growth plan to move Montserrat towards financial self-sufficiency and to reduce our dependence on fossil fuel.

Drilling of well three was completed within the period required. Although testing of the source has been delayed it is anticipated that the well cleaning and testing phase will commence soon. Once the whole geothermal reservoir has been tested, an optimal exploitation strategy will be set, designed and constructed.

POWER GENERATION

Madam Speaker, the new 1.5 mega Watts Diesel Generator (DG) was successfully commissioned on the 28th February 2017. Then on the 9th of March 2017, we were able to supply electricity from the power station to the grid. The new power station development will deliver a more reliable and efficient electricity supply.

Further, new control systems have been designed to facilitate solar and geothermal power intakes. New buildings include a new power house and control facility, workshop, and additional fuel storage arrangements. The project is being financed by the CDB, and DfID, with contributions from GOM and Montserrat Utilities Ltd (MUL).

PRIORITY INFRASTRUCTURE

Madame Speaker, part of a Government's responsibility in enabling inclusive growth is to ensure the necessary infrastructure is in place. To that end I am pleased to report a number of achievements:

EMERGENCY SHELTERS

Madam Speaker significant improvements were made to emergency shelters including; construction of disability access ramps, repairs to roofs, equipping with indoor toilet facilities and securing the premises in the event of a natural disaster. The upgrades were carried out on the shelters under the Montserrat Shelter improvement project funded by DfID.

LITTLE BAY PORT DEVELOPMENT

Madam Speaker, Little Bay Port Development is a key catalyst to stimulate economic activity, create employment and improve physical access to Montserrat through the development of a port and breakwater. Our port development plans have progressed considerably over the past year. We have been working together with the consultants that were jointly appointed by UKCIF and CDB.

Madam Speaker, Montserrat has a top level allocation of GBP£14.4 million or USD\$20.3 million in funding for the port.

HOSPITAL DEVELOPMENT

Madam Speaker, despite challenges we have made great progress in realising the national aspiration of the construction of a new hospital. The economic appraisal of potential Hospital sites was formally presented to Cabinet by the Hospital Site Technical committee during the period and Cabinet chose Hill-Top as the preferred site for the location of the new Hospital.

Madam Speaker, we are now, in partnership with DfID, moving forward with a comprehensive EIA and evaluation of the site. This will facilitate a full business case to be developed by DFID for approval and funding of the project.

ROADS AND BRIDGES

Madam Speaker there were a number of improvements and initiatives accomplished for the 2016/17 financial year but of note is the emergency repairs and improvement works to the Collin's Ghaut bypass road, which is a critical section of Montserrat's entire road network linking the northern side of the island. Some other road improvements, drainage and reconstruction works completed included the Barzey's by-pass road; Shinnlands road; Brades; Palm Loop, Nixons; New Winward Road; Cat Ghaut/Judy Piece Road and construction of the Bunkum Bay Bridge which provides improved access to the beach.

REFORMING THE PUBLIC SERVICE

Madam Speaker, Phase 2 of the Public Service Reform (PSR2) project concluded in December 2016. Significant effort and resources have been used in re-vamping our strategic planning process to align with the Policy Agenda, and integrated it with the annual budgeting process.

Madam Speaker the key achievements include:

- Completion of the Functional Reviews for the Office of the Premier, Office of the Deputy Governor, Statistical Department and the Social Services Department;
- Establishment of the PMO;

- Completion of a Citizens Guide to the Budget and Draft National Performance Framework under the Strategic Planning & Budgeting consultancy; and
- Establishment of a Cabinet Committee to drive human resource transformation through empowerment of public servants.

As mentioned the Programme did well with an A rating in the June 2016 Annual review. A further programme to continue our efforts at public sector reform is anticipated.

PROGRAMME MANAGEMENT OFFICE

Madam Speaker, a Programme Management Office (PMO) has been set up under the Ministry of Finance. This will improve our value for money business cases, project and programme governance, transparency, and risk management. Such measures will help us improve our ability to effectively implement a sound development programme and put an end to underspending, and project over-runs.

Madam Speaker, the PMO has facilitated the set up a Portfolio Board and also set up the requisite Programme Boards including the core positions within those Boards.

Madam Speaker on Friday, May 12th, the Government of Montserrat officially became the newest corporate member of the Association of Project Management (APM). This demonstrates Montserrat's willingness and commitment to the adherence and promotion of internationally accepted best practices.

HUMAN DEVELOPMENT AND QUALITY OF LIFE

Madam Speaker, this government has continued to make the necessary investments in order to improve the quality of life of our people.

EDUCATION

Madame Speaker, we live in a highly electronic technological age and likewise our education facilities must match the modalities of this era. Madame Speaker, I am pleased to announce that my Government prepared our computer labs at the Montserrat Secondary School, and for the first time a number of Caribbean Examination Council Exams are now being done online.

Madam Speaker, over the past year, there has been an increase in trained teachers and the Ministry has outperformed its target in having 55% of trained teachers at the secondary level and instead achieved 61%.

Madam Speaker, a key indicator for education is the percentage of students in the year five cohort who obtain 5 or more CSEC passes including English and Math. This year 42% of the year five cohort obtained 5+ CSEC passes including Math and English. This performance exceeds the Ministry of Education's target for the school. In terms of tertiary education, there are currently 27 people on the scholarship programme but we are expecting 12 to complete their studies in September 2017. There were 5 new awards for the 2017/2018 financial year.

HEALTH

Madam Speaker, again, we said that we would provide improved health care services and we continue on that journey to improved health care for our people. I am happy to report that GOM has further strengthened established strategic alliances as my Government signed a five-year agreement with the Pan American Organization /World Health Organization, this is a technical cooperation plan that supplements funding and support for the implementation of the Ministry of Health's Strategic plan. Madam Speaker this is significant as it allows for other streams of funding to assist with the Implementation of various improvements in health care on Montserrat.

Madame Speaker, the draft of the Social Protection Bill which will replace the Social Welfare Act has also been developed this year with the help of UNICEF. We say thanks to UNICEF for all their support.

Madam Speaker, the long awaited Health Sector review is currently in progress and this is important to providing an appreciation of the needs to strengthen our delivery and accessibility of health services. This review is on scheduled to be completed at the end of June 2017.

SOCIAL SERVICES

Madam Speaker, we are progressing our plans to modernise social services. A full complement of services is now available from the Social Services Department. Central to that Madam Speaker, is the establishment of a Child Protection Unit (CPU), to address child safety matters through a centre of excellence.

A Children (Care and Adoption) Bill was just passed into law and will provide much of the required framework for the CPU and for child care and adoption in Montserrat. A framework for succession planning has been developed to ensure that Montserratians are appropriately trained and skilled up to assume the positions at the end of the contractual period of external recruits.

YOUTH AND SPORTS

Madam Speaker, youth engagement through skills development and vocational training continue to be a priority area for this government. During the year, a number of events took place for young people, including a Youth month in October 2016, Most significant was, the Youth and Sports Development Program, a new initiative which was launched in 2016. A task force comprised only of young people has been established to coordinate and manage the various elements under this initiative, which includes the development of employable skills to unemployed and underemployed youth through apprenticeship and entrepreneurship, the development of a national youth policy, establishment of community groups within 7 communities for the purpose of advancing the development of members of the community with emphasis on the youth, and the development of a national sports policy to promote sports in Montserrat.

CULTURE - MONTSERRAT ART COUNCIL

Madam Speaker, cultural activities are an important part of any society. They contribute to the community facilitating fellowship and celebrations. As the Montserrat Art Council (MAC) moves forward to fulfil its mandate it is with the full knowledge of the important role culture plays in social cohesion.

Madam Speaker one of our major cultural success stories is "The Montserrat Memory Project"; a collection of photographs featuring pre-eruption Montserrat which was donated to The Montserrat Arts Council by Photographer Gildo Spadoni. This exhibition at the Montserrat National Trust attracted over 576 persons and the full collection will be stored at the Montserrat National trust and forms part of the national archives.

AGRICULTURE

Madam Speaker, GOM continues on its path to redevelop agriculture including the promotion of food security, satisfying local demand and targeting specific markets for important substitution and export. Cabinet approved a new five-year, Agricultural Strategy and Marketing Plan running from October 2016 to September 2021.

Madam Speaker, we are pleased to see that production of staples, such as plantain, bananas and green leafy vegetables including pak choi and spinach is now large enough to negate the need for importation. Further, the island still maintains a level of self-sufficiency in egg production and has seen an increase in the production of broiler meats. Weekly slaughtering at the Abattoir commenced in May 2016.

Madam Speaker, a Territory to Territory partnership between the Falklands Islands Government Institute and the GOM to transfer knowledge and skills from the South Atlantic to the Caribbean was established.

HOUSING

Madam Speaker, the long awaited Housing Bill was passed into law in October 25th, 2016 and it will help us move forward to continue with emergency, social and affordable housing initiatives for our people. The Building Code which has been in draft for the past 20 years is now in the final stages for approval and a Building Code informational pamphlet was produced as part of a public awareness initiative.

Madam Speaker, the Housing Investment Programme, which leverages private sector investment through mortgage financing and reduces public sector involvement was allocated \$2 million in October 2015. To date, of the 62 awards offered, approximately 56 persons have benefitted from the four projects at a total cost of \$1.7 million.

MAINTAINING PUBLIC ORDER, SAFETY AND SECURITY

Madam Speaker, as priority, we are continuing to work with FCO and our Governor to improve security and ensure that Montserrat remains safe, secure and tranquil; factors central to our culture and to our tourism product. Madam Speaker, Serious Crimes declined by 19% over the reporting year.

FISCAL REVIEW

Madam Speaker, allow me to take you forward to the 2017/18 fiscal year and what is expected under the theme of ***Moving Montserrat forward towards Self-Sustainability and Inclusive Economic Growth.***"

Madam Speaker, the foundation was laid in 2016/ 17, when a delegation went to the UK to argue the case for building Montserrat's future. We argued that *"This is the time to move Montserrat forward, for another several decades of recurrent budget aid, directly funded by the British tax payers money is not in their or our best future. The choice at this economic crossroads is clear either we develop strategic capital investment to return Montserrat to self-sufficiency or we resign ourselves to continued annual aid for generations to come"*.

Madame Speaker, my Government was elected on a promise of "Putting People First". Our manifesto spoke to four key pillars: Transparency, Equality, Accountability and Integrity. We have not forgotten this commitment.

My previous budgets focused heavily on Good governance, i.e. Transparency, Accountability and Integrity. While this work continues it is now time to direct our attention more keenly to Equality. That is why we are focusing on Montserrat's economic transformation that will provide growth, job opportunities and allow us to deliver essential services to our communities.

This sustainable growth needed a solid foundation. The role of government, is to lay that foundation and put in place a framework to stimulate and encourage growth, and that is what this Government has succeeded in doing.

How did we do this? By implementing our Policy Agenda developed in 2016/17. By embedding new strategic planning & budgeting, as well as revised Capital project appraisal processes. We also recruited and appointed key personnel and we are, with the support of the Deputy Governor and the Governor, continuing to strengthen capabilities within the Public Service through the empowerment of our employees to be truly a people of excellence, molded by nature, nurtured by God. So we can deliver on our Vision of a wholesome Montserrat and we will move closer in realizing this under this year's charge of ***Moving Montserrat forward towards Self-Sustainability and Inclusive Economic Growth.***

Madam Speaker, these efforts have resulted in relations between the GOM and UK Government characterized by closer collaboration and mutual respect.

Madam Speaker, before embarking into the details of the 2017/18 budget it is important to have an appreciation of the economic and political context in which this budget will operate.

ECONOMIC CONTEXT - GLOBAL & REGIONAL

Madame Speaker, Montserrat doesn't exist in a vacuum so it is critical to assess the current global economic landscape. The global growth forecast for 2017-18 is filled with optimism. Yet, the risks are real and the uncertainty will continue to define the global economy.

Madam Speaker, real growth is expected to accelerate in both advanced and emerging economies in 2017, with growth estimated at 3.4%. This resurgence is due to the projected strong growth in some advanced economies of 1.9% and Emerging Economies of 4.5%.

Disposable income in these economies always has a direct impact on the prosperity of Montserrat's tourism product, with the US and Western European countries making up a large proportion of the tourist arrivals, and more importantly, the visitor expenditure on the island. While there remains the potential to target new and more diverse markets, tourism remains the backbone of Montserrat's efforts to revitalise its economy.

Since 2016, the Pound Sterling has lost value against the United States dollar to which Montserrat is pegged, hence the strength of Montserrat's economy is linked to the continued health of the UK economy. This means that while the Development Aid of 0.7% of GDP remains stable, any further erosion of the value of the UK economy will have knock on effects on the recurrent and capital Aid to the island.

Madame Speaker, after years of cheap oil, prices are expected to increase slightly in 2017 and may impact island inflation. The Government has taken this possibility into account in its budget management for the next fiscal year.

REGIONAL

We must bear in mind the regional economic outlook. With ambiguity surrounding commodity prices and its ripple effects on other sectors such as tourism, major global entities such as the IMF and the CDB are placing regional growth at between 1.1% and 1.7%.

Moreover, we must acknowledge that the regional economic outlook remains uncertain. High levels of indebtedness remain a challenge for many regional economies; with increasing debt service payments crowding out productive expenditure that is critically needed to stimulate economic growth.

Similar to 2016, the growth in the Eastern Caribbean is expected to be led by tourism and related construction activity. Madame Speaker, our fellow EC members are facing the same risks as Montserrat, with regards to the prospective growth within the United States and especially the United Kingdom which is one of the largest tourist markets for the region. If the UK economy slows because of Brexit, tourism in the region may be adversely affected. For now, the region is expected to see growth into the medium term, with inflation expected to remain relatively low unless oil price increases are greater than anticipated.

LOCAL ECONOMY

Madame Speaker, the Government developed a new capital prioritisation programme that was rolled out in 2016/17, and which sought to prioritise the projects that would have maximum economic and social benefits. The Government is implementing these transformative projects that will be necessary for long term sustainable development, but which will also provide medium term opportunities for the private sector and employment in Montserrat.

Madame Speaker, as a result of these capital projects Montserrat's economic outlook remains positive with forecasted growth for fiscal year 2017/18 of 1.3%. These projects will be outlined later in this speech.

Madame Speaker, our growth strategy, which is pending completion, is my Government's roadmap for economic growth. It attempts to turn the government's vision into reality through concrete actions and deliverables. It is critical that we, as a country, must know where we are heading in these challenging global geopolitical economic times.

Madame Speaker, there is no doubt that we face a number of key challenges. Chief among these is the need to intensify policy actions aimed at creating a sustainable and more inclusive economic growth. Our economy must be environmentally sustainable and adaptable to climate change. More importantly, we must enable private sector-led growth and equip our people, especially our young people, with the skills appropriate for the Information Age with its increased use of technology, automation and artificial intelligence. The global economic order is in the midst of a profound change and only smart and agile societies will thrive. Montserrat must face this challenge with humility, courage and focus. Our proposed plan is balanced and looks towards the future with confidence and resilience.

SECTORAL ANALYSIS

Montserrat's Mining & Quarrying sector had slower growth this year in comparison to recent years, due to closure of Plymouth Port for a period of time. This remains Montserrat's largest growing sector and is expected to continue to grow as long as regional performance remains positive. Although it is the fastest growing sector, its contribution to both economic activity and revenue collection remains small but it has been identified as a potential growth sector with regards to wider development.

Public Administration remains by any measure the largest sector in Montserrat's economy and is anticipated to see growth in 2017/18 due to the continuation of increments and filling of key posts across the service.

Montserrat was once known as a thriving tourist destination and it is the intent of the Government to return to those prosperous days. During the Cruise Season over 600,000 tourists call into ports on neighbouring islands and for Montserrat this presents an opportunity to tap into a market for shore excursions.

Madam Speaker, to that end meetings have been held recently in Miami with 7 Major Cruise Lines and although discussions are at an early stage it has been made very clear that this Multi-Billion dollar industry is looking for something new, fresh, and unique

and have expressed a very real interest of including Montserrat as an imaginative and compelling proposition to their customer base. It is now the job of Government to turn these discussions into a reality that will fuel the tourism sector and stimulate the island's economy.

Tourism is expected to grow as it will benefit from next year's landmark St Patrick's Day celebration commemorating 250 years since the slave rebellion of March 17th 1768, together with the continued growth of other festivals.

With the completion of the Healthcare review, the imminent commencement of Little Bay Port Development, works to the MPA and ferry terminal building, and government housing together with other construction related public sector programmes Construction is also expected to see growth next year.

Madame Speaker, this Government remains committed in its efforts to promote not only short term economic growth but is working assiduously to implement the type of capital and non-capital projects that will facilitate private sector growth in the future.

The goal of sustainable and inclusive growth is our number one priority and we will continue to strive for it. We are far from perfect, but we are far from finished. This budget is in the economic interests of Montserrat and we will make sure that we are successful in achieving the goals and objectives I will speak of today.

MOVING FORWARD – 2017-2018

Madam Speaker, the achievements outlined previously in my speech demonstrate our commitment, to put in place key foundational policy initiatives and projects that will credibly lead us on to the path of sustainable and inclusive growth in our economy. Madam Speaker, we are very hopeful as we look to the future because we know there are a number of economy-transforming projects that are on-going and there are still a number to be negotiated and approved.

DELIVERING THE FRAMEWORKS, AGREEMENTS AND COMMITMENTS TO DRIVE GROWTH

MEMORANDUM OF UNDERSTANDING

Madam Speaker, one of the goals of this government was to strengthen the Montserrat-UK partnership, to affirm our joint commitments to the continued development of Montserrat and to agree a clear set of policy commitments and processes which will focus on delivering these priorities. Therefore, we have been working on a Development Partnership Agreement that will be incorporated into a new Memorandum of Understanding between GOM and the UK Government.

Madam Speaker, this MOU will set out the shared and individual commitments made by the two Governments that are designed to stimulate economic growth and reduce reliance on budgetary aid in the long term. It also provides a transparent

framework for accountability between the two governments and a key reality of this process is that GOM commits to being fiscally responsible and undertake planned governance and public finance reforms.

ECONOMIC GROWTH STRATEGY

Madam Speaker, plans are already in place for the GOM to develop a new Economic Growth Strategy (EGS) that follows on from the Sustainable Development Plan (2008-2020). The overall aim of the EGS is to develop a self-sustaining economy over the next 10 years resulting in the gradual reduction and eventual elimination of financial aid.

Government is committed to implementing it and taking Montserrat further along the path of progress, development and prosperity. This will lead to an inclusive economy where all Montserratians, and residents, have the opportunity to develop and prosper.

IMPROVEMENTS IN MCRS

In an effort to improve efficiency and to allow for the timely processing of Tax Assessments, the MCRS is currently working with DfID and HMRC to acquire a Tax Administration Computer System for the MCRS. Currently this is done manually using paper folders for every tax payer for each tax area. This is a very cumbersome and laborious method of administration. I can announce today as part of the DfID settlement the approval a new system and the costs of training staff to implement the system. \$300k has been provided to cover the additional cost. The system will be implemented before December 2017.

STATUTORY BODIES AND OTHER GOVERNMENT-OWNED ENTERPRISE

During 2016 MoFEM commissioned CARTAC to carry out a review on the status of the Government Owned Enterprise sector in Montserrat, the review focused on transparency, accountability and comprehensiveness of the Budget papers and supporting evidence. The assessment revealed gaps in the oversight of Statutory Bodies and other Government Owned Enterprises.

The key recommendation was the centralisation of the funding administration of all subventions, this budget reflects the recommendation with allocation of subvention such as the Montserrat Volcano Observatory, Montserrat Community College, Land Development Authority, National Trust and Montserrat Info-Communication Authority being moved to MOF. With this responsibility it is the intention of the MoFEM to assist the Government Owned Enterprises to improve financial performance and reporting.

Further recommendations from the report will be implemented over the coming year.

EUROPEAN DEVELOPMENT FUND (EDF 11)

Madam Speaker, GoM is currently renegotiating a new programming document with the European Union under EDF 11 funding. The successful completion and agreement of the programming document will provide Montserrat access to additional funding of around €18.4 million over four years. Progress is going well and it is hoped that the

first tranche of monies will be released to Montserrat in early 2018, the monies will be used for technical support to implement the capital projects and the majority of funding will be allocated to energy, port development and tourism projects. We plan to sign the funding agreement in October of this year, until then we cannot budget for the additional spend.

DELIVERING KEY ECONOMIC TRANSFORMING INFRASTRUCTURE

ENERGY

Madam Speaker, the energy sector has enormous potential to contribute to the growth stimulus that our country desperately needs. An Energy Unit will be established to drive GoM's Energy Agenda of renewable energy, energy efficiency and electric mobility. There will be a national Energy Public Awareness and Public Reach Programme to include schools, visits, radio programmes, community meetings to educate the people of Montserrat regarding renewable energy and energy efficient goals, targets and initiatives.

LITTLE BAY PORT DEVELOPMENT

As mentioned Government has been working with the consultants jointly appointed by UKCIF and CDB and during the latter part of May, a large CDB evaluation team arrived on Island to evaluate the detailed proposals and provide guidance and support with regards to the project. The review went extremely well and the CDB team left very positive about the project. CDB officials are aiming to take forward the project for final approval at their October Board meeting, and it is likely that work on the project will start in early 2018 following a design build procurement process.

Madam Speaker we plan to issue Requests for Information from prospective contractors to engage with the market at the earliest possible time. The tender process inclusive of assessments will commence immediately after endorsement has been provided by the CDB and it will be a design build contract.

Madam Speaker at this moment based on dialogue with the CDB it is envisaged that mobilisation and commencement of construction could begin in the 4th quarter of the financial year (2017/2018). Little Bay Port Development is a critical project for the people of Montserrat and the progress of this project is a significant indicator to becoming a sustainable society.

FUTURE IMPROVEMENT TO OUR ROAD NETWORK

MCWL is expected to continue playing a major role in the development and maintenance of the island's infrastructure. Under the infrastructure priority project that will be in its third year of implementation, it is intended to complete a section from Salt Spring to the Cavala Hill Church. Other major construction, drainage and improvement works planned for the coming year include Collin's Ghaut retaining wall; Pump Ghaut road; Cedar Park Loop, Jones Hill, upper & lower Firths, along the B02

road, Virgin Islands, Mongo Hill, Baker Hill, Manjack, Glebe Salem. Also, under the Global Climate Change Alliance (GCCA) Project in conjunction with the OECS, Montserrat is benefitting from a project that will fund the improvement works to the Collin's Ghaut Culvert and the stabilization of the river embankment with Gabion Baskets.

TOURISM

We will continue to promote our beautiful Emerald Isle with additional promotions for 2017 which will include a road show and placing several Billboards in prominent positions across Antigua. We need to make bigger efforts to attract day trippers from Antigua and hook into the vibrant cruise ship industry. To this effect earlier this month I attend meetings with leading cruise ships companies in Miami seeking to include Montserrat in their excursion trips, the response has been extremely positive and I hope to announce further details on this extremely important incentive soon. We will seek to attract more cruise ship calls in the coming season and we aim to improve on the 4,378 passengers who visited our Island.

Madam Speaker, as a deeply faith-based, society, Montserrat also has a potential to attract faith-based tourism especially in conjunction with Antigua. My recent discussions with faith leaders in both of our countries has been very productive and we will make sure that we carry this discussion forward to make this a reality.

Promotion is key and this week we participated in Caribbean Week, New York where tourism officials, industry executives, media, travel agents, consumers, and Caribbean Diaspora meet to network.

Without doubt Plymouth as the "modern day Pompeii" is our star attraction for visitors - a truly breathtaking and unique experience in the Caribbean, but we need to do more for the visitor's experience and we need to maximise the potential benefits to our people from those visitors.

AGRICULTURE

Madam Speaker, we remain firm in our commitment to the agricultural sector. We have every confidence in our farmers' ability to build a stronger, more sustainable agriculture and Government will provide the necessary support to achieve this objective. We will work with relevant agencies to improve vehicular access to farming areas; provide services and technical support to farmers to generate increased production of selected crops; improve irrigation facilities and services and invest in fencing and crop production systems.

Madam Speaker, with regards to the abattoir, this Government has laid down the foundation for the establishment of what can potentially be a very profitable industry. If we eat what we produce, then the farmers in particular and the country as a whole will benefit. However, it is not our intention for Government to be involved in the running of the abattoir. This is a timely opportunity for the private sector to take over the operations of the abattoir and to market the sale of the animal products processed. In the coming year, we will review and update relevant pieces of legislation to ensure we privatise the operations of the abattoir.

DELIVERING KEY SOCIAL AMENITIES

MOVING HEALTH AND SOCIAL SERVICES FORWARD

Madam Speaker, through the Foreign and Commonwealth Office, the Social Services Department will continue to benefit from additional technical training over the next four years from CASCAF, who made their first visit to the island in early November 2016 to assess our needs.

Diagnostics capabilities will improve with the implementation of a fully fitted fixed X-ray machine which has modern technological capabilities for digitized imagery. Equipment purchases will continue to allow for the access to better working equipment in the health sector. The Environmental Health capacity will be enhanced with the purchasing of a new vehicle and the construction of an operation space for landfill workers along with the completion of the dumping ramps.

Universal Access to healthcare continues to be part of Montserrat's approach to improving equity in healthcare. Madam Speaker, I am pleased to announce that the necessary legislative changes will be made to improve male health, by adding prostate treatment drugs to the list of drugs exempted from charges and made available for men in Montserrat requiring treatment.

Madam Speaker, all health services for children of non - nationals, once born in Montserrat to parents who are engaged in employment and for non-national children who are enrolled in our education system, will be free of charge.

Madam Speaker, the protection of Health Professionals in the execution of their duties is important. With the assurance of the UK General Medical Council, Montserrat will introduce a malpractice insurance requirement, together with a programme and requirement for the necessary mandatory upskilling of Doctors and other key health professionals. Madam Speaker, we will continue to strengthen the legal framework in Health to ensure that we are IHR compliant by introducing the Tobacco Bill and legislation amendments necessary to ensure our compliance.

Madame Speaker all these are positive indicators for the development of the Health and Social Sector

HOUSING

Madam Speaker, this Government remains committed to provide each family with a decent home so that they can live in a healthy environment. We will continue to implement a comprehensive Housing Strategy with emphasis on safeguarding of vulnerable groups.

Madam Speaker, this Government also supports working families. We will expand access to homeownership for qualified low to middle income residents through public/private partnerships to include HOME programme, Serviced residential lots, Divestments of Land and Housing and new Direct Builds.

Madam Speaker, we said that we would provide housing solutions for the vulnerable and we have started and I can confirm that seven critical emergency houses are to be constructed in the new fiscal year 2017/18.

YOUTH

Madam Speaker, as a Government, we continue to provide the enabling environment for sports and youth development. The tennis courts at both Salem and Look Out are planned for major upgrades. The Little Bay Play Field and the Multi-Purpose stadium will have upgrades and repair works done.

As many of you know, basketball is close to my heart and during the course of 2017, we will seek to improve the courts and upgrade the facilities at both Salem and Look Out with additional expenditure being set aside to ensure the youth have facilities to develop their skills and improve their fitness levels.

TRANSFORMING HUMAN RESOURCES MANAGEMENT

Madam Speaker, GOM's programme for transforming Human Resources Management was initiated in October 2016 with the establishment of a Cabinet Committee to oversee the cross departmental work. The programme, entitled Empowering Excellence, is well under way, with a Public Sector Task force drawn from all levels of the public service to help plan and deliver changes, and a Private Sector Advisory Committee to provide private sector input and advise on the reforms. The programme activities cover public sector leadership, service delivery and change management. The public can also expect to see immediate changes in public facing services, such as better information on processes to obtain services, and feedback on services received.

IMPORTANT YEAR FOR MONTSERRAT ARTS COUNCIL (MAC)

Madam Speaker, this year we will see MAC take over the management and programming of the Montserrat Cultural Centre and begin motions to transform the space into a hub for cultural activities, the Montserrat Cultural Policy is also due to be finalized during this fiscal year.

Madam Speaker, 2018 will be a significant year in Montserrat's' history as it will mark the 250th anniversary of the attempted insurrection by enslaved Africans in Montserrat on March 17th 1768. The Montserrat Arts Council will include in its programming among other things a significant theatrical production to mark the event.

SUBSEA FIBRE CABLE PROJECT

Madam Speaker, my Government is committed to working with DFID on the completion of the procurement process for the Montserrat Subsea Fibre Cable Project. The introduction of the ultra-high broadband speed internet connectivity will open up great potential in the Education and Health sectors and allow us to attract new and high value businesses to Montserrat.

CAPITAL EXPENDITURE PROGRAMME 2017-18

Government is proposing to allocate some \$31.14 million to its capital programme for the upcoming fiscal year. This is financed through DFID, EU and other donor agents.

This represents 55.79% funding from DFID, 37.06% from the EU and 7.15% from other funding partners.

Madame Speaker, the major projects included are: Media Exchange (\$1.03 million) for the completion of the ZJB Building, Roads & Bridges (\$0.63 million) under the Montserrat Priority Infrastructure Needs Project which should be increased within the year, NICT (\$0.95 million), Energy (\$2.68 million) and Geothermal Exploration (\$0.63 million) which is geared towards the testing phase for which additional funding is anticipated to be received.

Madam Speaker, it is the intent of the Government to utilise nearly \$5 million, which falls under the Montserrat Priority Infrastructure Needs Project, to fund five overdue and prioritised projects which have been long identified and require urgent capital investment. These are the refurbishment of the Golden Years Home, significant improvement to our Airport Facilities, repairing of the MPA Ferry Terminal Roof as well as the extension and refurbishment of the Brades and Salem Primary Schools.

HIGH LEVEL PLANNING GROUP

GOM has taken a bold step to focus its efforts on five transformation projects. These projects are being held to account by the High Level Planning Group. This group includes the Premier, Ministers, the Financial Secretary, FCO UK officials including the Governor and DfID local and UK representatives including, DfID Head Overseas Territories.

The Group meets on a monthly basis to discuss the immediate priorities within each Sector, highlighting issues or constraints and most importantly seeking out solutions to any delays or bottlenecks in the process. The aim of the group is to ensure these key transformation projects are delivered in agreed timelines.

The key transformation projects are the Little Bay Port Development, Geothermal Project, Access (sea and air), new Hospital and public sector reform.

The work of the group has been impressive to date with real progress being made as discussed on the Little Bay Port Development, Hospital and Access. The group gives a real focus to the most important transformation areas of work that will take forward and make a real difference to all.

Madam Speaker, I will now present the estimates of Recurrent Expenditure for the 2017-18 financial year.

RECURRENT EXPENDITURE 2017-18

Madam Speaker, the 2017-18 Estimates of Revenue and Expenditure provide for total expenditure (including principal and interest repayments) of one hundred and twenty-eight million three hundred and eight thousand three hundred dollars (\$128,380,300). This is a 0.97% increase over \$127.15 million for fiscal year 2016-17.

There are varying degrees of changes across the various budget economic classifications for 2017-18 budgets when compared to 2016-17 revised budget estimates.

International Travel & Subsistence has been reduced by 14%, \$144k

Furniture Equipment and Resources has decreased by 45%, \$2.5m

Rental of Assets has increased by \$170k, 14%

Professional Services and Fees increased by \$4.4m, 38%

Printing & Binding has decreased by 81% \$1.1m

Grants & Contributions increased by 10% \$637k

Subventions decreased by \$267k, 2%

Social Protection decreased by \$355k, 9%

Sundry Expenses increased by \$246k, 63%

Madam Speaker, I will take the time now to highlight some of the new spend areas that will be undertaken in 2017-18.

NEW SPEND AREAS IN 2017/18

Madam Speaker, as part of the annual budget process Ministers are asked to provide details of new spend areas, these are then considered by the MoF and proposals taken to DfID and Ministers.

I am happy to announce the following increases in budget spend areas:

An additional \$310k to carry out the required revision of Laws for Montserrat which has not been carried out for some time, further an additional \$30k has been allocated for electoral reform.

As stated previous \$300k has been allocated to MCRS to implement the new Tax Computerised system which will improve the efficiency of the Tax Office tremendously and will allow MCRS to focus not just on in-year collection but tackle the arrears, thus releasing income that could be used for the good of Montserrat.

We have allocated additional recurrent spend of \$32k to allow the aerodrome obstacle survey to be completed. Further, with the importance of energy GOM will be investing \$120k in a new Energy Director. A further new spend is for a Senior Disaster Management Coordinator \$70k.

Moving to Health we will be providing additional spending to maintenance across the hospital sites of over \$210k. We will continue to invest in our locum doctors to cover absences with an additional \$70k and invest in keeping our Island clean by increase the resources of the bi-annual clean up by \$60k.

Sports and Health are entwined. There are countless statistics linking a youth's involvement in sports to both their emotional and physical health. Therefore, I am happy to announce two new posts for Sports and Physical Education, an additional \$200K has been allocated for refurbishment of basketball courts in Salem and Lookout.

Finally, Madam Speaker, much has been said about the potential for a pay increase and providing a just award for the staff within the GOM. Work on this matter has been extensive and prolonged going back to November of last year. I can therefore today announce that all employees will receive a pay increase dated from the 1st of April 2017.

We recognise that those in the lower bracket of pay are the ones that may need further financial support. Therefore we are awarding a 10.04% increase at pay point R51 moving to 7.44% at pay point R40 with the remainder pay points receiving a 3% increase. This will be at a total cost of \$1.54 million.

Madam Speaker, we need to ensure that adequate pay is provided and therefore we will look to provide further increases in future years if the budget allows. This shows clear commitment to the most valuable asset within Government - our staff, and I wish to thank you all for the hard work, dedication and commitment you have shown day in day out. **Thank You.**

FISCAL MEASURES

In order to find resources to approve new spend areas, and in line with good financial management this budget includes a number of fiscal measures to release funds that can be better used in supporting programmes funded under this budget.

GOM has continued to underspend on its budget lines year on year, improvements have been made and will continue to be, but it is clear that a reallocation of funds is required, this budget seeks to address those issues.

We have identified over \$1.2 million in savings which has been reallocated across GoM budget lines. In the main this relates to utilities \$420k, grants, contributions & subventions \$409k, professional consultancy fees \$140k and other \$213k.

FISCAL MEASURES – VACANCY FACTOR AND CHANGES TO NOMINAL ROLL

This year a spending review has been undertaken to understand and redress the key areas of concern. By applying a number of prudent measures this resulted in identifying \$2.0 million from Personal Emoluments which has been reallocated across budget heads.

RECURRENT REVENUE 2017-18

Madam Speaker, the revenue estimate for 2017-18 is \$128.38 million, which represents a 1.5% increase over the 2016-17 estimates of \$126.49 million. This is based on a combination of new revenue measures, improvements in revenue collection, performance, and modest economic growth expectations. The estimated revenue from local sources is \$50.38 (2016/17 \$47.27 million). Total local revenues will be generated from two main areas tax revenue and non-tax revenue (fees, fines, permits, rents, interests and licenses). Budget support from DfID will contribute \$78 million, 61%.

Budget Support from DfID will contribute \$78 million, 61%. Last year DfID's budgeted contribution was \$79.22 million, and we therefore see a decrease of \$1.22 million, this is due to the changes in the exchange rate. In terms of sterling, the budget allocation approved by the UK Government is GBP£22.9 million, which is an increase GBP£2.3 million on last year's settlement of GBP£20.6 million. DfID funding has been ring-fenced (the funds cannot be used for any other purpose) under the following areas. Small Capital Assets Fund (SCAF) GBP£0.47 million, Access Subsidy GBP£1.59 million, Technical Cooperation and Capacity Building GBP£2.92 million and recurrent GBP£17.92 million. DfID have used an average exchange rate based on the last year's trend of 3.41 to arrive at EC\$78 million.

REVENUE MEASURES THROUGH TAXATION

As I have stated, in this budget the GOM wishes to promote healthier living, GOM must therefore do its part in setting tax policy to support healthier living and this budget sets out to do just that.

FURTHER CHANGES TO THE TAXATION SYSTEM

Madame Speaker, Today I can announce a series of changes to our tax system to stimulate the economy.

REDUCTION IN IMPORT DUTY ON SPECIFIC GOODS

In an effort to further complement the current home construction initiatives, and to assist in getting completed homes to full use and occupancy; we are reducing the import taxes on furnishings and household appliances such as white goods (fridges and freezers) and TVs for every person.

Cabinet has approved, for a period of two years, from the 1st August 2017 that Import Duty rates be suspended, this will see a reduction of import duty rates (Cost including Freight) on the following items:-

- furniture 10%;
- fridges, freezers and dryers 10%;
- washing machines 15%;
- cookers, dishwashers, microwaves and toasters 20%; and
- a significant reduction in Televisions of 40%

This will see an increase in business for the local furniture and appliance stores, resulting in an increase in imports of related items, further details on this scheme will be announced shortly.

CUSTOMS DUTIES AND CONSUMPTION TAX HOMES BUILT FOR SALE OR RENTAL

Madam Speaker, I can further announce that the Cabinet has approved the reduction from USD\$300k to USD\$200k for the qualifying property value under the Customs Duties and Consumption Tax (Property Developers) (Homes Built for Sale or Rental) (Exemption) Order.

This means that we are extending the Duty Free concession on the importation of building materials and furnishing, for homes that are to be built for the Sole Purpose of for Sale or Rental for a period of two years from 1st July 2017.

This will lead to an increase in the islands housing stock and in this case ensure that there are adequate numbers of properties that are available to rent or for sale. This programme will also provide an option for persons to invest and create a small business in apartment rental.

SUPPORTING REGENERATION

Madam Speaker, the work of the Cork Hill Reunion Committee in organizing the reunion, which took place earlier this year March 19-25, was inspiring to us all. **The efforts and hard work paid off, it was a great success.**

Madam Speaker, GOM and I want to further support their efforts and therefore Cabinet has recently approved granting exemption from Import Duty and Consumption Tax for three (3) years on all building materials imported specifically to repair or build any structure located in those villages of Cork Hill, Delvin's, Foxes Bay, Weekes's and Richmond Hill from the 1st of July.

This will give direct support to those people want to rebuild their homes and regenerate these important areas.

These important two amendments further support our extensive suite of incentives supporting economic growth, which include:

- First time home owner Home Construction programme- SR&O 32 of 2015;
- Home Built for sale or Rental programme- SR&O 80 of 2014;
- Exemption of new homes from property tax for three (3) years- Property Tax Act section 13; and
- Exemption of Commercial building from property tax for five (5) years - Property Tax Act section 14.

OVERALL BUDGET - RECURRENT AND CAPITAL

Madam Speaker, the total budget allocation for the fiscal year 2017-18 is \$159.52 million. This Appropriation Bill excludes certain new capital projects since negotiations are still ongoing and since the necessary stages of development projects often do not readily fit in with the annual budget process, such as the EDF 11 funding and CDB Little Bay Port Development.

The total recurrent expenditure is budgeted at \$128.38 million which requires budgetary aid from DfID of \$78 million for this fiscal year.

Recurrent expenditure shows an increase of 0.97% or \$1.23 million compared to the last year's approved expenditure budget.

Total planned development expenditure for financial year 2017/18 amounts to \$31.14 million. This comprises Economic Infrastructure development of \$19.79 million, 64%, Social Infrastructure development of \$5.65 million, 18%; Public Administration of \$3.98 million, 13% and Statistical Research, Miscellaneous Project and Child Protection of \$1.72 million, 6%.

The Development budget will be funded by the UK Government through DfID \$17.37 million, 56%; the European Union \$11.54 million, 37% and the remaining \$2.23 million, 7% by UNICEF, PAHO, UNICEF, GWG, RSPB and CDB.

ALLOCATION BY MINISTRIES AND PROGRAMMES

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

The allocation of the 2017/18 recurrent budget is broken down as follows:

- The Office of the Deputy Governor receives \$ 31 million or 24.1% of the overall budget;
- The Ministry of Finance and Economic Development \$20.2 million or 15.7%;
- The Ministry of Health and Social Services' allocation is \$19.2m or 14.9%;
- Office of the Premier \$17 million or 13.2%;
- The Ministry of Communication and Works' \$13.3m or 10.4%;
- The Ministry of Education, Youth Affairs and Sport \$9.9 million or 7.7 %;
- The Ministry of Agriculture, Lands, Housing and the Environment is allocated \$5.8 million or 4.5%; and
- 9.3% of the budget remains to be allocated among the other services of government which include Legislative and Judicial services, policing as well as the Office of the Auditor General.

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

ALLOCATION BY FUNCTIONAL CLASSIFICATION

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

General public services	38.8%
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Defence	1.4%
Public order and safety	6.9%
Economic affairs	29.0%
Environmental protection	0.7%
Housing and community amenities	0.6%
Health	10.3%
Recreation, culture, and religion	1.1%
Education	6.5%
Social protection	4.6%

ACKNOWLEDGEMENTS

Madam Speaker, let me first acknowledge Almighty God for bringing us through the 2016/17 fiscal year, then the efforts of all my staff within the Ministry of Finance and that of my Ministerial Colleagues and all the staff who work diligently within Ministries, Departments and Offices across our Public Service.

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

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

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

Finally, Madam Speaker I would also like to recognise the ongoing contribution of the Montserrat UK Office in coordinating events, and being the first point of contact on international, especially EU matters and diaspora engagements; Special thanks to the Carbon War Room, Statistics Canada, ECLAC and UNDP, Waitt Institute, UNICEF, UNESCO, WHO/PAHO for providing support through funding, and technical assistance in a number of areas.

CONCLUSION

Madame Speaker, this Government articulated an overarching theme and vision for this budget: ***“Moving Montserrat forward towards Self-Sustainability and Inclusive Economic Growth.”*** At the heart of this is the development and delivery of the EGS for Montserrat; for as I already stated, Madam Speaker robust economic growth, widespread prosperity and more adequate social well-being will not happen overnight, nor with endless budget aid, which is not in the best interests of Montserrat, or those of the British Tax payer. Budget 2017/18 marks a crossroads; it is about making choices. **The only intelligent choice is strategic investment in catalytic projects.**

Madam Speaker, as I have stated, the various reports and audits that were delivered in the past did not give confidence to the U.K. Government to enable them to make the choice to commit to the necessary investment in Montserrat.

Today, our position is very different, my Government's previous budgets set and delivered the foundations for Good Governance, especially in public financial management. This should give the U.K. Government the required confidence, and also strengthen the special partnership we have with the U.K. Government and the people of Britain.

Our vision of self-sustainability and inclusive economic growth, while paying attention to the well-being of all of our people, is not new. It is a vision that my Government has maintained from inception it is absolutely vital that we keep it ever before us as the first objective of our Policy Agenda, 1.1:

"To change the development focus from post-volcano mode to developing and implementing plans focused on sustainable self-sufficiency that capture the spirit of Montserrat's past and preserve Montserrat's culture including enhancing relationships within the region and with key development partners".

There will no doubt be challenges but we must all rise and embrace the opportunities and responsibilities that come with these challenges; we must act with our vision ever before us, and with unity, whether citizens, friends of Montserrat or development partners. We must speak with one voice in the global and regional economic arena as we address the broader challenges and opportunities for Montserrat's economic growth.

Our choice is clear;

- we **must** make strategic investments;
- we cannot and will not continue to be a welfare state receiving Aid for generations to come; and
- we **will** restore our Nation's dignity.

Madame Speaker this PDM Administration will do this by **Moving Montserrat forward towards Self-Sustainability and Inclusive Economic Growth.**

Madam Speaker, I thank you.

May God bless Montserrat and May God bless us all!

APPROPRIATION

M O N T S E R R A T

APPROPRIATION ACT, 2017

No. 4 of 2017

ARRANGEMENT OF SECTIONS

Sections

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APPROPRIATION ACT, 2017
No. 4 of 2017



I ASSENT



Governor

28.06.2017.
DATE:

MONTserrat
No. 4 of 2017

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

on 28.06.2017
Date


Clerk of the Legislative Assembly

AN ACT TO PROVIDE FOR THE APPROPRIATION OF FUNDS FOR
SERVICE OF MONTserrat FOR THE FINANCIAL YEAR ENDING
31ST MARCH 2018.

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

1. Short title

This Act may be cited as the Appropriation Act, 2017.

2. Appropriation

There shall be and there is hereby granted to Her Majesty
the Queen for the service of Montserrat for the year
ending on the 31ST day of March, 2018 the sum of one
hundred and fifty-nine million, five hundred and

MONTSERRAT

APPROPRIATION ACT, 2017

No. 4 of 2017

seventeen thousand three hundred dollars (\$159,517,300) to be applied and expended in the manner and for the services set out in the Schedule.

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

The said sum of one hundred and fifty-nine million, five hundred and seventeen thousand three hundred dollars (\$159,517,300) shall be and is declared to be charged upon and made payable from and out of the Consolidated Fund and the Development Fund of Montserrat.

4. Payments

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

5. Advances

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

6. Restrictions

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

MONTSERRAT

APPROPRIATION ACT, 2017

No. 4 of 2017

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

MONTSERRAT

APPROPRIATION ACT, 2017

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SCHEDULE
(Sections 2 and 4)

VOTES	DETAILS	AMOUNTS	TOTALS
DEVELOPMENT FUND VOTES			
12	OFFICE OF THE DEPUTY GOVERNOR	2,194,000	
15	OFFICE OF THE PREMIER	4,189,300	
20	MINISTRY OF FINANCE	12,679,300	
30	AGRICULTURE	3,806,600	
35	COMMUNICATIONS, WORKS & LABOUR	7,620,300	
40	EDUCATION, YOUTH AFFAIRS AND SPORTS	111,800	
45	HEALTH AND SOCIAL SERVICES	535,700	
TOTAL DEVELOPMENT FUND VOTES			31,137,000

SUPPLY VOTES			
05	POLICE	5,866,000	
07	LEGAL	1,861,200	
08	MAGISTRATE'S COURT	328,300	
09	SUPREME COURT	675,800	
10	LEGISLATURE	1,424,400	
11	AUDIT OFFICE	1,164,700	
12	OFFICE OF THE DEPUTY GOVERNOR	31,023,100	
13	PUBLIC PROSECUTION	649,900	
15	OFFICE OF THE PREMIER	17,008,900	
20	MINISTRY OF FINANCE & ECONOMIC MGMNT	20,157,400	
30	AGRICULTURE	5,752,800	
35	COMMUNICATIONS, WORKS & LABOUR	13,393,300	
40	EDUCATION, YOUTH AFFAIRS AND SPORTS	9,854,200	
45	HEALTH AND SOCIAL SERVICES	19,220,300	
TOTAL SUPPLY VOTES			128,380,300

SUMMARY		
DEVELOPMENT FUND VOTES		31,137,000
SUPPLY VOTES		128,380,300
GRAND TOTAL		159,517,300

MONTSERRAT

APPROPRIATION ACT, 2017

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SPEAKER

Passed by the Legislative Assembly this 16 day of June,
2017.



CLERK OF THE LEGISLATIVE ASSEMBLY

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



APPROPRIATION ACT, 2017

OBJECTS AND REASONS

The object of this Bill is to provide for the appropriation of funds for the services of Montserrat for the financial year ending 31st March, 2018. The amounts allocated to the various services are enumerated in the Schedule thereto.

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

A handwritten signature in black ink, appearing to be 'D. Romeo', written over a horizontal line.

Donaldson R. E. Romeo

Minister of Finance

MONTSERRAT
APPROPRIATION BILL, 2017
LEGAL REPORT

The object of this Bill is to provide for the appropriation of funds totalling the sum of one hundred and fifty nine million five hundred and seventeen thousand, three hundred dollars (\$159,517,300) for the services set out in the Schedule to the Bill for the period beginning 1st April, 2017 and ending 31st March 2018. The amounts allocated to the various services are enumerated in the Schedule to the Bill.

The Accountant General is authorised to pay the sum appropriated to the several services as enumerated in the Schedule to the Bill.

The Minister of Finance is authorised to borrow from a bank by means of fluctuating overdraft a sum not exceeding five million dollars (\$5,000,000) or such sum as is approved in advance by the Secretary of State and the Legislative Assembly by resolution.

The Bill was introduced and read a first time on 9th June, 2017. It was read a second and third time on 16th June, 2017 and was passed with minor amendments on the same day.

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



Sheree Jemmotte-Rodney
Attorney General (Ag.)

Attorney General's Chambers
Brades
Montserrat

16th June, 2017

SUMMARIES

BUDGET ESTIMATES FOR 2015/2016 to 2019/2020

Details	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
REVENUE						
LOCAL REVENUE	46,350,524	47,267,900	47,267,900	50,380,300	50,243,400	50,604,900
BUDGETARY AID	75,929,259	79,224,900	79,224,900	78,000,000	78,000,000	78,000,000
TOTAL RECURRENT REVENUE	122,279,783	126,492,800	126,492,800	128,380,300	128,243,400	128,604,900
EXPENDITURE						
Salaries	35,006,481	39,636,600	37,765,100	37,529,400	38,238,000	39,227,600
Wages	796,210	688,100	746,100	661,800	664,700	667,400
Allowances	6,005,515	7,237,200	6,890,400	7,507,600	7,518,700	7,491,400
Benefits	12,043,769	11,455,700	11,799,100	11,797,200	12,027,000	11,834,000
Services	61,959,574	68,135,200	69,952,100	70,884,300	69,793,400	69,390,300
TOTAL RECURRENT EXPENDITURE	115,811,548	127,152,800	127,152,800	128,380,300	128,241,800	128,610,700
SURPLUS/(DEFICIT)	6,468,235	(660,000)	(660,000)	-	1,600	(5,800)
CAPITAL EXPENDITURE	24,762,338	38,715,300	39,680,300	31,137,000	-	-
TOTAL EXPENDITURE	140,573,886	165,868,100	166,833,100	159,517,300	128,241,800	128,610,700

SUMMARY OF REVENUE (by Classification) 2015/2016 - 2019/2020

CATEGORIES	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
110 Taxes on Income, Profits	16,056,633	16,347,000	16,347,000	17,440,000	17,610,000	17,660,300
115 Property Tax	691,588	920,000	920,000	720,000	730,000	740,000
120 Taxes on Domestic Goods and Services	1,569,455	2,041,600	2,041,600	3,080,000	2,530,000	2,580,000
122 Licenses	2,632,371	2,932,700	2,932,700	2,835,100	2,845,100	2,855,100
125 Taxes on International Trade and Transactions	18,522,949	18,767,500	18,767,500	19,715,000	19,934,000	20,175,200
129 Arrears of Taxes	634,064	940,000	940,000	800,000	800,000	800,000
130 Fees, Fines and Permits	1,912,285	2,000,500	2,000,500	2,081,600	2,081,700	2,081,700
135 Rents, Interest and Dividends	902,107	884,700	884,700	1,125,500	1,129,500	1,129,500
145 Reimbursements	1,324,914	115,000	115,000	115,000	115,000	115,000
160 Other Revenue	2,100,260	2,318,900	2,318,900	2,468,100	2,468,100	2,468,100
Total Local Revenue	46,350,524	47,267,900	47,267,900	50,380,300	50,243,400	50,604,900
150 Budgetary Aid/Grants	75,929,259	79,224,900	79,224,900	78,000,000	78,000,000	78,000,000
TOTAL REVENUE	122,279,783	126,492,800	126,492,800	128,380,300	128,243,400	128,604,900

ABSTRACT OF ACTUAL EXPENDITURE 2015 - 2016

APPROVED & REVISED 2016/2017 AND ESTIMATED EXPENDITURE 2019/2020

VOTES & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
05 POLICE SERVICE	5,789,994	6,266,700	6,201,400	5,866,000	5,992,600	6,074,900
07 LEGAL	1,420,741	1,739,100	1,509,100	1,861,200	1,632,900	1,677,700
08 MAGISTRATE'S COURT SERVICE	282,130	339,200	339,200	328,300	304,400	334,400
09 SUPREME COURT	579,364	712,900	712,900	675,800	733,400	741,200
10 LEGISLATURE	2,145,460	1,473,400	1,473,400	1,424,400	1,369,800	1,408,500
11 AUDIT OFFICE	-	1,258,000	1,138,000	1,164,700	1,214,700	1,250,800
12 OFFICE OF THE DEPUTY GOVERNOR	28,606,844	31,937,900	31,937,900	31,023,100	31,059,100	31,262,600
13 PUBLIC PROSECUTION	496,514	649,200	649,200	649,900	653,400	675,100
15 OFFICE OF THE PREMIER	11,917,276	17,244,600	17,769,900	17,008,900	16,441,000	16,121,600
20 MINISTRY OF FINANCE & ECONOMIC MGMNT	10,911,898	12,661,800	12,661,800	20,157,400	20,080,500	20,151,500
30 MINISTRY OF AGRICULTURE	5,022,209	6,418,100	6,298,100	5,752,800	5,965,800	6,035,600
35 MINISTRY OF COMMUNICATIONS, WORKS & LABOUR	18,946,460	14,224,300	14,124,300	13,393,300	13,413,900	13,455,200
40 MINISTRY OF EDUCATION, YOUTH AFFAIRS AND SPORTS	9,807,525	10,877,300	10,987,300	9,854,200	10,039,000	9,979,800
45 MINISTRY OF HEALTH AND SOCIAL SERVICES	19,885,134	21,350,300	21,350,300	19,220,300	19,341,300	19,441,800
TOTAL EXPENDITURE	115,811,548	127,152,800	127,152,800	128,380,300	128,241,800	128,610,700

SUMMARY OF REVENUE - 2015/2016 - 2019/2020

VOTES & DETAILS		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
05	POLICE	387,266	282,600	282,600	282,600	282,600	282,600
08	MAGISTRATE'S COURT	44,355	40,000	40,000	40,000	40,000	40,000
09	SUPREME COURT	43,346	15,500	15,500	15,500	15,500	15,500
10	LEGISLATURE	5,278	800	800	800	800	800
11	AUDIT OFFICE	1,850	25,000	25,000	25,000	25,000	25,000
12	OFFICE OF THE DEPUTY GOVERNOR	224,768	271,100	271,100	271,100	271,100	271,100
15	OFFICE OF THE PREMIER	208,836	150,000	150,000	210,000	210,000	210,000
20	MINISTRY OF FINANCE & ECONOMIC MGMNT	116,410,431	119,699,600	119,699,600	121,558,600	121,407,600	121,759,100
30	MINISTRY OF AGRICULTURE	864,211	1,073,600	1,073,600	1,074,800	1,074,900	1,074,900
35	MINISTRY OF COMMUNICATIONS, WORKS & LABOUR	3,219,294	4,048,800	4,048,800	4,006,100	4,020,100	4,030,100
40	MINISTRY OF EDUCATION, YOUTH AFFAIRS AND SPORTS	287,364	380,000	380,000	390,000	390,000	390,000
45	MINISTRY OF HEALTH AND SOCIAL SERVICES	582,784	505,800	505,800	505,800	505,800	505,800
TOTAL REVENUE		122,279,783	126,492,800	126,492,800	128,380,300	128,243,400	128,604,900

SUMMARY OF CAPITAL EXPENDITURE 2015/2016 - 2019/2020

VOTES & DETAILS		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
12	OFFICE OF THE DEPUTY GOVERNOR	696,663	2,480,800	2,480,800	2,194,000	-	-
15	OFFICE OF THE PREMIER	5,160,253	4,719,900	5,111,500	4,189,300	-	-
20	MINISTRY OF FINANCE	9,314,562	15,034,800	14,742,500	12,679,300	-	-
30	AGRICULTURE	1,867,176	2,942,100	2,992,900	3,806,600	-	-
35	COMMUNICATIONS, WORKS & LABOUR	6,831,717	13,144,500	13,709,400	7,620,300	-	-
40	EDUCATION, YOUTH AFFAIRS AND SPORTS	870,771	-	250,000	111,800	-	-
45	HEALTH AND SOCIAL SERVICES	21,196	393,200	393,200	535,700	-	-
TOTAL CAPITAL EXPENDITURE		24,762,338	38,715,300	39,680,300	31,137,000	-	-

SUMMARY OF RECURRENT EXPENDITURE 2015/2016 - 2019/2020

VOTES & DETAILS		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
05	POLICE	5,789,994	6,266,700	6,201,400	5,866,000	5,992,600	6,074,900
07	LEGAL	1,420,741	1,739,100	1,509,100	1,861,200	1,632,900	1,677,700
08	MAGISTRATE'S COURT	282,130	339,200	339,200	328,300	304,400	334,400
09	SUPREME COURT	579,364	712,900	712,900	675,800	733,400	741,200
10	LEGISLATURE	2,145,460	1,473,400	1,473,400	1,424,400	1,369,800	1,408,500
11	AUDIT OFFICE	-	1,258,000	1,138,000	1,164,700	1,214,700	1,250,800
12	OFFICE OF THE DEPUTY GOVERNOR	28,606,844	31,937,900	31,937,900	31,023,100	31,059,100	31,262,600
13	PUBLIC PROSECUTION	496,514	649,200	649,200	649,900	653,400	675,100
15	OFFICE OF THE PREMIER	11,917,276	17,244,600	17,769,900	17,008,900	16,441,000	16,121,600
20	MINISTRY OF FINANCE & ECONOMIC MGMNT	10,911,898	12,661,800	12,661,800	20,157,400	20,080,500	20,151,500
30	MINISTRY OF AGRICULTURE	5,022,209	6,418,100	6,298,100	5,752,800	5,965,800	6,035,600
35	MINISTRY OF COMMUNICATIONS, WORKS & LABOUR	18,946,460	14,224,300	14,124,300	13,393,300	13,413,900	13,455,200
40	MINISTRY OF EDUCATION, YOUTH AFFAIRS AND SPORTS	9,807,525	10,877,300	10,987,300	9,854,200	10,039,000	9,979,800
45	MINISTRY OF HEALTH AND SOCIAL SERVICES	19,885,134	21,350,300	21,350,300	19,220,300	19,341,300	19,441,800
TOTAL EXPENDITURE		115,811,548	127,152,800	127,152,800	128,380,300	128,241,800	128,610,700

SUMMARY OF CAPITAL & RECURRENT EXPENDITURE 2015/2016 - 2019/2020

VOTES & DETAILS		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
05	POLICE	5,789,994	6,266,700	6,201,400	5,866,000	5,992,600	6,074,900
07	LEGAL	1,420,741	1,739,100	1,509,100	1,861,200	1,632,900	1,677,700
08	MAGISTRATE'S COURT	282,130	339,200	339,200	328,300	304,400	334,400
09	SUPREME COURT	579,364	712,900	712,900	675,800	733,400	741,200
10	LEGISLATURE	2,145,460	1,473,400	1,473,400	1,424,400	1,369,800	1,408,500
11	AUDIT OFFICE	-	1,258,000	1,138,000	1,164,700	1,214,700	1,250,800
12	OFFICE OF THE DEPUTY GOVERNOR	29,303,507	34,418,700	34,418,700	33,217,100	31,059,100	31,262,600
13	PUBLIC PROSECUTION	496,514	649,200	649,200	649,900	653,400	675,100
15	OFFICE OF THE PREMIER	17,077,529	21,964,500	22,881,400	21,198,200	16,441,000	16,121,600
20	MINISTRY OF FINANCE & ECONOMIC MGMNT	20,226,461	27,696,600	27,404,300	32,836,700	20,080,500	20,151,500
30	MINISTRY OF AGRICULTURE	6,889,385	9,360,200	9,291,000	9,559,400	5,965,800	6,035,600
35	MINISTRY OF COMMUNICATIONS, WORKS & LABOUR	25,778,177	27,368,800	27,833,700	21,013,600	13,413,900	13,455,200
40	MINISTRY OF EDUCATION, YOUTH AFFAIRS AND SPORTS	10,678,295	10,877,300	11,237,300	9,966,000	10,039,000	9,979,800
45	MINISTRY OF HEALTH AND SOCIAL SERVICES	19,906,329	21,743,500	21,743,500	19,756,000	19,341,300	19,441,800
TOTAL EXPENDITURE		140,573,886	165,868,100	166,833,100	159,517,300	128,241,800	128,610,700

SUMMARY OF RECURRENT REVENUE BY PROGRAMME 2015/2016 - 2019/2020

HEADS & DETAILS		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
051	POLICING SERVICES	387,266	282,600	282,600	282,600	282,600	282,600
080	MAGISTRATE'S COURT SERVICES	44,355	40,000	40,000	40,000	40,000	40,000
090	SUPREME COURT SERVICES	43,346	15,500	15,500	15,500	15,500	15,500
100	LEGISLATURE	5,278	800	800	800	800	800
110	AUDIT OFFICE	1,850	25,000	25,000	25,000	25,000	25,000
120	OFFICE OF THE DEPUTY GOVERNOR	208,970	270,000	270,000	270,000	270,000	270,000
121	HUMAN RESOURCES	14,838	-	-	-	-	-
123	DEFENCE FORCE	960	1,100	1,100	1,100	1,100	1,100
152	BROADCASTING	208,836	150,000	150,000	210,000	210,000	210,000
200	STRATEGIC MANAGEMENT & ADMINISTRATION	45,640	-	-	10,000	10,000	10,000
203	FISCAL POLICY & ECONOMIC MANAGEMENT	76,915,918	80,249,900	80,249,900	79,025,000	79,025,000	79,025,000
205	TREASURY MANAGEMENT	1,355,048	167,500	167,500	207,500	207,500	207,500
206	CUSTOMS & REVENUE SERVICES	37,741,583	39,036,700	39,036,700	41,985,600	41,834,600	42,186,100
207	POSTAL SERVICES	352,242	245,500	245,500	330,500	330,500	330,500
300	STRATEGIC ADMINISTRATION AND PLANNING	200,546	318,000	318,000	318,000	318,000	318,000
301	AGRICULTURAL SERVICES	47,928	69,000	69,000	70,200	70,200	70,200
302	LAND ADMINISTRATION	563,164	624,000	624,000	624,000	624,000	624,000
303	PHYSICAL PLANNING & DEVELOPMENT SERVICES	46,069	55,200	55,200	55,200	55,300	55,300
306	TRADE, INVESTMENT & BUREAU FOR STANDARDS & QUALITY	6,504	7,400	7,400	7,400	7,400	7,400
350	STRATEGIC MANAGEMENT AND ADMINISTRATION	2,598,740	2,821,800	2,821,800	2,729,100	2,739,100	2,749,100
351	INFRASTRUCTURE SERVICES	23,518	50,000	50,000	50,000	50,000	50,000
352	PLANT HIRE AND MECHANICAL SERVICES	175,962	630,000	630,000	680,000	680,000	680,000
353	AIRPORT MANAGEMENT & OPERATION	217,774	377,000	377,000	377,000	381,000	381,000
355	INDUSTRIAL RELATIONS & EMPLOYMENT SERVICES	203,300	170,000	170,000	170,000	170,000	170,000
400	STRATEGIC MANAGEMENT, ADMINISTRATION, AND SUPPORT	287,364	380,000	380,000	390,000	390,000	390,000
450	STRATEGIC MANAGEMENT & ADMINISTRATION	423,661	425,800	425,800	425,800	425,800	425,800
454	SOCIAL SERVICES	159,123	80,000	80,000	80,000	80,000	80,000
	TOTAL EXPENDITURE	122,483,083	126,492,800	126,492,800	128,380,300	128,243,400	128,604,900

SUMMARY OF RECURRENT REVENUE 2015/2016 - 2019/2020

SUBHDS & DETAILS		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
051	122	83,450	64,600	64,600	64,600	64,600	64,600
051	122	2,525	3,000	3,000	3,000	3,000	3,000
051	122	125,600	110,000	110,000	110,000	110,000	110,000
051	130	175,191	100,000	100,000	100,000	100,000	100,000
051	130	-	5,000	5,000	5,000	5,000	5,000
051	130	500	-	-	-	-	-
080	130	44,355	40,000	40,000	40,000	40,000	40,000
090	130	1,285	1,500	1,500	1,500	1,500	1,500
090	130	37,579	10,000	10,000	10,000	10,000	10,000
090	160	4,482	4,000	4,000	4,000	4,000	4,000
100	160	5,278	800	800	800	800	800
110	130	1,850	25,000	25,000	25,000	25,000	25,000
120	130	208,970	270,000	270,000	270,000	270,000	270,000
121	145	14,838	-	-	-	-	-
123	130	-	100	100	100	100	100
123	160	960	1,000	1,000	1,000	1,000	1,000
152	130	208,836	150,000	150,000	210,000	210,000	210,000
200	160	45,640	-	-	10,000	10,000	10,000
203	122	-	100	100	100	100	100
203	130	-	2,300	2,300	2,300	2,300	2,300
203	130	-	600	600	600	600	600
203	130	148,081	150,000	150,000	150,000	150,000	150,000
203	130	141,370	90,000	90,000	90,000	90,000	90,000
203	135	50,295	44,000	44,000	44,000	44,000	44,000
203	135	-	160,000	160,000	160,000	160,000	160,000
203	135	-	55,000	55,000	55,000	55,000	55,000
203	135	214,909	120,000	120,000	120,000	120,000	120,000
203	150	75,929,259	79,224,900	79,224,900	78,000,000	78,000,000	78,000,000
203	160	-	4,000	4,000	4,000	4,000	4,000
203	160	432,003	385,000	385,000	385,000	385,000	385,000
203	160	-	14,000	14,000	14,000	14,000	14,000
205	120	120,283	60,000	60,000	100,000	100,000	100,000
205	122	65	-	-	-	-	-
205	135	38,236	48,500	48,500	48,500	48,500	48,500
205	140	3,899	-	-	-	-	-
205	145	903,697	15,000	15,000	15,000	15,000	15,000
205	145	247,255	20,000	20,000	20,000	20,000	20,000
205	160	15,309	24,000	24,000	24,000	24,000	24,000
205	160	26,303	-	-	-	-	-
206	110	3,324,873	3,259,600	3,259,600	3,500,000	3,550,000	3,370,300
206	110	11,905,620	12,287,400	12,287,400	13,000,000	13,120,000	13,350,000
206	110	826,139	800,000	800,000	940,000	940,000	940,000
206	115	691,588	920,000	920,000	720,000	730,000	740,000
206	120	42,233	55,000	55,000	65,000	65,000	65,000
206	120	205,959	217,000	217,000	255,000	255,000	255,000
206	120	449,380	389,600	389,600	450,000	450,000	450,000
206	120	488,077	960,000	960,000	1,850,000	1,300,000	1,350,000
206	125	6,328,208	6,165,300	6,165,300	6,735,000	6,810,000	6,900,000
206	125	10,998,189	11,542,200	11,542,200	11,920,000	12,064,000	12,215,200
206	125	1,058,094	910,000	910,000	910,000	910,000	910,000
206	129	634,064	940,000	940,000	800,000	800,000	800,000
206	130	6,583	3,600	3,600	3,600	3,600	3,600
206	130	240,515	237,000	237,000	237,000	237,000	237,000
206	130	1,000	-	-	-	-	-
206	135	527,490	350,000	350,000	600,000	600,000	600,000
206	160	12,363	-	-	-	-	-
206	160	1,208	-	-	-	-	-
207	130	403	3,500	3,500	500	500	500
207	160	3,959	7,000	7,000	7,000	7,000	7,000
207	160	251,330	225,000	225,000	255,000	255,000	255,000
207	160	96,551	10,000	10,000	68,000	68,000	68,000
300	122	187,126	300,000	300,000	300,000	300,000	300,000
300	122	80	-	-	-	-	-
300	130	12,750	18,000	18,000	18,000	18,000	18,000

300	160	General Receipts	590	-	-	-	-	-
301	160	Hire of Agricultural Equip.	7,734	10,000	10,000	10,000	10,000	10,000
301	160	Plant Propagation	9,945	15,000	15,000	16,200	16,200	16,200
301	160	Sale of Trees	5,885	4,000	4,000	4,000	4,000	4,000
301	160	Livestock Slaughtering Fees	-	20,000	20,000	20,000	20,000	20,000
301	160	Other Receipts	24,365	20,000	20,000	20,000	20,000	20,000
302	120	Stamp Duty	261,223	360,000	360,000	360,000	360,000	360,000
302	130	Advertising Fees	9,185	7,000	7,000	7,000	7,000	7,000
302	130	Registration of Titles	120,284	150,000	150,000	150,000	150,000	150,000
302	160	Sale of Government Lands	63,800	30,000	30,000	30,000	30,000	30,000
302	160	Sale of Maps etc.	7,953	17,000	17,000	17,000	17,000	17,000
302	160	Lease of Government Lands	100,720	60,000	60,000	60,000	60,000	60,000
303	130	Electricity Inspection Fees	21,785	29,600	29,600	29,600	29,700	29,700
303	130	Planning Application Fees	23,150	20,600	20,600	20,600	20,600	20,600
303	130	Sand Mining Fees	420	2,000	2,000	2,000	2,000	2,000
303	130	GIS User Fees	714	1,000	1,000	1,000	1,000	1,000
303	130	Other Fees Fines and Permits	-	2,000	2,000	2,000	2,000	2,000
306	122	Trade Licenses	6,504	7,000	7,000	7,000	7,000	7,000
306	122	Import Licenses	-	400	400	400	400	400
350	122	Driver's Licenses	290,717	300,000	300,000	300,000	300,000	300,000
350	122	Motor Vehicle Licenses	1,132,783	1,150,000	1,150,000	1,300,000	1,310,000	1,320,000
350	122	Telecom. Licenses	790,080	997,600	997,600	750,000	750,000	750,000
350	125	Int'l Communication	138,458	150,000	150,000	150,000	150,000	150,000
350	130	Royalties: Internet Domain	172,966	175,900	175,900	200,000	200,000	200,000
350	135	Rents, Interests, Dividends	46,200	25,200	25,200	6,000	6,000	6,000
350	160	Sale of Condemned Stores	-	3,000	3,000	3,000	3,000	3,000
350	160	Sale of Unallocated Stores	-	100	100	100	100	100
350	160	Re-saleable Stock	27,536	20,000	20,000	20,000	20,000	20,000
351	160	Hot Mix Plant Operation	23,518	50,000	50,000	50,000	50,000	50,000
352	130	PWD Laboratory	2,140	20,000	20,000	20,000	20,000	20,000
352	160	Mechanical Spares	10,025	10,000	10,000	10,000	10,000	10,000
352	160	Plant & Workshop	163,797	600,000	600,000	650,000	650,000	650,000
353	130	Aircraft Landing Charges	46,630	55,000	55,000	55,000	55,000	55,000
353	130	Airport Security Charge	82,055	110,000	110,000	110,000	110,000	110,000
353	130	Scenic Flights	-	150,000	150,000	150,000	150,000	150,000
353	135	Concessions Rental- Airport	24,976	12,000	12,000	12,000	16,000	16,000
353	160	Navigational Charges	64,113	50,000	50,000	50,000	50,000	50,000
355	130	Work Permit Fees	203,300	170,000	170,000	170,000	170,000	170,000
400	120	Student Permit Fees	2,300	-	-	-	-	-
400	122	Universities & Colleges	13,441	-	-	-	-	-
400	135	Miscellaneous Rents, Interest, Dividends	-	70,000	70,000	80,000	80,000	80,000
400	160	Nursery School Receipts	83,695	105,000	105,000	105,000	105,000	105,000
400	160	School Bus Repayments	96,508	60,000	60,000	60,000	60,000	60,000
400	160	School Bus Receipts	38,938	80,000	80,000	80,000	80,000	80,000
400	160	School Feeding	42,500	60,000	60,000	60,000	60,000	60,000
400	160	Library	9,983	5,000	5,000	5,000	5,000	5,000
450	130	Cemetery Dues	390	800	800	800	800	800
450	160	Hospital Receipts	423,271	425,000	425,000	425,000	425,000	425,000
454	145	Reimbursements	159,123	80,000	80,000	80,000	80,000	80,000
		TOTAL REVENUE	122,279,783	126,492,800	126,492,800	128,380,300	128,243,400	128,604,900

SUMMARY OF RECURRENT EXPENDITURE BY PROGRAMME 2015/2016 - 2019/2020

HEADS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
050 FIRE FIGHTING AND RESCUE SERVICE	1,311,342	1,372,800	1,372,800	1,288,800	1,335,100	1,354,600
051 POLICING SERVICES	4,358,583	4,715,200	4,656,900	4,420,900	4,500,100	4,561,800
052 FINANCIAL CRIME AND ANALYSIS UNIT	120,068	178,700	171,700	156,300	157,400	158,500
070 ADMINISTRATION OF JUSTICE	1,420,741	1,739,100	1,509,100	1,861,200	1,632,900	1,677,700
080 MAGISTRATE'S COURT SERVICES	282,130	339,200	339,200	328,300	304,400	334,400
090 SUPREME COURT SERVICES	579,364	712,900	712,900	675,800	733,400	741,200
100 LEGISLATURE	995,844	1,022,600	1,022,600	953,000	925,400	955,300
101 CONSTITUTION COMMISSION SECRETARIAT	150,817	282,800	290,700	303,400	276,400	285,200
102 AUDIT	838,312	-	-	-	-	-
103 OFFICE OF THE OPPOSITION	160,487	168,000	160,100	168,000	168,000	168,000
110 AUDIT OFFICE	-	1,258,000	1,138,000	1,164,700	1,214,700	1,250,800
120 OFFICE OF THE DEPUTY GOVERNOR	14,437,570	14,131,700	14,386,700	14,392,900	14,421,900	14,461,900
121 HUMAN RESOURCES	5,367,096	8,493,800	8,597,300	13,562,800	13,597,300	13,651,900
122 PRISON SERVICES	1,175,640	1,243,700	1,173,300	1,293,900	1,312,800	1,395,800
123 DEFENCE FORCE	86,937	96,200	146,200	98,500	101,500	101,500
124 DISASTER MGMT COORDINATION AGENCY	7,237,031	7,644,800	7,307,700	1,349,700	1,298,300	1,323,200
125 GOVERNOR	302,570	327,700	326,700	325,300	327,300	328,300
130 PUBLIC PROSECUTION	496,514	649,200	649,200	649,900	653,400	675,100
150 STRATEGIC MANAGEMENT AND ADMINISTRATION	3,616,242	9,688,500	10,331,300	10,091,300	9,578,000	9,190,200
152 BROADCASTING	946,811	1,158,800	1,207,000	1,053,200	1,028,900	1,062,600
153 EXTERNAL AFFAIRS & TRADE	5,333,187	4,295,400	4,179,600	4,088,100	4,081,300	4,088,100
154 DEVELOPMENT PLANNING AND POLICY CO-ORDINATION	291,402	305,000	257,500	-	-	-
155 INFORMATION TECHNOLOGY & E-GOVERNMENT SERVICES	1,729,634	1,796,900	1,794,500	1,776,300	1,752,800	1,780,700
200 STRATEGIC MANAGEMENT & ADMINISTRATION	1,811,411	2,568,700	2,790,200	9,581,600	9,481,700	9,495,200
203 FISCAL POLICY & ECONOMIC MANAGEMENT	3,166,943	3,480,000	3,447,000	3,785,400	3,983,000	3,989,200
204 STATISTICAL MANAGEMENT	526,393	765,900	577,400	742,200	748,300	754,400
205 TREASURY MANAGEMENT	961,369	1,024,100	1,024,100	1,032,600	1,038,500	1,049,300
206 CUSTOMS & REVENUE SERVICES	3,645,228	3,925,800	3,925,800	4,100,700	3,898,500	3,906,500
207 POSTAL SERVICES	485,018	507,500	507,500	511,400	515,600	520,900
208 INTERNAL AUDIT	315,536	389,800	389,800	403,500	414,900	436,000
300 STRATEGIC ADMINISTRATION AND PLANNING	1,159,545	1,661,100	1,709,800	1,280,000	1,312,900	1,320,100
301 AGRICULTURAL SERVICES	1,489,604	1,687,000	1,825,000	1,630,100	1,666,200	1,659,300
302 LAND ADMINISTRATION	546,325	702,100	622,100	560,400	644,500	711,700
303 PHYSICAL PLANNING & DEVELOPMENT SERVICES	513,107	651,000	613,200	603,200	631,200	640,200
304 ENVIRONMENTAL MANAGEMENT	765,472	946,300	833,700	871,800	905,300	873,900
305 HOUSING POLICY & SUPPORT SERVICES	413,015	557,800	529,300	574,500	570,000	591,700
306 TRADE, INVESTMENT & BUREAU FOR STANDARDS & QUALITY	135,141	212,800	165,000	232,800	235,700	238,700
350 STRATEGIC MANAGEMENT AND ADMINISTRATION	8,360,672	3,156,000	2,953,400	2,648,900	2,636,600	2,649,600
351 INFRASTRUCTURE SERVICES	5,172,990	5,431,400	5,481,400	5,313,600	5,304,300	5,266,800
352 PLANT HIRE AND MECHANICAL SERVICES	3,127,649	3,204,700	3,246,700	3,090,000	3,111,400	3,143,200
353 AIRPORT MANAGEMENT & OPERATION	2,017,578	2,137,300	2,135,900	2,039,300	2,065,000	2,085,100
355 INDUSTRIAL RELATIONS & EMPLOYMENT SERVICES	267,570	294,900	306,900	301,500	296,600	310,500
400 STRATEGIC MANAGEMENT, ADMINISTRATION, AND SUPPORT	2,982,888	3,350,400	3,476,000	2,104,200	2,171,200	2,108,500
401 PRIMARY EDUCATION	1,454,314	1,627,400	1,630,900	1,803,000	1,834,300	1,861,000
402 SECONDARY EDUCATION	2,722,906	3,166,600	3,129,700	3,300,800	3,374,400	3,337,900
403 LIBRARY AND INFORMATION SERVICES	359,456	363,200	333,200	347,300	350,300	354,300
404 EARLY CHILDHOOD EDUCATION	844,748	889,800	843,800	844,800	852,600	860,400
406 YOUTH AFFAIRS AND SPORTS	1,443,213	1,479,900	1,573,700	1,454,100	1,456,200	1,457,700
450 STRATEGIC MANAGEMENT & ADMINISTRATION	3,618,335	3,288,800	3,371,800	1,074,000	1,101,300	1,085,000
451 PRIMARY HEALTH CARE	1,899,615	2,341,300	2,280,300	2,329,700	2,328,100	2,367,600
452 SECONDARY HEALTH CARE	7,731,366	8,325,500	8,356,500	8,351,500	8,409,300	8,467,200
454 SOCIAL SERVICES	5,137,595	5,862,600	5,827,600	5,949,600	5,981,100	5,994,800
455 ENVIRONMENTAL HEALTH	1,498,223	1,532,100	1,514,100	1,515,500	1,521,500	1,527,200
TOTAL EXPENDITURE	115,811,548	127,152,800	127,152,800	128,380,300	128,241,800	128,610,700

VOTES & DETAILS		SALARIES	WAGES	ALLOWNCS	BENEFITS	SERVICES	TOTAL
05	POLICE	3,967,600	-	711,100	-	1,187,300	5,866,000
07	LEGAL	649,500	-	633,600	-	578,100	1,861,200
08	MAGISTRATE'S COURT	138,100	-	120,600	19,400	50,200	328,300
09	SUPREME COURT	376,400	-	127,600	-	171,800	675,800
10	LEGISLATURE	646,000	164,800	186,100	-	427,500	1,424,400
11	AUDIT OFFICE	706,300	11,000	194,200	17,600	235,600	1,164,700
12	OFFICE OF THE DEPUTY GOVERNOR	2,835,000	125,100	472,400	11,428,600	16,162,000	31,023,100
13	PUBLIC PROSECUTION	319,900	-	237,900	-	92,100	649,900
15	OFFICE OF THE PREMIER	1,968,300	58,500	403,000	-	14,579,100	17,008,900
20	MINISTRY OF FINANCE & ECONOMIC MGMNT	4,159,000	-	920,400	-	15,078,000	20,157,400
30	MINISTRY OF AGRICULTURE	3,310,400	19,200	646,800	40,600	1,735,800	5,752,800
35	MINISTRY OF COMMUNICATIONS, WORKS & LABOUR	5,429,900	-	1,000,800	75,200	6,887,400	13,393,300
40	MINISTRY OF EDUCATION, YOUTH AFFAIRS AND SPORTS	5,876,300	236,200	389,500	71,900	3,280,300	9,854,200
45	MINISTRY OF HEALTH AND SOCIAL SERVICES	7,146,700	47,000	1,463,600	143,900	10,419,100	19,220,300
TOTAL EXPENDITURE		37,529,400	661,800	7,507,600	11,797,200	70,884,300	128,380,300

SUBHDS & DETAILS		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
210	Salaries	35,006,481	39,636,600	37,765,100	37,529,400	38,238,000	39,227,600
212	Wages	796,210	688,100	746,100	661,800	664,700	667,400
216	Allowances	6,005,515	7,237,200	6,890,400	7,507,600	7,518,700	7,491,400
218	Pensions & Gratuities	12,043,769	11,455,700	11,799,100	11,797,200	12,027,000	11,834,000
220	Local Travel	41,285	67,600	62,200	67,300	66,700	66,700
222	International Travel & Subsistence	860,333	798,200	1,035,100	890,900	874,900	869,000
224	Utilities	2,555,409	3,068,200	2,535,800	2,528,000	2,529,000	2,499,000
226	Communication Expenses	767,001	911,500	983,500	913,500	913,500	904,500
228	Supplies & Materials	2,794,288	2,911,600	2,968,100	2,945,900	2,944,100	2,938,100
229	Furniture Equipment and Resources	4,556,079	4,562,900	5,420,900	2,955,800	3,115,600	3,136,000
230	Uniform/Protective Clothing	293,513	303,300	347,600	310,400	304,400	304,400
232	Maintenance Services	6,995,208	7,426,800	7,735,600	7,624,600	7,615,200	7,603,700
234	Rental of Assets	1,142,043	1,154,600	1,257,100	1,256,360	1,256,360	1,220,360
236	Professional Services and Fees	6,670,013	10,805,200	11,631,700	16,212,040	15,120,140	14,859,540
238	Insurance	426,663	446,100	446,100	490,900	490,900	490,900
240	Hosting & Entertainment	46,702	40,000	44,900	61,400	61,400	41,400
242	Training	2,535,344	2,541,800	2,639,600	2,643,800	2,641,800	2,641,800
244	Advertising	40,629	43,000	187,100	184,600	71,600	41,600
246	Printing & Binding	206,532	230,300	1,313,300	255,800	240,800	230,800
260	Grants & Contributions	6,765,625	6,318,900	6,170,800	6,807,500	6,807,500	6,807,500
261	Subventions	16,286,446	17,364,100	15,842,100	15,575,400	15,575,400	15,575,400
265	Social Protection	4,262,742	3,881,300	4,116,300	3,761,300	3,761,300	3,761,300
266	Health Care Promotion	217,318	180,000	201,000	204,000	204,000	204,000
270	Revenue Refunds	1,483,815	1,505,500	1,503,500	1,505,500	1,505,500	1,505,500
272	Claims against Government	466,427	395,000	349,000	395,800	395,800	395,800
273	MALHE Activities	458,464	516,000	591,000	516,000	516,000	516,000
274	Emergency Expenditure	352,786	200,000	200,000	200,000	200,000	200,000
275	Sundry Expenses	351,739	584,700	390,200	636,400	642,400	637,900
276	Culture	23,807	10,000	10,000	10,000	10,000	10,000
280	Programme Production & Promotion	120,328	141,900	159,600	138,900	136,900	136,900
281	Minor Works	97,965	139,000	244,500	249,500	249,500	249,500
282	Re-saleable Stock	124,661	80,000	80,000	80,000	80,000	80,000
283	Environmental Protection	321,000	340,000	300,000	300,000	300,000	300,000
284	Law Enforcement	58,605	89,000	106,800	89,000	89,000	89,000
290	Debt Servicing - Domestic	2,787	329,400	329,400	324,400	324,400	324,400
292	Debt Servicing - Foreign	501,664	502,000	502,000	502,000	502,000	502,000
293	Debt Servicing - Interest	132,352	247,300	247,300	247,300	247,300	247,300
	TOTAL EXPENDITURE	115,811,548	127,152,800	127,152,800	128,380,300	128,241,800	128,610,700

SUMMARY OF CAPITAL EXPENDITURE BY MINISTRY 2015/2016 - 2019/2020

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
12- OFFICE OF THE DEPUTY GOVERNOR								
01A	DFID	PSR2/3	518,622	2,000,000	2,000,000	1,540,800	-	-
02A	DFID	Capacity Development Fund	178,041	300,000	300,000	472,400	-	-
04A	DFID	Disaster Preparedness Repairs	-	180,800	180,800	180,800	-	-
TOTAL CAPITAL EXPENDITURE			696,663	2,480,800	2,480,800	2,194,000	-	-
15 - OFFICE OF THE PREMIER								
32A	GOM	Media Exchange Development	573,245	-	1,036,300	1,036,300	-	-
99A	DFID	Tourism Management & Development Consultanc	395,100	-	-	-	-	-
02A	UNDP	Environmental Remediation & Protection	-	51,000	105,300	-	-	-
02A	DFID	MDC Operations 2012	2,570,594	-	-	-	-	-
74A	EU	ICT	1,228,381	1,377,600	571,600	31,600	-	-
56A	LOCAL	BNTF 6/7	392,934	-	107,000	-	-	-
67A	EU	Fibre Optic Cable Phase 2	-	3,000,000	3,000,000	3,000,000	-	-
31A	DFID	Cemetary Establishment	-	270,800	270,800	100,900	-	-
73A	DFID	Access Transport Coordinator	-	20,500	20,500	20,500	-	-
TOTAL CAPITAL EXPENDITURE			5,160,253	4,719,900	5,111,500	4,189,300	-	-
20 - MINISTRY OF FINANCE & ECONOMIC MGMNT								
78A	EU	Project Management	512,107	1,000,000	1,117,600	800,000	-	-
32A	DFID	Education Infastructure	388,295	-	6,000	-	-	-
61A	DFID	Government Accomodation	2,223,873	41,600	125,700	-	-	-
33A	DFID	Census 2012	-	157,400	157,400	157,400	-	-
24A	DFID	Miscellaneous (Small Capital) 14	301,614	-	-	-	-	-
37A	DFID	Hospital Redevelopment	1,596,297	200,000	200,000	78,100	-	-
70A	EU	Miscellaneous 14	744,794	500,000	250,000	677,200	-	-
71A	DFID	MUL GENSET	-	8,296,500	8,296,500	4,091,000	-	-
72A	EU	LookOut Housing Force 10	842,590	393,200	393,200	393,200	-	-
73A	EU	Credit Union Support to Housing	1,000,000	-	-	-	-	-
74A	EU	Davy Hill	-	1,300,000	1,300,000	1,300,000	-	-
98A	DFID	Sea Denfenses	-	-	-	1,996,300	-	-
78A	EU	Port Development	-	1,026,100	1,026,100	1,026,100	-	-
77A	EU	Economic Infastructure Development	639,992	2,000,000	1,750,000	1,500,000	-	-
76A	EU	Water Course Embankment Protection	265,000	-	-	-	-	-
75A	EU	Promotion and Development	800,000	-	-	-	-	-
00A	DFID	M/Rat Priority Infastructure Needs -RDEL	-	120,000	120,000	660,000	-	-
TOTAL CAPITAL EXPENDITURE			9,314,562	15,034,800	14,742,500	12,679,300	-	-

30 - AGRICULTURE

60A	DARWII	DARWIN Initiatives Post Project	163,878	-	-	-	-	-
62A	EU	Abattoir (Mahle) (Equipping Abattoir)	84,100	93,500	93,500	3,600	-	-
63A	EU	Social Housing Programme	1,405,000	595,000	595,000	-	-	-
93A	DFID	Emergency Shelters	138,890	358,200	358,200	500,000	-	-
96A	DFID	Social Housing	75,308	1,795,400	1,795,400	3,276,800	-	-
10A	GWG	Tree Seed	-	-	-	7,500	-	-
01A	EU	Agriculture Infrastructure Development	-	100,000	100,000	8,800	-	-
05A	RSPB	Embedding Capacity for Invasive Ali	-	-	50,800	9,900	-	-
TOTAL CAPITAL EXPENDITURE			1,867,176	2,942,100	2,992,900	3,806,600	-	-

35 - COMMUNICATIONS, WORKS & LABOUR

71A	DFID	Geothermal Exploration	3,057,739	3,777,400	3,777,400	631,100	-	-
76A	DFID	Support to Public Works Strategic Development	167,142	274,300	274,300	-	-	-
78A	DFID	Aeronautical Project	-	1,224,100	1,224,100	214,300	-	-
79A	EU	Energy	-	3,000,000	3,000,000	2,687,400	-	-
80A	EU	Ferry Terminal Upgrade	175,000	-	-	-	-	-
90A	DFID	Water Supply Infrastructure Upgrade	820,000	725,100	725,100	185,600	-	-
92A	DFID	Liquid Waste Management	503,531	1,122,600	1,122,600	1,802,700	-	-
98A	DFID	Sea Defences	-	1,113,500	1,113,500	-	-	-
88A	DFID	Roads & Bridges	1,496,603	1,043,600	1,443,400	631,600	-	-
	DFID	Electricity Distribution Network Upgrade	-	863,900	863,900	512,200	-	-
89A	CDB	Infrastructure Improvement Assist.	611,703	-	115,100	-	-	-
	LOCAL	National, Information, Communication and Techno	-	-	50,000	955,400	-	-
TOTAL CAPITAL EXPENDITURE			6,831,717	13,144,500	13,659,400	7,620,300	-	-

40 - EDUCATION, YOUTH AFFAIRS AND SPORTS

06A	UNICEF	Early Childhood Development	16,850	-	-	-	-	-
09A	CDB	Teacher Enhancement Project	90,021	-	-	-	-	-
87A	GOM	Montserrat Secondary School (MSS) Rehabilitation	763,900	-	-	-	-	-
	EU	Youth Programme	-	-	250,000	111,800	-	-
TOTAL CAPITAL EXPENDITURE			870,771	-	250,000	111,800	-	-

45 - Health and Social Services

44A	UNICEF	Child Safeguarding and Protection	21,196	22,000	22,000	66,000	-	-
91A	DFID	Solid Waste Management	-	371,200	371,200	319,600	-	-
107A	PAHO	Health Development Programme	-	-	-	150,100	-	-
TOTAL CAPITAL EXPENDITURE			21,196	393,200	393,200	535,700	-	-
TOTAL CAPITAL EXPENDITURE			24,762,338	38,715,300	39,630,300	31,137,000	-	-

ANNEX

Allocation by Ministries and Departments

SUMMARY OF CAPITAL & RECURRENT EXPENDITURE 2016/2017 & 2017/2018

Votes	Description of Votes	Budget Estimates 2017-2018	Revised Estimates 2016-2017
05	POLICE	5,866,000	6,201,400
07	LEGAL	1,861,200	1,509,100
08	MAGISTRATE'S COURT	328,300	339,200
09	SUPREME COURT	675,800	712,900
10	LEGISLATURE	1,424,400	1,473,400
11	AUDIT OFFICE	1,164,700	1,138,000
12	OFFICE OF THE DEPUTY GOVERNOR	33,217,100	34,418,700
13	PUBLIC PROSECUTION	649,900	649,200
15	OFFICE OF THE PREMIER	21,198,200	22,881,400
20	MINISTRY OF FINANCE & ECONOMIC MGMNT	32,836,700	27,404,300
30	AGRICULTURE	9,559,400	9,291,000
35	COMMUNICATIONS, WORKS & LABOUR	21,013,600	27,833,700
40	EDUCATION, YOUTH AFFAIRS AND SPORTS	9,966,000	11,237,300
45	HEALTH AND SOCIAL SERVICES	19,756,000	21,743,500
Total Capital & Recurrent Expenditure		159,517,300	166,833,100

**RECURRENT
REVENUE &
EXPENDITURE
AND
DEVELOPMENT FUND**

BUDGET AND FORWARD ESTIMATES

VOTE: 05 POLICE SERVICE – SUMMARY

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2017 to 31st March, 2020 for salaries and the expenses of the Royal Montserrat Police Service, Fire and Rescue Services and Financial Crime and Analysis - Six million, thirteen thousand, five hundred dollars.	\$5,866,000
B.	ACCOUNTING OFFICER: Commissioner of Police	
C.	SUB-HEADS which under this vote will be accounted for by the Commissioner of Police	

STRATEGIC PRIORITIES

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

NATIONAL OUTCOMES

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

VISION

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

MISSION STATEMENT

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

BUDGET SUMMARY

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
050	Fire & Rescue Services	-	-	-	-	-	-
051	Police Services	387,266	282,600	282,600	282,600	282,600	282,600
052	Financial Crime & Analysis Unit	-	-	-	-	-	-
TOTAL REVENUE VOTE 05		387,266	282,600	282,600	282,600	282,600	282,600

SUMMARY OF EXPENDITURE BY PROGRAMME

050	Fire & Rescue Services	1,311,342	1,372,800	1,372,800	1,288,800	1,335,100	1,354,600
051	Police Services	4,358,583	4,715,200	4,656,900	4,420,900	4,500,100	4,561,800
052	Financial Crime & Analysis Unit	120,068	178,700	171,700	156,300	157,400	158,500
TOTAL EXPENDITURE VOTE 05		5,789,994	6,266,700	6,201,400	5,866,000	5,992,600	6,074,900

SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION							
RECURRENT EXPENDITURE							
	Salaries	3,900,968	4,277,100	4,191,800	3,967,600	4,093,000	4,175,300
	WAGES	-	-	-	-	-	-
	ALLOWANCES	682,289	697,300	717,300	711,100	712,300	712,300
	BENEFITS	-	-	-	-	-	-
	GOOD AND SERVICES	1,206,736	1,292,300	1,292,300	1,187,300	1,187,300	1,187,300
TOTAL RECURRENT EXPENDITURE		5,789,994	6,266,700	6,201,400	5,866,000	5,992,600	6,074,900
CAPITAL EXPENDITURE							
SHD	Donor	Description					
TOTAL CAPITAL EXPENDITURE		-	-	-	-	-	-
TOTAL EXPENDITURE VOTE 05		5,789,994	6,266,700	6,201,400	5,866,000	5,992,600	6,074,900
STAFFING RESOURCES							
TOTAL STAFFING							

PROGRAMME 050: FIRE FIGHTING AND RESCUE SERVICE

PROGRAMME OBJECTIVE:
To protect life and property through timely response and effective firefighting

RECURRENT REVENUE							
SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 05		-	-	-	-	-	-

RECURRENT EXPENDITURE							
SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	984,183	1,048,200	1,048,200	963,300	1,009,600	1,029,100
216	Allowances	151,144	157,600	157,600	158,500	158,500	158,500
Total Salaries		1,135,327	1,205,800	1,205,800	1,121,800	1,168,100	1,187,600

GOODS AND SERVICES							
SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
228	Supplies and Materials	6,985	7,000	7,000	9,000	9,000	9,000
230	Uniform/Protective Clothing	39,772	40,000	40,000	38,000	38,000	38,000
232	Maintenance Services	109,274	100,000	100,000	100,000	100,000	100,000
242	Training	19,985	20,000	20,000	20,000	20,000	20,000
Total Goods and Services		176,015	167,000	167,000	167,000	167,000	167,000
RECURRENT EXPENDITURE		1,311,342	1,372,800	1,372,800	1,288,800	1,335,100	1,354,600

CAPITAL EXPENDITURE							
Details of Expenditure		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description					
CAPITAL EXPENDITURE		-	-	-	-	-	-

STAFFING RESOURCES		
STAFF POSTS	Scale	Count
Chief Fire Officer	R17-13	1
Deputy Chief Fire Officer	R22-18	1
Fire Officer	R27-23	6
Firefighter	R39-28	20
TOTAL STAFF		28

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Develop aerodrome fire department to maintain current capacity and training level and expand services to regional counterparts. 3.2					
Improve coordination with MoHSS for EMS training to increase capacity for responding to medical emergencies.					
Strengthen capacities within the Fire Prevention Unit to comply with the building code and safety standards. 3.3					
Improve efficiency and effectiveness in Fire and rescue emergency response through the acquisition of major equipment, training and staffing					
Enhanced capacity for national Search and Rescue Unit to respond to major incidents and disasters through the acquisition of equipment, training and a designated recurrent budget. (3.2, 4.3)					
KEY STRATEGIES FOR 2018/19-20					
Develop junior fire brigade to build capacity and reduce risks of fire through increasing awareness of public safety (3.2)					
Enhanced capacity for search and rescue through training and equipment*					
Improve efficiency and effectiveness of service with the ability to purchase new equipment and replacements (3.2, 4.1)					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No of days Aerodrome fire service provided.	361	365	361	362	362
No of responses to emergency calls	352	320	360	370	360
No of buildings inspected for fire safety compliance	61	72	80	85	90
No of fire safety educational programmes delivered	15	10	20	25	35
No of Fire and rescue and development training delivered	18	10	18	20	22
No of Aerodrome training delivered Training indicator?	40	36	45	55	55
No of Search and rescue training sessions delivered	0	1	5	10	15
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Average response time to calls	8.5 mins	9 mins	15 mins	7 mins	7 mins
No of buildings inspected for which fire safety notices are issued	10	18	20	21	22
No of buildings damaged by fire	8	9	7	6	8

PROGRAMME 051: POLICING SERVICE

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Revenue	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
122	Driver's Licenses	83,450	64,600	64,600	64,600	64,600	64,600
122	Firearms Licenses	2,525	3,000	3,000	3,000	3,000	3,000
122	Liquor & Still Licenses	125,600	110,000	110,000	110,000	110,000	110,000
130	Immigration Fees	175,191	100,000	100,000	100,000	100,000	100,000
130	Fingerprint Processing Fee	-	5,000	5,000	5,000	5,000	5,000
130	Other Fees Fines and Permit (NEW)	500	-	-	-	-	-
TOTAL REVENUE VOTE 05		387,266	282,600	282,600	282,600	282,600	282,600

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	2,831,579	3,100,500	3,015,200	2,898,300	2,976,300	3,038,000
216	Allowances	516,055	517,800	537,800	530,700	531,900	531,900
Total Salaries		3,347,633	3,618,300	3,553,000	3,429,000	3,508,200	3,569,900

GOODS AND SERVICES

222	International Travel & Subsistence	32,050	55,000	43,000	50,000	50,000	50,000
224	Utilities	190,674	200,000	160,000	145,000	145,000	145,000
226	Communication Expenses	79,346	75,000	115,000	80,000	80,000	80,000
228	Supplies & Materials	24,996	25,000	26,500	25,000	25,000	25,000
229	Furniture Equipment and Resources	19,930	80,000	95,000	45,000	45,000	45,000
230	Uniform/Protective Clothing	76,531	80,000	111,000	86,000	80,000	80,000
232	Maintenance Services	234,779	235,000	235,000	235,000	235,000	235,000
236	Professional Services and Fees	8,079	11,000	11,000	5,000	11,000	11,000
238	Insurance	10,222	10,000	10,000	10,000	10,000	10,000
242	Training	86,183	80,000	80,000	80,000	80,000	80,000
246	Printing & Binding	9,556	10,000	8,500	10,000	10,000	10,000
260	Grants & Contributions	179,998	176,900	132,100	161,900	161,900	161,900
284	Law Enforcement	58,605	59,000	76,800	59,000	59,000	59,000
Total Goods and Services		1,010,950	1,096,900	1,103,900	991,900	991,900	991,900
RECURRENT EXPENDITURE		4,358,583	4,715,200	4,656,900	4,420,900	4,500,100	4,561,800

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Commissioner	R5	1	Constable	R39-28	57
Deputy Commissioner	R11	1	Assistant Secretary	R22-16	1
Superintendent	R17-13	1	Executive Officer	R28-22	1
Inspector	R22-18	4	Clerical Officer (Snr)	R33-29	1
Sergeant	R27-23	11	Clerical Officer	R46-34	1
TOTAL STAFF					79
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Widened scope of crime management strategies (4.5.1)					
Increased human resource capability in crime fighting (4.5.2)					
Strengthened marine and land based interdiction (4.5.3)					
Strengthened framework for child safeguarding [2.4.5]					
Provisions in place to increase Montserrat's participation in the regional and global sphere [4.4.1]					
Maintained standards of public order and safety [4.5.1]					
KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No of Serious crimes investigated	173				
No of Drug Offenses investigated	22				
No of crimes investigated (Total)	195	200	210	215	210
No of Criminal Prosecutions	106				
No of Drug Prosecutions	20				
Number of Prosecutions (Total)	126	150	160	170	180
No of Traffic accidents attended	98	95	90	90	85
No of Maritime and Immigration Patrols	83	85	85	85	90
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
% of crimes solved	65%	68%	70%	73%	75%
% increase of prosecutions that are successful	53%	55%	57%	60%	63%
No of crimes committed per 1000 population	39	40	41	43	41
No of traffic accidents per 1000 population	25	26			
Quantity of drugs seized	0 lbs of cocaine; 262.9g marijuana; 1450 trees uprooted	TBD	TBD	TBD	

PROGRAMME 052: FINANCIAL CRIME AND ANALYSIS

PROGRAMME OBJECTIVE:	
<ul style="list-style-type: none"> • To provide the highest level of security to Montserrat on matters of Money laundering and Terrorist Financing. • To receive, analyse investigate and disseminate information relating to all SARs in accordance with the guidelines of the FATF recommendations. • Establish the FIU as an independent and autonomous body 	

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 05		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	85,207	128,400	128,400	106,000	107,100	108,200
216	Allowances	15,090	21,900	21,900	21,900	21,900	21,900
Total Salaries		100,297	150,300	150,300	127,900	129,000	130,100
GOODS AND SERVICES							
222	International Travel & Subsistence	6,736	8,000	16,000	14,000	8,000	8,000
236	Professional Services and Fees	3,014	10,000	1,000	4,000	10,000	10,000
242	Training	9,817	10,000	2,000	10,000	10,000	10,000
275	Sundry Expenses	205	400	2,400	400	400	400
Total Goods and Services		19,772	28,400	21,400	28,400	28,400	28,400
RECURRENT EXPENDITURE		120,068	178,700	171,700	156,300	157,400	158,500

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count			
Sergeant	R27-23	1			
Constable	R39-28	2			
TOTAL STAFF		3			
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Develop and implement strategies to build information sharing between agencies (4.3)					
Develop and implement a public education and awareness programme (4.3)					
Participate in the CFATF programmes including Mutual Evaluation (4.2, 4.3)					
Conduct staff training (4.2)					
KEY STRATEGIES FOR 2018/19-20					
To be housed in accommodations which are fit for purpose					
To achieve EGMONT Membership (1.3, 4.3)					
Develop human capacity to meet the demands of the department (4.2, 4.3)					
Develop investigative capacity. (4.3)					
To resource the FCAU with appropriate database system, equipment, and furniture. (4.3)					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No of suspicious transaction reports (STR) investigated	23	14	14	14	14
Number of requests from international organisations received					
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
To be determined					

S U M M A R Y (by Classification)

E05

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
FIRE	984,183	1,048,200	1,048,200	963,300	1,009,600	1,029,100
POLICE	2,831,579	3,100,500	3,015,200	2,898,300	2,976,300	3,038,000
FINANCIAL CRIME AND ANALYSIS UNIT	85,207	128,400	128,400	106,000	107,100	108,200
TOTAL P.E	3,900,968	4,277,100	4,191,800	3,967,600	4,093,000	4,175,300
WAGES						
FIRE	-	-	-	-	-	-
POLICE	-	-	-	-	-	-
FINANCIAL CRIME AND ANALYSIS UNIT	-	-	-	-	-	-
TOTAL WAGES	-	-	-	-	-	-
ALLOWANCES						
FIRE	151,144	157,600	157,600	158,500	158,500	158,500
POLICE	516,055	517,800	537,800	530,700	531,900	531,900
FINANCIAL CRIME AND ANALYSIS UNIT	15,090	21,900	21,900	21,900	21,900	21,900
TOTAL ALLOWANCES	682,289	697,300	717,300	711,100	712,300	712,300
BENEFITS						
FIRE	-	-	-	-	-	-
POLICE	-	-	-	-	-	-
FINANCIAL CRIME AND ANALYSIS UNIT	-	-	-	-	-	-
TOTAL BENEFITS	-	-	-	-	-	-
GOODS AND SERVICES						
FIRE	176,015	167,000	167,000	167,000	167,000	167,000
POLICE	1,010,950	1,096,900	1,103,900	991,900	991,900	991,900
FINANCIAL CRIME AND ANALYSIS UNIT	19,772	28,400	21,400	28,400	28,400	28,400
TOTAL	1,206,736	1,292,300	1,292,300	1,187,300	1,187,300	1,187,300
CAPITAL EXPENDITURE						
FIRE	-	-	-	-	-	-
POLICE	-	-	-	-	-	-
FINANCIAL CRIME AND ANALYSIS UNIT	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-	-	-

S U M M A R Y (by Subheads)

210	Salaries	3,900,968	4,277,100	4,191,800	3,967,600	4,093,000	4,175,300
216	Allowances	682,289	697,300	717,300	711,100	712,300	712,300
222	International Travel & Subsistence	38,786	63,000	59,000	64,000	58,000	58,000
224	Utilities	190,674	200,000	160,000	145,000	145,000	145,000
226	Communication Expenses	79,346	75,000	115,000	80,000	80,000	80,000
228	Supplies & Materials	31,981	32,000	33,500	34,000	34,000	34,000
229	Furniture Equipment and Resources	19,930	80,000	95,000	45,000	45,000	45,000
230	Uniform/Protective Clothing	116,303	120,000	151,000	124,000	118,000	118,000
232	Maintenance Services	344,052	335,000	335,000	335,000	335,000	335,000
236	Professional Services and Fees	11,093	21,000	12,000	9,000	21,000	21,000
238	Insurance	10,222	10,000	10,000	10,000	10,000	10,000
242	Training	115,985	110,000	102,000	110,000	110,000	110,000
246	Printing & Binding	9,556	10,000	8,500	10,000	10,000	10,000
260	Grants & Contributions	179,998	176,900	132,100	161,900	161,900	161,900
275	Sundry Expenses	205	400	2,400	400	400	400
284	Law Enforcement	58,605	59,000	76,800	59,000	59,000	59,000
	TOTAL VOTE 05	5,789,994	6,266,700	6,201,400	5,866,000	5,992,600	6,074,900

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

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2017 to 31st March, 2020 for salaries and the expenses of the Legal Department - One million, eight hundred and forty-four thousand, eight hundred dollars.	\$1,861,200
B.	ACCOUNTING OFFICER: Attorney General	
C.	SUB-HEADS which under this vote will be accounted for by the Attorney General	

STRATEGIC PRIORITIES

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

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

NATIONAL OUTCOMES

Transparent and effective accountability framework within Government and the Public Sector

A modernized, efficient, responsive and accountable public service

Montserrat fully integrated into the regional and global environment.

Effective social protection

VISION

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

MISSION STATEMENT

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

BUDGET SUMMARY

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
070	Administration of Justice	-	-	-	-	-	-
TOTAL REVENUE VOTE 07		-	-	-	-	-	-

SUMMARY OF EXPENDITURE BY PROGRAMME

070	Administration of Justice	1,420,741	1,739,100	1,509,100	1,861,200	1,632,900	1,677,700
TOTAL EXPENDITURE VOTE 07		1,420,741	1,739,100	1,509,100	1,861,200	1,632,900	1,677,700

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

	Salaries	759,599	855,400	732,400	649,500	706,500	712,300
	WAGES	-	-	-	-	-	-
	ALLOWANCES	430,389	614,900	447,100	633,600	657,600	657,600
	BENEFITS	18,750	-	37,800	-	-	39,000
	GOOD AND SERVICES	212,003	268,800	291,800	578,100	268,800	268,800
TOTAL RECURRENT EXPENDITURE		1,420,741	1,739,100	1,509,100	1,861,200	1,632,900	1,677,700

CAPITAL EXPENDITURE

SHD	Donor	Description					
TOTAL CAPITAL EXPENDITURE			-	-	-	-	-
TOTAL EXPENDITURE VOTE 07			1,420,741	1,739,100	1,509,100	1,861,200	1,632,900

STAFFING RESOURCES

TOTAL STAFFING						
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PROGRAMME 070: ADMINISTRATION OF JUSTICE

PROGRAMME OBJECTIVE:								
To provide effective legal representation, advice and support to the Government and the Public; and to prepare comprehensive and constitutionally sound primary and subordinate legislation								
RECURRENT REVENUE								
SHD	Details of Revenue		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE XX			-	-	-	-	-	-
RECURRENT EXPENDITURE								
SHD	Details of Expenditure		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries								
210	Salaries		759,599	855,400	732,400	649,500	706,500	712,300
216	Allowances		430,389	614,900	447,100	633,600	657,600	657,600
218	Pensions and Gratuities		18,750	-	37,800	-	-	39,000
Total Salaries			1,208,738	1,470,300	1,217,300	1,283,100	1,364,100	1,408,900
GOODS AND SERVICES								
222	International Travel & Subsistence		49,680	50,000	65,000	58,500	58,500	58,500
224	Utilities		22,119	22,000	19,500	22,000	22,000	22,000
226	Communication Expenses		14,271	17,000	17,000	12,000	12,000	12,000
228	Supplies & Materials		14,840	20,000	11,000	14,000	14,000	14,000
232	Maintenance Services		3,202	3,300	7,800	5,300	5,300	5,300
236	Professional Services and Fees		12,880	11,000	29,500	320,300	11,000	11,000
246	Printing & Binding		1,500	500	2,500	1,000	1,000	1,000
265	Social Protection		25,000	40,000	40,000	40,000	40,000	40,000
272	Claims against Government		29,250	35,000	35,000	35,000	35,000	35,000
275	Sundry Expenses		39,261	70,000	64,500	70,000	70,000	70,000
Total Goods and Services			212,003	268,800	291,800	578,100	268,800	268,800
RECURRENT EXPENDITURE			1,420,741	1,739,100	1,509,100	1,861,200	1,632,900	1,677,700
CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-
STAFFING RESOURCES								
STAFF POSTS		Scale	Count	STAFF POSTS		Scale	Count	
Attorney General		R1	1	Legal Assistant (Drafting)		22-18/16	1	
Parliamentary Counsel		R6	1	Legal Assistant (Finance/Administration)		R28-22	1	
Princ Crown Counsel (Civil)		R6	1	Clerical Officer (Snr)		R33-29	1	
Snr Crown Counsel (Civil)		R12-8	3	Clerical Officer		R46-34	1	
Crown Counsel (Civil)		R17-13	2	Office Attendant		R51-45	1	
Crown Counsel (Drafting)		R17-13	1					
TOTAL STAFF							14	

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
To improve government efficiency, effectiveness and transparency. (4.1 & 4.2)					
Ensure that laws drafted are comprehensive, modern and constitutionally compliant and that they are made readily available to all departments and the public.					
Provide legal advice which is legally sound, timely, comprehensive and easy to understand so that the Ministries, Departments and related agencies can compile a database of advice to guide in the lawful exercise of their functions. that laws drafted are comprehensive, modern and constitutionally compliant and					
Train staff in Ministries, departments and related agencies in the lawful administration of their duties in an effort to improve the overall Governance structure. vide timely legal advice and services to Ministries, Departments and related agencies to guide in the lawful exercise of their functions.(4.1)(4.1)					
Prepare a revised addition of the laws of 2014-16 to ensure consistency of legal interpretations, transparency through public accessibility, and improve investor confidence					
KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
% of legislation drafted within 4 months of receipt of complete instructions			60%	65%	70%
No. of Bills and subordinate legislation drafted			60	65	70
% of Court orders complied with within the Court stipulated timeframes	0.85	0.95	1	1	1
No. of training sessions conducted for public officers on the law and legal	2	2	2	3	4
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Percent of cases successfully defended with no monetary awards being made against Government		0.85	0.9	0.9	0.95
Average time within which legal documents and legal opinions are dispatched after receipt of complete instructions.	5 weeks	5 weeks	5 weeks	4 weeks	3 weeks

S U M M A R Y (by Classification)

E05

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
ADMINISTRATION OF JUSTICE	759,599	855,400	732,400	649,500	706,500	712,300
TOTAL P.E	759,599	855,400	732,400	649,500	706,500	712,300
WAGES						
ADMINISTRATION OF JUSTICE	-	-	-	-	-	-
TOTAL WAGES	-	-	-	-	-	-
ALLOWANCES						
ADMINISTRATION OF JUSTICE	430,389	614,900	447,100	633,600	657,600	657,600
TOTAL ALLOWANCES	430,389	614,900	447,100	633,600	657,600	657,600
BENEFITS						
ADMINISTRATION OF JUSTICE	18,750	-	37,800	-	-	39,000
TOTAL BENEFITS	18,750	-	37,800	-	-	39,000
GOODS AND SERVICES						
ADMINISTRATION OF JUSTICE	212,003	268,800	291,800	578,100	268,800	268,800
TOTAL	212,003	268,800	291,800	578,100	268,800	268,800
CAPITAL EXPENDITURE						
ADMINISTRATION OF JUSTICE	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-	-	-

S U M M A R Y (by Subheads)

210	Salaries	759,599	855,400	732,400	649,500	706,500	712,300
216	Allowances	430,389	614,900	447,100	633,600	657,600	657,600
218	Pensions & Gratuities	18,750	-	37,800	-	-	39,000
222	International Travel & Subsistence	49,680	50,000	65,000	58,500	58,500	58,500
224	Utilities	22,119	22,000	19,500	22,000	22,000	22,000
226	Communication Expenses	14,271	17,000	17,000	12,000	12,000	12,000
228	Supplies & Materials	14,840	20,000	11,000	14,000	14,000	14,000
232	Maintenance Services	3,202	3,300	7,800	5,300	5,300	5,300
236	Professional Services and Fees	12,880	11,000	29,500	320,300	11,000	11,000
246	Printing & Binding	1,500	500	2,500	1,000	1,000	1,000
265	Social Protection	25,000	40,000	40,000	40,000	40,000	40,000
272	Claims against Government	29,250	35,000	35,000	35,000	35,000	35,000
275	Sundry Expenses	39,261	70,000	64,500	70,000	70,000	70,000
	TOTAL VOTE 07	1,420,741	1,739,100	1,509,100	1,861,200	1,632,900	1,677,700

BUDGET AND FORWARD ESTIMATES

VOTE: 08 MAGISTRATE'S COURT SERVICES – SUMMARY

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2016 to 31st March, 2019 for salaries and the expenses of the Magistrate's Court - Three hundred and sixty-one thousand, three hundred dollars	\$328,300
B.	ACCOUNTING OFFICER: Chief Magistrate	
C.	SUB-HEADS which under this vote will be accounted for by the Magistrates	

STRATEGIC PRIORITIES

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

NATIONAL OUTCOMES

Strengthen the administration of the Justice System

VISION

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

MISSION STATEMENT

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

BUDGET SUMMARY

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
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SUMMARY OF REVENUES BY PROGRAMME

080	Magistrate's Court Services	44,355	40,000	40,000	40,000	40,000	40,000
TOTAL REVENUE VOTE 08		44,355	40,000	40,000	40,000	40,000	40,000

SUMMARY OF EXPENDITURE BY PROGRAMME

080	Magistrate's Court Services	282,130	339,200	339,200	328,300	304,400	334,400
TOTAL EXPENDITURE VOTE 07		282,130	339,200	339,200	328,300	304,400	334,400

SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION

RECURRENT EXPENDITURE

	Salaries	181,424	188,700	188,700	138,100	130,600	141,200
	WAGES	-	-	-	-	-	-
	ALLOWANCES	64,734	100,300	100,300	120,600	120,600	120,600
	BENEFITS	-	-	-	19,400	-	19,400
	GOOD AND SERVICES	35,973	50,200	50,200	50,200	53,200	53,200
TOTAL RECURRENT EXPENDITURE		282,130	339,200	339,200	328,300	304,400	334,400

CAPITAL EXPENDITURE

SHD	Donor	Description					
TOTAL CAPITAL EXPENDITURE			-	-	-	-	-

TOTAL EXPENDITURE VOTE 08		282,130	339,200	339,200	328,300	304,400	334,400
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STAFFING RESOURCES

TOTAL STAFFING							
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PROGRAMME 080: MAGISTRATE'S COURT SERVICES

PROGRAMME OBJECTIVE:

The efficient dispensation of Justice in the hearing of Criminal, Quasi Criminal and Civil Matters summarily.
This Department is also concerned with the holding of:

- Coroner's Inquests
- Liquor License Court
- Labour Tribunals
- Juvenile court

RECURRENT REVENUE

SHD	Details of Revenue	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	Magistrate's Court	44,355	40,000	40,000	40,000	40,000	40,000
TOTAL REVENUE VOTE 08		44,355	40,000	40,000	40,000	40,000	40,000

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	181,424	188,700	188,700	138,100	130,600	141,200
216	Allowances	64,734	100,300	100,300	120,600	120,600	120,600
218	Pensions and Gratuities	-	-	-	19,400	-	19,400
Total Salaries		246,158	289,000	289,000	278,100	251,200	281,200
GOODS AND SERVICES							
226	Communication Expenses	2,322	4,200	4,200	4,200	4,200	4,200
228	Supplies & Materials	5,277	5,500	5,500	5,500	5,500	5,500
230	Uniform & Protective Clothing(NEW)				3,000	3,000	3,000
236	Professional Services and Fees	26,263	30,000	30,000	30,000	30,000	30,000
246	Printing & Binding		500	500	4,500	500	500
275	Sundry Expenses	2,111	10,000	10,000	3,000	10,000	10,000
Total Goods and Services		35,973	50,200	50,200	50,200	53,200	53,200
RECURRENT EXPENDITURE		282,130	339,200	339,200	328,300	304,400	334,400

CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-
STAFFING RESOURCES								
STAFF POSTS		Scale	Count					
Magistrate (Chief)		R6	1					
Clerical Officer (Snr)		R33-29	1					
Clerical Officer		R46-34	2					
TOTAL STAFF			4					
PROGRAMME PERFORMANCE INFORMATION								
KEY STRATEGIES FOR 2017/18:								
Improved data accessibility through Judicial Enforcement Management System (JEMS) (4.1)								
Capacity building of staff, members of Labour Tribunal and Juvenile Assessors (4.1)								
Launching of Magistrates Court Website (4.1)								
KEY STRATEGIES FOR 2018/19-20								
KEY PERFORMANCE INDICATORS				Actual 2015- 2016	Estimate 2016-2017	Target 2017- 2018	Target 2018- 2019	Target 2019- 2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)								
No of matters filed				547	468			
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)								
No of matters disposed				421	494			
*Please note that the figures for 2015 only reflect as at the end of 31 July 2015.								

S U M M A R Y (by Classification)

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
MAGISTRATE'S COURT SERVICES	181,424	188,700	188,700	138,100	130,600	141,200
TOTAL P.E	181,424	188,700	188,700	138,100	130,600	141,200
WAGES						
MAGISTRATE'S COURT SERVICES	-	-	-	-	-	-
TOTAL WAGES	-	-	-	-	-	-
ALLOWANCES						
MAGISTRATE'S COURT SERVICES	64,734	100,300	100,300	120,600	120,600	120,600
TOTAL ALLOWANCES	64,734	100,300	100,300	120,600	120,600	120,600
BENEFITS						
MAGISTRATE'S COURT SERVICES	-	-	-	19,400	-	19,400
TOTAL BENEFITS	-	-	-	19,400	-	19,400
GOODS AND SERVICES						
MAGISTRATE'S COURT SERVICES	35,973	50,200	50,200	50,200	53,200	53,200
TOTAL	35,973	50,200	50,200	50,200	53,200	53,200
CAPITAL EXPENDITURE						
MAGISTRATE'S COURT SERVICES	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-	-	-

S U M M A R Y (by Subheads)

210	Salaries	181,424	188,700	188,700	138,100	130,600	141,200
216	Allowances	64,734	100,300	100,300	120,600	120,600	120,600
218	Pensions & Gratuities	-	-	-	19,400	-	19,400
226	Communication Expenses	2,322	4,200	4,200	4,200	4,200	4,200
228	Supplies & Materials	5,277	5,500	5,500	5,500	5,500	5,500
230	Uniform/Protective Clothing	-	-	-	3,000	3,000	3,000
236	Professional Services and Fees	26,263	30,000	30,000	30,000	30,000	30,000
246	Printing & Binding	-	500	500	4,500	500	500
275	Sundry Expenses	2,111	10,000	10,000	3,000	10,000	10,000
	TOTAL VOTE 08	282,130	339,200	339,200	328,300	304,400	334,400

BUDGET AND FORWARD ESTIMATES

VOTE: 09 SUPREME COURT SERVICES – SUMMARY

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2016 to 31st March, 2019 for salaries and the expenses of the offices of the High Court and Registrar - Seven hundred and twenty-two thousand, seven hundred dollars.	\$675,800
B.	ACCOUNTING OFFICER: Registrar	
C.	SUB-HEADS which under this vote will be accounted for by the Registrar	

STRATEGIC PRIORITIES

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

NATIONAL OUTCOMES

Strengthen the administration of justice

VISION

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

MISSION STATEMENT

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

BUDGET SUMMARY

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
090	SUPREME COURT SERVICES	43,346	15,500	15,500	15,500	15,500	15,500
TOTAL REVENUE VOTE 09		43,346	15,500	15,500	15,500	15,500	15,500

SUMMARY OF EXPENDITURE BY PROGRAMME

090	SUPREME COURT SERVICES	579,364	712,900	712,900	675,800	733,400	741,200
TOTAL EXPENDITURE VOTE 09		579,364	712,900	712,900	675,800	733,400	741,200

SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION

RECURRENT EXPENDITURE							
	Salaries	334,716	413,600	373,600	376,400	415,200	439,800
	WAGES	-	-	-	-	-	-
	ALLOWANCES	81,220	127,500	106,000	127,600	127,600	127,600
	BENEFITS	-	-	-	-	16,800	-
	GOOD AND SERVICES	163,429	171,800	233,300	171,800	173,800	173,800
TOTAL RECURRENT EXPENDITURE		579,364	712,900	712,900	675,800	733,400	741,200

CAPITAL EXPENDITURE

SHD	Donor	Description					
TOTAL CAPITAL EXPENDITURE			-	-	-	-	-
TOTAL EXPENDITURE VOTE 09			579,364	712,900	712,900	675,800	733,400

STAFFING RESOURCES

TOTAL STAFFING							
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PROGRAMME 090: SUPREME COURT SERVICES

PROGRAMME OBJECTIVE:

To provide an effective and efficient administration of justice.

RECURRENT REVENUE

SHD	Details of Revenue	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	Certificate - Birth etc.	1,285	1,500	1,500	1,500	1,500	1,500
130	High Court	37,579	10,000	10,000	10,000	10,000	10,000
160	Other Receipts	4,482	4,000	4,000	4,000	4,000	4,000
TOTAL REVENUE VOTE 09		43,346	15,500	15,500	15,500	15,500	15,500

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	334,716	413,600	373,600	376,400	415,200	439,800
216	Allowances	81,220	127,500	106,000	127,600	127,600	127,600
218	Pensions and Gratuities		-	-	-	16,800	-
Total Salaries		415,936	541,100	479,600	504,000	559,600	567,400
GOODS AND SERVICES							
226	Communication Expenses	9,595	9,600	9,600	9,600	9,600	9,600
228	Supplies & Materials	10,642	13,500	13,500	13,500	13,500	13,500
230	Uniform/Protective Clothing	3,500	3,500	4,100	4,100	4,100	4,100
232	Maintenance Services	4,109	7,500	7,500	7,500	7,500	7,500
234	Rental of Assets	6,837	7,700	7,700	7,700	7,700	7,700
236	Professional and Consultancy Services	115,893	110,000	171,500	110,000	110,000	110,000
240	Hosting and Entertainment	4,871	5,000	6,400	6,400	6,400	6,400
246	Printing & Binding	3,257	7,000	5,000	5,000	7,000	7,000
275	Sundry Expenses	4,724	8,000	8,000	8,000	8,000	8,000
Total Goods and Services		163,429	171,800	233,300	171,800	173,800	173,800
RECURRENT EXPENDITURE		579,364	712,900	712,900	675,800	733,400	741,200

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Registrar	R14-10	1	Bailiff	R28-22	1
Deputy Registrar/Asst Magistrate	R12	1	Executive Officer	R28-22	1
Assistant Secretary/ Court Administrator	R22-16	1	Clerical Officer (Snr)	R33-29	1
Court Reporter II (New)	R22-16	0	Clerical Officer	R46-34	2
Court Reporter	R28-22	1	Office Attendant	R51-45	1
TOTAL STAFF					10

PROGRAMME PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2017/18:

To improve the provision of service to the public in the Births, Deaths & Marriage Division as well as the registration of Probates, Deeds, Bonds and Bills of Sale Divisions in the High Court and achieve Public service reform in the Department and maintain Good Governance. (4.1)

To strengthen and improve the Court Reporting Division in the High court to foster Human development and achieve public service reform in the Department. (4.2)

To develop and finalize key budget proposal for the digitization of civil records to improve efficiency and effectiveness in the provision of essential public services. In addition it remove obstacles to doing business in Montserrat and engage the diaspora in national development, and further strengthened accountability and public-engagement within the national governance framework. (1.3,1.6, 4.1, 4.2)

To further improve administration of justice through proper planning and execution of court sittings.to attain transparency accountability and public engagement and foster and develop Montserrat 's reputation as a just safe and secure place to live and visit. (4.1, 4.3)

KEY STRATEGIES FOR 2018/19-20

Recruitment and Retention of staff to improve delivery of services provided by the Supreme Court Department and enhance human development within the department. (4.1)

KEY PERFORMANCE INDICATORS

	Actual 2015-2016	Estimate 2016-2017	Target 2017- 2018	Target 2018- 2019	Target 2019- 2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Number of certificates produced (births, deaths, marriage, probates, deeds, bonds, bill of sales	1545	1545	1545	1545	1545
Number of cases considered and heard by the Supreme Court	120	95	95	95	95
Produce customer service surveys to obtain feedback on satisfaction with services	-	-	Survey Produced	-	-
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Certificates produced within 2 working days.	95%	0.95	0.95	0.95	0.95
Levels of satisfaction of service	-	-	70%	75%	80%

S U M M A R Y (by Classification)

E05

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
SUPREME COURT SERVICES	334,716	413,600	373,600	376,400	415,200	439,800
TOTAL P.E	334,716	413,600	373,600	376,400	415,200	439,800
WAGES						
SUPREME COURT SERVICES	-	-	-	-	-	-
TOTAL WAGES	-	-	-	-	-	-
ALLOWANCES						
SUPREME COURT SERVICES	81,220	127,500	106,000	127,600	127,600	127,600
TOTAL ALLOWANCES	81,220	127,500	106,000	127,600	127,600	127,600
BENEFITS						
SUPREME COURT SERVICES	-	-	-	-	16,800	-
TOTAL BENEFITS	-	-	-	-	16,800	-
GOODS AND SERVICES						
SUPREME COURT SERVICES	163,429	171,800	233,300	171,800	173,800	173,800
TOTAL	163,429	171,800	233,300	171,800	173,800	173,800
CAPITAL EXPENDITURE						
SUPREME COURT SERVICES	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-	-	-

S U M M A R Y (by Subheads)

210	Salaries	334,716	413,600	373,600	376,400	415,200	439,800
216	Allowances	81,220	127,500	106,000	127,600	127,600	127,600
226	Communication Expenses	9,595	9,600	9,600	9,600	9,600	9,600
228	Supplies & Materials	10,642	13,500	13,500	13,500	13,500	13,500
230	Uniform/Protective Clothing	3,500	3,500	4,100	4,100	4,100	4,100
232	Maintenance Services	4,109	7,500	7,500	7,500	7,500	7,500
234	Rental of Assets	6,837	7,700	7,700	7,700	7,700	7,700
236	Professional Services and Fees	115,893	110,000	171,500	110,000	110,000	110,000
240	Hosting & Entertainment	4,871	5,000	6,400	6,400	6,400	6,400
246	Printing & Binding	3,257	7,000	5,000	5,000	7,000	7,000
275	Sundry Expenses	4,724	8,000	8,000	8,000	8,000	8,000
	TOTAL VOTE 09	579,364	712,900	712,900	675,800	733,400	741,200

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

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2016 to 31st March, 2019 for salaries and the expenses of the Legislative Assembly, Commissions Secretariat, the Office of the Auditor General and the Office of the Opposition - One million, four hundred fifteen thousand one hundred dollars	\$1,424,400
B.	ACCOUNTING OFFICER: Director of Constitution and Commissions	
C.	SUB-HEADS which under this vote will be accounted for by the Director	

STRATEGIC PRIORITIES

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

NATIONAL OUTCOMES

A transparent and effective accountability framework for government and public sector

VISION

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

MISSION

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

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
100	Strategic Management & Administration	5,278	800	800	800	800	800
101	Constitution Commission Secretariat	-	-	-	-	-	-
102	Audit	-	-	-	-	-	-
103	Office of the Opposition	-	-	-	-	-	-
TOTAL REVENUE VOTE 10		5,278	800	800	800	800	800

SUMMARY OF EXPENDITURE BY PROGRAMME

100	Strategic Management & Administration	995,844	1,022,600	1,022,600	953,000	925,400	955,300
101	Constitution Commission Secretariat	150,817	282,800	290,700	303,400	276,400	285,200
102	Audit	838,312	-	-	-	-	-
103	Office of the Opposition	160,487	168,000	160,100	168,000	168,000	168,000
TOTAL EXPENDITURE VOTE 10		2,145,460	1,473,400	1,473,400	1,424,400	1,369,800	1,408,500

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

	Salaries	1,122,481	716,300	652,500	646,000	621,400	660,100
	WAGES	108,856	164,800	130,600	164,800	164,800	164,800
	ALLOWANCES	348,936	194,800	182,800	186,100	186,100	186,100
	BENEFITS	41,299	-	-	-	-	-
	GOOD AND SERVICES	523,889	397,500	507,500	427,500	397,500	397,500
TOTAL RECURRENT EXPENDITURE		2,145,460	1,473,400	1,473,400	1,424,400	1,369,800	1,408,500

PROGRAMME 100: STRATEGIC MANAGEMENT & ADMINISTRATION

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Revenue	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
160	Sale of Laws etc.	5,278	800	800	800	800	800
TOTAL REVENUE		5,278	800	800	800	800	800

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	554,537	606,400	569,400	545,600	518,000	547,900
216	Allowances	181,465	185,200	173,200	176,400	176,400	176,400
Total Salaries		736,002	791,600	742,600	722,000	694,400	724,300
GOODS AND SERVICES							
220	Local Travel	3,942	6,000	6,000	6,000	6,000	6,000
224	Utilities	12,220	10,500	13,000	10,500	10,500	10,500
226	Communication Expenses	12,500	12,500	12,500	12,500	12,500	12,500
228	Supplies & Materials	5,723	6,000	6,000	6,000	6,000	6,000
229	Furniture Equipment and Resources	9,906	10,000	35,000	10,000	10,000	10,000
232	Maintenance Services	2,338	2,500	2,500	2,500	2,500	2,500
234	Rental of Assets	70,018	77,800	77,800	77,800	77,800	77,800
236	Professional Services and Fees	20,721	25,000	25,600	25,000	25,000	25,000
244	Advertising	8,299	5,000	8,500	5,000	5,000	5,000
246	Printing & Binding	29,199	15,000	32,400	15,000	15,000	15,000
260	Grants & Contribution	83,600	59,200	59,200	59,200	59,200	59,200
275	Sundry Expenses	1,375	1,500	1,500	1,500	1,500	1,500
Total Goods and Services		259,842	231,000	280,000	231,000	231,000	231,000
RECURRENT EXPENDITURE		995,844	1,022,600	1,022,600	953,000	925,400	955,300

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

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

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
To educate the public on Parliamentary matters through radio programmes, the internet and school outreach programmes.					
To improve public awareness of the Parliament through public exchanges such as debates and forums such as Community Mornings					
To engage a younger audience through social media and in so doing put easily accessible and accurate information about the Parliament, at their fingertips.					
To increase awareness, through discussion, of the need for a nationally visible edifice which will serve as the centre of political life and assist in the promotion and practice of Good Governance in Montserrat					
KEY STRATEGIES FOR 2018/19-20					
To further develop a school outreach programme which would assist the next generation to have a better understanding of Parliament					
To produce a series of user-friendly publications on parliament that would increase public awareness and interest in Parliament.					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No of interactive meetings held with members of the public	2	5	5	5	5
No of radio broadcast programmes related to the Legislative Assembly	8	12	12	12	12
Types of Social Media related outreach	0	2	2	3	3
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Estimated number of persons exposed to interactive meetings	300	400	400	400	400
No of unique visitors to social media sites	0	200	200	200	200

PROGRAMME 101: CONSTITUTION COMMISSION SECRETARIAT

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 10		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	57,312	109,900	83,100	100,400	103,400	112,200
212	Wages	8,200	75,000	40,800	75,000	75,000	75,000
216	Allowances	8,645	9,600	9,600	9,700	9,700	9,700
218	Pensions and Gratuities	21,492	-	-	-	-	-
Total Salaries		95,649	194,500	133,500	185,100	188,100	196,900
GOODS AND SERVICES							
222	International Travel & Subsistence	24,248	27,500	27,500	37,500	27,500	27,500
228	Supplies & Materials	3,091	5,000	5,000	8,000	5,000	5,000
229	Furniture Equipment and Resources	9,880	10,000	10,000	10,000	10,000	10,000
234	Rental of Assets	-	6,800	6,800	6,800	6,800	6,800
236	Professional Services and Fees	10,989	12,000	80,900	12,000	12,000	12,000
242	Training	6,960	15,000	15,000	17,000	15,000	15,000
246	Printing & Binding		7,000	7,000	20,000	7,000	7,000
280	Programme Production & Promotion		5,000	5,000	7,000	5,000	5,000
Total Goods and Services		55,168	88,300	157,200	118,300	88,300	88,300
RECURRENT EXPENDITURE		150,817	282,800	290,700	303,400	276,400	285,200

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count
Snr Commissions Analyst	R17-13	1
Commissions Analyst	R22-16	2
TOTAL STAFF		3

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
To increase awareness of the Secretariat and the work of the Commissions by launching a website with relevant content such as what the Commissions do, criteria and procedure for seeking assistance where appropriate, guiding legislation and reports.					
To increase awareness among the junior population by producing educational materials for the Primary School aged children					
To undertake a study which would lead to electoral reform, by engaging the citizenry through radio programmes, town hall meetings, social media and					
KEY STRATEGIES FOR 2018/19-20					
To increase awareness among Secondary and Montserrat Community College students by producing educational materials for their age group.					
KEY PERFORMANCE INDICATORS	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Topics covered in educational material	2	2	2	2	2
Topics covered on website	4	2	2	2	2
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Estimated number of students reached.	0	60	120	120	120
No. of unique visitors to web site	0	150	150	150	150

PROGRAMME 102: AUDIT

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	Audit Fees				-	-	-
RECURRENT REVENUE		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	510,632	-	-	-	-	-
212	Wages	11,148	-	-	-	-	-
216	Allowances	158,826	-	-	-	-	-
218	Pensions and Gratuities	19,807	-	-	-	-	-
Total Salaries		700,413	-	-	-	-	-
GOODS AND SERVICES							
220	Local Travel	2,642	-	-	-	-	-
222	International Travel & Subsistence	10,519	-	-	-	-	-
224	Utilities	17,527	-	-	-	-	-
226	Communication Expenses	3,481	-	-	-	-	-
228	Supplies & Materials	2,978	-	-	-	-	-
232	Maintenance Services	-	-	-	-	-	-
234	Rental of Assets	59,220	-	-	-	-	-
236	Professional Services and Fees	21,935	-	-	-	-	-
242	Training	11,805	-	-	-	-	-
246	Printing & Binding	2,932	-	-	-	-	-
260	Grants & Contributions	3,229	-	-	-	-	-
275	Sundry Expenses	1,631	-	-	-	-	-
Total Goods and Services		137,900	-	-	-	-	-
RECURRENT EXPENDITURE		838,312	-	-	-	-	-

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Auditor General	R1	1	Senior Auditor	R22-16	5
Deputy Auditor General	R17-13/R7	1	Auditor	R33-29/28-22	2
IT Audit Manager	R17-13	1	Clerical Officer	R46-34	1
Audit Manager	R17-13	3	Office Attendant	R51-45	1
TOTAL STAFF					15
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2016/17:					
To work with PAC and other stakeholders to secure independence of the Audit Office					
Strengthening the accountability, transparency and delivery of public service by improving the quality and quantum of audit services					
To monitor implementation of recommendations and prepare required documents to facilitate follow up and eliminate systemic problems					
ADDITIONAL KEY STRATEGIES FOR 2017/18 AND 2018/19:					
Establishing the MNAO to ensure an independent audit office that facilitates accountability and transparency.					
Delivering value to citizens through improved recommendations to Accounting Officers; improvement in staff capability and skills; and development of policies, procedures and guidelines that facilitate quality work and meet international audit standards/guidelines.					
In 2018/19 conducting peer review to assess compliance with international audit standards and overall effectiveness of our operations.					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No of radio programmes undertaken	25	40	40	40	40
No of issues or other matters addressed on website	6	8	8	8	8
No of community activities undertaken	0	4	4	8	8
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Estimated # of persons exposed to radio programmes		2000	2000	2000	
No. of unique visitors to internet sites		500	500	500	
Estimated no of persons exposed to community activities		200	200	200	

PROGRAMME 103: OFFICE OF THE OPPOSITION

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 10		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
212	Wages	89,508	89,800	89,800	89,800	89,800	89,800
Total Salaries		89,508	89,800	89,800	89,800	89,800	89,800
GOODS AND SERVICES							
224	Utilities	10,635	12,000	12,000	12,000	12,000	12,000
226	Communication Expenses	6,000	6,000	9,000	6,000	6,000	6,000
228	Supplies & Materials	3,999	4,000	4,000	4,000	4,000	4,000
229	Furniture Equipment and Resources	3,058	5,000	2,000	5,000	5,000	5,000
232	Maintenance Services	1,422	2,700	2,700	2,700	2,700	2,700
234	Rental Of Assets	30,000	30,000	30,000	30,000	30,000	30,000
236	Professional Services and Fees	14,365	15,000	7,100	15,000	15,000	15,000
246	Printing & Binding	1,500	3,500	3,500	3,500	3,500	3,500
Total Goods and Services		70,979	78,200	70,300	78,200	78,200	78,200
RECURRENT EXPENDITURE		160,487	168,000	160,100	168,000	168,000	168,000

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count
TOTAL STAFF		0

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
To increase public awareness of issues and matters of national interest by providing information on internet sites, and the radio					
To harness the views of the public by providing greater access through community activities, as well as, published information about the Office of the Opposition indicating how and when they can lodge concerns so that they could be better represented.					
KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No of radio programmes undertaken	0	25	25	25	25
No of issues or other matters addressed on website	0	6	6	6	6
No of community activities undertaken	0	0	4	8	8
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Estimated # of persons exposed to radio programmes	0	2000	2000	2000	2000
No. of unique visitors to internet sites	0	500	500	500	500
Estimated no of persons exposed to community activities	0	0	200	200	200

S U M M A R Y (by Classification)

E05

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
STRATEGIC MANAGEMENT & ADMINISTRATION	554,537	606,400	569,400	545,600	518,000	547,900
CONSTITUTION COMMISSION SECRETARIAT	57,312	109,900	83,100	100,400	103,400	112,200
AUDIT	510,632	-	-	-	-	-
OFFICE OF THE OPPOSITION	-	-	-	-	-	-
TOTAL P.E	1,122,481	716,300	652,500	646,000	621,400	660,100
WAGES						
STRATEGIC MANAGEMENT & ADMINISTRATION	-	-	-	-	-	-
CONSTITUTION COMMISSION SECRETARIAT	8,200	75,000	40,800	75,000	75,000	75,000
AUDIT	11,148	-	-	-	-	-
OFFICE OF THE OPPOSITION	89,508	89,800	89,800	89,800	89,800	89,800
TOTAL WAGES	108,856	164,800	130,600	164,800	164,800	164,800
ALLOWANCES						
STRATEGIC MANAGEMENT & ADMINISTRATION	181,465	185,200	173,200	176,400	176,400	176,400
CONSTITUTION COMMISSION SECRETARIAT	8,645	9,600	9,600	9,700	9,700	9,700
AUDIT	158,826	-	-	-	-	-
OFFICE OF THE OPPOSITION	-	-	-	-	-	-
TOTAL ALLOWANCES	348,936	194,800	182,800	186,100	186,100	186,100
BENEFITS						
STRATEGIC MANAGEMENT & ADMINISTRATION	-	-	-	-	-	-
CONSTITUTION COMMISSION SECRETARIAT	21,492	-	-	-	-	-
AUDIT	19,807	-	-	-	-	-
OFFICE OF THE OPPOSITION	-	-	-	-	-	-
TOTAL BENEFITS	41,299	-	-	-	-	-
GOODS AND SERVICES						
STRATEGIC MANAGEMENT & ADMINISTRATION	259,842	231,000	280,000	231,000	231,000	231,000
CONSTITUTION COMMISSION SECRETARIAT	55,168	88,300	157,200	118,300	88,300	88,300
AUDIT	137,900	-	-	-	-	-
OFFICE OF THE OPPOSITION	70,979	78,200	70,300	78,200	78,200	78,200
TOTAL	523,889	397,500	507,500	427,500	397,500	397,500
CAPITAL EXPENDITURE						
STRATEGIC MANAGEMENT & ADMINISTRATION	-	-	-	-	-	-
CONSTITUTION COMMISSION SECRETARIAT	-	-	-	-	-	-
AUDIT	-	-	-	-	-	-
OFFICE OF THE OPPOSITION	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-	-	-

S U M M A R Y (by Subheads)

210	Salaries	1,122,481	716,300	652,500	646,000	621,400	660,100
212	Wages	108,856	164,800	130,600	164,800	164,800	164,800
216	Allowances	348,936	194,800	182,800	186,100	186,100	186,100
218	Pensions & Gratuities	41,299	-	-	-	-	-
220	Local Travel	6,584	6,000	6,000	6,000	6,000	6,000
222	International Travel & Subsistence	34,767	27,500	27,500	37,500	27,500	27,500
224	Utilities	40,382	22,500	25,000	22,500	22,500	22,500
226	Communication Expenses	21,981	18,500	21,500	18,500	18,500	18,500
228	Supplies & Materials	15,791	15,000	15,000	18,000	15,000	15,000
229	Furniture Equipment and Resources	22,844	25,000	47,000	25,000	25,000	25,000
232	Maintenance Services	3,760	5,200	5,200	5,200	5,200	5,200
234	Rental of Assets	159,238	114,600	114,600	114,600	114,600	114,600
236	Professional Services and Fees	68,011	52,000	113,600	52,000	52,000	52,000
242	Training	18,764	15,000	15,000	17,000	15,000	15,000
244	Advertising	8,299	5,000	8,500	5,000	5,000	5,000
246	Printing & Binding	33,632	25,500	42,900	38,500	25,500	25,500
260	Grants & Contributions	86,829	59,200	59,200	59,200	59,200	59,200
275	Sundry Expenses	3,006	1,500	1,500	1,500	1,500	1,500
280	Programme Production & Promotion	-	5,000	5,000	7,000	5,000	5,000
	TOTAL VOTE 10	2,145,460	1,473,400	1,473,400	1,424,400	1,369,800	1,408,500

BUDGET AND FORWARD ESTIMATES**VOTE: 11 AUDIT OFFICE – SUMMARY**

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2016 to 31st March, 2019 for salaries and the expenses of the Office of the Auditor General - One million, one hundred and fifty-eight thousand dollars	\$1,164,700
B.	ACCOUNTING OFFICER: Auditor General	
C.	SUB-HEADS which under this vote will be accounted for by the Auditor General	

STRATEGIC PRIORITIES

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

NATIONAL OUTCOMES

A transparent and effective accountability framework for government and public sector

VISION

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

MISSION

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

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
110	Audit	1,850	25,000	25,000	25,000	25,000	25,000
TOTAL REVENUE VOTE 10		1,850	25,000	25,000	25,000	25,000	25,000

SUMMARY OF EXPENDITURE BY PROGRAMME

110	Audit	-	1,258,000	1,138,000	1,164,700	1,214,700	1,250,800
TOTAL EXPENDITURE VOTE 10		-	1,258,000	1,138,000	1,164,700	1,214,700	1,250,800

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

	Salaries	-	732,500	612,500	706,300	701,200	792,400
	WAGES	-	11,000	11,000	11,000	11,000	11,000
	ALLOWANCES	-	202,000	202,000	194,200	194,200	194,200
	BENEFITS	-	56,500	56,500	17,600	72,700	17,600
	GOOD AND SERVICES	-	256,000	256,000	235,600	235,600	235,600
TOTAL RECURRENT EXPENDITURE		-	1,258,000	1,138,000	1,164,700	1,214,700	1,250,800

CAPITAL EXPENDITURE

SHD	Donor	Description					
TOTAL CAPITAL EXPENDITURE			-	-	-	-	-
TOTAL EXPENDITURE VOTE 10			-	1,258,000	1,138,000	1,164,700	1,214,700

STAFFING RESOURCES

TOTAL STAFFING						

PROGRAMME 102: AUDIT

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

RECURRENT REVENUE

SHD	Details of Revenue	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	Audit Fees	1,850	25,000	25,000	25,000	25,000	25,000
RECURRENT REVENUE		1,850	25,000	25,000	25,000	25,000	25,000

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	-	732,500	612,500	706,300	701,200	792,400
212	Wages	-	11,000	11,000	11,000	11,000	11,000
216	Allowances	-	202,000	202,000	194,200	194,200	194,200
218	Pensions and Gratuities	-	56,500	56,500	17,600	72,700	17,600
Total Salaries		-	1,002,000	882,000	929,100	979,100	1,015,200

GOODS AND SERVICES

220	Local Travel	-	6,000	6,000	6,000	6,000	6,000
222	International Travel & Subsistence	-	12,000	22,000	12,000	12,000	12,000
224	Utilities	-	30,000	30,000	30,000	30,000	30,000
226	Communication Expenses	-	7,500	6,900	7,500	7,500	7,500
228	Supplies & Materials	-	4,000	7,000	7,000	7,000	7,000
232	Maintenance Services	-	4,700	4,700	4,700	4,700	4,700
234	Rental of Assets	-	78,000	65,000	60,000	60,000	60,000
236	Professional Services and Fees	-	80,000	80,000	80,000	80,000	80,000
242	Training	-	20,000	26,000	20,000	20,000	20,000
246	Printing & Binding	-	6,000	-	-	-	-
260	Grants & Contributions	-	2,800	3,400	3,400	3,400	3,400
275	Sundry Expenses	-	5,000	5,000	5,000	5,000	5,000
Total Goods and Services		-	256,000	256,000	235,600	235,600	235,600
RECURRENT EXPENDITURE		-	1,258,000	1,138,000	1,164,700	1,214,700	1,250,800

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Auditor General	R1	1	Auditor	R33-29/28-22	2
Deputy Auditor General	R17-13/R7	1	Clerical Officer	R46-34	1
IT Audit Manager	R17-13	1	Office Attendant	R51-45	1
Audit Manager	R17-13	3	Cleaner	0	1
Senior Auditor	R22-16	5			
TOTAL STAFF					16

PROGRAMME PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2017/18:

Establishing the MNAO to ensure an independent audit office that facilitates accountability and transparency

KEY STRATEGIES FOR 2018/19-20

Establishing the MNAO to ensure an independent audit office that facilitates accountability and transparency.

Delivering value to citizens through improved recommendations to Accounting Officers; improvement in staff capability and skills; and development of policies, procedures and guidelines that facilitate quality work and meet international audit standards/guidelines.

KEY PERFORMANCE INDICATORS

Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
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Output Indicators (Specify what has been/will be produced or delivered by the programme.)

Contributions submitted to Attorney General's Office to facilitate revision of Audit Act.		80% of requests for contributions responded to within 1 month.	80% of requests for contributions responded to within 1 month.		
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No. of financial, regulatory and compliance audits conducted.		13 statements in public accounts, one statement covering 42 sub-departments 12 Statutory/private entities 8 Compliance	14 statements in public accounts, one statement covering 42 sub-departments 12 Statutory/private entities 8 Compliance	15 statements in public accounts, one statement covering 42 sub-departments 12 Statutory/private entities 8 Compliance	16 statements in public accounts, one statement covering 42 sub-departments 12 Statutory/private entities 8 Compliance
No. of performance, IT and special audits conducted		4 Performance 4 IT	4 Performance 4 IT	5 Performance 4 IT	5 Performance 4 IT
No. of significant recommended actions		20	20	20	20
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Passage of the Audit Act			End 2 nd quarter		
% of government institutions/entities directly audited by OAG whose financial statements are clean		50%	60%	75%	80%
% of recommended actions successfully implemented/complete		50%	60%	75%	75%

S U M M A R Y (by Classification)

E05

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
AUDIT	-	732,500	612,500	706,300	701,200	792,400
TOTAL P.E	-	732,500	612,500	706,300	701,200	792,400
WAGES						
AUDIT	-	11,000	11,000	11,000	11,000	11,000
TOTAL WAGES	-	11,000	11,000	11,000	11,000	11,000
ALLOWANCES						
AUDIT	-	202,000	202,000	194,200	194,200	194,200
TOTAL ALLOWANCES	-	202,000	202,000	194,200	194,200	194,200
BENEFITS						
AUDIT	-	56,500	56,500	17,600	72,700	17,600
TOTAL BENEFITS	-	56,500	56,500	17,600	72,700	17,600
GOODS AND SERVICES						
AUDIT	-	256,000	256,000	235,600	235,600	235,600
TOTAL	-	256,000	256,000	235,600	235,600	235,600
CAPITAL EXPENDITURE						
AUDIT	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-	-	-

S U M M A R Y (by Subheads)

210	Salaries	-	732,500	612,500	706,300	701,200	792,400
212	Wages	-	11,000	11,000	11,000	11,000	11,000
216	Allowances	-	202,000	202,000	194,200	194,200	194,200
218	Pensions & Gratuities	-	56,500	56,500	17,600	72,700	17,600
220	Local Travel	-	6,000	6,000	6,000	6,000	6,000
222	International Travel & Subsistence	-	12,000	22,000	12,000	12,000	12,000
224	Utilities	-	30,000	30,000	30,000	30,000	30,000
226	Communication Expenses	-	7,500	6,900	7,500	7,500	7,500
228	Supplies & Materials	-	4,000	7,000	7,000	7,000	7,000
232	Maintenance Services	-	4,700	4,700	4,700	4,700	4,700
234	Rental of Assets	-	78,000	65,000	60,000	60,000	60,000
236	Professional Services and Fees	-	80,000	80,000	80,000	80,000	80,000
242	Training	-	20,000	26,000	20,000	20,000	20,000
246	Printing & Binding	-	6,000	-	-	-	-
260	Grants & Contributions	-	2,800	3,400	3,400	3,400	3,400
275	Sundry Expenses	-	5,000	5,000	5,000	5,000	5,000
	TOTAL VOTE 11	0	1,258,000	1,138,000	1,164,700	1,214,700	1,250,800

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

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2016 to 31st March, 2019 for salaries and the expenses of the Governor's Office, Office of the Deputy Governor (including pensions), Human Resources, the Prison and Defence Force Thirty-four million, four hundred and eighteen thousand seven hundred dollars	\$33,217,100
B.	ACCOUNTING OFFICER: Chief Human Resources Officer	
C.	SUB-HEADS which under this vote will be accounted for by the Chief Human Resources Officer	

STRATEGIC PRIORITIES

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

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

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

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

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

NATIONAL OUTCOMES

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

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

A modernized, efficient, responsive and accountable Public Service

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

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

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

Effective crime and delinquency management

Graduation from budget support from the British Government

VISION

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

MISSION STATEMENT

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

BUDGET SUMMARY							
SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
120	Office of the Deputy Governor	208,970	270,000	270,000	270,000	270,000	270,000
121	Human Resouces	14,838	-	-	-	-	-
122	Her Majesty's Prison	-	-	-	-	-	-
123	Defence Force	960	1,100	1,100	1,100	1,100	1,100
124	Disaster Management Coordination Agency	-	-	-	-	-	-
125	Governor	-	-	-	-	-	-
TOTAL REVENUE VOTE 12		224,768	271,100	271,100	271,100	271,100	271,100
SUMMARY OF EXPENDITURE BY PROGRAMME							
120	Office of the Deputy Governor	15,134,233	16,612,500	16,867,500	16,586,900	14,421,900	14,461,900
121	Human Resouces	5,367,096	8,493,800	8,597,300	13,562,800	13,597,300	13,651,900
122	Her Majesty's Prison	1,175,640	1,243,700	1,173,300	1,293,900	1,312,800	1,395,800
123	Defence Force	86,937	96,200	146,200	98,500	101,500	101,500
124	Disaster Management Coordination Agency	7,237,031	7,644,800	7,307,700	1,349,700	1,298,300	1,323,200
125	Governor	302,570	327,700	326,700	325,300	327,300	328,300
TOTAL EXPENDITURE VOTE 12		29,303,507	34,418,700	34,418,700	33,217,100	31,059,100	31,262,600
SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION							
RECURRENT EXPENDITURE							
	Salaries	2,623,568	2,854,900	2,751,400	2,835,000	2,878,800	3,092,000
	WAGES	219,974	106,400	234,000	125,100	125,100	125,100
	ALLOWANCES	281,149	429,100	296,900	472,400	477,000	477,000
	BENEFITS	11,591,758	11,095,800	11,341,200	11,428,600	11,463,200	11,453,500
	GOOD AND SERVICES	13,890,395	17,451,700	17,314,400	16,162,000	16,115,000	16,115,000
TOTAL RECURRENT EXPENDITURE		28,606,844	31,937,900	31,937,900	31,023,100	31,059,100	31,262,600
SUMMARY OF CAPITAL EXPENDITURE							
SHD	Donor	Description					
01A	DFID	PSR2/3	518,622	2,000,000	2,000,000	1,540,800	-
02A	DFID	Capacity Development Fund	178,041	300,000	300,000	472,400	-
04A	DFID	Disaster Prepardness Repairs	-	180,800	180,800	180,800	-
TOTAL CAPITAL EXPENDITURE			696,663	2,480,800	2,480,800	2,194,000	-
TOTAL EXPENDITURE VOTE 12		29,303,507	34,418,700	34,418,700	33,217,100	31,059,100	31,262,600
STAFFING RESOURCES							
TOTAL STAFFING							

PROGRAMME 120: OFFICE OF THE DEPUTY GOVERNOR

PROGRAMME OBJECTIVE:								
To provide an enabling environment (administrative and technical support) that allows the Deputy Governor to successfully perform his constitutional duties vis-à-vis the management and reform of the Montserrat Public Service; the protection of National Security Interests in Disaster Management, Defence, Ceremonial Duties and Consular Affairs; and the preservation of Public Safety.								
RECURRENT REVENUE								
SHD	Details of Revenue		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	Naturalization Fees		208,970	270,000	270,000	270,000	270,000	270,000
TOTAL REVENUE VOTE 12			208,970	270,000	270,000	270,000	270,000	270,000
RECURRENT EXPENDITURE								
SHD	Details of Expenditure		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries								
210	Salaries		593,008	635,600	629,600	666,900	671,000	711,000
212	Wages		117,699	-	127,600	-	-	-
216	Allowances		-	127,600	-	167,400	167,400	167,400
218	Pensions and Gratuities		11,591,758	11,095,800	11,341,200	11,428,600	11,453,500	11,453,500
Total Salaries			12,302,465	11,859,000	12,098,400	12,262,900	12,291,900	12,331,900
GOODS AND SERVICES								
222	International Travel & Subsistence		58,861	37,700	78,400	20,000	20,000	20,000
224	Utilities		617,787	687,000	558,000	547,000	547,000	547,000
226	Communication Expenses		17,881	22,000	22,000	22,000	22,000	22,000
228	Supplies & Materials		12,766	20,000	20,000	20,000	20,000	20,000
229	Furniture Equipment and Resources		114,426	38,100	128,100	38,100	38,100	38,100
230	Uniform/Protective Clothing		1,700	4,500	4,500	4,500	4,500	4,500
232	Maintenance Services		130,439	450,000	450,000	450,000	450,000	450,000
234	Rental of Assets		384,974	372,900	397,500	387,900	387,900	387,900
236	Professional Services and Fees		786,370	630,000	619,300	630,000	630,000	630,000
246	Printing & Binding		4,021	5,000	5,000	5,000	5,000	5,000
275	Sundry Expenses		5,881	5,500	5,500	5,500	5,500	5,500
Total Goods and Services			2,135,105	2,272,700	2,288,300	2,130,000	2,130,000	2,130,000
RECURRENT EXPENDITURE			14,437,570	14,131,700	14,386,700	14,392,900	14,421,900	14,461,900
CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
1210001A	DFID	PSR2/3	518,622	2,000,000	2,000,000	1,540,800	-	-
1211002A	DFID	Capacity Development Fund	178,041	300,000	300,000	472,400	-	-
1212004A	DFID	Disaster Preparedness Repairs	-	180,800	180,800	180,800	-	-
CAPITAL EXPENDITURE			696,663	2,480,800	2,480,800	2,194,000	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Deputy Governor	R1	1	Building & Security Officer/Facilities Manager	R31-28	1
Head, ODG	R14-10	1	Clerical Officer (Snr)	R33-29	1
Assistant Secretary	R22-16	2	Consular Assistant	R46-34	1
Executive Officer	R28-22	3	Cleaners	R51	7
TOTAL STAFF					17
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18/:					
Implement recommendations of the functional review conducted in FY2015/16 which will ensure that ODG Corporate is well resourced and well managed to contribute to effective and efficient service delivery (PAO 4)					
Promote efficiency and reform across the Public Service (system-wide and agency-specific) through the continued implementation of the Public Service Reform (PSR) programme (PAO 4)					
Strengthen Policy and implement legislation for the administration and management of the Public Service (PSR) (PAO 4)					
Create a safe, exciting, innovative and enabling physical working environment through the design of a comprehensive Buildings and Asset Management Strategy (PAO 3.3, 4)					
Build a 'Whole of Government' Accountability Framework that delivers a Public Service that is non-partisan, results driven, policy based, fiscally fit and transparent (PSR) (PAO 4)					
Design, develop and implement key consular services to safeguard National Security and Public Interests against the risks of Nationality and Identity Fraud and unsustainable Government Liability. (PAO 1.6, 4, 5.2)					
Develop a Pension Policy & Strategy that ensures public servants have adequate pension provision to safeguard against unsustainable government liability (PAO 2.5, 4)					
Improve focus on core service delivery and private sector development by outsourcing non-core services and supporting the development of the entity to effectively deliver those services (PAO 1.3, 1.5)					
Implement the new Emergency Passport system and continue to embed the New full-validity, electronic BOTC passport system (PAO 1.3, 1.6)					
KEY STRATEGIES FOR 2018/19-20:					
Continue to embed new legislation, systems, policies and procedures					
Develop consular services overseas					

KEY PERFORMANCE INDICATORS	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Regulations developed to implement the Public Administration Act 2014	Public	Public	Draft Public	Implementatio	
Administration Legislation	Public	HR	Draft HR	Implementatio	Implementatio
Community Outreach and engagement developed through radio, community based workshops and online	No targets were set	0 Radio Programmes and 1 Community Workshop delivered	2 Radio Programmes and 3 Community Workshops delivered; ODG website refreshed and updated with Residence and Nationality information	3 Radio Programmes and 3 Community Workshops delivered; online applications implemented	3 Radio Programmes and 3 Community Workshops delivered; interactive website
Contract with Montserrat Cleaning Coop (MCC) signed by both stakeholders	Contract	Draft contract	Draft contract	Review of	
Achieve a Customer Satisfaction Rating of at least 95% in Consular Services	No target set	No target set	Customer	80% customers	95%
Improve the efficiency in the Administration and Payment of Pension Benefits (processed within 6 months)	No target set	No target set	MOU between	100% Pension	100% Pension
	No target set	No target set	0.5	0.8	1
	No target set	No target set	0.5	0.8	1
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
GoM Buildings Maintenance Strategy developed		Buildings	Draft		
Annual Buildings Maintenance Plan developed to support the Maintenance Strategy			Annual Maintenance		
Buildings Maintenance Service Level Agreements agreed and signed			Buildings		

PROGRAMME 121: HUMAN RESOURCES

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
145	Previous Years Reimbursements	14,838	-	-	-	-	-
TOTAL REVENUE VOTE 12		14,838	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	656,059	757,900	757,900	740,500	770,400	825,000
216	Allowances	175,815	196,300	196,300	192,000	196,600	196,600
Total Salaries		831,874	954,200	954,200	932,500	967,000	1,021,600
GOODS AND SERVICES							
222	International Travel & Subsistence (NEW)	0	0	0	30,000	30,000	30,000
226	Communication Expenses	9,200	17,000	17,000	12,000	12,000	12,000
228	Supplies & Materials	22,996	25,000	25,000	25,000	25,000	25,000
236	Professional Services and Fees	2,048,223	5,009,300	5,009,300	10,000,000	10,000,000	10,000,000
242	Training	2,360,657	2,361,800	2,461,800	2,461,800	2,461,800	2,461,800
244	Advertising	19,605	20,000	19,500	20,000	20,000	20,000
272	Claims against Government	69,426	100,000	104,000	75,000	75,000	75,000
275	Sundry Expenses	5,114	6,500	6,500	6,500	6,500	6,500
Total Goods and Services		4,535,221	7,539,600	7,643,100	12,630,300	12,630,300	12,630,300
RECURRENT EXPENDITURE		5,367,096	8,493,800	8,597,300	13,562,800	13,597,300	13,651,900

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
			-	-	-	-	-	-
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Chief Human Resources Officer	R5	1	Assistant Secretary	R22-16	2
Director, Learning & Development	R7	1	Executive Officer	R28-22	3
Director, Strategic Human Resource and Operations	R7	1	Clerical Officer (Snr)	R33-29	5
Senior Assistant Secretary	R17 -13	2	Clerical Officer	R46-34	1
TOTAL STAFF					16
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Improve the performance of the HRMU to deliver on its core functions, address issues of employee engagement and meet future needs of the Public Service (4.1 ; 4.2)					
Review/update/revise the policy framework to deliver improved HR services through the implementation of the following key strategies: recruitment; retention and reward; grievance and disciplinary; sick leave; succession planning; probation (4.1; 4.2)					
Create a culture of continuous learning and development by providing targeted training support and scholarship awards to ensure that the Public Service has a cadre of professional, high-performing public officers with the skills and competencies to drive the Government's policy and legislative agenda (4.1; 4.2)					
Implement the Public Administration Regulations through the development of an HR Manual of Procedures to improve transparency, fairness and accountability (4.1)					
Maintain an accurate and user-friendly HRIS to improve data management and support the development of evidence-based HR policies and strategies (4.2)					
KEY STRATEGIES FOR 2018/19-20					
Improve the performance of the HRMU to deliver on its core functions, address issues of employee engagement and meet future needs of the Public Service (4.1 ; 4.2);					
Improve employee and customer satisfaction through the implementation of an equitable reward and recognition system (4.2)					
Validate customer expectations through the review and development of service standards (4.2)					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Average turnaround time for external recruitments	80 days	140 days	120 days	90 days	90 days
Number of local in-service training sessions held	2	3	6	6	6
Number of scholarships awarded	10	5	10	10	10
Number of policies reviewed and updated annually		3	5	5	5
Succession Planning: Time taken to fill key positions via Internal Transfers or		30 days	30 days	30 days	30 days
Number of new recruits per annum		30	30	30	10
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Proportion (%) of external recruitments completed within the 90-day turnaround time		80%	90%	100%	100%
Number of scholarship recipients gainfully employed on Montserrat after		100%	100%	100%	100%
Percent of HRIS system operational	10%	10%	50%	80%	100%
Percent of new recruits meeting the minimum job requirements		95%	95%	95%	100%

PROGRAMME 122: HER MAJESTY'S PRISON

PROGRAMME OBJECTIVE:

To provide a safe and secure custody of Prison inmates and supporting their rehabilitation and successful integration into society

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
160	Other Revenue	-	-	-	-	-	-
TOTAL REVENUE VOTE 12		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	896,859	963,300	866,900	888,600	917,500	1,000,500
212	Wages	16,632	18,200	18,200	31,400	31,400	31,400
216	Allowances	51,834	45,200	44,200	36,900	36,900	36,900
Total Salaries		965,325	1,026,700	929,300	956,900	985,800	1,068,800
GOODS AND SERVICES							
228	Supplies & Materials	124,917	120,000	145,100	150,000	150,000	150,000
230	Uniform/Protective Clothing	24,992	25,000	25,000	25,000	25,000	25,000
232	Maintenance Services	31,858	32,000	35,200	70,000	60,000	60,000
236	Professional Services and Fees	27,416	38,000	37,100	40,000	40,000	40,000
275	Sundry Expenses	1,131	2,000	1,600	52,000	52,000	52,000
Total Goods and Services		210,315	217,000	244,000	337,000	327,000	327,000
RECURRENT EXPENDITURE		1,175,640	1,243,700	1,173,300	1,293,900	1,312,800	1,395,800

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
			-	-	-	-	-	-
			-	-	-	-	-	-
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Superintendent	R14-10	1	Prison Officer	R39-32	20
Deputy Superintendent	R22-18	1	Clerical Officer	R46-34	1
Assistant Superintendent	R27-23	1	Prison Cook	0	1
Senior Prison Officer	R31-28	4			
TOTAL STAFF					29

PROGRAMME PERFORMANCE INFORMATION						
KEY STRATEGIES FOR 2017/18:						
Reduce the repeat offenders by developing and implementing a comprehensive sentence plan (4.3)						
Develop a comprehensive behavior modification programme to assist/accommodate the rehabilitation of inmates (4.3)						
Improve the physical infrastructure of Her Majesty's Prison to enhance and maintain safe and secure custody (4.3)						
Recruit and equip staff to deliver high quality custodial services (4.3)						
KEY STRATEGIES FOR 2018/19-20						
KEY PERFORMANCE INDICATORS		Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)						
No of inmates		49	40	40	40	40
No. of repeat offenders		8	8	8	8	8
No. of hours per week dedicated to planned rehabilitation programs		40 hours	40 hours	40 hours	40 hours	40 hours
No. of inmates participating in work development programmes		7	10	9	10	10
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)						
Percent of inmates participating in rehabilitation and/or development		New Indicator	50%	60%	65%	70%
Average number of hours of rehabilitation/development training provided per prisoner		New Indicator	6hrs	6hrs	6hrs	8hrs
No. of escapes		0	0	0	0	0
Rate of recidivism		16%	20%	20%	18%	18%

PROGRAMME 123: DEFENCE FORCE

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	Charges and Fines		100	100	100	100	100
160	General Receipts	960	1,000	1,000	1,000	1,000	1,000
TOTAL REVENUE VOTE 12		960	1,100	1,100	1,100	1,100	1,100

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	-	-	-	-	-	-
212	Wages	-	-	-	-	-	-
216	Allowances	-	-	-	-	-	-
218	Pensions and Gratuities	-	-	-	-	-	-
Total Salaries		-	-	-	-	-	-
GOODS AND SERVICES							
226	Communication Expenses	495	800	600	800	800	800
228	Supplies & Materials	9,817	9,500	9,500	10,000	10,000	10,000
229	Furniture Equipment and Resources	10,122	10,200	50,200	12,000	15,000	15,000
230	Uniform/Protective Clothing	4,406	4,000	16,700	4,000	4,000	4,000
232	Maintenance Services	5,610	8,100	5,600	8,100	8,100	8,100
242	Training		5,000	4,800	5,000	5,000	5,000
260	Grants & Contributions	54,210	57,600	58,200	57,600	57,600	57,600
275	Sundry	2,277	1,000	600	1,000	1,000	1,000
Total Goods and Services		86,937	96,200	146,200	98,500	101,500	101,500
RECURRENT EXPENDITURE		86,937	96,200	146,200	98,500	101,500	101,500

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
			-	-	-	-	-	-
			-	-	-	-	-	-
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count
TOTAL STAFF		0

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Re-establish a 2 platoon structure to be able to provide a more robust response in disaster and security situations in order to make Montserrat a more secure island (3.2; 4.3)*					
Restart the RMDF National Marching Band to provide an avenue for giving expression to the musical talent of youths and to help instil feelings of national pride in the community (2.8; 2.9)*					
Continue Humanitarian Aid and Disaster Relief (HADR) focused training in order to strengthen GOMs preparedness and emergency response capability (3.2)					
Continue the support the Montserrat Cadet Corps as a mechanism through which young adults can be mentored with values and other useful life skills (2.8; 2.9).					
KEY STRATEGIES FOR 2018/19-20					
Train members for security operations in order to ensure Montserrat remains a safe and secure place to live and visit (4.3)*					
Re-establish links with the Irish Guards and Bermuda Regiment in order to benefit from advanced training opportunities (3.2; 4.3)					
Conclude Montserrat's bid to accede to the Regional Security System in order to access training and benefit from joint security operation (RMPS will also benefit) (3.2; 4.3)*					
Establish permanent home in order to safe guard the assets of the Force while doubling as a community centre and temporary safe house (2.8; 2.9; 3.2; 4.3)*					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Min 15 days collective training to ensure forces readiness for deployment	62	62	62	62	62
No of days provision of Aid to the Civil Community/Authority	14	Unpredictable	Unpredictable	Unpredictable	Unpredictable
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)					
Achieve a level of training that maintains core skills and professional standards for HADR and Security Ops (percentage)	70	70	75	85	85
Percent RMDF review recommendation implemented	75	80	80	80	100

PROGRAMME 124: DISASTER MANAGEMENT COORDINATION AGENCY

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
135	Rents, Interest, Dividends	-	-	-	-	-	-
TOTAL REVENUE VOTE 12		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	310,059	317,000	316,300	365,800	354,400	379,300
216	Allowances	32,165	36,800	33,200	52,900	52,900	52,900
Total Salaries		342,225	353,800	349,500	418,700	407,300	432,200
GOODS AND SERVICES							
224	Utilities	501,802	705,000	509,000	555,000	555,000	555,000
226	Communication Expenses	21,593	23,000	21,000	23,000	23,000	23,000
228	Supplies & Materials	20,364	22,000	20,100	22,000	22,000	22,000
229	Furniture Equipment and Resources	24,572	35,000	35,000	75,000	35,000	35,000
232	Maintenance Services	231,497	180,000	271,000	180,000	180,000	180,000
234	Rental of Assets	18,000	18,000	18,000	18,000	18,000	18,000
261	Subventions	6,048,798	6,250,000	6,028,100	-	-	-
274	Emergency Expenditure	25,907	50,000	50,000	50,000	50,000	50,000
275	Sundry Expenses	2,274	8,000	6,000	8,000	8,000	8,000
Total Goods and Services		6,894,807	7,291,000	6,958,200	931,000	891,000	891,000
RECURRENT EXPENDITURE		7,237,031	7,644,800	7,307,700	1,349,700	1,298,300	1,323,200

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Director	R7	1	Clerical Officer (Snr)	R33-29	1
Assistant Secretary	R22-16	2	Clerical Officer	R46-34	1
Executive Officer	R28-22	1	Driver/Technician	R46-34	1
TOTAL STAFF					7

PROGRAMME PERFORMANCE INFORMATION						
KEY STRATEGIES FOR 2017/18:						
Improve the capacity of the DMCA to lead the coordination of disaster management core functions and strategies through enhancing a multi-agency approach which integrates Disaster Management policy and practice into the mainstream of community activities.						
Enhance early warning system to deliver timely alerts to the general public thereby improving preparedness and mitigation						
Coordinate and facilitate community hazard and vulnerability assessments and update hazard maps to enhance efforts to mitigate disasters (3.2)						
Improve capacity to monitor shelters, alerting systems, generator plants (silver Hills) by replacing the current vehicle which is at the end of its useful life. (3.3)						
Improve the standard and condition of hurricane shelters to ensure they are resilient, safe and secure						
ADDITIONAL KEY STRATEGIES FOR 2018/19-20						
Improve capacity to monitor shelters, alerting systems, generator plants (silver Hills) by replacing the current vehicle which is at the end of its useful life. (3.3)						
Implement the findings of the functional review of the Disaster Management Agency to enhance its capacity to deliver on its mandate						
KEY PERFORMANCE INDICATORS		Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)						
		6	6	6	6	6
No. of components in the alerting system in ready and functional use			3 of 4	5	5	5
Up time for alerting system				100%	100%	100%
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)						
Failure rate and down time for the components of the alerting system			≥5%	0	0	0
No. of NDPRAC actions completed on time				100%	100%	100%
Percent of staff trained in disaster management related disciplines			2 of 7	50%	75%	89%
Percent of district personnel receiving emergency preparedness and response training			60%	80%	90%	100%
Average response time to faults				3 hours	3 hours	3 hours

PROGRAMME 125: GOVERNOR

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 12		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	167,583	181,100	180,700	173,200	165,500	176,200
212	Wages	85,643	88,200	88,200	93,700	93,700	93,700
216	Allowances	21,334	23,200	23,200	23,200	23,200	23,200
218	Pensions and Gratuities	-	-	-	-	9,700	-
Total Salaries		274,560	292,500	292,100	290,100	292,100	293,100
GOODS AND SERVICES							
226	Communication Expenses	11,424	12,000	12,000	12,000	12,000	12,000
228	Supplies & Materials	9,532	10,000	10,000	10,000	10,000	10,000
230	Uniform and Protective clothing	1,609	2,000	2,000	2,000	2,000	2,000
232	Maintenance Services	5,146	10,000	10,000	10,000	10,000	10,000
275	Sundry Expenses	300	1,200	600	1,200	1,200	1,200
Total Goods and Services		28,011	35,200	34,600	35,200	35,200	35,200
RECURRENT EXPENDITURE		302,570	327,700	326,700	325,300	327,300	328,300

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Governor	-	1	Resident Assistant	-	1
Clerical Officer (Snr)	R33-29	1	Cook	-	1
Governor's Driver	R33-29	1	Cleaner	-	1
TOTAL STAFF					6

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
To provide administrative and programmatic support to the Governor's Office					
To maintain and upkeep the Governor's residence					
To provide friendly & warm reception at the Governor's Residence					
KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Customer Satisfaction		90%	90%	95%	100%
No. of functions in which meals are prepared in accordance with agree	60	60	60	60	60
Percentage of areas maintained to agreed standards	85%	95%	100%	100%	100%
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)					
Satisfaction ratings		95%	100%	100%	100%
% of functions in which meal was prepared to satisfaction	90%	100%	100%	100%	100%
% of times residence is kept to satisfaction		95%	100%	100%	100%

S U M M A R Y (by Classification)

E12

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
OFFICE OF THE DEPUTY GOVERNOR	593,008	635,600	629,600	666,900	671,000	711,000
HUMAN RESOURCES	656,059	757,900	757,900	740,500	770,400	825,000
HER MAJESTY'S PRISON	896,859	963,300	866,900	888,600	917,500	1,000,500
DEFENCE FORCE	-	-	-	-	-	-
DISASTER MANAGEMENT COORDINATION AGEN	310,059	317,000	316,300	365,800	354,400	379,300
GOVERNOR	167,583	181,100	180,700	173,200	165,500	176,200
TOTAL P.E	2,623,568	2,854,900	2,751,400	2,835,000	2,878,800	3,092,000
WAGES						
OFFICE OF THE DEPUTY GOVERNOR	117,699	-	127,600	-	-	-
HUMAN RESOURCES	-	-	-	-	-	-
HER MAJESTY'S PRISON	16,632	18,200	18,200	31,400	31,400	31,400
DEFENCE FORCE	-	-	-	-	-	-
DISASTER MANAGEMENT COORDINATION AGEN	-	-	-	-	-	-
GOVERNOR	85,643	88,200	88,200	93,700	93,700	93,700
TOTAL WAGES	219,974	106,400	234,000	125,100	125,100	125,100
ALLOWANCES						
OFFICE OF THE DEPUTY GOVERNOR	-	127,600	-	167,400	167,400	167,400
HUMAN RESOURCES	175,815	196,300	196,300	192,000	196,600	196,600
HER MAJESTY'S PRISON	51,834	45,200	44,200	36,900	36,900	36,900
DEFENCE FORCE	-	-	-	-	-	-
DISASTER MANAGEMENT COORDINATION AGEN	32,165	36,800	33,200	52,900	52,900	52,900
GOVERNOR	21,334	23,200	23,200	23,200	23,200	23,200
TOTAL ALLOWANCES	281,149	429,100	296,900	472,400	477,000	477,000
BENEFITS						
OFFICE OF THE DEPUTY GOVERNOR	11,591,758	11,095,800	11,341,200	11,428,600	11,453,500	11,453,500
HUMAN RESOURCES	-	-	-	-	-	-
HER MAJESTY'S PRISON	-	-	-	-	-	-
DEFENCE FORCE	-	-	-	-	-	-
DISASTER MANAGEMENT COORDINATION AGEN	-	-	-	-	-	-
GOVERNOR	-	-	-	-	9,700	-
TOTAL BENEFITS	11,591,758	11,095,800	11,341,200	11,428,600	11,463,200	11,453,500

GOODS AND SERVICES

OFFICE OF THE DEPUTY GOVERNOR	2,135,105	2,272,700	2,288,300	2,130,000	2,130,000	2,130,000
HUMAN RESOURCES	4,535,221	7,539,600	7,643,100	12,630,300	12,630,300	12,630,300
HER MAJESTY'S PRISON	210,315	217,000	244,000	337,000	327,000	327,000
DEFENCE FORCE	86,937	96,200	146,200	98,500	101,500	101,500
DISASTER MANAGEMENT COORDINATION AGEN	6,894,807	7,291,000	6,958,200	931,000	891,000	891,000
GOVERNOR	28,011	35,200	34,600	35,200	35,200	35,200
TOTAL	13,890,395	17,451,700	17,314,400	16,162,000	16,115,000	16,115,000

CAPITAL EXPENDITURE

OFFICE OF THE DEPUTY GOVERNOR	696,663	2,480,800	2,480,800	2,194,000	-	-
HUMAN RESOURCES	-	-	-	-	-	-
HER MAJESTY'S PRISON	-	-	-	-	-	-
DEFENCE FORCE	-	-	-	-	-	-
DISASTER MANAGEMENT COORDINATION AGEN	-	-	-	-	-	-
GOVERNOR	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	696,663	2,480,800	2,480,800	2,194,000	-	-

S U M M A R Y (by Subheads)

210	Salaries	2,623,568	2,854,900	2,751,400	2,835,000	2,878,800	3,092,000
212	Wages	219,974	106,400	234,000	125,100	125,100	125,100
216	Allowances	281,149	429,100	296,900	472,400	477,000	477,000
218	Pensions & Gratuities	11,591,758	11,095,800	11,341,200	11,428,600	11,463,200	11,453,500
222	International Travel & Subsistence	58,861	37,700	78,400	50,000	50,000	50,000
224	Utilities	1,119,588	1,392,000	1,067,000	1,102,000	1,102,000	1,102,000
226	Communication Expenses	60,593	74,800	72,600	69,800	69,800	69,800
228	Supplies & Materials	200,391	206,500	229,700	237,000	237,000	237,000
229	Furniture Equipment and Resources	149,120	83,300	213,300	125,100	88,100	88,100
230	Uniform/Protective Clothing	32,708	35,500	48,200	35,500	35,500	35,500
232	Maintenance Services	404,550	680,100	771,800	718,100	708,100	708,100
234	Rental of Assets	402,974	390,900	415,500	405,900	405,900	405,900
236	Professional Services and Fees	2,862,009	5,677,300	5,665,700	10,670,000	10,670,000	10,670,000
242	Training	2,360,657	2,366,800	2,466,600	2,466,800	2,466,800	2,466,800
244	Advertising	19,605	20,000	19,500	20,000	20,000	20,000
246	Printing & Binding	4,021	5,000	5,000	5,000	5,000	5,000
260	Grants & Contributions	54,210	57,600	58,200	57,600	57,600	57,600
261	Subventions	6,048,798	6,250,000	6,028,100	-	-	-
272	Claims against Government	69,426	100,000	104,000	75,000	75,000	75,000
274	Emergency Expenditure	25,907	50,000	50,000	50,000	50,000	50,000
275	Sundry Expenses	16,976	24,200	20,800	74,200	74,200	74,200
	TOTAL VOTE 12	28,606,844	31,937,900	31,937,900	31,023,100	31,059,100	31,262,600

BUDGET AND FORWARD ESTIMATES

VOTE: 13 PUBLIC PROSECUTION – SUMMARY

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2016 to 31st March, 2019 for salaries and the expenses of the Office of the Director of Public Prosecution - Six hundred and forty-nine thousand, two hundred dollars.	\$649,900
B.	ACCOUNTING OFFICER: Director of Public Prosecution	
C.	SUB-HEADS which under this vote will be accounted for by the Director of Public Prosecution	

STRATEGIC PRIORITIES

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

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

NATIONAL OUTCOMES

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

A modernised, efficient, responsive and accountable public service

VISION

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

MISSION STATEMENT

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

BUDGET SUMMARY

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
130	PUBLIC PROSECUTION	-	-	-	-	-	-
TOTAL REVENUE VOTE 13		-	-	-	-	-	-

SUMMARY OF EXPENDITURE BY PROGRAMME

130	PUBLIC PROSECUTION	496,514	649,200	649,200	649,900	653,400	675,100
TOTAL EXPENDITURE VOTE 13		496,514	649,200	649,200	649,900	653,400	675,100

SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION

RECURRENT EXPENDITURE							
	Salaries	248,066	319,500	319,500	319,900	323,400	345,100
	WAGES	-	-	-	-	-	-
	ALLOWANCES	182,353	237,600	237,600	237,900	237,900	237,900
	BENEFITS	-	-	-	-	-	-
	GOOD AND SERVICES	66,094	92,100	92,100	92,100	92,100	92,100
TOTAL RECURRENT EXPENDITURE		496,514	649,200	649,200	649,900	653,400	675,100
TOTAL EXPENDITURE VOTE 13		496,514	649,200	649,200	649,900	653,400	675,100

STAFFING RESOURCES

TOTAL STAFFING							
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PROGRAMME 130: PUBLIC PROSECUTION

PROGRAMME OBJECTIVE:

Provide efficient, timely and equitable Prosecution

RECURRENT REVENUE

SHD	Details of Revenue	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 13		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	248,066	319,500	319,500	319,900	323,400	345,100
216	Allowances	182,353	237,600	237,600	237,900	237,900	237,900
Total Salaries		430,420	557,100	557,100	557,800	561,300	583,000
GOODS AND SERVICES							
220	Local Travel		1,000	4,700	3,000	3,000	3,000
222	International Travel & Subsistence	17,443	20,000	25,000	20,000	20,000	20,000
224	Utilities	16,020	24,000	19,000	23,000	23,000	23,000
226	Communication Expenses	8,112	10,000	9,200	9,000	9,000	9,000
228	Supplies & Materials	9,967	10,000	10,000	10,000	10,000	10,000
232	Maintenance Services	2,338	5,000	5,000	5,000	5,000	5,000
236	Professional Services and Fees		7,400	3,000	7,400	7,400	7,400
246	Printing & Binding	616	2,500	2,500	2,500	2,500	2,500
275	Sundry Expenses	11,599	12,200	13,700	12,200	12,200	12,200
Total Goods and Services		66,094	92,100	92,100	92,100	92,100	92,100
RECURRENT EXPENDITURE		496,514	649,200	649,200	649,900	653,400	675,100

STAFFING RESOURCES

STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Director, Public Prosecution	R4	1	Crown Counsel (Child Safeguarding) New	R17-13	1
Snr Crown Counsel (Criminal)	R12-8	1	Clerical Officer (Snr.)	R33-29	1
Crown Counsel (Criminal)	R17-13	2	Clerical Officer	R46-34	1
TOTAL STAFF					7

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Provide timely and high quality legal advice and representation to the law enforcement agencies. (4.1, 4.3)					
Provide training to relevant law enforcement agencies on the laws and investigative measures. (4.3)					
KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No of Preliminary Inquiries completed		50	50	50	
No of prosecutions initiated		290	290	290	
No of trials completed		118	118	118	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Percent of prosecutions successful		95%	95%	95%	
Percent of trials completed within the date of filing and or Assizes.		85%	85%	85%	
No. of prosecutions awaiting trial		129	129	129	
No of advice provided within timeframe		14days	14days	14days	

S U M M A R Y (by Classification)

E05

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
PUBLIC PROSECUTION	248,066	319,500	319,500	319,900	323,400	345,100
TOTAL P.E	248,066	319,500	319,500	319,900	323,400	345,100
WAGES						
PUBLIC PROSECUTION	-	-	-	-	-	-
TOTAL WAGES	-	-	-	-	-	-
ALLOWANCES						
PUBLIC PROSECUTION	182,353	237,600	237,600	237,900	237,900	237,900
TOTAL ALLOWANCES	182,353	237,600	237,600	237,900	237,900	237,900
BENEFITS						
PUBLIC PROSECUTION	-	-	-	-	-	-
TOTAL BENEFITS	-	-	-	-	-	-
GOODS AND SERVICES						
PUBLIC PROSECUTION	66,094	92,100	92,100	92,100	92,100	92,100
TOTAL	66,094	92,100	92,100	92,100	92,100	92,100
CAPITAL EXPENDITURE						
PUBLIC PROSECUTION	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-	-	-

S U M M A R Y (by Subheads)

210	Salaries	248,066	319,500	319,500	319,900	323,400	345,100
216	Allowances	182,353	237,600	237,600	237,900	237,900	237,900
220	Local Travel	-	1,000	4,700	3,000	3,000	3,000
222	International Travel & Subsistence	17,443	20,000	25,000	20,000	20,000	20,000
224	Utilities	16,020	24,000	19,000	23,000	23,000	23,000
226	Communication Expenses	8,112	10,000	9,200	9,000	9,000	9,000
228	Supplies & Materials	9,967	10,000	10,000	10,000	10,000	10,000
232	Maintenance Services	2,338	5,000	5,000	5,000	5,000	5,000
236	Professional Services and Fees	-	7,400	3,000	7,400	7,400	7,400
246	Printing & Binding	616	2,500	2,500	2,500	2,500	2,500
275	Sundry Expenses	11,599	12,200	13,700	12,200	12,200	12,200
	TOTAL VOTE 13	496,514	649,200	649,200	649,900	653,400	675,100

BUDGET AND FORWARD ESTIMATES

VOTE: 15 OFFICE OF THE PREMIER – SUMMARY

A. ESTIMATES of Revenue and Expenditure for the period 1st April 2016 to 31st March, 2019 for salaries and the expenses of the Office of the Premier - Six hundred and forty-nine thousand, two hundred dollars. \$21,198,200							
B. ACCOUNTING OFFIC Permanent Secretary							
C. SUB-HEADS which under this vote will be accounted for by the Permanent Secretary							
STRATEGIC PRIORITIES							
An environment that fosters prudent economic management, sustained growth, a diversified economy and the generation of employment opportunities							
Enhanced human development and improved quality of life for all people on Montserrat							
Natural and heritage resources conserved through environmentally sustainable development and appropriate strategies for disaster mitigation							
NATIONAL OUTCOMES							
A vibrant and diverse economy that supports sustainable private sector led economic activity and generates employment							
Achieve social integration, well-being and national identity							
Heritage sites and artefacts identified, maintained and protected							
VISION							
Being the centre of excellence for internal and external policy solutions for Montserrat.							
MISSION STATEMENT							
To provide strategic management and policy leadership for the development of Montserrat.							
BUDGET SUMMARY							
SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
150	Strategic Management & Administration	-	-	-	-	-	-
152	Broadcasting	208,836	150,000	150,000	210,000	210,000	210,000
153	External Affairs & Trade	-	-	-	-	-	-
154	Development Planning & Policy Coordination	-	-	-	-	-	-
155	Information Technology & E-Government	-	-	-	-	-	-
TOTAL REVENUE VOTE 15		208,836	150,000	150,000	210,000	210,000	210,000
SUMMARY OF EXPENDITURE BY PROGRAMME							
150	Strategic Management & Administration	8,776,496	14,408,400	15,442,800	14,280,600	9,578,000	9,190,200
152	Broadcasting	946,811	1,158,800	1,207,000	1,053,200	1,028,900	1,062,600
153	External Affairs & Trade	5,333,187	4,295,400	4,179,600	4,088,100	4,081,300	4,088,100
154	Development Planning & Policy Coordination	291,402	305,000	257,500	-	-	-
155	Information Technology & E-Government	1,729,634	1,796,900	1,794,500	1,776,300	1,752,800	1,780,700
TOTAL EXPENDITURE VOTE 15		17,077,529	21,964,500	22,881,400	21,198,200	16,441,000	16,121,600

SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION

RECURRENT EXPENDITURE							
	Salaries	1,973,764	2,309,100	2,180,600	1,968,300	1,876,700	1,989,600
	WAGES	131,922	55,300	44,900	58,500	59,800	61,000
	ALLOWANCES	316,210	471,300	425,700	403,000	403,000	403,000
	BENEFITS	-	18,400	17,200	-	-	-
	GOOD AND SERVICES	9,495,379	14,390,500	15,101,500	14,579,100	14,101,500	13,668,000
TOTAL RECURRENT EXPENDITURE		11,917,276	17,244,600	17,769,900	17,008,900	16,441,000	16,121,600

SUMMARY OF CAPITAL EXPENDITURE

SHD	Donor	Description						
32A	GOM	Media Exchange Development	573,245	-	1,036,300	1,036,300	-	-
99A	DFID	Tourism Management & Developme	395,100	-	-	-	-	-
02A	UNDP	Environmental Remediation & Prote	-	51,000	105,300	-	-	-
02A	DFID	MDC Operations 2012	2,570,594	-	-	-	-	-
74A	EU	ICT	1,228,381	1,377,600	571,600	31,600	-	-
56A	LOCAL	BNTF 6/7	392,934	-	107,000	-	-	-
67A	EU	Fibre Optic Cable Phase 2	-	3,000,000	3,000,000	3,000,000	-	-
31A	DFID	Cemetary Establishment	-	270,800	270,800	100,900	-	-
73A	DFID	Access Transport Coordinator	-	20,500	20,500	20,500	-	-
TOTAL CAPITAL EXPENDITURE			5,160,253	4,719,900	5,111,500	4,189,300	-	-

TOTAL EXPENDITURE VOTE 15	17,077,529	21,964,500	22,881,400	21,198,200	16,441,000	16,121,600
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STAFFING RESOURCES

TOTAL STAFFING						
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PROGRAMME 150: STRATEGIC MANAGEMENT & ADMINISTRATION

PROGRAMME OBJECTIVE:

To provide at the Ministerial level a full range of administrative resources and management support services to all departments of the Ministry to enable them to effectively carry out their function and thus attain the Ministry and national objectives.

RECURRENT REVENUE

SHD	Details of Revenue	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
160	Sale of Booklets						
135	Rent	-	-	-	-	-	-
TOTAL REVENUE VOTE 15		-	-	-	-	-	-

RECURRENT EXPENDITURE								
SHD	Details of Expenditure		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries								
210	Salaries		661,848	866,100	835,300	780,500	744,800	790,500
212	Wages		18,296	18,600	28,200	18,600	18,600	18,600
216	Allowances		241,032	253,800	253,800	261,800	261,800	261,800
218	Pensions and Gratuities			9,200	17,200	-	-	-
Total Salaries			921,176	1,147,700	1,134,500	1,060,900	1,025,200	1,070,900
GOODS AND SERVICES								
220	Local Travel		1,000	2,000	2,000	2,000	2,000	2,000
222	International Travel & Subsistence		117,309	71,000	201,900	126,900	126,900	121,000
224	Utilities (New)					30,000	30,000	-
226	Communication Expenses		24,820	23,000	38,200	32,000	32,000	23,000
228	Supplies & Materials		14,379	14,500	26,500	20,500	20,500	14,500
229	Furniture Equipment and Resources		205,089	205,500	205,500	155,500	155,500	155,500
232	Maintenance Services		26,810	25,000	36,500	36,500	36,500	25,000
234	Rental of Assets (NEW)					36,000	36,000	-
236	Professional Services and Fees		85,056	85,000	796,900	720,200	355,600	85,000
240	Hosting & Entertainment		37,852	25,000	35,000	45,000	45,000	25,000
244	Advertising		1,450	2,000	143,500	145,000	32,000	2,000
246	Printing & Binding		1,800	2,000	17,000	12,000	12,000	2,000
260	Grants and Contributions			605,000	620,000	605,000	605,000	605,000
261	Subventions		2,123,375	7,432,200	6,910,200	6,900,200	6,900,200	6,900,200
275	Sundry Expenses		29,735	19,600	24,100	24,100	24,100	19,600
281	Minor Works		26,391	29,000	139,500	139,500	139,500	139,500
Total Goods and Services			2,695,067	8,540,800	9,196,800	9,030,400	8,552,800	8,119,300
RECURRENT EXPENDITURE			3,616,242	9,688,500	10,331,300	10,091,300	9,578,000	9,190,200
CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
1514032A	GOM	Media Exchange Development	573,245	-	1,036,300	1,036,300	-	-
1516099A	DFID	Tourism Management & Developme	395,100	-	-	-	-	-
1516102A	UNDP	Environmental Remediation & Prote		51,000	105,300			
1712002A	DFID	MDC Operations 2012	2,570,594	-	-	-	-	-
2006074A	EU	ICT	1,228,381	1,377,600	571,600	31,600	-	-
2009056A	LOCAL	BNTF 6/7	392,934	-	107,000		-	-
2014067A	EU	Fibre Optic Cable Phase 2		3,000,000	3,000,000	3,000,000	-	-
3000031A	DFID	Cemetary Establishment		270,800	270,800	100,900	-	-
3509073A	DFID	Access Transport Coordinator		20,500	20,500	20,500	-	-
CAPITAL EXPENDITURE			5,160,253	4,719,900	5,111,500	4,189,300	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Premier	-	1	Assistant Secretary, Protocol & Services	R22-16	1
Permanent Secretary	R5	1	Executive Officer	R28-22	2
Director, Information &	R7	1	Research & Database Officer	R28-22	1
Access Coordinator	R7	1	Clerical Officer (Snr)	R33-29	2
Public Relations Officer	R14-10	1	Clerical Officer	R46-34	2
Monitoring & Evaluation Officer	R17-13	1	Office Attendant/Driver	R46-34	1
Senior Assistant Secretary / Clerk	R17-13	1	Cleaner (New)	-	1
TOTAL STAFF					17
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Reposition Montserrat as a prime tourism destination through the implementation of key development programmes which focus on an integrated approach from national economic, social, environmental and cultural policies. (1.2; 1.5)					
Further build, enhance and integrate aspects of Montserrat's cultural arts through social outreach programmes, workshops/training sessions, cultural festivals, and social media marketing. (1.1)					
Progress policy arrangements to formally transfer the management and operation of the Montserrat Cultural Centre to the Montserrat Arts Council. (1.1)					
Provide strategic and administrative oversight of the Basic Needs Trust Fund programme aimed at the provision of community development projects which focus on Montserrat's social and economic needs. (1.4)					
Implement a performance monitoring framework to monitor progress of Government in achieving its overarching goals of the country. (4.1)					
Coordinate and manage a safe and reliable air/sea access service by employing key resources to minimize constraints and improve overall visitor facilitation. (1.4)					
KEY STRATEGIES FOR 2018/19-20					
Harmonise data in performance framework to meet demands from regional and international partners (4.1)					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Approval of Montserrat's Tourism Policy and Tourism Master Plan	Draft completed	Approved by Cabinet	Establishment of new	-	
Approval of Cultural Policy	Draft completed		To be reviewed and submitted to Cabinet	4	
No of Projects initiated and completed by the BNTF	3 projects completed: Barzey's and Drummonds	1 Project completed 5 projects in progress 2		-	
New Performance Monitoring Framework completed and submitted to Cabinet for Approval	Draft completed	Approved by Cabinet	Establishment of new		
Approval of National Access Strategy	Draft		To be	6	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and					
Number of cultural programmes facilitated by/ through the Montserrat Arts Council	19 programmes	so far. 8 other prog	19 programmes	95%	
Completion of Montserrat Arts Council Strategic Plan	tion of Draft S	by submitted to the MAC for Approval			

PROGRAMME 152: BROADCASTING

PROGRAMME OBJECTIVE:								
Provide news, original content, information on government activities, and services that inform, entertain and educate all the residents of Montserrat and the overseas listening audience.								
RECURRENT REVENUE								
SHD	Details of Expenditure		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	Broadcasting Fees		208,836	150,000	150,000	210,000	210,000	210,000
160	Other Receipts		-	-	-	-	-	-
TOTAL REVENUE VOTE 17			208,836	150,000	150,000	210,000	210,000	210,000
RECURRENT EXPENDITURE								
SHD	Details of Expenditure		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries								
210	Salaries		545,701	583,900	548,900	561,100	535,500	568,000
212	Wages		10,426	36,700	16,700	39,900	41,200	42,400
216	Allowances		37,199	35,600	35,600	30,800	30,800	30,800
218	Pensions and Gratuities		-	9,200	-	-	-	-
Total Salaries			593,325	665,400	601,200	631,800	607,500	641,200
GOODS AND SERVICES								
224	Utilities		56,916	72,000	90,000	60,000	60,000	60,000
226	Communication Expenses		28,765	35,000	35,000	35,000	35,000	35,000
228	Supplies & Materials		6,954	7,000	9,000	10,000	10,000	10,000
229	Furniture Equipment and Resources		53,428	137,600	137,600	76,700	76,700	76,700
230	Uniform/Protective Clothing		2,496	2,500	2,500	2,500	2,500	2,500
232	Maintenance Services		34,873	61,400	61,400	44,300	44,300	44,300
234	Rental of Assets		103,200	103,200	171,800	103,200	103,200	103,200
236	Professional Services and Fees		15,214	18,600	20,100	25,000	25,000	25,000
244	Advertising		257	1,400	1,000			
246	Printing & Binding		800	800	800	800	800	800
275	Sundry Expenses		1,825	2,000	2,000	2,000	2,000	2,000
280	Programme Production & Promotion		48,758	51,900	74,600	61,900	61,900	61,900
Total Goods and Services			353,486	493,400	605,800	421,400	421,400	421,400
RECURRENT EXPENDITURE			946,811	1,158,800	1,207,000	1,053,200	1,028,900	1,062,600
CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Broadcast Manager	R17-13/14-10	1	Engineer Assistant	R28-22	1
Executive Producer	R26-20/22-16	1	Reporter	R33-29	3
Broadcast Engineer	R28-22/22-16	1	Audio-Videographer	R46-34	3
Senior Announcer	R28-22/22-16	1	Clerical Officer (Snr)	R33-29	1
Multi-Media Editor	R28-22/22-16	1	Office Attendant/Driver	R46-34	1
Radio Announcer	R46-34/33-29	2	Assistant Driver	W	1
TOTAL STAFF					17
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Review and reorganize the organizational structure to improve service delivery (4.2)					
Operationalize the Davy Hill Studios to improve the quality, quantity and reliability of services delivered to the public. (1.3)					
Develop and implement education programmes to enable public understanding and secure support for critical initiatives. (1.2)					
Close operations at the old studios and restore building as per contractual arrangements. (4.1)					
KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No. of GoM public educational programmes available on media platforms	5	8	9	9	10
No of additional services offered for private sector clients or non-	6	6	8	8	8
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and					
% increase in revenue from advertisers and clients	30%	35%	35%	40%	45%
Improved reliability of transmission	6,367.50hrs	6,385.50hrs	6,385.50hrs	6,385.50hrs	6,385.50hrs

PROGRAMME 153: EXTERNAL AFFAIRS

PROGRAMME OBJECTIVE:								
Engaging the diaspora and coordinating relations with foreign governments and regional and international organizations to create opportunities for Montserrat								
RECURRENT REVENUE								
SHD	Details of Expenditure		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 15			-	-	-	-	-	-
RECURRENT EXPENDITURE								
SHD	Details of Expenditure		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries								
210	Salaries		83,276	107,700	84,000	129,200	122,400	129,200
216	Allowances		14,705	52,400	15,300	23,600	23,600	23,600
Total Salaries			97,981	160,100	99,300	152,800	146,000	152,800
GOODS AND SERVICES								
222	International Travel & Subsistence		14,785	17,000	17,000	17,000	17,000	17,000
228	Supplies & Materials		-	1,500	1,500	1,500	1,500	1,500
260	Grants & Contribution		5,219,971	4,115,700	4,060,700	3,915,700	3,915,700	3,915,700
275	Sundry Expenses		450	1,100	1,100	1,100	1,100	1,100
Total Goods and Services			5,235,206	4,135,300	4,080,300	3,935,300	3,935,300	3,935,300
RECURRENT EXPENDITURE			5,333,187	4,295,400	4,179,600	4,088,100	4,081,300	4,088,100
CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-
STAFFING RESOURCES								
STAFF POSTS		Scale	Count					
Director, Regional, Diaspora		R7	1					
Trade & Investment Policy Officer		R22-16	1					
TOTAL STAFF			2					
PROGRAMME PERFORMANCE INFORMATION								
KEY STRATEGIES FOR 2017/18:								
Redefine the role and functions of the Montserrat UK Office to enhance their capability to promote and support Montserrat economically and politically. (1.1)								
Promote the benefits available under the Returning Montserratian's Incentives Policy to improve public understanding and awareness. (1.6)								
Develop and implement a Diaspora Policy to strengthen ties between Montserratians on island and those in the diaspora to encourage a return of								
Maximize Montserrat's potential for Foreign Direct Investment by strengthening regulatory and institutional frameworks to create an enabling investment environment. (1.2)								

KEY STRATEGIES FOR 2018/19-20							
Develop a migration policy to protect Montserrat's borders, attract necessary skills and support population growth (5.1)							
KEY PERFORMANCE INDICATORS							
		Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020	
Output Indicators (Specify what has been/will be produced or delivered by the programme.)							
Migration Policy developed					Draft Policy developed	Draft policy submitted to Cabinet for approval	
Diaspora Handbook updated				Updated handbook published			
Development of Diaspora Policy				Draft Policy created	Draft policy submitted to Cabinet for approval		
Number of requests for information and assistance in the areas of business development or investment			15	15	15		
Montserrat UK Office restructured			Recommendations of Functional Review available		-		
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and							
Number of persons benefiting from the Returning Montserratians Incentive				10			
Degree of satisfaction of the Premier with programme services using a 1 – 5 ranking			3	4	4		
PROGRAMME 154: DEVELOPMENT PLANNING & POLICY COORDINATION							
PROGRAMME OBJECTIVE:							
To develop and co-ordinate appropriate plans and policies to promote sustainable development							
RECURRENT REVENUE							
SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 15		-	-	-	-	-	-
RECURRENT EXPENDITURE							
SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	224,209	233,200	194,200			
212	Wages	26,160	-	-			
216	Allowances	23,275	42,800	34,300			
218	Pensions and Gratuities		-	-			
Total Salaries		273,644	276,000	228,500	-	-	-
GOODS AND SERVICES							
228	Supplies & Materials	1,878	4,000	4,000			
236	Professional Services and Fees	9,998	10,000	10,000			
246	Printing & Binding	2,199	5,000	5,000			
275	Sundry Expenses	3,682	10,000	10,000			

Total Goods and Services	17,758	29,000	29,000	-	-	-
RECURRENT EXPENDITURE	291,402	305,000	257,500	-	-	-

CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
			-	-	-			
			-	-	-			
CAPITAL EXPENDITURE			-	-	-	-	-	-
STAFFING RESOURCES								
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count			
Director, Development Planning & Policy	R7	1	Policy Analyst (Snr)	R17-13	1			
Development Planner	R17-13	1	Policy Analyst/ Policy & Planning Officer	R22-16	1			
TOTAL STAFF					4			
PROGRAMME PERFORMANCE INFORMATION								
KEY STRATEGIES FOR 2017/18:								
KEY STRATEGIES FOR 2018/19-20								
KEY PERFORMANCE INDICATORS			Actual 2015- 2016	Estimate 2016- 2017	Target 2017- 2018	Target 2018- 2019	Target 2019- 2020	
Output Indicators (Specify what has been/will be produced or delivered by the programme.)								
Number of training programmes developed in support of public policy			0	0	2			
Number of initiatives developed to promote improved public awareness			0	0	2			
Annual updated Policy Register				1-May-16	1-May-17			
Number of Trainings delivered				4	3			
Number of consultations conducted (per policy)				2	2			
Number of instances of formal participation in policy development				1	1			
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and								
Knowledge of the policy development process across GoM				0.3	40%			
Ease of use of the policy development tools				0.3	40%			
Increase in the number of persons trained in public policy formulation and implementation			-	-	-			
public awareness of GoM's development planning process			-	-	-			

PROGRAMME 155: INFORMATION TECHNOLOGY & E-GOVERNMENT SERVICES

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
		-	-	-			
TOTAL REVENUE VOTE 17		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	458,731	518,200	518,200	497,500	474,000	501,900
212	Wages	77,040	-	-	-	-	-
216	Allowances		86,700	86,700	86,800	86,800	86,800
Total Salaries		535,771	604,900	604,900	584,300	560,800	588,700
GOODS AND SERVICES							
226	Communication Expenses	169,283	251,000	251,000	251,000	251,000	251,000
228	Supplies & Materials	5,600	6,000	3,600	6,000	6,000	6,000
232	Maintenance Services	164,843	165,000	165,000	165,000	165,000	165,000
236	Professional Services and Fees	853,399	769,000	769,000	769,000	769,000	769,000
275	Sundry Expenses	737	1,000	1,000	1,000	1,000	1,000
Total Goods and Services		1,193,863	1,192,000	1,189,600	1,192,000	1,192,000	1,192,000
RECURRENT EXPENDITURE		1,729,634	1,796,900	1,794,500	1,776,300	1,752,800	1,780,700

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Director	R7	1	Systems Analyst	R22-16/17-13	1
Systems Development Officer	R6	1	IT Technician 1	R22-18	4
Systems Administrator	R22-16/17-13	1	Clerical Officer (Snr)	R33-29	1
Programmer	R22-16/17-13	0	Help Desk Officer	R33-29	1
Systems Engineer	R22-16/17-13	1	IT Technician II	R40-34	2
TOTAL STAFF					13

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Support government departments in the development and implementation of e-government applications to streamline internal operations and improve efficiency. (1.3)					
Upgrade the data centre to provide better data retention and security, by installing new servers and data storage equipment, installing faster fibre connections to the Internet Service Providers to enable better access to cloud services. (1.4)					
Develop and Implement new IT Policy Documents for Business Continuity, Disaster Recovery, etc.; to establish Standard Operating Procedures for the smooth functioning of the department. (1.3)					
Maintain and upgrade government ICT equipment and network infrastructure by replacing older equipment with new and improved technology; this includes the replacement of some of the wireless radio links that connect the data center to GoM offices across the island with fibre optic links. (1.4)					
KEY STRATEGIES FOR 2018/19-20					
Support the delivery of the Montserrat submarine fibre, to enhance the island's international telecommunications connectivity by increasing the bandwidth capacity and lowering the vulnerability to hurricanes etc. in order to improve the reliability of networking services on island. (PA 1.4)*					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No of service calls responded to	1200	1250	1200	1250	1250
No. of Policies Developed and implemented		1	1	0	
No. of e-Government Applications Developed		1	1	1	
No. of service calls responded to		1250	1250	1250	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and					
Number of new applications to enable government business to be transacted by electronic means		1	1	1	
Average resolution time for service calls		1 day	1 day	1 day	
Average resolution time for service calls	1 day	1 day	1 day	1 day	1 day
Number of new applications to enable government business to be transacted by electronic means	1	1	2	2	2
Number of IT Policies developed and implemented	-	-	3.00	3.00	3.00
Number of Network links changed from Wireless Radio to Fibre Optic Cab	-	3.00	3.00	3.00	3.00

S U M M A R Y (by Classification)

E05

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
STRATEGIC MANAGEMENT & ADMINISTR/	661,848	866,100	835,300	780500	744800	790500
BROADCASTING	545,701	583,900	548,900	561,100	535,500	568,000
EXTERNAL AFFAIRS & TRADE	83,276	107,700	84,000	129200	122400	129200
DEVELOPMENT PLANNING & POLICY COC	224,209	233,200	194,200	-	-	-
INFORMATION TECHNOLOGY & E-GOVER	458,731	518,200	518,200	497500	474000	501900
TOTAL P.E	1,973,764	2,309,100	2,180,600	1,968,300	1,876,700	1,989,600
WAGES						
STRATEGIC MANAGEMENT & ADMINISTR/	18,296	18,600	28,200	18,600	18,600	18,600
BROADCASTING	10,426	36,700	16,700	39900	41200	42400
EXTERNAL AFFAIRS & TRADE	-	-	-	-	-	-
DEVELOPMENT PLANNING & POLICY COC	26,160	-	-	-	-	-
INFORMATION TECHNOLOGY & E-GOVER	77,040	-	-	-	-	-
TOTAL WAGES	131,922	55,300	44,900	58,500	59,800	61,000
ALLOWANCES						
STRATEGIC MANAGEMENT & ADMINISTR/	241,032	253,800	253,800	261,800	261,800	261,800
BROADCASTING	37,199	35,600	35,600	30,800	30,800	30,800
EXTERNAL AFFAIRS & TRADE	14,705	52,400	15,300	23,600	23,600	23,600
DEVELOPMENT PLANNING & POLICY COC	23,275	42,800	34,300	-	-	-
INFORMATION TECHNOLOGY & E-GOVER	0	86,700	86,700	86,800	86,800	86,800
TOTAL ALLOWANCES	316,210	471,300	425,700	403,000	403,000	403,000

BENEFITS

STRATEGIC MANAGEMENT & ADMINISTRATION	-	9,200	17,200	-	-	-
BROADCASTING	-	9,200	-	-	-	-
EXTERNAL AFFAIRS & TRADE	-	-	-	-	-	-
DEVELOPMENT PLANNING & POLICY COORDINATION	-	-	-	-	-	-
INFORMATION TECHNOLOGY & E-GOVERNANCE	-	-	-	-	-	-
TOTAL BENEFITS	-	18,400	17,200	-	-	-

GOODS AND SERVICES

STRATEGIC MANAGEMENT & ADMINISTRATION	2,695,067	8,540,800	9,196,800	9,030,400	8,552,800	8,119,300
BROADCASTING	353,486	493,400	605,800	421,400	421,400	421,400
EXTERNAL AFFAIRS & TRADE	5,235,206	4,135,300	4,080,300	3,935,300	3,935,300	3,935,300
DEVELOPMENT PLANNING & POLICY COORDINATION	17,758	29,000	29,000	-	-	-
INFORMATION TECHNOLOGY & E-GOVERNANCE	1,193,863	1,192,000	1,189,600	1,192,000	1,192,000	1,192,000
TOTAL	9,495,379	14,390,500	15,101,500	14,579,100	14,101,500	13,668,000

CAPITAL EXPENDITURE

STRATEGIC MANAGEMENT & ADMINISTRATION	5,160,253	4,719,900	5,111,500	4,189,300	-	-
BROADCASTING	-	-	-	-	-	-
EXTERNAL AFFAIRS & TRADE	-	-	-	-	-	-
DEVELOPMENT PLANNING & POLICY COORDINATION	-	-	-	-	-	-
INFORMATION TECHNOLOGY & E-GOVERNANCE	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	5,160,253	4,719,900	5,111,500	4,189,300	-	-

S U M M A R Y (by Subheads)

210	Salaries	1,973,764	2,309,100	2,180,600	1,968,300	1,876,700	1,989,600
212	Wages	131,922	55,300	44,900	58,500	59,800	61,000
216	Allowances	316,210	471,300	425,700	403,000	403,000	403,000
218	Pensions & Gratuities	-	18,400	17,200	-	-	-
220	Local Travel	1,000	2,000	2,000	2,000	2,000	2,000
222	International Travel & Subsistence	132,094	88,000	218,900	143,900	143,900	138,000
224	Utilities	56,916	72,000	90,000	90,000	90,000	60,000
226	Communication Expenses	222,868	309,000	324,200	318,000	318,000	309,000
228	Supplies & Materials	28,810	33,000	44,600	38,000	38,000	32,000
229	Furniture Equipment and Resources	258,518	343,100	343,100	232,200	232,200	232,200
230	Uniform/Protective Clothing	2,496	2,500	2,500	2,500	2,500	2,500
232	Maintenance Services	226,526	251,400	262,900	245,800	245,800	234,300
234	Rental of Assets	103,200	103,200	171,800	139,200	139,200	103,200
236	Professional Services and Fees	963,668	882,600	1,596,000	1,514,200	1,149,600	879,000
240	Hosting & Entertainment	37,852	25,000	35,000	45,000	45,000	25,000
244	Advertising	1,707	3,400	144,500	145,000	32,000	2,000
246	Printing & Binding	4,799	7,800	22,800	12,800	12,800	2,800
260	Grants & Contributions	5,219,971	4,720,700	4,680,700	4,520,700	4,520,700	4,520,700
261	Subventions	2,123,375	7,432,200	6,910,200	6,900,200	6,900,200	6,900,200
275	Sundry Expenses	36,430	33,700	38,200	28,200	28,200	23,700
280	Programme Production & Promotion	48,758	51,900	74,600	61,900	61,900	61,900

281	Minor Works	26,391	29,000	139,500	139,500	139,500	139,500
	TOTAL VOTE 15	11,917,276	17,244,600	17,769,900	17,008,900	16,441,000	16,121,600

BUDGET AND FORWARD ESTIMATES

VOTE: 20 MINISTRY OF FINANCE & ECONOMIC MANAGEMENT – SUMMARY

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2016 to 31st March, 2019 for salaries and the expenses of the Ministry of Finance, Statistics, Treasury, and Customs and Revenue Departments, the General Post Office, and the Internal Audit Unit Twenty-seven million, six hundred ninety-six thousand six hundred dollars	\$32,836,700
B.	ACCOUNTING OFFICER: Deputy Financial Secretary	
C.	SUB-HEADS which under this vote will be accounted for by the Deputy Financial Secretary	

STRATEGIC PRIORITIES

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

NATIONAL OUTCOMES

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

VISION

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

MISSION STATEMENT

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

BUDGET SUMMARY

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
200	Strategic Management & Administration	45,640	-	-	10,000	10,000	10,000
203	Fiscal Policy & Economic Management	76,915,918	80,249,900	80,249,900	79,025,000	79,025,000	79,025,000
204	Statistical Management	-	-	-	-	-	-
205	Treasury Management	1,355,048	167,500	167,500	207,500	207,500	207,500
206	Customs & Revenue Service	37,741,583	39,036,700	39,036,700	41,985,600	41,834,600	42,186,100
207	General Post Office	352,242	245,500	245,500	330,500	330,500	330,500
208	Internal Audit	-	-	-	-	-	-
TOTAL REVENUE VOTE 20		116,410,431	119,699,600	119,699,600	121,558,600	121,407,600	121,759,100

SUMMARY OF EXPENDITURE BY PROGRAMME								
200	Strategic Management & Administration	1,811,411	2,568,700	2,790,200	9,581,600	9,481,700	9,495,200	
203	Fiscal Policy & Economic Management	12,481,505	18,514,800	18,189,500	16,464,700	3,983,000	3,989,200	
204	Statistical Management	526,393	765,900	577,400	742,200	748,300	754,400	
205	Treasury Management	961,369	1,024,100	1,024,100	1,032,600	1,038,500	1,049,300	
206	Customs & Revenue Service	3,645,228	3,925,800	3,925,800	4,100,700	3,898,500	3,906,500	
207	General Post Office	485,018	507,500	507,500	511,400	515,600	520,900	
208	Internal Audit	315,536	389,800	389,800	403,500	414,900	436,000	
TOTAL EXPENDITURE VOTE 20		20,226,461	27,696,600	27,404,300	32,836,700	20,080,500	20,151,500	
SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION								
RECURRENT EXPENDITURE								
	Salaries	3,772,520	4,244,300	4,092,800	4,159,000	4,278,100	4,334,700	
	WAGES	-	-	-	-	-	-	
	ALLOWANCES	748,790	821,200	823,200	920,400	908,400	908,400	
	BENEFITS	4,688	-	-	-	16,000	-	
	GOOD AND SERVICES	6,385,901	7,596,300	7,745,800	15,078,000	14,878,000	14,908,400	
TOTAL RECURRENT EXPENDITURE		10,911,898	12,661,800	12,661,800	20,157,400	20,080,500	20,151,500	
SUMMARY OF CAPITAL EXPENDITURE								
SHD	Donor	Description	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
78A	EU	Project Management	512,107	1,000,000	1,117,600	800,000	-	-
32A	DFID	Education Infrastructure	388,295	-	6,000	-	-	-
61A	DFID	Government Accomodation	2,223,873	41,600	125,700	-	-	-
33A	DFID	Census 2012	-	157,400	157,400	157,400	-	-
24A	DFID	Miscellaneous (Small Capital) 14	301,614	-	-	-	-	-
37A	DFID	Hospital Redevelopment	1,596,297	200,000	200,000	78,100	-	-
70A	EU	Miscellaneous 14	744,794	500,000	250,000	677,200	-	-
71A	DFID	MUL GENSET	-	8,296,500	8,296,500	4,091,000	-	-
72A	EU	LookOut Housing Force 10	842,590	393,200	393,200	393,200	-	-
73A	EU	Credit Union Support to Housing	1,000,000	-	-	-	-	-
74A	EU	Davy Hill	-	1,300,000	1,300,000	1,300,000	-	-
98A	DFID	Sea Defenses	-	-	-	1,996,300	-	-
78A	EU	Port Development	-	1,026,100	1,026,100	1,026,100	-	-
77A	EU	Economic Infrastructure Development	639,992	2,000,000	1,750,000	1,500,000	-	-
76A	EU	Water Course Embankment Protection	265,000	-	-	-	-	-
75A	EU	Promotion and Development	800,000	-	-	-	-	-
00A	DFID	M/Rat Priority Infrastructure Needs - F	-	120,000	120,000	660,000	-	-
TOTAL CAPITAL EXPENDITURE		9,314,562	15,034,800	14,742,500	12,679,300	-	-	
TOTAL EXPENDITURE VOTE 20		20,226,461	27,696,600	27,404,300	32,836,700	20,080,500	20,151,500	
STAFFING RESOURCES								
TOTAL STAFFING								

PROGRAMME 200: STRATEGIC MANAGEMENT & ADMINISTRATION

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
160	Sale of Condemned Stores	45,640	-	-	10,000	10,000	10,000
TOTAL REVENUE VOTE 20		45,640	-	-	10,000	10,000	10,000

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	302,322	460,500	399,500	303,300	306,800	310,300
216	Allowances	164,290	165,400	176,400	169,000	165,600	165,600
Total Salaries		466,612	625,900	575,900	472,300	472,400	475,900

GOODS AND SERVICES

222	International Travel & Subsistence	271,625	220,000	220,000	220,000	220,000	220,000
226	Communication Expenses	10,262	18,500	18,500	18,500	18,500	18,500
228	Supplies & Materials	10,847	15,000	15,000	19,000	19,000	19,000
229	Furniture Equipment and Resources	80,953	391,400	520,400	80,000	80,000	80,000
232	Maintenance Services	4,923	12,000	12,000	12,000	12,000	12,000
236	Professional Services and Fees	164,939	262,000	168,100	322,000	222,000	232,000
238	Insurance(NEW)				44,800	44,800	44,800
240	Hosting & Entertainment	3,978	10,000	3,500	10,000	10,000	10,000
246	Printing & Binding	1,692	-	1,039,800	5,000	5,000	5,000
261	Subventions	565,576	746,900	-	8,075,200	8,075,200	8,075,200
272	Claims against Government	217,751	250,000	200,000	275,800	275,800	275,800
275	Sundry Expenses	4,554	2,000	2,000	12,000	12,000	12,000
281	Minor Works	7,699	15,000	15,000	15,000	15,000	15,000
Total Goods and Services		1,344,799	1,942,800	2,214,300	9,109,300	9,009,300	9,019,300
RECURRENT EXPENDITURE		1,811,411	2,568,700	2,790,200	9,581,600	9,481,700	9,495,200

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Financial Secretary	R1	1	Procurement Officer I	R28-22	1
Deputy Financial Secretary	R5	1	Executive Officer	R28-22	1
Head of Procurement & Commercial	R6	1	Senior Clerical	R33-29	1
Chief Procurement Officer	R7	1	Clerical Officer	R46-34	1
Procurement Officer II	R17-13	0			
TOTAL STAFF					8
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Establish tax revenue and incentives working group to streamline incentives for sectors and industries identified in economic strategy.					
Ensure the legislative framework broadly supports enabling environment for business development including financial services and taxes.					
Modernise the Public Finance Management and Accountability Act (PFMAA) to ensure that government's financial management operations conform to international standards.					
Review the procurement regulations to identify and remove obstacles for doing business with the government.					
Enhance capacity of stakeholders to understand regulations and use procurement tools through training and the production of a user guide and a procurement handbook.					
Establish a project management function to improve the process through which priority infrastructure is being developed, assessed, managed and implemented.					
KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Production of procurement handbook	0	1	1		
Number of training session on procurement held	0	3	3		
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
No of Tenders Awarded (based on new Regulations)	0	5	5	5	5

PROGRAMME 203: FISCAL POLICY & ECONOMIC MANAGEMENT

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
122	Other Licenses	-	100	100	100	100	100
130	Fines on Gov't Officers	-	2,300	2,300	2,300	2,300	2,300
130	Weights and Measures	-	600	600	600	600	600
130	Company Registration	148,081	150,000	150,000	150,000	150,000	150,000
130	Trade Marks and Patents	141,370	90,000	90,000	90,000	90,000	90,000
135	Bank of Mont. Interest (CDB)	50,295	44,000	44,000	44,000	44,000	44,000
135	Port Auth. CDB INT#1 SFR-ORM	-	160,000	160,000	160,000	160,000	160,000
135	Other Interest	-	55,000	55,000	55,000	55,000	55,000
135	Misc Rents, Interests, Dividends	214,909	120,000	120,000	120,000	120,000	120,000
150	Budgetary Assistance	75,929,259	79,224,900	79,224,900	78,000,000	78,000,000	78,000,000
160	Gains on Exchange		4,000	4,000	4,000	4,000	4,000
160	Port Auth. Princ #1 SFR-ORM	432,003	385,000	385,000	385,000	385,000	385,000
160	Disposal of Vehicles		14,000	14,000	14,000	14,000	14,000
TOTAL REVENUE VOTE 20		76,915,918	80,249,900	80,249,900	79,025,000	79,025,000	79,025,000

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	387,125	432,900	393,900	685,100	691,300	697,500
216	Allowances	73,535	95,400	95,400	142,600	134,000	134,000
Total Salaries		460,659	528,300	489,300	827,700	825,300	831,500
GOODS AND SERVICES							
222	International Travel & Subsistence	4,910	18,000	18,000	18,000	18,000	18,000
229	Furniture Equipment and Resources	1,631,704	1,600,000	1,600,000	1,600,000	1,800,000	1,800,000
236	Professional Services and Fees	108,776	110,000	116,000	116,000	116,000	116,000
274	Emergency Expenditure	326,879	150,000	150,000	150,000	150,000	150,000
290	Debt Servicing - Domestic		324,400	324,400	324,400	324,400	324,400
292	Debt Servicing - Foreign	501,664	502,000	502,000	502,000	502,000	502,000
293	Debt Servicing -Interest	132,352	247,300	247,300	247,300	247,300	247,300
Total Goods and Services		2,706,284	2,951,700	2,957,700	2,957,700	3,157,700	3,157,700
RECURRENT EXPENDITURE		3,166,943	3,480,000	3,447,000	3,785,400	3,983,000	3,989,200

CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
2007078A	EU	Project Management	512,107	1,000,000	1,117,600	800,000	-	-
2008032A	DFID	Education Infrastructure	388,295	-	6,000	-	-	-
2009061A	DFID	Government Accommodation	2,223,873	41,600	125,700	-	-	-
2012033A	DFID	Census 2012		157,400	157,400	157,400	-	-
2014024A	DFID	Miscellaneous (Small Capital) 14	301,614	-	-	-	-	-
2014037A	DFID	Hospital Redevelopment	1,596,297	200,000	200,000	78,100	-	-
2014070A	EU	Miscellaneous 14	744,794	500,000	250,000	677,200	-	-
2014071A	DFID	MUL GENSET		8,296,500	8,296,500	4,091,000	-	-
2014072A	EU	LookOut Housing Force 10	842,590	393,200	393,200	393,200	-	-
2014073A	EU	Credit Union Support to Housing	1,000,000	-	-	-	-	-
2014074A	EU	Davy Hill		1,300,000	1,300,000	1,300,000	-	-
3516098A	DFID	Sea Defenses				1,996,300		
2015078A	EU	Port Development		1,026,100	1,026,100	1,026,100	-	-
2015077A	EU	Economic Infrastructure Development	639,992	2,000,000	1,750,000	1,500,000	-	-
2015076A	EU	Water Course Embankment Protection	265,000	-	-	-	-	-
2015075A	EU	Promotion and Development	800,000	-	-	-	-	-
2016100A	DFID	M/Rat Priority Infrastructure Needs - RDEL		120,000	120,000	660,000	-	-
CAPITAL EXPENDITURE			9,314,562	15,034,800	14,742,500	12,679,300	-	-
STAFFING RESOURCES								
STAFF POSTS		Scale	Count	STAFF POSTS		Scale	Count	
Budget Director		R7	1	Project Officer I		R22-16/17-13	1	
Director, Economic Management		R7	1	Project Officer II		R22-16	1	
Chief Economist		R17-13	1	Economist II		R22-16/17-13	1	
Budget Analyst		R22-16/17-13	2	Economist I		R28-22/22-16	0	
TOTAL STAFF								8

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Strengthen the culture of evidence based policy making through the conducting of comprehensive economic appraisals on policies and projects to improve effectiveness and efficiency (CBA & Multi-criteria)(4.1)					
Strengthen the framework for public financial management and oversight by implementing reforms to link policy to strategic planning and resource allocation (4.1)					
Improve transparency and accountability for the whole of government with the annual estimates and through regular reporting on activities by State Owned Enterprises (4.1) and the publication of the citizens guide to the Budget;					
Manage and monitor Montserrat's Public Debt to ensure its payment obligations are met at the lowest possible cost over the medium to long run consistent with a prudent degree of risk. (1.1; 4.1)					
Strengthen the policy formulation framework across GoM through development and implementation of related training programmes					
Improve public awareness of GoM's development planning framework through development and implementation of relevant public awareness initiatives					
KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Number of projects subjected to CBA.	0	2	4	6	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Number of project evaluations meeting PEFA PI II-Dimension I standards	0	2	4	6	0

PROGRAMME 204: STATISTICAL MANAGEMENT

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 20		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	343,692	356,600	356,600	332,900	339,000	345,100
216	Allowances	49,190	42,800	42,800	42,800	42,800	42,800
Total Salaries		392,882	399,400	399,400	375,700	381,800	387,900

GOODS AND SERVICES

222	International Travel & Subsistence	2,709	20,000	20,000	20,000	20,000	20,000
224	Utilities	13,641	25,500	18,600	25,500	25,500	25,500
226	Communication Expenses	10,483	8,000	8,000	8,000	8,000	8,000
228	Supplies & Materials	6,374	10,000	10,000	10,000	10,000	10,000
229	Purchase of Equipment	5,579	6,500	6,500	6,500	6,500	6,500
232	Maintenance Services	1,470	5,000	5,000	5,000	5,000	5,000
234	Rental of Assets	72,000	72,000	9,000	72,000	72,000	72,000
236	Professional Services and Fees	9,125	9,000	72,000	9,000	9,000	9,000
246	Printing & Binding		15,000	15,000	15,000	15,000	15,000
275	Sundry Expenses	12,130	195,500	13,900	195,500	195,500	195,500
Total Goods and Services		133,511	366,500	178,000	366,500	366,500	366,500
RECURRENT EXPENDITURE		526,393	765,900	577,400	742,200	748,300	754,400

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Director, Statistics	R7	1	Computer Systems Officer	R28-22	1
Statistician	R22-16	3	Clerical Officer (Snr)	R22-16	1
Assistant Statistician	R28-22	2			
TOTAL STAFF					8
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Collect and analyse survey data to strengthen evidence based decision making for accountability and transparency, using updated methodologies by international partners and agencies					
Disseminate data to internal stakeholders and the public to build confidence in the official statistics to inform future policies and strategic planning.					
Production of economic, social, environment, and multi-domain statistics to improve transparency of government financing. Dissemination includes local, regional and international stakeholders.					
Development and implementation of an awareness and advocacy programme to strengthen confidence in the official statistics to inform future policies and strategic planning.					
KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No. of Census releases and publications		0	0	1	
No. of new data series developed		1	1	1	
No. of surveys conducted		4	4	3	
No. of requests received		250	250	250	
No. of regional statistical projects implemented		1	1	1	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
No. of statistical publications distributed		1	1	1	
Survey response rates (over time)		55%	57%	60%	

PROGRAMME 205: TREASURY MANAGEMENT

PROGRAMME OBJECTIVE:

To provide effective and accountable Treasury Management and Accounting Services to the Government

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
120	Stamp Duty	120,283	60,000	60,000	100,000	100,000	100,000
122	Other Business	65	-	-	-	-	-
135	Personal Advances	38,236	48,500	48,500	48,500	48,500	48,500
140	Share of ECCB Profit	3,899	-	-	-	-	-
145	Overpayments Recovered	903,697	15,000	15,000	15,000	15,000	15,000
145	Previous Years Reimbursement	247,255	20,000	20,000	20,000	20,000	20,000
160	Petty Receipts	15,309	24,000	24,000	24,000	24,000	24,000
160	Miscellaneous Receipts	26,303	-	-	-	-	-
TOTAL REVENUE VOTE 20		1,355,048	167,500	167,500	207,500	207,500	207,500

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	539,934	574,400	570,800	573,600	579,500	590,300
216	Allowances	52,590	59,600	59,600	59,700	59,700	59,700
Total Salaries		592,524	634,000	630,400	633,300	639,200	650,000
GOODS AND SERVICES							
220	Local Travel	8,000	5,400	14,400	16,600	16,600	16,600
226	Communication Expenses	3,746	5,000	4,000	5,000	5,000	5,000
228	Supplies & Materials	6,949	7,500	6,500	7,500	7,500	7,500
229	Furniture Equipment and Resources	5,862	13,000	4,000	4,000	4,000	4,000
232	Maintenance Services	-	2,000	2,000	2,000	2,000	2,000
236	Professional Services and Fees	-	3,000	3,000	8,000	8,000	8,000
238	Insurance	307,616	319,200	319,200	319,200	319,200	319,200
246	Printing & Binding	26,999	20,000	27,600	27,000	27,000	27,000
270	Revenue Refunds	3,103	5,000	3,000	5,000	5,000	5,000
275	Sundry Expenses	3,782	5,000	5,000	5,000	5,000	5,000
290	Debt Servicing - Domestic	2,787	5,000	5,000	-	-	-
Total Goods and Services		368,845	390,100	393,700	399,300	399,300	399,300
RECURRENT EXPENDITURE		961,369	1,024,100	1,024,100	1,032,600	1,038,500	1,049,300

CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-
STAFFING RESOURCES								
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count			
Accountant General	R7	1	Accounting Technician (Snr)	R33-29/28-22	5			
Deputy Accountant General	R17-13/14-10	1	Accounting Technician	R46-34/33-29	1			
Accountant	R22-16/17-13	2	Clerical Officer (Snr)	R33-29	1			
Assistant Accountant	R28-22/22-16	2	Office Attendant	R51-45	1			
TOTAL STAFF					14			
PROGRAMME PERFORMANCE INFORMATION								
KEY STRATEGIES FOR 2017/18:								
Upgrade accounting systems to meet international standards to improve management of public funds.								
Streamline business processes to make payments easier (payment methods - corporate credit card, customers can pay at any collection point, bank deposits) to reduce barriers to doing business.								
Introduce asset management system to better track and control public assets.								
KEY STRATEGIES FOR 2018/19-20								
KEY PERFORMANCE INDICATORS			Actual 2015- 2016	Estimate 2016-2017	Target 2017- 2018	Target 2018- 2019	Target 2019- 2020	
Output Indicators (Specify what has been/will be produced or delivered by the programme.)								
No. of complete financial reports				1	1	1	0	
No of bank reconciliations				84	84	84	0	
Outcome Indicators (quantifiable measures of outcomes, impact and/or effectiveness of the programme with reference to the above strategic goals and								
Average time taken to submit annual reports				6mths	6mths	6mths		
Average time to process payroll				15 days	15 days	15 days		
% of transactions processed electronically				TBD	TBD	TBD		

PROGRAMME 206: CUSTOMS & REVENUE SERVICE

PROGRAMME OBJECTIVE:

To administer tax and customs control fairly and efficiently.

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
110	Company Tax	3,324,873	3,259,600	3,259,600	3,500,000	3,550,000	3,370,300
110	Income Tax (Personal)	11,905,620	12,287,400	12,287,400	13,000,000	13,120,000	13,350,000
110	Withholding Tax	826,139	800,000	800,000	940,000	940,000	940,000
115	Property Tax	691,588	920,000	920,000	720,000	730,000	740,000
120	Hotel/Residential Occupancy Tax	42,233	55,000	55,000	65,000	65,000	65,000
120	Insurance Company Levy	205,959	217,000	217,000	255,000	255,000	255,000
120	Embarkation Tax	449,380	389,600	389,600	450,000	450,000	450,000
120	Bank Interest Levy	488,077	960,000	960,000	1,850,000	1,300,000	1,350,000
125	Import Duties	6,328,208	6,165,300	6,165,300	6,735,000	6,810,000	6,900,000
125	Consumption Tax	10,998,189	11,542,200	11,542,200	11,920,000	12,064,000	12,215,200
125	Customs Processing Fee	1,058,094	910,000	910,000	910,000	910,000	910,000
129	Arrears of Taxes	634,064	940,000	940,000	800,000	800,000	800,000
130	Customs Fines	6,583	3,600	3,600	3,600	3,600	3,600
130	Customs Officers Fees	240,515	237,000	237,000	237,000	237,000	237,000
130	ASYCUDA User Access Fees	1,000	-	-	-	-	-
135	Royalties - Quarries	527,490	350,000	350,000	600,000	600,000	600,000
160	Customs Auction	12,363	-	-	-	-	-
160	Other Receipts	1,208	-	-	-	-	-
TOTAL REVENUE VOTE 20		37,741,583	39,036,700	39,036,700	41,985,600	41,834,600	42,186,100

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	1,637,334	1,789,100	1,789,100	1,625,200	1,707,000	1,731,000
216	Allowances	344,323	388,200	388,200	427,000	427,000	427,000
218	Pensions and Gratuities	4,688	-	-	-	16,000	-
Total Salaries		1,986,344	2,177,300	2,177,300	2,052,200	2,150,000	2,158,000
GOODS AND SERVICES							
226	Communication Expenses	20,008	22,500	22,500	22,500	22,500	22,500
228	Supplies & Materials	29,206	30,000	30,000	30,000	30,000	30,000
230	Uniform/Protective Clothing	14,996	15,000	15,000	15,000	15,000	15,000
232	Maintenance Services	24,838	15,000	15,000	15,000	15,000	15,000
236	Professional and Consultancy Services	19,300	50,000	50,000	350,000	50,000	50,000
244	Advertising	1,890	3,500	3,500	3,500	3,500	3,500
246	Printing & Binding	63,921	70,000	70,000	70,000	70,000	70,000
270	Revenue Refunds	1,480,711	1,500,500	1,500,500	1,500,500	1,500,500	1,500,500
275	Sundry Expenses	4,014	12,000	12,000	12,000	12,000	12,000
284	Law Enforcement		30,000	30,000	30,000	30,000	30,000
Total Goods and Services		1,658,884	1,748,500	1,748,500	2,048,500	1,748,500	1,748,500
RECURRENT EXPENDITURE		3,645,228	3,925,800	3,925,800	4,100,700	3,898,500	3,906,500

CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-
STAFFING RESOURCES								
STAFF POSTS		Scale	Count	STAFF POSTS		Scale	Count	
Director General		R5	1	Customs Officer I		R48-34	3	
Comptrollers		R6	2	Customs Clerk		R48-34	1	
Deputy Comptroller		R17-13	2	Office & Tax Payer Services Officer		R28-22	1	
Valuation Officer/Appraiser		R28-22/22-16	1	Clerical Officer (Snr)		R33-29	1	
Valuation Officer		R22-16	1	Cashier		R33-29	1	
Audit Manager		R22-16/14-10	1	Clerical Officers		R46-34	2	
Tax Information Exchange Officer		R28-22	1	Filing /Data Entry Clerk		R51-45	1	
Inspector of Taxes II		R28-22	2	Office Attendants		R51-45	2	
Inspector of Taxes I		R33-29	2	Revenue Officer		R46-34	3	
Customs Officer Snr		R22-18	4	Revenue Assistant		R46-34	2	
Customs Officer III		R28-22	4	Bailiff		R27	1	
Customs Officer II		R33-29	6					
TOTAL STAFF								45

PROGRAMME PERFORMANCE INFORMATION						
KEY STRATEGIES FOR 2017/18:						
Introduce tax administration computer system to provide a better service to the taxpayer and improve compliance.						
Enforce the elements of the tax arrears reduction strategy to improve collections by \$940,000.						
Introduce a tax identification number for all taxpayers to improve tax administration and facilitate doing business.						
Develop capacity to fulfil international obligations, including facilitating automatic exchange of tax information.						
Strengthen public information relating to tax administration (processes, procedures, obligations, timelines) to increase transparency and accountability.						
KEY STRATEGIES FOR 2018/19-20						
KEY PERFORMANCE INDICATORS		Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)						
No of examinations of accounts			6 per week	6 per week	6 per week	
No of examinations of passengers, cargo and baggage			100% risk base	100% risk base	100% risk base	
No. of Tax Audits Completed			1 per week (PAYE only until Audit Manager position is filed)	1 per week (PAYE only until Audit Manager position is filed)	1 per week (PAYE only until Audit Manager position is filed)	
No. of site visits and patrols			Customs Div.- 12 pa; Revenue Div.- 3 per week	Customs Div.- 12 pa; Revenue Div.- 3 per week	Customs Div.- 12 pa; Revenue Div.- 3 per week	
Review tax arrears strategy to improve collections of public funds			Strategy review			
No. of persons registered under TIN system			Stakeholder and expert Consultation, review and Implementation of system.	60% of relevant persons [Relevance not determined at this point]	100% of relevant persons	

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

No. of controlled goods seized		100% of detected items	100% of detected items	100% of detected items	
Percent of taxpayers registered under TIN system		0	0.6	1	
No. of outstanding assessments		<500	<500	<50	
No. of taxpayers with outstanding accounts					
Amount of tax arrears		TBD	TBD	TBD	

PROGRAMME 207: GENERAL POST OFFICE

PROGRAMME OBJECTIVE:

To be a more innovative, customer focused & sustainable Postal Services

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	Commissions on Money Order	403	3,500	3,500	500	500	500
160	Parcel Post	3,959	7,000	7,000	7,000	7,000	7,000
160	Stamp Sales	251,330	225,000	225,000	255,000	255,000	255,000
160	Other Receipts	96,551	10,000	10,000	68,000	68,000	68,000
TOTAL REVENUE VOTE 20		352,242	245,500	245,500	330,500	330,500	330,500

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	328,238	345,700	345,700	349,600	353,800	359,100
216	Allowances	31,742	36,600	36,600	36,600	36,600	36,600
Total Salaries		359,980	382,300	382,300	386,200	390,400	395,700
GOODS AND SERVICES							
226	Communication Expenses	2,000	2,000	3,000	3,000	3,000	3,000
228	Supplies & Materials	9,923	10,000	10,000	10,000	10,000	10,000
229	Furniture Equipment and Resources	7,939	8,000	8,000	7,000	7,000	7,000
230	Uniform/Protective Clothing	1,500	1,500	1,500	1,000	1,000	1,000
232	Maintenance Services	15,000	15,000	20,000	15,000	15,000	15,000
234	Rental of Assets	7,200	7,200	8,700	7,960	7,960	7,960
236	Professional Services and Fees	51,480	56,500	55,000	56,240	56,240	56,240
275	Sundry Expenses	29,997	25,000	19,000	25,000	25,000	25,000
Total Goods and Services		125,039	125,200	125,200	125,200	125,200	125,200
RECURRENT EXPENDITURE		485,018	507,500	507,500	511,400	515,600	520,900

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

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

PROGRAMME PERFORMANCE INFORMATION						
KEY STRATEGIES FOR 2017/18:						
Improve facilities to enable the expansion of services being offered to customers (1.3, 1.4, 4.1, 4.2)						
Implement systems to improve the security and traceability of mail to enhance service efficiency (1.3, 1.4, 4.1, 4.2)						
KEY STRATEGIES FOR 2018/19-20						
Reorganise services to incorporate Philatelic Services to improve efficiency and expansion of stamp sales and philatelic operations (1.3, 1.4, 4.1, 4.2)						
KEY PERFORMANCE INDICATORS		Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)						
No of post boxes installed			100	100	100	
Track & trace system installed			1	0	0	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)						
No of post boxes rented			96	96	96	
% revenue generated from post box rental			100%	100%	100%	

PROGRAMME 208: INTERNAL AUDIT UNIT

PROGRAMME OBJECTIVE:

To deliver independent and objective quality assurance and consulting services to increase the value proposition to clients and other stakeholders regarding governance, risk management and compliance processes

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 20		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	233,876	285,100	237,200	289,300	300,700	301,400
216	Allowances	33,120	33,200	24,200	42,700	42,700	42,700
Total Salaries		266,996	318,300	261,400	332,000	343,400	344,100

GOODS AND SERVICES

220	Local Travel	-	600	600	1,200	600	600
222	International Travel & Subsistence	20,812	22,000	22,800	22,000	22,000	22,000
224	Utilities	11,105	17,400	13,300	14,400	15,400	15,400
226	Communication Expenses	5,203	4,200	4,200	4,200	4,200	4,200
228	Supplies & Materials	2,634	5,400	5,400	5,200	6,400	6,400
229	Furniture Equipment and Resources	7,208	-	-	3,200	-	20,400
232	Maintenance Services	550	2,400	2,400	1,800	2,400	2,400
236	Professional Services and Fees	1,029	17,000	78,000	17,000	19,000	19,000
246	Printing & Binding	-	2,000	1,200	1,000	1,000	1,000
275	Sundry Expenses		500	500	1,500	500	500
Total Goods and Services		48,540	71,500	128,400	71,500	71,500	91,900
RECURRENT EXPENDITURE		315,536	389,800	389,800	403,500	414,900	436,000

CAPITAL EXPENDITURE

Details of Expenditure		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description					
CAPITAL EXPENDITURE		-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count
Chief Internal Auditor	R7	1
Audit Manager	R22-16/17-13	2
Internal Auditor	R28-22	4
TOTAL STAFF		7

PROGRAMME PERFORMANCE INFORMATION						
KEY STRATEGIES FOR 2017/18:						
Market the Internal Audit Function within GOM to foster greater collaboration to improve transparency and accountability within the public sector. (4.1)						
Improve the independence of Internal Audit through establishing the Audit Committee within a strategic framework to contribute to better governance and address risk and control issues. (4.1)						
Improve systems for a more responsive and accountable system of governance through the delivery of timely reporting and by monitoring implementation of audit recommendations. (4.1)						
KEY STRATEGIES FOR 2018/19-20						
To increase departmental processes for improvement in the delivery of quality assurance services to add value to the organisations operations.						
To have adequately skilled and knowledgeable staff to perform the function by building core competencies required for delivery of the programme objectives.						
KEY PERFORMANCE INDICATORS		Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)						
Number of communication methods used to inform stakeholders		1	2	4	4	4
Percentage of departmental processes for audits implemented		0%	50%	100%	100%	100%
Number of audits conducted		4	4	6	8	10
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)						
Number of Audit Committee meetings		0	0	4	4	4
Days from end of fieldwork to report issuance		100	100	30	25	20

S U M M A R Y (by Classification)

E12

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
Strategic Management & Administration	302,322	460,500	399,500	303,300	306,800	310,300
Fiscal Policy & Economic Management	387,125	432,900	393,900	685,100	691,300	697,500
Statistical Management	343,692	356,600	356,600	332,900	339,000	345,100
Treasury Management	539,934	574,400	570,800	573,600	579,500	590,300
Customs & Revenue Service	1,637,334	1,789,100	1,789,100	1,625,200	1,707,000	1,731,000
General Post Office	328,238	345,700	345,700	349,600	353,800	359,100
Internal Audit	233,876	285,100	237,200	289,300	300,700	301,400
TOTAL P.E	3,772,520	4,244,300	4,092,800	4,159,000	4,278,100	4,334,700
WAGES						
Strategic Management & Administration	-	-	-	-	-	-
Fiscal Policy & Economic Management	-	-	-	-	-	-
Statistical Management	-	-	-	-	-	-
Treasury Management	-	-	-	-	-	-
Customs & Revenue Service	-	-	-	-	-	-
General Post Office	-	-	-	-	-	-
Internal Audit	-	-	-	-	-	-
TOTAL WAGES	-	-	-	-	-	-
ALLOWANCES						
Strategic Management & Administration	164,290	165,400	176,400	169,000	165,600	165,600
Fiscal Policy & Economic Management	73,535	95,400	95,400	142,600	134,000	134,000
Statistical Management	49,190	42,800	42,800	42,800	42,800	42,800
Treasury Management	52,590	59,600	59,600	59,700	59,700	59,700
Customs & Revenue Service	344,323	388,200	388,200	427,000	427,000	427,000
General Post Office	31,742	36,600	36,600	36,600	36,600	36,600
Internal Audit	33,120	33,200	24,200	42,700	42,700	42,700
TOTAL ALLOWANCES	748,790	821,200	823,200	920,400	908,400	908,400
BENEFITS						
Strategic Management & Administration	-	-	-	-	-	-
Fiscal Policy & Economic Management	-	-	-	-	-	-
Statistical Management	-	-	-	-	-	-
Treasury Management	-	-	-	-	-	-
Customs & Revenue Service	4,688	-	-	-	16,000	-
General Post Office	-	-	-	-	-	-
Internal Audit	-	-	-	-	-	-
TOTAL BENEFITS	4,688	-	-	-	16,000	-
GOODS AND SERVICES						
Strategic Management & Administration	1,344,799	1,942,800	2,214,300	9,109,300	9,009,300	9,019,300
Fiscal Policy & Economic Management	2,706,284	2,951,700	2,957,700	2,957,700	3,157,700	3,157,700
Statistical Management	133,511	366,500	178,000	366,500	366,500	366,500
Treasury Management	368,845	390,100	393,700	399,300	399,300	399,300
Customs & Revenue Service	1,658,884	1,748,500	1,748,500	2,048,500	1,748,500	1,748,500
General Post Office	125,039	125,200	125,200	125,200	125,200	125,200
Internal Audit	48,540	71,500	128,400	71,500	71,500	91,900
TOTAL	6,385,901	7,596,300	7,745,800	15,078,000	14,878,000	14,908,400
CAPITAL EXPENDITURE						
Strategic Management & Administration	-	-	-	-	-	-
Fiscal Policy & Economic Management	9,314,562	15,034,800	14,742,500	12,679,300	-	-
Statistical Management	-	-	-	-	-	-
Treasury Management	-	-	-	-	-	-
Customs & Revenue Service	-	-	-	-	-	-
General Post Office	-	-	-	-	-	-
Internal Audit	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	9,314,562	15,034,800	14,742,500	12,679,300	-	-

S U M M A R Y (by Subheads)

210	Salaries	3,772,520	4,244,300	4,092,800	4,159,000	4,278,100	4,334,700
216	Allowances	748,790	821,200	823,200	920,400	908,400	908,400
218	Pensions & Gratuities	4,688	-	-	-	16,000	-
220	Local Travel	8,000	6,000	15,000	17,800	17,200	17,200
222	International Travel & Subsistence	300,056	280,000	280,800	280,000	280,000	280,000
224	Utilities	24,746	42,900	31,900	39,900	40,900	40,900
226	Communication Expenses	51,701	60,200	60,200	61,200	61,200	61,200
228	Supplies & Materials	65,932	77,900	76,900	81,700	82,900	82,900
229	Furniture Equipment and Resources	1,739,245	2,018,900	2,138,900	1,700,700	1,897,500	1,917,900
230	Uniform/Protective Clothing	16,496	16,500	16,500	16,000	16,000	16,000
232	Maintenance Services	46,781	51,400	56,400	50,800	51,400	51,400
234	Rental of Assets	79,200	79,200	17,700	79,960	79,960	79,960
236	Professional Services and Fees	354,649	507,500	542,100	878,240	480,240	490,240
238	Insurance	307,616	319,200	319,200	364,000	364,000	364,000
240	Hosting & Entertainment	3,978	10,000	3,500	10,000	10,000	10,000
244	Advertising	1,890	3,500	3,500	3,500	3,500	3,500
246	Printing & Binding	92,612	107,000	1,153,600	118,000	118,000	118,000
261	Subventions	565,576	746,900	-	8,075,200	8,075,200	8,075,200
270	Revenue Refunds	1,483,815	1,505,500	1,503,500	1,505,500	1,505,500	1,505,500
272	Claims against Government	217,751	250,000	200,000	275,800	275,800	275,800
274	Emergency Expenditure	326,879	150,000	150,000	150,000	150,000	150,000
275	Sundry Expenses	54,477	240,000	52,400	251,000	250,000	250,000
281	Minor Works	7,699	15,000	15,000	15,000	15,000	15,000
284	Law Enforcement	-	30,000	30,000	30,000	30,000	30,000
290	Debt Servicing - Domestic	2,787	329,400	329,400	324,400	324,400	324,400
292	Debt Servicing - Foreign	501,664	502,000	502,000	502,000	502,000	502,000
293	Debt Servicing - Interest	132,352	247,300	247,300	247,300	247,300	247,300
	TOTAL VOTE 20	10,911,898	12,661,800	12,661,800	20,157,400	20,080,500	20,151,500

BUDGET AND FORWARD ESTIMATES

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

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2016 to 31st March, 2019 for salaries and the expenses of the Ministry HQ, Agricultural Services, Lands Administration, Physical Planning, Environment Management, Housing and Trade & Quality Infrastructure - Nine million three hundred and sixty thousand two hundred dollars.	\$9,559,400
B.	ACCOUNTING OFFICER: Permanent Secretary	
C.	SUB-HEADS which under this vote will be accounted for by the Permanent Secretary	

STRATEGIC PRIORITIES

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

NATIONAL OUTCOMES

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

VISION

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

MISSION STATEMENT

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

BUDGET SUMMARY

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
300	Strategic Management & Administration	200,546	318,000	318,000	318,000	318,000	318,000
301	Agricultural Services	47,928	69,000	69,000	70,200	70,200	70,200
302	Land Administration	563,164	624,000	624,000	624,000	624,000	624,000
303	Physical Planning & Development	46,069	55,200	55,200	55,200	55,300	55,300
304	Environmental Management	-	-	-	-	-	-
305	Housing Policy & Support Services	-	-	-	-	-	-
306	Trade	6,504	7,400	7,400	7,400	7,400	7,400

TOTAL REVENUE VOTE 30	864,211	1,073,600	1,073,600	1,074,800	1,074,900	1,074,900
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SUMMARY OF EXPENDITURE BY PROGRAMME							
300	Strategic Management & Administration	3,026,720	4,603,200	4,702,700	5,086,600	1,312,900	1,320,100
301	Agricultural Services	1,489,604	1,687,000	1,825,000	1,630,100	1,666,200	1,659,300
302	Land Administration	546,325	702,100	622,100	560,400	644,500	711,700
303	Physical Planning & Development	513,107	651,000	613,200	603,200	631,200	640,200
304	Environmental Management	765,472	946,300	833,700	871,800	905,300	873,900
305	Housing Policy & Support Services	413,015	557,800	529,300	574,500	570,000	591,700
306	Trade	135,141	212,800	165,000	232,800	235,700	238,700
TOTAL EXPENDITURE VOTE 30		6,889,385	9,360,200	9,291,000	9,559,400	5,965,800	6,035,600
SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION							
RECURRENT EXPENDITURE							
	Salaries	3,043,055	3,613,700	3,290,600	3,310,400	3,508,200	3,603,500
	WAGES	17,210	19,200	19,200	19,200	19,200	19,200
	ALLOWANCES	502,137	638,200	643,900	646,800	670,800	643,500
	BENEFITS	51,494	36,200	36,200	40,600	31,800	33,600
	GOOD AND SERVICES	1,408,313	2,110,800	2,308,200	1,735,800	1,735,800	1,735,800
TOTAL RECURRENT EXPENDITURE		5,022,209	6,418,100	6,298,100	5,752,800	5,965,800	6,035,600
CAPITAL EXPENDITURE							
SHD	Donor	Description					
58A	OTEP	Overseas Territories Environmental	-	-	-	-	-
60A	DARWIN	DARWIN Initiatives Post Project	163,878	-	-	-	-
60A	EU	Toilet Facilities (Vulnerable)	-	-	-	-	-
62A	EU	Abattoir (Mahle) (Equipping Abattoir)	84,100	93,500	93,500	3,600	-
63A	EU	Social Housing Programme	1,405,000	595,000	595,000	-	-
93A	DFID	Emergency Shelters	138,890	358,200	358,200	500,000	-
96A	DFID	Social Housing	75,308	1,795,400	1,795,400	3,276,800	-
10A	GWG	Tree Seed	-	-	-	7,500	-
01A	EU	Agriculture Infrastructure Development	-	100,000	100,000	8,800	-
05A	RSPB	Embedding Capacity for Invasive Ali	-	-	50,800	9,900	-
TOTAL CAPITAL EXPENDITURE		1,867,176	2,942,100	2,992,900	3,806,600	-	-
TOTAL EXPENDITURE VOTE 30		6,889,385	9,360,200	9,291,000	9,559,400	5,965,800	6,035,600
STAFFING RESOURCES							
TOTAL STAFFING							

PROGRAMME 300: STRATEGIC MANAGEMENT & ADMINISTRATION

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
122	Landholding Licenses	187,126	300,000	300,000	300,000	300,000	300,000
122	Mining Licences	80	-	-	-	-	-
130	Real Est. Agents Regis .	12,750	18,000	18,000	18,000	18,000	18,000
160	General Receipts	590	-	-	-	-	-
TOTAL REVENUE VOTE 30		200,546	318,000	318,000	318,000	318,000	318,000

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	426,699	557,100	491,400	520,500	553,200	560,400
212	Wages	17,210	19,200	19,200	19,200	19,200	19,200
216	Allowances	154,202	182,900	188,600	183,100	183,100	183,100
218	Pensions and Gratuities	18,771	6,600	6,600	6,900	7,100	7,100
Total Salaries		616,883	765,800	705,800	729,700	762,600	769,800
GOODS AND SERVICES							
220	Local Travel	8,706	14,100	-	-	-	-
222	International Travel & Subsistence	37,500	65,000	65,000	70,000	70,000	70,000
224	Utilities	76,971	198,500	198,500	198,500	198,500	198,500
226	Communication Expenses	59,840	50,000	67,400	50,000	50,000	50,000
228	Supplies & Materials	7,921	8,700	8,700	6,700	6,700	6,700
229	Furniture Equipment and Resources	36,521	40,000	95,000	56,100	56,100	56,100
232	Maintenance Services	51,815	55,000	102,100	55,000	55,000	55,000
234	Rental of Assets	82,800	72,000	72,000	72,000	72,000	72,000
236	Professional Services and Fees	27,990	28,000	31,300	8,000	8,000	8,000
261	Subventions	120,000	330,000	330,000	-	-	-
275	Sundry Expenses	3,659	4,000	4,000	4,000	4,000	4,000
281	Minor Works	28,940	30,000	30,000	30,000	30,000	30,000
Total Goods and Services		542,662	895,300	1,004,000	550,300	550,300	550,300
RECURRENT EXPENDITURE		1,159,545	1,661,100	1,709,800	1,280,000	1,312,900	1,320,100

CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
3008058A	OTEP	Overseas Territories Environmental		-	-	-	-	-
3009060A	DARWIN	DARWIN Initiatives Post Project	163,878	-	-	-	-	-
3014060A	EU	Toilet Facilities (Vulnerable)		-	-	-	-	-
3014062A	EU	Abattoir (Mahle) (Equipping Abattoir)	84,100	93,500	93,500	3,600	-	-
3015063A	EU	Social Housing Programme	1,405,000	595,000	595,000	-	-	-
3016093A	DFID	Emergency Shelters	138,890	358,200	358,200	500,000	-	-
3016096A	DFID	Social Housing	75,308	1,795,400	1,795,400	3,276,800	-	-
3018110A	GWG	Tree Seed	-	-	-	7,500	-	-
3016101A	EU	Agriculture Infrastructure Development		100,000	100,000	8,800	-	-
3017105A	RSPB	Embedding Capacity for Invasive Ali		-	50,800	9,900		
CAPITAL EXPENDITURE			1,867,176	2,942,100	2,992,900	3,806,600	-	-
STAFFING RESOURCES								
STAFF POSTS			Scale	Count	STAFF POSTS		Scale	Count
Minister			-	1	Database Officer		R28-22	1
Permanent Secretary			R5	1	Executive Officer		R28-22	1
Senior Assistant Secretary (New)			R17 - 13	1	Clerical Officer (Snr)		R33-29	1
Assistant Secretary			R22-16	1	Clerical Officer		R46-34	2
Information Systems & Technology Manager			R22-16	1	Watchman		R42-36	4
TOTAL STAFF								14
PROGRAMME PERFORMANCE INFORMATION								
KEY STRATEGIES FOR 2017/18:								
Broaden the talent management strategies, including job enlargement/enrichment, rotation, and overseas work attachments, to improve skill levels and service delivery. (PA 4.2)								
Implement a financial strategy, focused on outsourcing of non-core functions, streamlining operations to create efficiencies and examining avenues for revenue generation. (PA 1.5)								
Expand online presence and media programming, to improve stakeholder outreach and visibility of the Ministry. (PA 4.1)								
KEY STRATEGIES FOR 2018/19-20								
4. Improve customer relationship management with the establishment and implementation of customer support facilities, such as help desk and information packs (PA 4)								
5. Expand knowledge management infrastructure, including information systems, to enhance policy formulation, decision making and service delivery (PA 4.1)								
KEY PERFORMANCE INDICATORS				Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)								
No of business process improvements implemented (e.g. revenue measure, cost				1	4	3	3	3
No of successful nominations for technical and management capacity building pro				7	8	15	20	20
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)								
Percent variation between actual expenditure compared to original approved recurrent budget				-17%	-8%	-5%	-5%	-5%
% of Annual Performance and Development Reviews (APDRs) signed-off				76%	70%	75%	80%	85%

PROGRAMME 301: AGRICULTURAL SERVICES

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
160	Hire of Agricultural Equip.	7,734	10,000	10,000	10,000	10,000	10,000
160	Plant Propagation	9,945	15,000	15,000	16,200	16,200	16,200
160	Sale of Trees	5,885	4,000	4,000	4,000	4,000	4,000
160	Livestock Slaughtering Fees	-	20,000	20,000	20,000	20,000	20,000
160	Other Receipts	24,365	20,000	20,000	20,000	20,000	20,000
TOTAL REVENUE VOTE 30		47,928	69,000	69,000	70,200	70,200	70,200

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	959,437	981,900	971,900	870,800	908,300	916,600
216	Allowances	97,860	160,100	160,100	162,700	162,700	162,700
218	Pensions and Gratuities	32,723	-	-	16,600	15,200	-
Total Salaries		1,090,020	1,142,000	1,132,000	1,050,100	1,086,200	1,079,300
GOODS AND SERVICES							
228	Supplies & Materials	9,993	30,000	30,000	30,000	30,000	30,000
230	Uniform/Protective Clothing	7,972	8,000	8,000	8,000	8,000	8,000
232	Maintenance Services	97,719	150,000	175,000	150,000	150,000	150,000
236	Professional Services & Fees	63,836	99,000	147,000	134,000	134,000	134,000
273	MALHE Activities	218,065	255,000	330,000	255,000	255,000	255,000
275	Sundry Expenses	2,000	3,000	3,000	3,000	3,000	3,000
Total Goods and Services		399,585	545,000	693,000	580,000	580,000	580,000
RECURRENT EXPENDITURE		1,489,604	1,687,000	1,825,000	1,630,100	1,666,200	1,659,300

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Director	R7	1	Extension & Irrigation Technician	R33-29/R28-29	1
Chief Veterinary Officer	R12-8	1	Animal Husbandry Technician	R33-29/R28-29	1
Chief Fisheries (Ocean Governance) Officer	R17-13/R14-10	1	Clerical Officer (Snr)	R33-29	1
Veterinary Officer	R17-13	1	Clerical Officer	R46-34	1
Veterinary Assistant (Snr)	R22-16	1	Animal Husbandry Assistant	R46-34	4
Principal Agricultural Officer	R22-16	1	Data Collector	R46-34	2
Agricultural Officer	R22-16	2	Driver/Market Manager	R46-34	1
Fisheries Officer	R22-16	1	Plant Propagator	R42-36	1
Fisheries Assistant	R28-22	1	Nursery Worker	R48-38	1
Extension Officer	R28 -22	1	Cleaner - Public Market	0	1
TOTAL STAFF					25
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Increase production of and access to targeted products (crops, livestock, poultry and fish), through research and education, outreach services, training and incentives and the implementation of specialized programmes and projects. (PA 1.1)					
Improve access to farm lands, through establishing and maintaining agricultural infrastructure (roads, drains, irrigation systems, dams etc.). (PA 1.1 & 1.4)*					
Incentivize and support the production of high quality processed and semi-processed food products for local use and export, through the operations of the abattoir and food processing facilities. (PA 1.4 & 1.5)					
Conserve and sustainably manage environmentally-sensitive marine resources through improved data gathering and monitoring systems (PA 1.1)					
KEY STRATEGIES FOR 2018/19-20					
Extend the availability of local food products, through increased chill and dry storage capacity (PA 1.4)					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Number of training programmes for stakeholders carried out	2	2	3	4	4
Number of school visits conducted	55	90	110	110	110
Number of broiler chicks imported	12,353	14,500	15,000	15,000	15,000
Number of sheltered production units established	15	15	15	10	10
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Pounds of fish landed	72,550	80,000	85,000	85,000	85,000
No of schools with established gardens	2	3	4	4	4
Pounds of broiler meat produced	55,558	67,500	67,500	67,500	67,500

PROGRAMME 302: LAND ADMINISTRATION

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
120	Stamp Duty	261,223	360,000	360,000	360,000	360,000	360,000
130	Advertising Fees	9,185	7,000	7,000	7,000	7,000	7,000
130	Registration of Titles	120,284	150,000	150,000	150,000	150,000	150,000
160	Sale of Government Lands	63,800	30,000	30,000	30,000	30,000	30,000
160	Sale of Maps etc.	7,953	17,000	17,000	17,000	17,000	17,000
160	Lease of Government Lands	100,720	60,000	60,000	60,000	60,000	60,000
TOTAL REVENUE VOTE 30		563,164	624,000	624,000	624,000	624,000	624,000

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	416,793	546,100	436,100	396,700	474,400	515,100
216	Allowances	91,170	100,700	100,700	100,800	114,800	114,800
218	Pensions and Gratuities		-	-	7,600	-	26,500
Total Salaries		507,963	646,800	536,800	505,100	589,200	656,400
GOODS AND SERVICES							
228	Supplies & Materials	6,999	7,000	7,000	7,000	7,000	7,000
230	Uniform/Protective Clothing	2,800	2,800	2,800	2,800	2,800	2,800
232	Maintenance Services	16,186	16,500	31,500	16,500	16,500	16,500
236	Professional Services and Fees		14,400	14,400	14,400	14,400	14,400
244	Advertising	8,978	10,600	10,600	10,600	10,600	10,600
246	Printing & Binding	1,899	2,000	17,000	2,000	2,000	2,000
275	Sundry Expenses	1,500	2,000	2,000	2,000	2,000	2,000
Total Goods and Services		38,362	55,300	85,300	55,300	55,300	55,300
RECURRENT EXPENDITURE		546,325	702,100	622,100	560,400	644,500	711,700

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
3006050 A	DFID	Technical Assistance for Housing	-	-	-	-	-	-
3008058 A	OTEP	Overseas Territories Environment	-	-	-	-	-	-
3009060 A	Darwin	Darwin Initiative Post Project	-	-	-	-	-	-
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count			
Director of Land Management	R7	0	Survey Technician	R28-22	1
Chief Surveyor	R7	1	Survey Assistants/Chainmen	R46-34	3
Registrar of Lands	R17-13/R12-8	1	Trainee Survey Technician	R46-34	1
Land Officer	R22-16	1	Clerical Officer (Snr)	R33-29	1
Surveyor	R22-16	2	Clerical Officer	R46-34	1
Registration Officer	R22-18	1	Cadastral Clerk/Office Attendant	R46-34	1
TOTAL STAFF					14
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Improve preservation of and access to land information through the implementation of an online registration and cadastral system. (PA 1.3)					
Improve the administration, monitoring, enforcement and legal framework in the management of Crown Lands, through updating of legislation and increased use of information systems. (PA 1.4)					
KEY STRATEGIES FOR 2018/19-20					
Identify opportunities for increasing revenue through the amendment of existing fees and introduction of new user charges. (PA 1.3)					
Improve ability of local stakeholders in the use of GIS data and to manage the national transformation to GIS applications, through the provision of training. (PA 3.3)					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No of surveys checked and authenticated by Chief Surveyor	35	50	50	50	50
No of surveys completed	9+	35	48	48	48
No of Mutations completed	42	50	50	50	50
No of land transactions (transfers, cautions, charges..) recorded by the Registry	675	780	800	810	821
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and					
No. of boundary disputes amicably resolved		2	1	1	1

PROGRAMME 303: PHYSICAL PLANNING & DEVELOPMENT

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	Electricity Inspection Fees	21,785	29,600	29,600	29,600	29,700	29,700
130	Planning Application Fees	23,150	20,600	20,600	20,600	20,600	20,600
130	Sand Mining Fees	420	2,000	2,000	2,000	2,000	2,000
130	GIS User Fees	714	1,000	1,000	1,000	1,000	1,000
130	Other Fees Fines and Permits	-	2,000	2,000	2,000	2,000	2,000
TOTAL REVENUE VOTE 30		46,069	55,200	55,200	55,200	55,300	55,300

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	430,452	529,600	499,600	488,100	516,100	525,100
216	Allowances	61,815	70,800	70,800	70,900	70,900	70,900
218	Pensions and Gratuities		6,400	6,400	-	-	-
Total Salaries		492,267	606,800	576,800	559,000	587,000	596,000
GOODS AND SERVICES							
228	Supplies & Materials	4,880	7,000	5,700	7,000	7,000	7,000
232	Maintenance Services	7,471	7,500	11,500	7,500	7,500	7,500
236	Professional Services and Fees		19,200	8,700	19,200	19,200	19,200
244	Advertising	150	500	500	500	500	500
273	Agriculture Activities	4,340	6,000	6,000	6,000	6,000	6,000
275	Sundry Expenses	3,999	4,000	4,000	4,000	4,000	4,000
Total Goods and Services		20,840	44,200	36,400	44,200	44,200	44,200
RECURRENT EXPENDITURE		513,107	651,000	613,200	603,200	631,200	640,200

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
RECURRENT EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

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

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Facilitate and promote compliance of building construction standards through implementation of newly enacted Montserrat Building Code and educational awareness programmes. (PA 3.3)					
KEY STRATEGIES FOR 2018/19-20					
Identify opportunities for increasing revenue through the amendment of existing fees and introduction of new user charges. (PA 1.3)					
Improve ability of local stakeholders in the use of GIS data and to manage the national transformation to GIS applications, through the provision of training. (PA 2.0)					
KEY PERFORMANCE INDICATORS	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No of approved plans	148	170	170	170	175
Number of Building inspections completed	155	160	160	165	170
Number of Electrical Inspections completed	160	160	170	170	170
No of persons receiving appropriate training in GIS	5	8	10	10	10
No of public awareness programmes	4	5	6	6	8
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and					
% of land use plans approved within time frame	90%	92%	92%	92%	92%
% of applications vetted within prescribed timeframe	90%	95%	95%	95%	96%
% of buildings in conformity with Code	92%	94%	95%	96%	98%
Number of online hits (Land Info website)	166	170	175	180	180

PROGRAMME 304: ENVIRONMENTAL MANAGEMENT

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

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

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	515,952	579,600	539,600	568,400	601,900	607,300
216	Allowances	47,940	50,400	50,400	60,800	60,800	33,500
218	Pensions and Gratuities		23,200	23,200	9,500	9,500	-
Total Salaries		563,892	653,200	613,200	638,700	672,200	640,800
GOODS AND SERVICES							
228	Supplies & Materials	4,469	15,000	15,000	10,000	10,000	10,000
230	Uniform/Protective Clothing	5,375	5,500	5,500	5,500	5,500	5,500
232	Maintenance Services	30,737	65,600	25,600	25,600	25,600	25,600
236	Professional Services and Fees (NEW)		45,000	12,400	30,000	30,000	30,000
273	MALHE Activities	159,999	160,000	160,000	160,000	160,000	160,000
275	Sundry Expenses	1,000	2,000	2,000	2,000	2,000	2,000
Total Goods and Services		201,580	293,100	220,500	233,100	233,100	233,100
RECURRENT EXPENDITURE		765,472	946,300	833,700	871,800	905,300	873,900

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

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

PROGRAMME PERFORMANCE INFORMATION						
KEY STRATEGIES FOR 2017/18:						
Support sustainable environmental management through the enactment and enforcement of the Conservation and Environmental Management Act and development of associated regulations. (PA 3.1)						
Manage invasive alien species through the development and implementation of action plans and strategies in collaboration with regional and international partners. (PA 3.1)						
Protect, conserve and manage the sustainable use of biodiversity through the implementation of the Conservation and Environmental Management Act. (PA 3.1)						
Strengthen the island's resilience to environmental degradation and climate change by monitoring and servicing international obligations.						
Strengthen public awareness in environmental, natural resources, climate change and conservation matters, through the use of lectures, public discussion, radio, print and other forms of media. (PA 3.1)						
Facilitate and assist the management of marine scientific and other research efforts, through the administration of permits and protocols required under the Conservation and Environmental Management Act. (PA 3.1)						
KEY STRATEGIES FOR 2018/19-20						
KEY PERFORMANCE INDICATORS		Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)						
Extent of the area under protected forest management		2,850 ac	2,850 ac	2,850 ac		
No. of regulations submitted to Legal Department		10	0	0		
No. of awareness and promotional materials disseminated		52	52	52		
No. of environmental appraisals, development applications and other environmental matters to which advice is given.		35	35	35		
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and						
Percentage of key stakeholders aware of environmental, natural resources, climate change and conservation matters		<20	20	27	34	41
Percentage of protected forest effectively managed		100%	100%	100%	100%	100%

PROGRAMME 305: HOUSING POLICY & SUPPORT SERVICES

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 30		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	209,518	300,700	265,700	322,200	307,700	329,400
216	Allowances	41,371	53,300	53,300	48,500	58,500	58,500
Total Salaries		250,888	354,000	319,000	370,700	366,200	387,900
GOODS AND SERVICES							
228	Supplies & Materials	5,957	6,000	6,000	6,000	6,000	6,000
232	Maintenance Services	79,718	95,000	95,000	95,000	95,000	95,000
236	Professional Services and Fees		5,000	11,500	5,000	5,000	5,000
273	MALHE Activities	76,060	95,000	95,000	95,000	95,000	95,000
275	Sundry Expenses	392	2,800	2,800	2,800	2,800	2,800
Total Goods and Services		162,127	203,800	210,300	203,800	203,800	203,800
RECURRENT EXPENDITURE		413,015	557,800	529,300	574,500	570,000	591,700

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

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

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Implement a comprehensive Housing Strategy and legislation with emphasis on safeguarding of vulnerable groups. (PA 2.7)					
Develop and promote child safeguarding by supporting solutions for separation of opposite genders in same households and address overcrowding through incentives which facilitate home expansions e.g., Materials Grant of Financial Assistance. (PA 2.9)					
Expand access to home ownership for qualified low to middle income residents through Public/private partnerships to include HOME Programme, Serviced Residential lots and New Direct builds. (PA 2.6)*					
Provide incentives for home improvements to include security against weather and climate change conditions for homes over 25 years. (PA 2.7)*					
KEY STRATEGIES FOR 2018/19-20					
Provide a sanctuary home or homes to safeguard vulnerable children and adolescents against abuse. (PA 2.9)					
Develop an appropriate allocation Policy Framework to facilitate the expansion of the social housing stock. (PA 2.7 & 2.9)					
Provide decent and resilient housing through rehabilitation and regeneration in targeted locations including Lookout, Davy Hill and Shinnland. (PA 2.7)					
Acquire lands and facilitate public/private partnerships that leads to the addition of serviced lots to the housing market. (PA 2.6)					
Establish and improve sanitary and decent living standards for private/public rented properties and encourage adherence island wide, through the housing					
Extend the provisions for fiscal incentive such as grants, duty free concessions, and access to public/private partnerships to create new housing developments. (PA 2.6)					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No of new houses added to the social housing stock (home construction under	6	7	10	9	5
No of housing incentive grants awarded to construct, complete and upgrade homes	62	25	10	10	10
No of home improvement grants awarded to bring homes to a decent standard	25	15	10	10	10
No of housing applications received, updated and assessed	130	80	85	90	90
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and					
Percentage of housing units meeting basic standards					

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

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2013-2014	Approved Estimates 2014-2015	Revised Estimates 2014-2015	Budget Estimates 2015-2016	Forward Estimates 2016-2017	Forward Estimates 2017-2018
122	Trade Licenses	6,504	7,000	7,000	7,000	7,000	7,000
122	Import Licenses		400	400	400	400	400
TOTAL REVENUE VOTE 30		6,504	7,400	7,400	7,400	7,400	7,400

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2013-	Approved	Revised	Budget	Forward	Forward
PERSONAL EMOLUMENTS							
210	Salaries	84,204	118,700	86,300	143,700	146,600	149,600
216	Allowances	7,779	20,000	20,000	20,000	20,000	20,000
Total Personal Emoluments		91,983	138,700	106,300	163,700	166,600	169,600
GOODS AND SERVICES							
222	International Travel & Subsistence	15,407	-	-	-	-	-
228	Supplies & Materials	1,998	2,000	2,000	2,000	2,000	2,000
236	Professional Services and Fees		40,000	24,600	45,000	45,000	45,000
275	Sundry Expenses	2,075	2,100	2,100	2,100	2,100	2,100
280	Programme Production and Promotion	23,677	30,000	30,000	20,000	20,000	20,000
Total Goods and Services		43,157	74,100	58,700	69,100	69,100	69,100
RECURRENT EXPENDITURE		135,141	212,800	165,000	232,800	235,700	238,700

CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2013-2014	Approved Estimates	Revised Estimates	Budget Estimates	Forward Estimates	Forward Estimates
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-
STAFFING RESOURCES								
STAFF POSTS		Scale	Count					
Principal Trade & Quality Infrastructure		R7	1					
Trade & Quality Infrastructure Officer		R22-16	1					
Clerical Officer (Snr)		R33-29	1					
TOTAL STAFF			3					
PROGRAMME PERFORMANCE INFORMATION								
KEY STRATEGIES FOR 2017/18:								
Enhance competition and quality infrastructure, by implementing appropriate legislation. (1.1 & 1.2)								
Establish and oversee the operations of a National Standards Bureau, as fundamental for market access and the reduction of technical barriers to trade. (1.3 & 1.4)								
Strengthen public sensitization through the development and execution of educational and awareness programmes, that outline the social and economic benefits of the national quality infrastructure. (1.3)								
KEY STRATEGIES FOR 2018/19-20								
Utilize regional co-operation agreements, to enable effective regional trade and consumer protection. (1.2 & 1.3)								
Create an enabling environment for business competitiveness, through the establishment of national or adaptation of regional programmes and policies. (1.3)								
KEY PERFORMANCE INDICATORS				Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)								
No of price calculations of essential petroleum products				9	30	32	32	32
No of public awareness activities/seminars on earmarked days for quality infrastructure components				1	1	3	3	3
No of fiscal incentives processed for domestic, inward investors and business owners				21	20	20	25	25
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)								
No of cooperation agreements signed					1	1	1	2

S U M M A R Y (by Classification)

E12

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates	Revised Estimates	Budget Estimates	Forward Estimates	Forward Estimates
Salaries						
Strategic Management & Administration	426,699	557,100	491,400	520,500	553,200	560,400
Agricultural Services	959,437	981,900	971,900	870,800	908,300	916,600
Land Administration	416,793	546,100	436,100	396,700	474,400	515,100
Physical Planning & Development	430,452	529,600	499,600	488,100	516,100	525,100
Environmental Management	515,952	579,600	539,600	568,400	601,900	607,300
Housing Policy & Support Services	209,518	300,700	265,700	322,200	307,700	329,400
Trade	84,204	118,700	86,300	143,700	146,600	149,600
TOTAL P.E	3,043,055	3,613,700	3,290,600	3,310,400	3,508,200	3,603,500
WAGES						
Strategic Management & Administration	17,210	19,200	19,200	19,200	19,200	19,200
Agricultural Services	-	-	-	-	-	-
Land Administration	-	-	-	-	-	-
Physical Planning & Development	-	-	-	-	-	-
Environmental Management	-	-	-	-	-	-
Housing Policy & Support Services	-	-	-	-	-	-
Trade	-	-	-	-	-	-
TOTAL WAGES	17,210	19,200	19,200	19,200	19,200	19,200
ALLOWANCES						
Strategic Management & Administration	154,202	182,900	188,600	183,100	183,100	183,100
Agricultural Services	97,860	160,100	160,100	162,700	162,700	162,700
Land Administration	91,170	100,700	100,700	100,800	114,800	114,800
Physical Planning & Development	61,815	70,800	70,800	70,900	70,900	70,900
Environmental Management	47,940	50,400	50,400	60,800	60,800	33,500
Housing Policy & Support Services	41,371	53,300	53,300	48,500	58,500	58,500
Trade	7,779	20,000	20,000	20,000	20,000	20,000
TOTAL ALLOWANCES	502,137	638,200	643,900	646,800	670,800	643,500
BENEFITS						
Strategic Management & Administration	18,771	6,600	6,600	6,900	7,100	7,100
Agricultural Services	32,723	-	-	16,600	15,200	-
Land Administration	-	-	-	7,600	-	26,500
Physical Planning & Development	-	6,400	6,400	-	-	-
Environmental Management	-	23,200	23,200	9,500	9,500	-
Housing Policy & Support Services	-	-	-	-	-	-
Trade	-	-	-	-	-	-
TOTAL BENEFITS	51,494	36,200	36,200	40,600	31,800	33,600

GOODS AND SERVICES

Strategic Management & Administration	542,662	895,300	1,004,000	550,300	550,300	550,300
Agricultural Services	399,585	545,000	693,000	580,000	580,000	580,000
Land Administration	38,362	55,300	85,300	55,300	55,300	55,300
Physical Planning & Development	20,840	44,200	36,400	44,200	44,200	44,200
Environmental Management	201,580	293,100	220,500	233,100	233,100	233,100
Housing Policy & Support Services	162,127	203,800	210,300	203,800	203,800	203,800
Trade	43,157	74,100	58,700	69,100	69,100	69,100
TOTAL	1,408,313	2,110,800	2,308,200	1,735,800	1,735,800	1,735,800

CAPITAL EXPENDITURE

Strategic Management & Administration	1,867,176	2,942,100	2,992,900	3,806,600	-	-
Agricultural Services	-	-	-	-	-	-
Land Administration	-	-	-	-	-	-
Physical Planning & Development	-	-	-	-	-	-
Environmental Management	-	-	-	-	-	-
Housing Policy & Support Services	-	-	-	-	-	-
Trade	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	1,867,176	2,942,100	2,992,900	3,806,600	-	-

S U M M A R Y (by Subheads)

210	Salaries	3,043,055	3,613,700	3,290,600	3,310,400	3,508,200	3,603,500
212	Wages	17,210	19,200	19,200	19,200	19,200	19,200
216	Allowances	502,137	638,200	643,900	646,800	670,800	643,500
218	Pensions & Gratuities	51,494	36,200	36,200	40,600	31,800	33,600
220	Local Travel	8,706	14,100	-	-	-	-
222	International Travel & Subsistence	52,907	65,000	65,000	70,000	70,000	70,000
224	Utilities	76,971	198,500	198,500	198,500	198,500	198,500
226	Communication Expenses	59,840	50,000	67,400	50,000	50,000	50,000
228	Supplies & Materials	42,217	75,700	74,400	68,700	68,700	68,700
229	Furniture Equipment and Resources	36,521	40,000	95,000	56,100	56,100	56,100
230	Uniform/Protective Clothing	16,147	16,300	16,300	16,300	16,300	16,300
232	Maintenance Services	283,646	389,600	440,700	349,600	349,600	349,600
234	Rental of Assets	82,800	72,000	72,000	72,000	72,000	72,000
236	Professional Services and Fees	91,826	250,600	249,900	255,600	255,600	255,600
244	Advertising	9,128	11,100	11,100	11,100	11,100	11,100
246	Printing & Binding	1,899	2,000	17,000	2,000	2,000	2,000
261	Subventions	120,000	330,000	330,000	-	-	-
273	MALHE Activities	458,464	516,000	591,000	516,000	516,000	516,000
275	Sundry Expenses	14,624	19,900	19,900	19,900	19,900	19,900
280	Programme Production & Promotion	23,677	30,000	30,000	20,000	20,000	20,000
281	Minor Works	28,940	30,000	30,000	30,000	30,000	30,000
	TOTAL VOTE 30	5,022,209	6,418,100	6,298,100	5,752,800	5,965,800	6,035,600

BUDGET AND FORWARD ESTIMATES**VOTE: 35 MINISTRY OF COMMUNICATIONS, WORKS & LABOUR – SUMMARY**

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2016 to 31st March, 2019 for salaries and the expenses of the Ministry Headquarters, Public Works Department, Mechanical Workshop, Airport and the Labour Office - Twenty-seven million, three hundred and sixty-eight thousand, nine hundred dollars	\$21,013,600
B.	ACCOUNTING OFFICER: Permanent Secretary	
C.	SUB-HEADS which under this vote will be accounted for by the Permanent Secretary	

STRATEGIC PRIORITIES

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

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

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

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

NATIONAL OUTCOMES

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

Improve energy security;

Physical infrastructure and transportation facilities in place to support development

VISION

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

MISSION STATEMENT

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

BUDGET SUMMARY

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
350	Strategic Management & Administration	2,598,740	2,821,800	2,821,800	2,729,100	2,739,100	2,749,100
351	Infrastructure Services	23,518	50,000	50,000	50,000	50,000	50,000
352	Plant Hire & Mechanical Spares	175,962	630,000	630,000	680,000	680,000	680,000
353	Airport Management & Operation	217,774	377,000	377,000	377,000	381,000	381,000
355	Industrial Relations & Employment Services	203,300	170,000	170,000	170,000	170,000	170,000
TOTAL REVENUE VOTE 35		3,219,294	4,048,800	4,048,800	4,006,100	4,020,100	4,030,100

SUMMARY OF EXPENDITURE BY PROGRAMME							
350	Strategic Management & Administration	15,192,389	16,300,500	16,662,800	10,269,200	2,636,600	2,649,600
351	Infrastructure Services	5,172,990	5,431,400	5,481,400	5,313,600	5,304,300	5,266,800
352	Plant Hire & Mechanical Spares	3,127,649	3,204,700	3,246,700	3,090,000	3,111,400	3,143,200
353	Airport Management & Operation	2,017,578	2,137,300	2,135,900	2,039,300	2,065,000	2,085,100
355	Industrial Relations & Employment Services	267,570	294,900	306,900	301,500	296,600	310,500
TOTAL EXPENDITURE VOTE 35		25,778,177	27,368,800	27,833,700	21,013,600	13,413,900	13,455,200
SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION							
RECURRENT EXPENDITURE							
	Salaries	5,295,859	5,786,100	5,753,500	5,429,900	5,518,500	5,617,200
	WAGES	-	-	-	-	-	-
	ALLOWANCES	880,045	948,500	1,022,100	1,000,800	970,200	970,200
	BENEFITS	126,619	44,300	44,300	75,200	69,800	12,400
	GOOD AND SERVICES	12,643,937	7,445,400	7,304,400	6,887,400	6,855,400	6,855,400
TOTAL RECURRENT EXPENDITURE		18,946,460	14,224,300	14,124,300	13,393,300	13,413,900	13,455,200
CAPITAL EXPENDITURE							
SHD	Donor	Description					
71A	DFID	Geothermal Exploration	3,057,739	3,777,400	3,777,400	631,100	-
73A	DFID	Access Transport Coordinator	-	-	-	-	-
74A	DFID	Road Refurbishing Project	-	-	-	-	-
76A	DFID	Support to Public Works Strategic Develo	167,142	274,300	274,300	-	-
78A	DFID	Aeronautical Project	-	1,224,100	1,224,100	214,300	-
79A	EU	Energy	-	3,000,000	3,000,000	2,687,400	-
80A	EU	Ferry Terminal Upgrade	175,000	-	-	-	-
90A	DFID	Water Supply Infrastructure Upgrade	820,000	725,100	725,100	185,600	-
92A	DFID	Liquid Waste Management	503,531	1,122,600	1,122,600	1,802,700	-
98A	DFID	Sea Defences	-	1,113,500	1,113,500	-	-
88A	DFID	Roads & Bridges	1,496,603	1,043,600	1,443,400	631,600	-
107	DFID	Electricity Distribution Network Upgrade	-	863,900	863,900	512,200	-
06A	CDB	Infrastructure Improvement Assist.	611,703	-	115,100	-	-
89A	LOCAL	National, Information, Communication an	-	-	50,000	955,400	-
TOTAL CAPITAL EXPENDITURE		6,831,717	13,144,500	13,709,400	7,620,300	-	-
TOTAL EXPENDITURE VOTE 35		25,778,177	27,368,800	27,833,700	21,013,600	13,413,900	13,455,200
STAFFING RESOURCES							
TOTAL STAFFING							

PROGRAMME 350: STRATEGIC MANAGEMENT & ADMINISTRATION

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
122	Driver's Licenses	290,717	300,000	300,000	300,000	300,000	300,000
122	Motor Vehicle Licenses	1,132,783	1,150,000	1,150,000	1,300,000	1,310,000	1,320,000
122	Telecom. Licenses	790,080	997,600	997,600	750,000	750,000	750,000
125	Int'l Communication	138,458	150,000	150,000	150,000	150,000	150,000
130	Royalties: Internet Domain	172,966	175,900	175,900	200,000	200,000	200,000
135	Rents, Interests, Dividends	46,200	25,200	25,200	6,000	6,000	6,000
160	Sale of Condemned Stores		3,000	3,000	3,000	3,000	3,000
160	Sale of Unallocated Stores		100	100	100	100	100
160	Re-saleable Stock	27,536	20,000	20,000	20,000	20,000	20,000
TOTAL REVENUE VOTE 35		2,598,740	2,821,800	2,821,800	2,729,100	2,739,100	2,749,100

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	720,476	745,000	730,000	719,400	732,400	745,400
216	Allowances	179,671	187,800	212,800	199,300	206,000	206,000
Total Salaries		900,147	932,800	942,800	918,700	938,400	951,400
GOODS AND SERVICES							
222	International Travel & Subsistence	55,898	40,000	63,500	40,000	40,000	40,000
224	Utilities	513,879	550,000	389,000	370,800	370,800	370,800
226	Communication Expenses	53,028	62,000	62,000	60,000	60,000	60,000
228	Supplies & Materials	24,992	25,000	25,000	25,000	25,000	25,000
229	Furniture Equipment and Resources	99,942	100,000	182,000	100,000	100,000	100,000
230	Uniform/Protective Clothing	9,798	10,000	10,000	10,000	10,000	10,000
232	Maintenance Services	7,715	8,000	8,000	8,000	8,000	8,000
234	Rental of Assets(NEW)	-	-	-	61,200	61,200	61,200
236	Professional Services and Fees	77,959	70,000	88,400	102,000	70,000	70,000
246	Printing & Binding	16,000	13,000	13,000	13,000	13,000	13,000
260	Grants & Contributions	768,106	800,200	610,700	780,200	780,200	780,200
261	Subventions	5,494,334	400,000	400,000	-	-	-
272	Claims against Government	150,000	10,000	10,000	10,000	10,000	10,000
275	Sundry Expenses	39,000	25,000	39,000	40,000	40,000	40,000
281	Minor Works	25,212	30,000	30,000	30,000	30,000	30,000
282	Re-saleable Stock	124,661	80,000	80,000	80,000	80,000	80,000
Total Goods and Services		7,460,525	2,223,200	2,010,600	1,730,200	1,698,200	1,698,200
RECURRENT EXPENDITURE		8,360,672	3,156,000	2,953,400	2,648,900	2,636,600	2,649,600

CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
3508071A	DFID	Geothermal Exploration	3,057,739	3,777,400	3,777,400	631,100	-	-
3509073A	DFID	Access Transport Coordinator	-	-	-	-	-	-
3509074A	DFID	Road Refurbishing Project	-	-	-	-	-	-
3510076A	DFID	Support to Public Works Strategic Developm	167,142	274,300	274,300	-	-	-
3511078A	DFID	Aeronautical Project	-	1,224,100	1,224,100	214,300	-	-
3515079A	EU	Energy	-	3,000,000	3,000,000	2,687,400	-	-
3515080A	EU	Ferry Terminal Upgrade	175,000	-	-	-	-	-
3516090A	DFID	Water Supply Infrastructure Upgrade	820,000	725,100	725,100	185,600	-	-
3516092A	DFID	Liquid Waste Management	503,531	1,122,600	1,122,600	1,802,700	-	-
3516098A	DFID	Sea Defences	-	1,113,500	1,113,500	-	-	-
3516088A	DFID	Roads & Bridges	1,496,603	1,043,600	1,443,400	631,600	-	-
3516089A	DFID	Electricity Distribution Network Upgrade	-	863,900	863,900	512,200	-	-
3517106A	CDB	Infrastructure Improvement Assist.	611,703		115,100			
35350107A	LOCAL	National, Information, Communication an	-		50,000	955,400		
CAPITAL EXPENDITURE			6,831,717	13,144,500	13,709,400	7,620,300	-	-
STAFFING RESOURCES								
STAFF POSTS		Scale	Count	STAFF POSTS		Scale	Count	
Minister		0	1	Storekeeper		R28-22	1	
Permanent Secretary		R5	1	Vehicle Tester		R28-22	1	
Director		R7	1	Clerical Officer (Snr)		R33-29	2	
Assistant Secretary		R22-16	2	Security Officer		R39-32	1	
Executive Officer		R28-22	1	Clerical Officer		R46-34	5	
TOTAL STAFF							16	
PROGRAMME PERFORMANCE INFORMATION								
KEY STRATEGIES FOR 2017/18:								
Implement Cabinet decisions in a timely manner to foster good governance within the Ministry.								
Expand administration of the licensing requirements in accordance with the Road Traffic Act to improve road safety through assurances of roadworthiness.								
Implement appropriate mechanisms to ensure compliance with the Public Financial Management Accountability Act to promote value for money and transparency.								
Implementation of the Updated National Information Communication Technology Policy and Plan to encourage ICT culture and advance economic growth, development and sustainability.*								
Adopt and implement appropriate Human Resources Development and Management strategies within the Ministry to enhance human development, build human capacity so that efficient delivery of services are achieved.								
Implement legislative, regulatory and institutional framework for renewable energy and more specifically geothermal energy to foster a green affordable and efficient industry. *								
Ensure GoM has constant representation on boards governing the following entities: Port Authority, MUL, and MICA to ensure Policy Agenda is achieved.								

ADDITIONAL KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No. of Cabinet Memorandum submitted for approval	25	20	15	15	15
No. of days to process payments/ documents	5	4	4	4	4
No of training implemented for capacity development	6	8	8	8	8
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Percent of recommendations implemented (based on funding available)	90	90	90	90	90
Level of satisfaction of Ministers/Cabinet with policy advice provided	95%	95%	95%	95%	95%
Level of satisfaction of agency staff with support services provided	80%	80%	80%	80%	80%
Average time to process invoice	4	4	4	4	4

PROGRAMME 351: INFRASTRUCTURE SERVICES

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
160	Hot Mix Plant Operation	23,518	50,000	50,000	50,000	50,000	50,000
TOTAL REVENUE VOTE 35		23,518	50,000	50,000	50,000	50,000	50,000

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	1,789,998	2,026,100	2,008,500	1,849,300	1,870,100	1,890,000
216	Allowances	505,849	548,800	566,400	589,900	552,600	552,600
218	Pensions and Gratuities	53,293	32,300	32,300	50,200	57,400	-
Total Salaries		2,349,141	2,607,200	2,607,200	2,489,400	2,480,100	2,442,600
GOODS AND SERVICES							
232	Maintenance Services	2,818,850	2,819,200	2,869,200	2,819,200	2,819,200	2,819,200
275	Sundry Expenses	5,000	5,000	5,000	5,000	5,000	5,000
Total Goods and Services		2,823,849	2,824,200	2,874,200	2,824,200	2,824,200	2,824,200
RECURRENT EXPENDITURE		5,172,990	5,431,400	5,481,400	5,313,600	5,304,300	5,266,800

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Director of Public Works	R7	1	Engineering Technician	R22-18	1
Civil Engineer	R9	1	Group Foreman	R22-18	1
Government Architect	R9	1	Electrician(Snr)	R22-18	1
PWD Architect	R10	1	Electrician	R28-22	1
Architect	R17-13	1	Foreman (Snr)	R28-22	3
Structural Engineer	R10	1	Charge Hand II	R30-28	2
Quantity Surveyor	R10	1	Charge Hand I	R33-30	5
Assistant Quantity Surveyor	R22-16/17-13	1	Lab Assistant	R33-29	1
Assistant Civil Engineer	R17-13	2	Lab Technician	R28-22	1
Clerk of Works	R22-16/17-13	2	Security Officer	R36-32	3
Assistant Clerk of Works	R46-34/33-29	0	Assistant Engineering Technician	R38-36	2
Head of Laboratory	R22-16/17-13	1	Skilled Labourer	R38-34	2
CAD Operator	R22-16	1	Semi-Skilled Labourer	R42-36	9
TOTAL STAFF					46

PROGRAMME PERFORMANCE INFORMATION						
KEY STRATEGIES FOR 2017/18:						
Develop a financing plan and supporting documents including business case, project briefs for donor and government financing in accordance with the Physical Development Plan of 2012-2022 and the MCWL Infrastructural Review document of 2014.						
Develop more efficient and modern approaches to building maintenance programme to preserve public infrastructural assets, design life expectancy.						
Implement new strategies using road asset management and other modern software and equipment/machinery for road construction and maintenance to increase public safety, economic development, extension of the life expectancy, commerce, and preserve public infrastructure assets.						
Implementation of the Energy Policy and Action Plan to promote a more green, affordable and efficient industry.						
KEY STRATEGIES FOR 2018/19-20						
KEY PERFORMANCE INDICATORS		Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)						
No. of business case developed for infrastructure development funding		3	3	3	3	
No. of road maintenance projects valued over \$20,000 completed.		15	16	16	18	
No. of public buildings maintenance request valued over \$5000 received and approved.		14	15	21	12	
No. of capital projects valued over 100k approved & in progress.		4	4	4	4	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)						
% of infrastructure projects developed, financed and completed.		82	85	85	85	85
% of maintenance projects completed.		90	95	95	95	95

PROGRAMME 352: PLANT HIRE & MECHANICAL SPARES

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	PWD Laboratory	2,140	20,000	20,000	20,000	20,000	20,000
160	Mechanical Spares	10,025	10,000	10,000	10,000	10,000	10,000
160	Plant & Workshop	163,797	600,000	600,000	650,000	650,000	650,000
TOTAL REVENUE VOTE 35		175,962	630,000	630,000	680,000	680,000	680,000

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	1,421,497	1,508,100	1,508,100	1,421,200	1,455,200	1,487,000
216	Allowances	104,228	111,600	133,600	111,200	111,200	111,200
218	Pensions and Gratuities	61,326	-	-	12,600	-	-
Total Salaries		1,587,051	1,619,700	1,641,700	1,545,000	1,566,400	1,598,200
GOODS AND SERVICES							
230	Uniform/Protective Clothing	19,959	45,000	45,000	45,000	45,000	45,000
232	Maintenance Services	1,199,640	1,200,000	1,260,000	1,200,000	1,200,000	1,200,000
283	Environmental Protection	321,000	340,000	300,000	300,000	300,000	300,000
Total Goods and Services		1,540,599	1,585,000	1,605,000	1,545,000	1,545,000	1,545,000
RECURRENT EXPENDITURE		3,127,649	3,204,700	3,246,700	3,090,000	3,111,400	3,143,200

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

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

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Expand and operationalize systems and plans for a more cost effective and efficient operation of the PWD workshop.					
Implement systems for the management of Government of Montserrat's Fleet to increase efficiency in operations.					
ADDITIONAL KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No. of vehicles maintained	107	112	115	120	120
Average annual hours of Plant hire utilization	4860	7500	7800	8100	8400
Average Annual revenue	512K	565K	580K	600K	620K
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
% Plant utilization rate.	11	18	21	25	27
% Plant mechanical down time	27	23	18	12	10
% of costs recovered through hire charges	25%	28%	32%	35%	37%

PROGRAMME 353: AIRPORT MANAGEMENT & OPERATION

PROGRAMME OBJECTIVE:

To ensure safe, reliable and affordable air access

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	Aircraft Landing Charges	46,630	55,000	55,000	55,000	55,000	55,000
130	Airport Security Charge	82,055	110,000	110,000	110,000	110,000	110,000
130	Scenic Flights		150,000	150,000	150,000	150,000	150,000
135	Concessions Rental- Airport	24,976	12,000	12,000	12,000	16,000	16,000
160	Navigational Charges	64,113	50,000	50,000	50,000	50,000	50,000
TOTAL REVENUE VOTE 35		217,774	377,000	377,000	377,000	381,000	381,000

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	1,195,468	1,308,100	1,308,100	1,239,600	1,265,300	1,285,400
216	Allowances	66,377	69,700	76,700	69,800	69,800	69,800
218	Pensions and Gratuities	12,000	12,000	12,000	12,400	12,400	12,400
Total Salaries		1,273,845	1,389,800	1,396,800	1,321,800	1,347,500	1,367,600
GOODS AND SERVICES							
224	Utilities	129,520	130,000	121,600	100,000	100,000	100,000
226	Communication Expenses	10,000	10,000	10,000	10,000	10,000	10,000
228	Supplies & Materials	14,999	15,000	15,000	15,000	15,000	15,000
230	Uniform/Protective Clothing	43,667	19,000	19,000	19,000	19,000	19,000
232	Maintenance Services	174,898	175,000	175,000	175,000	175,000	175,000
238	Insurance	102,000	110,000	110,000	110,000	110,000	110,000
246	Printing & Binding	3,999	4,000	4,000	4,000	4,000	4,000
260	Grants & Contributions	262,152	282,000	282,000	282,000	282,000	282,000
275	Sundry Expenses	2,498	2,500	2,500	2,500	2,500	2,500
Total Goods and Services		743,733	747,500	739,100	717,500	717,500	717,500
RECURRENT EXPENDITURE		2,017,578	2,137,300	2,135,900	2,039,300	2,065,000	2,085,100

CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-
STAFFING RESOURCES								
STAFF POSTS		Scale	Count	STAFF POSTS		Scale	Count	
Airport Manager		R12-8	1	Security Officer (Supervisor)		R33-29	3	
Operations Manager		R14-10	1	Security Officer		R39-32	12	
Senior Air Traffic Controller		R17-13	1	Maintenance Handyman		R42-36	2	
Air Traffic Shift Supervisor		R22-18	3	Night Security Officer		R33-29	2	
Air Traffic Controller		R28-20	3	Sub Night Security Officer		R33-29	1	
Air Traffic Controller/Trainee		R39-32	2	Clerical Officer (Snr)		R33-29	1	
Security Officer (Chief)		R28-22	1					
TOTAL STAFF							33	

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Improve general airport security to comply with international standards via CCTV cameras, expansion of the perimeter fence and additional security check point at the airport.					
Improve the level of Airport utilization. (Night Operations certification revised target now 30th April 2019).					
Meet Safety & Security Regulatory Requirements in order to maintain the currency of the aerodrome certificate by conducting periodic reviews of all Airport Manuals and Procedures.					
Implementing internal quality control systems through engaging in regular internal airport audits to improve operating standards and in preparation for regulatory audits and inspections.					
Improve Airport Facility to extend useful life span of the asset; seek funding to undertake the construction of second garage for fire trucks and housing for					
Improve the environmental aesthetics of the airport compound and introduce an additional revenue stream through a Public Car Park upgrade. This is in line with the national Tourism and infrastructural policy.					
Extend the airport property and make the airport more user friendly. Making a case for the acquisition of land north of the existing car part to create a modern commercial park with covered walk ways leading to the airport terminal building. This envisages the transformation of the area in question which has definitely outgrown its temporary status after more than 10 years).					
ADDITIONAL KEY STRATEGIES FOR 2018/19-20					
Facilities upgrade to encourage good customer service via upgrade of the Airport Terminal Building to cater for a new Control Tower and Administration Block along with provisions for VIP facilities and the creation of more commercial space for a proper restaurant and retail business.					
Improving the environment aesthetics of the airport compound and introduce an addition revenue stream through a Public Car Park Upgrade.					
Extension of the airport property and make the airport more user friendly. Making a case for the acquisition of land north of the existing car park to create a modern commercial park with covered walk ways leading to the airport terminal building. This envisages the transformation of the area in question which has definitely outgrown its "temporary" status after more than 10 years).					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No. of flights	10,000	11,000	12,000	13,000	13,000
No. of passenger movements	23,000	23,500	24,000	24,500	24,500
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Average delay in departure/landing (Hours)	0	0	0	0	0
No. of days airport is not operational	2	5	5	5	0

PROGRAMME 355: INDUSTRIAL RELATIONS & EMPLOYMENT SERVICES

PROGRAMME OBJECTIVE:								
To promote a safe, fair and harmonious working environment								
RECURRENT REVENUE								
SHD	Details of Expenditure		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	Work Permit Fees		203,300	170,000	170,000	170,000	170,000	170,000
TOTAL REVENUE VOTE 35			203,300	170,000	170,000	170,000	170,000	170,000
RECURRENT EXPENDITURE								
SHD	Details of Expenditure		Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries								
210	Salaries		168,420	198,800	198,800	200,400	195,500	209,400
216	Allowances		23,920	30,600	32,600	30,600	30,600	30,600
Total Salaries			192,340	229,400	231,400	231,000	226,100	240,000
GOODS AND SERVICES								
228	Supplies & Materials		4,991	5,000	5,000	5,000	5,000	5,000
236	Professional Services and Fees		19,900	20,000	30,000	25,000	25,000	25,000
242	Training		39,937	30,000	30,000	30,000	30,000	30,000
246	Printing & Binding		3,496	3,500	3,500	3,500	3,500	3,500
275	Sundry Expenses		6,907	7,000	7,000	7,000	7,000	7,000
Total Goods and Services			75,230	65,500	75,500	70,500	70,500	70,500
RECURRENT EXPENDITURE			267,570	294,900	306,900	301,500	296,600	310,500
CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-
STAFFING RESOURCES								
STAFF POSTS		Scale	Count	STAFF POSTS		Scale	Count	
Labour Commissioner		R14-10	1	Labour Inspector		R28-22/R22-18	1	
Labour Officer		R22-16	1	Clerical Officer (Snr)		R33-29	1	
TOTAL STAFF							4	

PROGRAMME PERFORMANCE INFORMATION						
KEY STRATEGIES FOR 2017/18:						
To update the labour laws, policies and practices to ensure that they are equitable and in line with modern international standards.						
Prepare and distribute a concise user friendly version of the Labour Code – to encourage more compliance with the labour Code (printed & soft copy).						
Develop educational programs to fill the short term needs identified in the Labour Market Needs Assessment and Survey and implementation of the LMNA&S.						
ADDITIONAL KEY STRATEGIES FOR 2018/19-20						
Advance Workplace Health and Safety awareness within the Public and Private Sector. This will be done through surveys and on the job training programs to Promote Occupational health and Safety Aspect of the Labour Code						
KEY PERFORMANCE INDICATORS		Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)						
No. of (Labour related complaints) cases reported to the Department		40	50	40	42	42
No. of workplaces inspections		40	45	45	45	45
No. of health care awareness campaigns conducted		40	45	45	45	45
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)						
Percent resolution for cases submitted to the Department (resolved)		90	90	90	90	90
Percent Workplaces inspections completed (compliance)		60	70	85	85	85
Percent of health care awareness campaigns completed. (worker awareness)		70	70	70	70	75

S U M M A R Y (by Classification)

E12

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
Strategic Management & Administration	720,476	745,000	730,000	719,400	732,400	745,400
Infrastructure Services	1,789,998	2,026,100	2,008,500	1,849,300	1,870,100	1,890,000
Plant Hire & Mechanical Spares	1,421,497	1,508,100	1,508,100	1,421,200	1,455,200	1,487,000
Airport Management & Operation	1,195,468	1,308,100	1,308,100	1,239,600	1,265,300	1,285,400
Industrial Relations & Employment Services	168,420	198,800	198,800	200,400	195,500	209,400
TOTAL P.E	5,295,859	5,786,100	5,753,500	5,429,900	5,518,500	5,617,200
WAGES						
Strategic Management & Administration	-	-	-	-	-	-
Infrastructure Services	-	-	-	-	-	-
Plant Hire & Mechanical Spares	-	-	-	-	-	-
Airport Management & Operation	-	-	-	-	-	-
Industrial Relations & Employment Services	-	-	-	-	-	-
TOTAL WAGES	-	-	-	-	-	-
ALLOWANCES						
Strategic Management & Administration	179,671	187,800	212,800	199,300	206,000	206,000
Infrastructure Services	505,849	548,800	566,400	589,900	552,600	552,600
Plant Hire & Mechanical Spares	104,228	111,600	133,600	111,200	111,200	111,200
Airport Management & Operation	66,377	69,700	76,700	69,800	69,800	69,800
Industrial Relations & Employment Services	23,920	30,600	32,600	30,600	30,600	30,600
TOTAL ALLOWANCES	880,045	948,500	1,022,100	1,000,800	970,200	970,200
BENEFITS						
Strategic Management & Administration	-	-	-	-	-	-
Infrastructure Services	53,293	32,300	32,300	50,200	57,400	-
Plant Hire & Mechanical Spares	61,326	-	-	12,600	-	-
Airport Management & Operation	12,000	12,000	12,000	12,400	12,400	12,400
Industrial Relations & Employment Services	-	-	-	-	-	-
TOTAL BENEFITS	126,619	44,300	44,300	75,200	69,800	12,400
GOODS AND SERVICES						
Strategic Management & Administration	7,460,525	2,223,200	2,010,600	1,730,200	1,698,200	1,698,200
Infrastructure Services	2,823,849	2,824,200	2,874,200	2,824,200	2,824,200	2,824,200
Plant Hire & Mechanical Spares	1,540,599	1,585,000	1,605,000	1,545,000	1,545,000	1,545,000
Airport Management & Operation	743,733	747,500	739,100	717,500	717,500	717,500
Industrial Relations & Employment Services	75,230	65,500	75,500	70,500	70,500	70,500
TOTAL	12,643,937	7,445,400	7,304,400	6,887,400	6,855,400	6,855,400
CAPITAL EXPENDITURE						
Strategic Management & Administration	6,831,717	13,144,500	13,709,400	7,620,300	-	-
Infrastructure Services	-	-	-	-	-	-
Plant Hire & Mechanical Spares	-	-	-	-	-	-
Airport Management & Operation	-	-	-	-	-	-
Industrial Relations & Employment Services	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	6,831,717	13,144,500	13,709,400	7,620,300	-	-

S U M M A R Y (by Subheads)

210	Salaries	5,295,859	5,786,100	5,753,500	5,429,900	5,518,500	5,617,200
216	Allowances	880,045	948,500	1,022,100	1,000,800	970,200	970,200
218	Pensions & Gratuities	126,619	44,300	44,300	75,200	69,800	12,400
222	International Travel & Subsistence	55,898	40,000	63,500	40,000	40,000	40,000
224	Utilities	643,399	680,000	510,600	470,800	470,800	470,800
226	Communication Expenses	63,028	72,000	72,000	70,000	70,000	70,000
228	Supplies & Materials	44,982	45,000	45,000	45,000	45,000	45,000
229	Furniture Equipment and Resources	99,942	100,000	182,000	100,000	100,000	100,000
230	Uniform/Protective Clothing	73,424	74,000	74,000	74,000	74,000	74,000
232	Maintenance Services	4,201,103	4,202,200	4,312,200	4,202,200	4,202,200	4,202,200
234	Rental of Assets	-	-	-	61,200	61,200	61,200
236	Professional Services and Fees	97,859	90,000	118,400	127,000	95,000	95,000
238	Insurance	102,000	110,000	110,000	110,000	110,000	110,000
242	Training	39,937	30,000	30,000	30,000	30,000	30,000
246	Printing & Binding	23,495	20,500	20,500	20,500	20,500	20,500
260	Grants & Contributions	1,030,258	1,082,200	892,700	1,062,200	1,062,200	1,062,200
261	Subventions	5,494,334	400,000	400,000	-	-	-
272	Claims against Government	150,000	10,000	10,000	10,000	10,000	10,000
275	Sundry Expenses	53,404	39,500	53,500	54,500	54,500	54,500
281	Minor Works	25,212	30,000	30,000	30,000	30,000	30,000
282	Re-saleable Stock	124,661	80,000	80,000	80,000	80,000	80,000
283	Environmental Protection	321,000	340,000	300,000	300,000	300,000	300,000
	TOTAL VOTE 35	18,946,460	14,224,300	14,124,300	13,393,300	13,413,900	13,455,200

BUDGET AND FORWARD ESTIMATES

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

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2016 to 31st March, 2019 for salaries and the expenses of the Office the Minister, Education, and Library, Community Development, Youth Affairs and Sports - Ten million, eight hundred seventy-seven thousand three hundred dollars	\$9,966,000
B.	ACCOUNTING OFFICER: Permanent Secretary	
C.	SUB-HEADS which under this vote will be accounted for by the Permanent Secretary	

STRATEGIC PRIORITIES

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

NATIONAL OUTCOMES

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

VISION

Developing the ideal Montserrat citizen.

MISSION STATEMENT

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

BUDGET SUMMARY

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
400	Strategic Management & Administration	287,364	380,000	380,000	390,000	390,000	390,000
401	Primary Education	-	-	-	-	-	-
402	Secondary Education	-	-	-	-	-	-
403	Library & Information Services	-	-	-	-	-	-
404	Early Childhood Education	-	-	-	-	-	-
406	Youth Affairs & Sports	-	-	-	-	-	-
TOTAL REVENUE VOTE 40		287,364	380,000	380,000	390,000	390,000	390,000

SUMMARY OF EXPENDITURE BY PROGRAMME							
400	Strategic Management & Administration	3,853,658	3,350,400	3,726,000	2,216,000	2,171,200	2,108,500
401	Primary Education	1,454,314	1,627,400	1,630,900	1,803,000	1,834,300	1,861,000
402	Secondary Education	2,722,906	3,166,600	3,129,700	3,300,800	3,374,400	3,337,900
403	Library & Information Services	359,456	363,200	333,200	347,300	350,300	354,300
404	Early Childhood Education	844,748	889,800	843,800	844,800	852,600	860,400
406	Youth Affairs & Sports	1,443,213	1,479,900	1,573,700	1,454,100	1,456,200	1,457,700
TOTAL EXPENDITURE VOTE 40		10,678,295	10,877,300	11,237,300	9,966,000	10,039,000	9,979,800
SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION							
RECURRENT EXPENDITURE							
	Salaries	5,349,963	5,889,200	5,688,000	5,876,300	5,939,100	5,998,900
	WAGES	176,490	235,000	235,000	236,200	237,800	239,300
	ALLOWANCES	378,907	393,800	427,800	389,500	389,400	389,400
	BENEFITS	15,850	54,000	139,400	71,900	192,400	71,900
	GOOD AND SERVICES	3,886,315	4,305,300	4,497,100	3,280,300	3,280,300	3,280,300
TOTAL RECURRENT EXPENDITURE		9,807,525	10,877,300	10,987,300	9,854,200	10,039,000	9,979,800
CAPITAL EXPENDITURE							
SHD	Donor	Description					
06A	UNICEF	Early Childhood Development	16,850	-	-	-	-
09A	CDB	Teacher Enhancement Project	90,021	-	-	-	-
87A	GOM	Montserrat Secondary School (MSS) Rehabilitation	763,900	-	-	-	-
04A	EU	Youth Programme	-	-	250,000	111,800	-
TOTAL CAPITAL EXPENDITURE		870,771	-	250,000	111,800	-	-
TOTAL EXPENDITURE VOTE 40		10,678,295	10,877,300	11,237,300	9,966,000	10,039,000	9,979,800
STAFFING RESOURCES							
TOTAL STAFFING							

PROGRAMME 400: STRATEGIC MANAGEMENT & ADMINISTRATION

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
120	Student Permit Fees	2,300	-	-	-	-	-
122	Universities & Colleges	13,441	-	-	-	-	-
135	Miscellaneous Rents, Interest, Dividends	-	70,000	70,000	80,000	80,000	80,000
160	Nursery School Receipts	83,695	105,000	105,000	105,000	105,000	105,000
160	School Bus Repayments	96,508	60,000	60,000	60,000	60,000	60,000
160	School Bus Receipts	38,938	80,000	80,000	80,000	80,000	80,000
160	School Feeding	42,500	60,000	60,000	60,000	60,000	60,000
160	Library	9,983	5,000	5,000	5,000	5,000	5,000
TOTAL REVENUE VOTE 40		287,364	380,000	380,000	390,000	390,000	390,000

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	756,795	785,700	785,700	818,400	820,600	822,700
216	Allowances	258,947	255,600	255,600	250,900	250,900	250,900
218	Pensions and Gratuities		9,200	45,300	-	64,800	-
Total Salaries		1,015,742	1,050,500	1,086,600	1,069,300	1,136,300	1,073,600
GOODS AND SERVICES							
220	Local Travel	561	8,500	4,500	8,500	8,500	8,500
222	International Travel & Subsistence	43,130	25,000	40,000	25,000	25,000	25,000
226	Communication Expenses	11,662	20,000	20,000	20,000	20,000	20,000
228	Supplies & Materials	28,559	35,000	35,000	35,000	35,000	35,000
229	Furniture Equipment and Resources	9,496	10,000	120,000	10,000	10,000	10,000
230	Uniform/Protective Clothing	1,440	2,000	2,000	2,000	2,000	2,000
232	Maintenance Services	261,818	266,400	266,400	266,400	266,400	266,400
236	Professional Services and Fees	450,000	530,000	477,000	510,000	510,000	510,000
246	Printing & Binding	4,272	4,500	1,000	4,500	4,500	4,500
260	Grants & Contributions	8,500	8,500	8,500	8,500	8,500	8,500
261	Subventions	974,990	1,245,000	1,245,000	-	-	-
266	Health Care Promotion	129,363	105,000	130,000	105,000	105,000	105,000
275	Sundry Expenses	9,824	5,000	10,000	5,000	5,000	5,000
276	Culture	23,807	10,000	10,000	10,000	10,000	10,000
281	Minor Works	9,724	25,000	20,000	25,000	25,000	25,000
Total Goods and Services		1,967,146	2,299,900	2,389,400	1,034,900	1,034,900	1,034,900
RECURRENT EXPENDITURE		2,982,888	3,350,400	3,476,000	2,104,200	2,171,200	2,108,500

CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
4010006A	UNICEF	Early Childhood Development	16,850	-	-	-	-	-
4012009A	CDB	Teacher Enhancement Project	90,021	-	-	-	-	-
4016087A	GOM	Montserrat Secondary School (MSS) F	763,900	-	-	-	-	-
4017104A	EU	Youth Programme		-	250,000	111,800		
CAPITAL EXPENDITURE			870,771	-	250,000	111,800	-	-
STAFFING RESOURCES								
STAFF POSTS		Scale	Count	STAFF POSTS		Scale	Count	
Minister		0	1	Computer Technician		R28-22	1	
Permanent Secretary		R5	1	Executive Officer		R28-22	1	
Director of Education		R7	1	Clerical Officer (Snr)		R33-29	1	
Education Officer		R12-8	3	Driver/Office Assistant		R38-31	1	
School Psychologist		R12-8	1	Clerical Officer		R46-34	1	
Assistant Secretary		R22-16	1					
TOTAL STAFF							13	
PROGRAMME PERFORMANCE INFORMATION								
KEY STRATEGIES FOR 2017/18:								
To embed performance management system at the organisational and individual levels towards improving governance in the public service. (4.1; 4.2)								
To manage the available resources so that the country gets maximum value for the money expended. (4.1; 4.2)								
To build capacity for the use of ICT for teaching and learning and for management in all of our schools. (4.1 ; 4.2; 2.4; 2.9)								
Ensure that teaching and learning are driven by well-articulated curricula which is an essential prerequisite to achieve. (2.4)								
KEY STRATEGIES FOR 2018/19-20								
• To improve the environment for teaching and learning by providing improved accommodation (building, furniture and equipment) for more effective delivery of education and educational services. This is in line with 4.1 under Governance of the Policy Agenda 2016/17 in terms serving the public well. However this is to be partly (New HQ but not New MSS Campus) funded from the Deputy Governor's budget.*								
KEY PERFORMANCE INDICATORS			Actual 2015- 2016	Estimate 2016- 2017	Target 2017- 2018	Target 2018- 2019	Target 2019- 2020	
Output Indicators (Specify what has been/will be produced or delivered by the programme.)								
% of new curriculum documents agreed and placed in use in both primary and secondary				74%	0.76	0.78		
No of computers in schools for pupil use				SECONDARY 70 PRIMARY 37	SECONDARY 70 PRIMARY 38	SECONDARY 70 PRIMARY 39		
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)								
proportion of subjects at MSS for which curriculum exist in lower school				*100%	100%	100%		
The ratio of computers to pupils				SECONDARY 0.21 PRIMARY 0.14	SECONDARY 0.21 PRIMARY 0.15	SECONDARY 0.21 PRIMARY 0.16		
No. of subjects offered to all candidates				CSEC 25 CAPE 24	CSEC 25 CAPE 25	CSEC 26 CAPE 28		
pass rate (passes/units sat) of MCC students by programme classification				90%	90%	90%		

PROGRAMME 401: PRIMARY EDUCATION

PROGRAMME OBJECTIVE:

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

TOTAL REVENUE VOTE 40	-	-	-	-	-	-
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RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	1,222,597	1,381,200	1,381,200	1,296,700	1,328,000	1,354,700
212	Wages	72,504	68,200	68,200	68,200	68,200	68,200
216	Allowances	10,914	17,500	12,500	17,600	17,600	17,600
Total Salaries		1,306,015	1,466,900	1,461,900	1,382,500	1,413,800	1,440,500
GOODS AND SERVICES							
220	Local Travel	7,796	10,000	10,000	10,000	10,000	10,000
224	Utilities	49,672	45,000	45,000	45,000	45,000	45,000
226	Communication Expenses	5,493	5,500	5,500	5,500	5,500	5,500
228	Supplies & Materials	38,688	40,000	48,500	40,000	40,000	40,000
229	Furniture Equipment and Resources	7,607	20,000	20,000	20,000	20,000	20,000
232	Maintenance Services	29,065	30,000	30,000	30,000	30,000	30,000
260	Grants & Contributions (NEW)	-	-	-	260,000	260,000	260,000
275	Sundry Expenses	9,980	10,000	10,000	10,000	10,000	10,000
Total Goods and Services		148,300	160,500	169,000	420,500	420,500	420,500
RECURRENT EXPENDITURE		1,454,314	1,627,400	1,630,900	1,803,000	1,834,300	1,861,000

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

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

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
To ensure that sound planning and reporting mechanisms are embedded in school operations. (2.4, 2.8, 2.9, 4.1,4.2,4.3)					
To apply sound performance management principles with respect to teachers. (2.4, 2.8,2.9,4.1,4.2,4.3)					
To create the facilitating environment for teachers to effectively use ICT to improve the learning experiences of pupils. (2.4, 2.8, 4.2)					
KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No of students enrolled		287	289	295	
No of school days per academic year		194	193	191	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)					
National average in Math and Language Arts Grade 3 and Grade 5 assessments		G3 M 58% G5 M 57% G3 LA 58% G5 LA 59%	G3 M 60% G5 M 59% G3 LA 57% G5 LA 57%	G3 M 64% G5 M 55% G3 LA 56% G5 LA 62%	

PROGRAMME 402: SECONDARY EDUCATION

PROGRAMME OBJECTIVE:

To provide appropriate learning experiences which prepare young persons for the world of work or to access tertiary education opportunities.

TOTAL REVENUE VOTE 40	-	-	-	-	-	-
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RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	2,073,839	2,370,700	2,249,500	2,476,600	2,492,900	2,510,600
212	Wages	103,986	166,800	166,800	168,000	169,600	171,100
216	Allowances	29,867	34,800	69,800	34,800	34,800	34,800
218	Pensions and Gratuities	15,850	44,800	94,100	71,900	127,600	71,900
Total Salaries		2,223,542	2,617,100	2,580,200	2,751,300	2,824,900	2,788,400
GOODS AND SERVICES							
224	Utilities	78,168	70,000	70,000	70,000	70,000	70,000
226	Communication Expenses	18,792	20,000	20,000	20,000	20,000	20,000
228	Supplies & Materials	68,558	75,000	100,000	75,000	75,000	75,000
229	Furniture Equipment and Resources	54,998	75,000	50,000	75,000	75,000	75,000
232	Maintenance Services	105,731	110,000	110,000	110,000	110,000	110,000
234	Rental of Assets	67,000	68,000	68,000	68,000	68,000	68,000
236	Professional Services and Fees	1,345	1,500	1,500	1,500	1,500	1,500
260	Grants and Contribution	44,906	70,000	70,000	70,000	70,000	70,000
275	Sundry Expenses	59,866	60,000	60,000	60,000	60,000	60,000
Total Goods and Services		499,364	549,500	549,500	549,500	549,500	549,500
RECURRENT EXPENDITURE		2,722,906	3,166,600	3,129,700	3,300,800	3,374,400	3,337,900

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Principal	R8	1	Teaching Assistant	R38-36	1
Principal (Vice)	R12-10/9	1	Executive Officer	R28-22	1
Teachers (Graduate Untrained/Trained)	R22-16/14-12	25	Clerical Officer	R46-34	0
Drama Teacher	R22-16	1	Lab Assistant	R46-34	1
Physical Education Teacher	R22-16	1	Groundsman	R51-45	1
Guidance Counsellor	R22-16	2	Office Attendant	R51-45	1
SEN Teacher (New)	R22-16	1	Head, Pupil Support Unit	R28-22/22-16	1
Technical II	R28-22	6	Teacher Assistant	R38-36	2
School Safety Officer	R28-22	2	Teacher (Special Education/LEAP)	R33-21	1
Communication Liaison Officer (New)	R28-22	1	Teacher (SEN Support)	R33-21	1
Teacher (Trained)	R33-21	2	Safety Officer	R38-36	1
TOTAL STAFF					54

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
To improve teaching by implementing appropriate performance management initiatives. (4.1, 4.2)					
To review and adjust lower school curriculum in core subject areas. In order to deliver on GoM Policy Agenda 2016/17: 2.4, this element of the strategy is a necessary prerequisite					
To develop and implement a comprehensive whole school behaviour management strategy. (2.4, 2.8,2.9)					
To provide appropriate learning interventions to struggling students. (2.4)					
To expand availability of ICT and computer-based systems in order to improve education outcomes in secondary education (2.4)					
KEY STRATEGIES FOR 2018/19-20					
Implement a crop production course leading to the granting of CVQs by CXC (to be funded by BNTF). (2.4, 1.1, 1.2,1.3,22)					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No. of students enrolled		330	325	320	
Number of students in Lower Education Achievement Program 1 and 2 (LEAP)		16	10	0	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
% of final year cohort of students with passes in 5 CSEC's or equivalent, including Math & English		37%	39%	40%	
% of trained primary and secondary teachers		50%	*91%	94%	

PROGRAMME 403: LIBRARY & INFORMATION SERVICES

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 40		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	180,849	184,600	154,600	168,600	171,600	175,600
216	Allowances	9,600	9,600	9,600	9,700	9,700	9,700
Total Salaries		190,449	194,200	164,200	178,300	181,300	185,300
GOODS AND SERVICES							
224	Utilities	24,585	23,000	23,000	23,000	23,000	23,000
226	Communication Expenses	8,000	8,000	8,000	8,000	8,000	8,000
228	Supplies & Materials	7,992	8,000	8,000	8,000	8,000	8,000
229	Furniture Equipment and Resources	29,456	20,000	29,000	20,000	20,000	20,000
232	Maintenance Services	9,288	10,000	10,000	10,000	10,000	10,000
234	Rental of Assets	72,000	72,000	72,000	72,000	72,000	72,000
236	Professional Services and Fees	5,197	6,000	6,000	6,000	6,000	6,000
246	Printing & Binding	6,991	7,000	7,000	7,000	7,000	7,000
275	Sundry Expenses	5,498	15,000	6,000	15,000	15,000	15,000
Total Goods and Services		169,007	169,000	169,000	169,000	169,000	169,000
RECURRENT EXPENDITURE		359,456	363,200	333,200	347,300	350,300	354,300

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

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

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
To advance lifelong learning by implementing Adult Reading & Computer Literacy Programmes: (2.4)					
To improve the efficiency of the library in responding to the research needs of the public. (2.4)					
To develop and implement a primary school outreach programme as supported by #2.8 of the Policy Agenda;					
To develop and implement training/learning programmes to assist those who are aspiring authors and business owners (2.4)					
KEY STRATEGIES FOR 2018/19-20					
To improve the efficiency and effectiveness of the Library in the delivery of the services it provides to its patrons through improved and adequate accommodation. (2.4, 4.2)					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No. of persons enrolled in literacy programmes		8-10	10-15	15-20	
No. of materials circulated		6200	6500	6800	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
% participation rate of literacy programmes		80	80	100	
% of population who are library patrons		48	50	52	

PROGRAMME 404: EARLY CHILDHOOD EDUCATION

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
TOTAL REVENUE VOTE 40		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	720,493	754,500	704,500	709,400	717,300	725,100
216	Allowances	3,300	4,400	8,400	4,500	4,400	4,400
Total Salaries		723,793	758,900	712,900	713,900	721,700	729,500
GOODS AND SERVICES							
224	Utilities	29,847	25,000	25,000	25,000	25,000	25,000
226	Communication Expenses	6,840	8,400	8,400	8,400	8,400	8,400
228	Supplies & Materials	24,321	25,000	25,000	25,000	25,000	25,000
229	Furniture Equipment and Resources	21,327	25,000	25,000	25,000	25,000	25,000
232	Maintenance Services	13,823	20,000	20,000	20,000	20,000	20,000
266	Health Care Promotion	22,352	25,000	25,000	25,000	25,000	25,000
275	Sundry Expenses	2,445	2,500	2,500	2,500	2,500	2,500
Total Goods and Services		120,954	130,900	130,900	130,900	130,900	130,900
RECURRENT EXPENDITURE		844,748	889,800	843,800	844,800	852,600	860,400

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Nursery Head	R28-22/22-16	3	Helper	R46-36	2
Nursery Nurse (Snr)	R33-29	2	Cook Helper	R46-36	1
Nursery Nurse	R38-36/34	3	Nursery Cook	R51-45	3
Nursery Teacher	R46-36	12			
TOTAL STAFF					26

PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
To train practitioners to provide appropriate early stimulation and readiness skills. (2.4)					
To observe and monitor early stimulation techniques. (2.4)					
To conduct public awareness programmes on Early Childhood Education Policy and Standards.					
KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No. of children enrolled by category (public centres)		NURSERY M – 40 F – 40 DC – 25 M – 25 F – 25	NURSERY M – 42 F – 43 DC – 27 M – 27 F – 28	NURSERY M – 45 F – 45 DC – 29 M – 29 F – 31	
Number of days opened to deliver service (public centres)		N – 189 DC – 193	N – 190 DC – 194	N – 191 DC – 195	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
% of children achieving pre-primary readiness skills		87%	88%	90%	

PROGRAMME 406: YOUTH AFFAIRS & SPORTS

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
160	Annual Summer Workshop Receipts	-	-	-	-	-	-
TOTAL REVENUE VOTE 40		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	395,390	412,500	412,500	406,600	408,700	410,200
216	Allowances	66,279	71,900	71,900	72,000	72,000	72,000
Total Salaries		461,669	484,400	484,400	478,600	480,700	482,200
GOODS AND SERVICES							
220	Local Travel	4,800	8,000	8,000	8,000	8,000	8,000
222	International Travel & Subsistence	11,370	15,000	15,000	15,000	15,000	15,000
224	Utilities	43,000	38,000	38,000	38,000	38,000	38,000
226	Communication Expenses	10,057	12,000	12,000	12,000	12,000	12,000
228	Supplies & Materials	10,130	10,500	10,500	10,500	10,500	10,500
229	Furniture Equipment and Resources	19,620	20,000	20,000	20,000	20,000	20,000
232	Maintenance Services	264,909	265,000	265,000	265,000	265,000	265,000
234	Rental of Assets	77,910	78,000	78,000	78,000	78,000	78,000
236	Professional Services and Fees	88,628	90,000	90,000	90,000	90,000	90,000
246	Printing & Binding	1,888	2,000	2,000	2,000	2,000	2,000
260	Grants & Contributions	129,952	130,000	255,000	410,000	410,000	410,000
261	Subventions	299,373	300,000	268,800	-	-	-
275	Sundry Expenses	1,894	2,000	2,000	2,000	2,000	2,000
280	Programme Production & Promotion	18,013	25,000	25,000	25,000	25,000	25,000
Total Goods and Services		981,544	995,500	1,089,300	975,500	975,500	975,500
RECURRENT EXPENDITURE		1,443,213	1,479,900	1,573,700	1,454,100	1,456,200	1,457,700

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Youth & Sports Officer	R14-10	1	Youth Officer (New)	R28-22	1
Youth Development Officer	R22-16	1	Clerical Officer (Snr)	R33-29	0
Sports Coach	R33-29	4	Clerical Officer	R46-34	1
Sports Coach Trainee	R46-34	1	Office Attendant	R51-45	1
TOTAL STAFF					10
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Review/Develop and implement Youth Development Programs to better equip youth to gain employment and become successful adults. (2.8, 2.9)					
Provide support to community organisations and sporting bodies which promote sporting and youth activities to help them to promote the adoption of healthy lifestyles by youths, to youth engaged in community and social activities and to promote regional and international sporting competitions; the authority to engage in these activities is (1.1, 1.2, 1.6, 2.8)					
To provide expanded and enhanced sporting facilities thereby affording increased opportunities for youth and public to develop their sporting talents and increasing opportunities for individuals to stay fit and healthy; (2.8)					
To provide adequate materials, equipment and supplies for the effective delivery of youth & sports programs. (2.8)					
KEY STRATEGIES FOR 2018/19-20					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
No. of young persons who have completed the training on the HYPE program		30	30	30	
Number of non-school sporting competitions supported		3	4	4	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
No. of young people who have gained employment within a year of completing the HYPE training		4	6	8	
No. of sporting competitions in which Montserrat fielded teams		5	6	6	

S U M M A R Y (by Classification)

E12

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
Strategic Management & Administration	756,795	785,700	785,700	818,400	820,600	822,700
Primary Education	1,222,597	1,381,200	1,381,200	1,296,700	1,328,000	1,354,700
Secondary Education	2,073,839	2,370,700	2,249,500	2,476,600	2,492,900	2,510,600
Library & Information Services	180,849	184,600	154,600	168,600	171,600	175,600
Early Childhood Education	720,493	754,500	704,500	709,400	717,300	725,100
Youth Affairs & Sports	395,390	412,500	412,500	406,600	408,700	410,200
TOTAL P.E	5,349,963	5,889,200	5,688,000	5,876,300	5,939,100	5,998,900
WAGES						
Strategic Management & Administration	-	-	-	-	-	-
Primary Education	72,504	68,200	68,200	68,200	68,200	68,200
Secondary Education	103,986	166,800	166,800	168,000	169,600	171,100
Library & Information Services	-	-	-	-	-	-
Early Childhood Education	-	-	-	-	-	-
Youth Affairs & Sports	-	-	-	-	-	-
TOTAL WAGES	176,490	235,000	235,000	236,200	237,800	239,300
ALLOWANCES						
Strategic Management & Administration	258,947	255,600	255,600	250,900	250,900	250,900
Primary Education	10,914	17,500	12,500	17,600	17,600	17,600
Secondary Education	29,867	34,800	69,800	34,800	34,800	34,800
Library & Information Services	9,600	9,600	9,600	9,700	9,700	9,700
Early Childhood Education	3,300	4,400	8,400	4,500	4,400	4,400
Youth Affairs & Sports	66,279	71,900	71,900	72,000	72,000	72,000
TOTAL ALLOWANCES	378,907	393,800	427,800	389,500	389,400	389,400
BENEFITS						
Strategic Management & Administration	-	9,200	45,300	-	64,800	-
Primary Education	-	-	-	-	-	-
Secondary Education	15,850	44,800	94,100	71,900	127,600	71,900
Library & Information Services	-	-	-	-	-	-
Early Childhood Education	-	-	-	-	-	-
Youth Affairs & Sports	-	-	-	-	-	-
TOTAL BENEFITS	15,850	54,000	139,400	71,900	192,400	71,900
GOODS AND SERVICES						
Strategic Management & Administration	1,967,146	2,299,900	2,389,400	1,034,900	1,034,900	1,034,900
Primary Education	148,300	160,500	169,000	420,500	420,500	420,500
Secondary Education	499,364	549,500	549,500	549,500	549,500	549,500
Library & Information Services	169,007	169,000	169,000	169,000	169,000	169,000
Early Childhood Education	120,954	130,900	130,900	130,900	130,900	130,900
Youth Affairs & Sports	981,544	995,500	1,089,300	975,500	975,500	975,500
TOTAL	3,886,315	4,305,300	4,497,100	3,280,300	3,280,300	3,280,300
CAPITAL EXPENDITURE						
Strategic Management & Administration	870,771	-	250,000	111,800	-	-
Primary Education	-	-	-	-	-	-
Secondary Education	-	-	-	-	-	-
Library & Information Services	-	-	-	-	-	-
Early Childhood Education	-	-	-	-	-	-
Youth Affairs & Sports	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	870,771	-	250,000	111,800	-	-

S U M M A R Y (by Subheads)

210	Salaries	5,349,963	5,889,200	5,688,000	5,876,300	5,939,100	5,998,900
212	Wages	176,490	235,000	235,000	236,200	237,800	239,300
216	Allowances	378,907	393,800	427,800	389,500	389,400	389,400
218	Pensions & Gratuities	15,850	54,000	139,400	71,900	192,400	71,900
220	Local Travel	13,157	26,500	22,500	26,500	26,500	26,500
222	International Travel & Subsistence	54,500	40,000	55,000	40,000	40,000	40,000
224	Utilities	225,272	201,000	201,000	201,000	201,000	201,000
226	Communication Expenses	60,845	73,900	73,900	73,900	73,900	73,900
228	Supplies & Materials	178,248	193,500	227,000	193,500	193,500	193,500
229	Furniture Equipment and Resources	142,504	170,000	264,000	170,000	170,000	170,000
230	Uniform/Protective Clothing	1,440	2,000	2,000	2,000	2,000	2,000
232	Maintenance Services	684,633	701,400	701,400	701,400	701,400	701,400
234	Rental of Assets	216,910	218,000	218,000	218,000	218,000	218,000
236	Professional Services and Fees	545,170	627,500	574,500	607,500	607,500	607,500
246	Printing & Binding	13,151	13,500	10,000	13,500	13,500	13,500
260	Grants & Contributions	183,358	208,500	333,500	748,500	748,500	748,500
261	Subventions	1,274,363	1,545,000	1,513,800	-	-	-
266	Health Care Promotion	151,714	130,000	155,000	130,000	130,000	130,000
275	Sundry Expenses	89,507	94,500	90,500	94,500	94,500	94,500
276	Culture	23,807	10,000	10,000	10,000	10,000	10,000
280	Programme Production & Promotion	18,013	25,000	25,000	25,000	25,000	25,000
281	Minor Works	9,724	25,000	20,000	25,000	25,000	25,000
	TOTAL VOTE 40	9,807,525	10,877,300	10,987,300	9,854,200	10,039,000	9,979,800

BUDGET AND FORWARD ESTIMATES

VOTE: 45 MINISTRY OF HEALTH & SOCIAL SERVICES – SUMMARY

A.	ESTIMATES of Revenue and Expenditure for the period 1st April 2016 to 31st March, 2019 for salaries and the expenses of the Ministry of Health and Social Services -Twenty-one million seven hundred, forty-three thousand five hundred dollars	\$19,756,000
B.	ACCOUNTING OFFICER: Permanent Secretary	
C.	SUB-HEADS which under this vote will be accounted for by the Permanent Secretary	

STRATEGIC PRIORITIES

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

NATIONAL OUTCOMES

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

VISION

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

MISSION STATEMENT

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

BUDGET SUMMARY

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SUMMARY OF REVENUES BY PROGRAMME							
450	Strategic Management & Administration	423,661	425,800	425,800	425,800	425,800	425,800
451	Primary Healthcare	-	-	-	-	-	-
452	Secondary Healthcare	-	-	-	-	-	-
454	Social Services	159,123	80,000	80,000	80,000	80,000	80,000
455	Environmental Health Services	-	-	-	-	-	-
TOTAL REVENUE VOTE 45		582,784	505,800	505,800	505,800	505,800	505,800

SUMMARY OF EXPENDITURE BY PROGRAMME								
450	Strategic Management & Administration	3,639,531	3,682,000	3,765,000	1,609,700	1,101,300	1,085,000	
451	Primary Healthcare	1,899,615	2,341,300	2,280,300	2,329,700	2,328,100	2,367,600	
452	Secondary Healthcare	7,731,366	8,325,500	8,356,500	8,351,500	8,409,300	8,467,200	
454	Social Services	5,137,595	5,862,600	5,827,600	5,949,600	5,981,100	5,994,800	
455	Environmental Health Services	1,498,223	1,532,100	1,514,100	1,515,500	1,521,500	1,527,200	
TOTAL EXPENDITURE VOTE 45		19,906,329	21,743,500	21,743,500	19,756,000	19,341,300	19,441,800	
SUMMARY OF EXPENDITURE BY ECONOMIC CLASSIFICATION								
RECURRENT EXPENDITURE								
	Salaries	6,400,497	7,436,200	6,937,200	7,146,700	7,247,300	7,325,500	
	WAGES	141,759	96,400	71,400	47,000	47,000	47,000	
	ALLOWANCES	1,108,356	1,360,700	1,257,700	1,463,600	1,463,600	1,463,600	
	BENEFITS	193,313	150,500	126,500	143,900	164,300	186,600	
	GOOD AND SERVICES	12,041,209	12,306,500	12,957,500	10,419,100	10,419,100	10,419,100	
TOTAL RECURRENT EXPENDITURE		19,885,134	21,350,300	21,350,300	19,220,300	19,341,300	19,441,800	
CAPITAL EXPENDITURE								
SHD	Donor	Description						
44A	UNICEF	Child Safeguarding	21,196	22,000	22,000	66,000	-	-
91A	DFID	Solid Waste	-	371,200	371,200	319,600	-	-
107A	PAHO	Health Development Programme				150,100		
TOTAL CAPITAL EXPENDITURE		21,196	393,200	393,200	535,700	-	-	
TOTAL EXPENDITURE VOTE 45		19,906,329	21,743,500	21,743,500	19,756,000	19,341,300	19,441,800	
STAFFING RESOURCES								
TOTAL STAFFING								

PROGRAMME 450: STRATEGIC MANAGEMENT & ADMINISTRATION

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
130	Cemetery Dues	390	800	800	800	800	800
160	Hospital Receipts	423,271	425,000	425,000	425,000	425,000	425,000
TOTAL REVENUE VOTE 45		423,661	425,800	425,800	425,800	425,800	425,800

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	427,458	469,100	430,100	378,500	384,000	389,500
216	Allowances	51,749	64,400	59,400	150,600	150,600	150,600
Total Salaries		479,207	533,500	489,500	529,100	556,400	540,100
GOODS AND SERVICES							
220	Local Travel	114	1,000	1,000	1,000	1,000	1,000
222	International Travel & Subsistence	55,342	55,000	55,000	55,000	55,000	55,000
226	Communication Expenses	90,000	90,000	90,000	90,000	90,000	90,000
228	Supplies & Materials	9,998	10,000	10,000	10,000	10,000	10,000
229	Furniture Equipment and Resources	1,901,836	1,226,900	1,311,900	20,000	20,000	20,000
232	Maintenance Services	187,038	187,400	222,400	187,400	187,400	187,400
234	Rental of Assets	79,997	80,000	87,000	80,000	80,000	80,000
236	Professional Services and Fees	302,005	1,077,500	1,087,500	50,000	50,000	50,000
246	Printing & Binding	1,699	2,500	2,500	2,500	2,500	2,500
265	Social Protection	466,589	-	-	-	-	-
266	Health Promotion	25,609	-	-	34,000	34,000	34,000
275	Sundry Expenses	18,900	15,000	5,000	5,000	5,000	5,000
281	Minor Works	-	10,000	10,000	10,000	10,000	10,000
Total Goods and Services		3,139,128	2,755,300	2,882,300	544,900	544,900	544,900
RECURRENT EXPENDITURE		3,618,335	3,288,800	3,371,800	1,074,000	1,101,300	1,085,000

CAPITAL EXPENDITURE								
Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
4515044A	UNICEF	Child Safeguarding and Protection	21,196	22,000	22,000	66,000		
4516091A	DFID	Solid Waste Management	-	371,200	371,200	319,600	-	-
4517109A	PAHO	Health Development Programme				150,100		
CAPITAL EXPENDITURE			21,196	393,200	393,200	535,700	-	-
STAFFING RESOURCES								
STAFF POSTS		Scale	Count	STAFF POSTS		Scale	Count	
Permanent Secretary		R5	1	Health Information Officer		R28-22	1	
Chief Medical Officer/Director		R2	1	Clerical Officer (Snr)		R33-29	2	
Health Planner/Epidemiologist		R14-10	1	Clerical Officer		R46-34	1	
Assistant Secretary		R22-16	2					
TOTAL STAFF							9	
PROGRAMME PERFORMANCE INFORMATION								
KEY STRATEGIES FOR 2017/18:								
Support and facilitate the provision of adequate human resources to deliver the mandate of the MoHSS by collaborating with Ministry programme areas and other key stakeholders. [2.1, 2,2, 4.2]								
Provide prudent financial oversight of the resources allocated in the budget in each programme area. [4.2]								
Improve the effectiveness of agreed strategies and programmes by designing and implementing appropriate monitoring and evaluation frameworks.								
Manage the maintenance schedule of the Ministry's plant, equipment and assets, thereby retaining them in a state to provide efficient service and longevity of operational life. [2.1, 4.2]								
KEY STRATEGIES FOR 2018/19-20								

KEY PERFORMANCE INDICATORS	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Percent of staff with agreed PDAs by the stipulated deadline		80%	80%	80%	
Number of Learning & Development initiatives undertaken during the year	Short Term =3, Long Term = 3, In-service = 26	At least one in-service per month	At least one in-service per month	At least one in-service per month	At least one in-service per month
Number of virement applications made to MoFEM	Pending (6)	600%	500%	500%	
Percent of prioritised maintenance issues addressed per year		Pending (50%)	>50%	>50%	>50%
Number of documents approved by Cabinet	Pending (>95% of submissions)	>95% of submissions	>95% of submissions	>95% of submissions	>95% of submissions
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Actual expenditure as a percent of Budgeted expenditure	Pending (>100%)	100%	100%	100%	100%
Uninterrupted availability of diagnostic testing services throughout the year.	interruptions to services due to aged, malfunctioning equipment; Increased costs associated with procuring services from private laboratory and medical centre; Procurement & installation of: 1. Haematology Analyser; 2. Fetal Monitor	Procurement & installation of: 1. Chemistry Analyser, 2. Ultrasound Unit, 3. Mobile X-Ray Units, 4. Fixed X-ray Unit, 5 Cardiac Monitor/Defibrillator	No down time of critical equipment	TBD	TBD
Uninterrupted availability of surgical services	Procurement of: 1. Tonopen, 2. Beds, 3. Operating Theatre Table, 4. ECG Machine	Procurement of Hospital Beds, Delivery Bed, Phototherapy Light,	Procurement of additional items on the approved list of needed equipment		

PROGRAMME 451: PRIMARY HEALTHCARE

PROGRAMME OBJECTIVE:

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

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	1,021,166	1,449,500	1,310,500	1,422,200	1,443,600	1,460,100
212	Wages	100,351	37,300	37,300	37,300	37,300	37,300
216	Allowances	382,258	451,400	415,400	453,400	453,400	453,400
218	Pensions and Gratuities	63,087	30,100	30,100	53,800	30,800	53,800
Total Salaries		1,566,862	1,968,300	1,793,300	1,966,700	1,965,100	2,004,600
GOODS AND SERVICES							
224	Utilities	23,000	23,000	23,000	23,000	23,000	23,000
228	Supplies & Materials	75,000	75,000	75,000	75,000	75,000	75,000
229	Furniture Equipment and Resources	9,989	10,000	124,000	10,000	10,000	10,000
232	Maintenance Services	34,846	65,000	65,000	65,000	65,000	65,000
236	Professional Services and Fees	149,924	150,000	154,000	150,000	150,000	150,000
266	Health Care Promotion	39,994	50,000	46,000	40,000	40,000	40,000
Total Goods and Services		332,753	373,000	487,000	363,000	363,000	363,000
RECURRENT EXPENDITURE		1,899,615	2,341,300	2,280,300	2,329,700	2,328,100	2,367,600

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

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

PROGRAMME PERFORMANCE INFORMATION						
KEY STRATEGIES FOR 2017/18:						
Improve the early detection and effective management of persons living with non-communicable diseases through building capacity in best practice for disease management among staff and engaging clients and their family members in understanding and managing their conditions. [2.2]						
Increase access to mental health services by building capacity of health care workers throughout the health care system and enhancing care processes and procedures. [2.3]						
Work with internal and external stakeholders to conceptualize and deliver primary and secondary prevention strategies, as well as health education & promotion programmes in line with MoHSS Key Strategies and Essential Public Health Functions. [2.1, 2.2]						
KEY STRATEGIES FOR 2018/19-20						
KEY PERFORMANCE INDICATORS		Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)						
Number of capacity building opportunities designed to address prevention & m	1. Gest DM 2. DM Foot Care 3. Behaviour Change 4. Chronic Dx Management 5. Integrating Mental H; 6. New Mental		Pending	1 training activity per quarter	1 training activity per quarter	1 training activity per quarter
Number of persons reached through Workplace Screening	182	Pending (increase on previous year)	5% increase on previous year	5% increase on previous year	5% increase on previous year	
Number of psychiatric cases treated in the Primary Care setting		Pending	5% increase on previous year	10% increase on previous year	10% Increase on previous year	

Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme objectives.)					
Number of Pentavalent vaccines administered	50	Pending	Number of live births in 2016	Number of live births in 2017	Number of live births in 2018
% of children identified during school health assessment as being overweight who receive support through a structured intervention.	>50%	Pending (>60%)	>70%	>75%	>75%
% of children reached with dental sealant programme (6 – 7 year olds)	90% for application of sealant; 70% for follow-up	Pending 90% for application of sealant; 70% for follow-up	90% for application of sealant; 70% for follow-up	90% for application of sealant, 70% for follow-up	90% for application of sealant, 70% for follow-up
% of registered diabetic patients who complete an annual physical	2% at end of Sept	2% at end of Sept	0.3	0.4	0.5
% of registered hypertensives who complete an annual physical	New Indicator	TBD	TBD	TBD	TBD
% of registered diabetics whose HbA1c is <7.5 at last visit	30%	Pending	35%	40%	50%
% of registered diabetics-hypertensives whose BP is < 130/80 at last visit	35%	Pending	0%	45%	50%
% of registered hypertensives whose BP was <140/90 at last visit		50%	50%	60%	
% of registered infants covered by Pentavalent vaccination		100%	100%	100%	

PROGRAMME 452: SECONDARY HEALTHCARE

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
160	Hospital Receipts	-	-	-	-	-	-
TOTAL REVENUE VOTE 45		-	-	-	-	-	-

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	4,158,564	4,317,400	4,224,400	4,145,500	4,181,700	4,218,500
216	Allowances	590,399	649,900	622,900	665,100	665,100	665,100
218	Pensions and Gratuities	111,696	90,000	76,000	52,700	74,300	95,400
Total Salaries		4,860,660	5,057,300	4,923,300	4,863,300	4,921,100	4,979,000
GOODS AND SERVICES							
220	Local Travel	3,725	5,000	5,000	5,000	5,000	5,000
224	Utilities	53,600	72,000	72,000	72,000	72,000	72,000
226	Communication Expenses	7,000	7,000	7,000	7,000	7,000	7,000
228	Supplies & Materials	2,039,292	2,063,000	2,063,000	2,063,000	2,063,000	2,063,000
229	Furniture Equipment and Resources	135,935	436,000	532,000	436,000	436,000	436,000
230	Uniform/Protective Clothing	22,000	24,000	24,000	24,000	24,000	24,000
232	Maintenance Services	509,261	458,200	458,200	608,200	608,200	608,200
236	Professional Services and Fees	79,995	180,000	253,500	250,000	250,000	250,000
246	Printing & Binding	14,903	17,000	17,000	17,000	17,000	17,000
275	Sundry Expenses	4,997	6,000	1,500	6,000	6,000	6,000
Total Goods and Services		2,870,706	3,268,200	3,433,200	3,488,200	3,488,200	3,488,200
RECURRENT EXPENDITURE		7,731,366	8,325,500	8,356,500	8,351,500	8,409,300	8,467,200

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

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

PROGRAMME PERFORMANCE INFORMATION						
KEY STRATEGIES FOR 2017/18:						
Improve the management of persons living with Non-Communicable Diseases through the development of individualized Care and Educational Plans and the continuous availability of relevant supplies and diagnostic tests. [2.1, 2.2]						
Reduce the risk of healthcare associated infections through the review, adoption and implementation of Infection Control Policies & Procedures. [2.1]						
Provide fit for purpose hospital infrastructure and equipment* [2.1]						
Improve the care of residents of the Margetson Memorial Home, with special emphasis on those assessed as being nutritionally vulnerable and those living with chronic issues. [2.2, 2.3]						
KEY STRATEGIES FOR 2018/19-20						
KEY PERFORMANCE INDICATORS		Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)						
Number of stock-outs of drugs used to treat NCDs during the year	1. Cholesterol lowering meds; 2. HTN meds: Labetol at end of Sept.		Pending (Reduction of the baseline figure)	TBD	TBD	
Number of stock-outs of reagents required to monitor the status of persons living with NCDs during the year			Reduction of the baseline figure	TBD	TBD	
% of MMH residents who have a documented Care Plan	Pending (100%)	100%	100%	100%	100%	
Status of the Business Case for the new Hospital	Pending (25% complete)	100% complete	-	-		
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)						
Diabetes re-admission		<8%	<5%	<5%	<5%	
Hypertension re-admission		<5%	<5%	<5%	<5%	
Improved Infection Control Practice	New Indicator	Completion of Manual	Establishment of baseline for Hospital	Reduction in number HAIs compared to	Reduction in number HAIs compared to	

PROGRAMME454: SOCIAL SERVICES

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
145	Reimbursements	159,123	80,000	80,000	80,000	80,000	80,000
TOTAL REVENUE VOTE 45		159,123	80,000	80,000	80,000	80,000	80,000

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	424,777	785,900	575,900	838,200	869,700	883,400
212	Wages	4,680	59,100	34,100	9,700	9,700	9,700
216	Allowances	78,352	152,000	117,000	151,500	151,500	151,500
218	Pensions and Gratuities	18,530	10,000	-	31,600	31,600	31,600
Total Salaries		526,339	1,007,000	727,000	1,031,000	1,062,500	1,076,200

GOODS AND SERVICES

222	International Travel & Subsistence	10,000	20,000	20,000	20,000	20,000	20,000
224	Utilities	10,499	33,300	33,300	33,300	33,300	33,300
226	Communication Expenses	15,500	32,800	32,800	32,800	32,800	32,800
228	Supplies & Materials	10,926	22,000	17,000	22,000	22,000	22,000
229	Furniture Equipment and Resources	35,700	25,700	70,700	25,700	25,700	25,700
232	Maintenance Services	35,975	36,000	36,000	96,000	96,000	96,000
234	Rental of Assets	10,887	11,000	87,800	17,800	17,800	17,800
236	Professional Services and Fee		117,800	17,500	117,800	117,800	117,800
238	Insurance	6,825	6,900	6,900	6,900	6,900	6,900
246	Printing & Binding	1,394	3,000	3,000	3,000	3,000	3,000
260	Grants & Contributions	11,000	11,000	11,000	194,000	194,000	194,000
261	Subventions	660,000	660,000	660,000	600,000	600,000	600,000
265	Social Protection	3,771,152	3,841,300	4,076,300	3,721,300	3,721,300	3,721,300
275	Sundry Expenses	1,518	4,800	3,300	3,000	3,000	3,000
280	Programme Production & Promotion	29,879	30,000	25,000	25,000	25,000	25,000
Total Goods and Services		4,611,256	4,855,600	5,100,600	4,918,600	4,918,600	4,918,600
RECURRENT EXPENDITURE		5,137,595	5,862,600	5,827,600	5,949,600	5,981,100	5,994,800

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES					
STAFF POSTS	Scale	Count	STAFF POSTS	Scale	Count
Director, Social Services	R7	1	Social Worker Assistant	R28-22	3
Principal Assistant Secretary (New)	R14-10	1	Clerical Officer (Snr)	R33-29	1
Counsellor (New)	R17-13	1	Family Support Worker	R39-34	1
Senior Probation Officer (New)	R17-13	1	Warden/Caregiver (Snr) (New)	R39-34	1
Probation Officer	R22-16	1	Warden/Caregiver	R48-38	2
Social Worker (Snr)	R22-16/17-13	2	Cleaner	0	1
Social Worker	R28-22/22-16	4	Assistant Project Coordinator	0	1
TOTAL STAFF					21
PROGRAMME PERFORMANCE INFORMATION					
KEY STRATEGIES FOR 2017/18:					
Continue efforts to safeguard and protect the children of Montserrat by putting in place the necessary legislative and policy framework and programmes. [2.9]					
Review and update the existing Social Welfare Act to enhance the Ministry's ability to identify and respond to socially vulnerable persons. [2.2, 2.3, 2.5, 2.9]					
Develop and implement evidence-based Policies and Frameworks for the improvement of the quality of life of vulnerable groups. [2.2, 2.3, 2.9].					
Promote and improve gender development through the development of a gender strategy in consideration of the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and other related gender plans. [2.3]					
Promote and improve the services offered to probationers and parolees through the development of a policy framework [2.2, 2.3]					
KEY STRATEGIES FOR 2018/19-20					
Promote and improve the services offered to probationers and parolees through the development of a policy framework [2.2, 2.3]					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Number of items of Legislation & Policy on child protection developed		2	2	-	
Percent of child abuse referrals that have a completed Assessment and Care Plan		TBD	TBD	TBD	
Number of child abuse cases taken before the Child Protection Board		TBD	TBD	TBD	
An updated Social Welfare Act submitted to Cabinet		Yes	-	-	
An Older Persons/ Senior Citizens Policy submitted to Cabinet		Yes	-	-	
A Disability Policy submitted to Cabinet		Yes	-	-	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)					
Number of vulnerable children placed in a protected environment		4	4	4	
Number of standardized Care Plans provided to older persons		As per demand	As per demand	As per demand	
Number of standardized Care Plans provided to residents living with disabilities		As per demand	As per demand	As per demand	
Number of Legislation enacted		2	1	-	

PROGRAMME 455: ENVIROMNETAL HEALTH SERVICES

PROGRAMME OBJECTIVE:

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

RECURRENT REVENUE

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

RECURRENT EXPENDITURE

SHD	Details of Expenditure	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries							
210	Salaries	368,531	414,300	396,300	362,300	368,300	374,000
212	Wages	36,728	-	-	-	-	-
216	Allowances	5,598	43,000	43,000	43,000	43,000	43,000
218	Pensions and Gratuities	-	20,400	20,400	5,800	5,800	5,800
Total Salaries		410,857	477,700	459,700	411,100	417,100	422,800
GOODS AND SERVICES							
224	Utilities	52,222	55,000	55,000	55,000	55,000	55,000
228	Supplies & Materials	9,994	10,000	10,000	10,000	10,000	10,000
229	Furniture Equipment and Resources	3,995	4,000	4,000	10,000	10,000	10,000
230	Uniform/Protective Clothing	8,999	9,000	9,000	9,000	9,000	9,000
232	Maintenance Services	23,387	43,400	43,400	37,400	37,400	37,400
236	Professional Services and Fees	988,768	933,000	933,000	983,000	983,000	983,000
Total Goods and Services		1,087,367	1,054,400	1,054,400	1,104,400	1,104,400	1,104,400
RECURRENT EXPENDITURE		1,498,223	1,532,100	1,514,100	1,515,500	1,521,500	1,527,200

CAPITAL EXPENDITURE

Details of Expenditure			Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
SHD	Donor	Description						
CAPITAL EXPENDITURE			-	-	-	-	-	-

STAFFING RESOURCES

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

KEY STRATEGIES FOR 2017/18:					
Protect the public from foodborne illnesses by strengthening the food safety legislative framework and continuous training of relevant stakeholders. [2.2]					
Protect the public from vector borne illnesses through stakeholder engagement and updating of existing Mosquito Control Regulations including bulk waste					
Promote the safe and dignified management of the dead through the completion of the Look Out Cemetery facilities. [2.2]					
KEY STRATEGIES FOR 2018/19-20					
ADDITIONAL KEY STRATEGIES FOR 2017/18 AND 2018/19:					
KEY PERFORMANCE INDICATORS					
	Actual 2015-2016	Estimate 2016-2017	Target 2017-2018	Target 2018-2019	Target 2019-2020
Output Indicators (Specify what has been/will be produced or delivered by the programme.)					
Food Hygiene Legislation completed and submitted to Cabinet		Supporting Regulations developed & submitted	-	-	
Number of food safety inspections conducted		180	180	180	
Number of Training Sessions conducted for food handlers.		>6	>6	>6	
Number of Mosquito Inspection Cycles completed		2	2	2	
Outcome Indicators (Specify the outcomes or impact the programme has achieved or is having with reference to the Ministry's strategic goals and programme)					
Reduced Mosquito Index		4%	4%	4%	
Low reported levels of Vector Borne diseases		< 10 cases	<10 cases	< 10 cases	

S U M M A R Y (by Classification)

E12

SUBHDS & DETAILS	Actuals 2015-2016	Approved Estimates 2016-2017	Revised Estimates 2016-2017	Budget Estimates 2017-2018	Forward Estimates 2018-2019	Forward Estimates 2019-2020
Salaries						
Strategic Management & Administration	427,458	469,100	430,100	378,500	384,000	389,500
Priamry Healthcare	1,021,166	1,449,500	1,310,500	1,422,200	1,443,600	1,460,100
Secondary Healthcare	4,158,564	4,317,400	4,224,400	4,145,500	4,181,700	4,218,500
Social Services	424,777	785,900	575,900	838,200	869,700	883,400
Environmental Health Services	368,531	414,300	396,300	362,300	368,300	374,000
TOTAL P.E	6,400,497	7,436,200	6,937,200	7,146,700	7,247,300	7,325,500
WAGES						
Strategic Management & Administration	-	-	-	-	-	-
Priamry Healthcare	100,351	37,300	37,300	37,300	37,300	37,300
Secondary Healthcare	-	-	-	-	-	-
Social Services	4,680	59,100	34,100	9,700	9,700	9,700
Environmental Health Services	36,728	-	-	-	-	-
TOTAL WAGES	141,759	96,400	71,400	47,000	47,000	47,000
ALLOWANCES						
Strategic Management & Administration	51,749	64,400	59,400	150,600	150,600	150,600
Primary Healthcare	382,258	451,400	415,400	453,400	453,400	453,400
Secondary Healthcare	590,399	649,900	622,900	665,100	665,100	665,100
Social Services	78,352	152,000	117,000	151,500	151,500	151,500
Environmental Health Services	5,598	43,000	43,000	43,000	43,000	43,000
TOTAL ALLOWANCES	1,108,356	1,360,700	1,257,700	1,463,600	1,463,600	1,463,600
BENEFITS						
Strategic Management & Administration	-	-	-	-	21,800	-
Priamry Healthcare	63,087	30,100	30,100	53,800	30,800	53,800
Secondary Healthcare	111,696	90,000	76,000	52,700	74,300	95,400
Social Services	18,530	10,000	-	31,600	31,600	31,600
Environmental Health Services	-	20,400	20,400	5,800	5,800	5,800
TOTAL BENEFITS	193,313	150,500	126,500	143,900	164,300	186,600
GOODS AND SERVICES						
Strategic Management & Administration	3,139,128	2,755,300	2,882,300	544,900	544,900	544,900
Priamry Healthcare	332,753	373,000	487,000	363,000	363,000	363,000
Secondary Healthcare	2,870,706	3,268,200	3,433,200	3,488,200	3,488,200	3,488,200
Social Services	4,611,256	4,855,600	5,100,600	4,918,600	4,918,600	4,918,600
Environmental Health Services	1,087,367	1,054,400	1,054,400	1,104,400	1,104,400	1,104,400
TOTAL	12,041,209	12,306,500	12,957,500	10,419,100	10,419,100	10,419,100
CAPITAL EXPENDITURE						
Strategic Management & Administration	21,196	393,200	393,200	535,700	-	-
Priamry Healthcare	-	-	-	-	-	-
Secondary Healthcare	-	-	-	-	-	-
Social Services	-	-	-	-	-	-
Environmental Health Services	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	21,196	393,200	393,200	535,700	-	-

S U M M A R Y (by Subheads)

210	Salaries	6,400,497	7,436,200	6,937,200	7,146,700	7,247,300	7,325,500
212	Wages	141,759	96,400	71,400	47,000	47,000	47,000
216	Allowances	1,108,356	1,360,700	1,257,700	1,463,600	1,463,600	1,463,600
218	Pensions & Gratuities	193,313	150,500	126,500	143,900	164,300	186,600
220	Local Travel	3,839	6,000	6,000	6,000	6,000	6,000
222	International Travel & Subsistence	65,342	75,000	75,000	75,000	75,000	75,000
224	Utilities	139,322	183,300	183,300	183,300	183,300	183,300
226	Communication Expenses	112,500	129,800	129,800	129,800	129,800	129,800
228	Supplies & Materials	2,145,210	2,180,000	2,175,000	2,180,000	2,180,000	2,180,000
229	Furniture Equipment and Resources	2,087,456	1,702,600	2,042,600	501,700	501,700	501,700
230	Uniform/Protective Clothing	30,999	33,000	33,000	33,000	33,000	33,000
232	Maintenance Services	790,507	790,000	825,000	994,000	994,000	994,000
234	Rental of Assets	90,884	91,000	174,800	97,800	97,800	97,800
236	Professional Services and Fees	1,520,692	2,458,300	2,445,500	1,550,800	1,550,800	1,550,800
238	Insurance	6,825	6,900	6,900	6,900	6,900	6,900
246	Printing & Binding	17,995	22,500	22,500	22,500	22,500	22,500
260	Grants & Contributions	11,000	11,000	11,000	194,000	194,000	194,000
261	Subventions	660,000	660,000	660,000	600,000	600,000	600,000
265	Social Protection	4,237,742	3,841,300	4,076,300	3,721,300	3,721,300	3,721,300
266	Health Care Promotion	65,603	50,000	46,000	74,000	74,000	74,000
275	Sundry Expenses	25,415	25,800	9,800	14,000	14,000	14,000
280	Programme Production & Promotion	29,879	30,000	25,000	25,000	25,000	25,000
281	Minor Works	-	10,000	10,000	10,000	10,000	10,000
	TOTAL VOTE 45	19,885,134	21,350,300	21,350,300	19,220,300	19,341,300	19,441,800

APPENDICIES

SALARY SCALES

2017/18 Scale				Increase	2016/17 Scale			
R-Point	Annual	Monthly			R-Point	Annual	Monthly	
R1	95,914	7,993		3.00%	R1	93,120	7,760	
R2	87,138	7,262		3.00%	R2	84,600	7,050	
R3	85,284	7,107		3.00%	R3	82,800	6,900	
R4	82,318	6,860		3.00%	R4	79,920	6,660	
R5	80,340	6,695		3.00%	R5	78,000	6,500	
R6	77,250	6,438		3.00%	R6	75,000	6,250	
R7	75,334	6,278		3.00%	R7	73,140	6,095	
R8	73,542 x XX	6,129 x XX		3.00%	R8	71,400 x XX	5,950 x XX	
R9	72,195	6,016		3.00%	R9	70,092	5,841	
R10	70,526	5,877		3.00%	R10	68,472	5,706	
R11	68,858	5,738		3.00%	R11	66,852	5,571	
R12	67,189 x 1,620	5,599 x 135		3.00%	R12	65,232 x 1,620	5,436 x 135	
R13	65,557	5,463		3.00%	R13	63,648	5,304	
R14	63,926	5,327		3.00%	R14	62,064	5,172	
R15	62,294	5,191		3.00%	R15	60,480	5,040	
R16	60,663	5,055		3.00%	R16	58,896	4,908	
R17	59,031	4,919		3.00%	R17	57,312	4,776	
R18	57,400	4,783		3.00%	R18	55,728	4,644	
R19	55,768	4,647		3.00%	R19	54,144	4,512	
R20	54,137	4,511		3.00%	R20	52,560	4,380	
R21	52,505	4,375		3.00%	R21	50,976	4,248	
R22	50,874 x 1,584	4,239 x 132		3.00%	R22	49,392 x 1,584	4,116 x 132	
R23	49,242	4,104		3.00%	R23	47,808	3,984	
R24	47,685	3,974		3.00%	R24	46,296	3,858	
R25	46,128	3,844		3.00%	R25	44,784	3,732	
R26	44,570	3,714		3.00%	R26	43,272	3,606	
R27	43,013	3,584		3.00%	R27	41,760	3,480	
R28	41,455	3,455		3.00%	R28	40,248	3,354	
R29	39,898 x 1,512	3,325 x 126		3.00%	R29	38,736 x 1,512	3,228 x 126	
R30	38,551	3,213		3.00%	R30	37,428	3,119	
R31	37,204	3,100		3.00%	R31	36,120	3,010	
R32	35,856	2,988		3.00%	R32	34,812	2,901	
R33	34,509	2,876		3.00%	R33	33,504	2,792	
R34	33,162 x 1,308	2,763 x 109		3.00%	R34	32,196 x 1,308	2,683 x 109	
R35	31,926	2,660		3.00%	R35	30,996	2,583	
R36	30,690	2,557		3.00%	R36	29,796	2,483	
R37	29,454	2,454		3.00%	R37	28,596	2,383	
R38	28,218	2,351		3.00%	R38	27,396	2,283	
R39	26,982	2,248		3.00%	R39	26,196	2,183	
R40	26,856 x 1,200	2,238 x 100		7.44%	R40	24,996 x 1,200	2,083 x 100	
R41	26,148	2,179		7.66%	R41	24,288	2,024	
R42	25,440	2,120		7.89%	R42	23,580	1,965	
R43	24,732	2,061		8.13%	R43	22,872	1,906	
R44	24,024	2,002		8.39%	R44	22,164	1,847	
R45	23,316	1,943		8.67%	R45	21,456	1,788	
R46	22,608 x 708	1,884 x 59		8.96%	R46	20,748 x 708	1,729 x 59	
R47	22,164	1,847		9.16%	R47	20,304	1,692	
R48	21,720	1,810		9.37%	R48	19,860	1,655	
R49	21,276	1,773		9.58%	R49	19,416	1,618	
R50	20,832	1,736		9.80%	R50	18,972	1,581	
R51	20,388 x 444	1,699 x 37		10.04%	R51	18,528 x 444	1,544 x 37	

For use in calculating payment for working extra time.

Scale	Monthly Salary		Ordinary	O/time	D/time
R51 - R46	1,699	- 1,884	11.81	17.72	23.62
R45 - R42	1,943	- 2,120	13.39	20.09	26.79
R41 - R38	2,179	- 2,351	14.94	22.40	29.87
R37 - R34	2,454	- 2,763	17.20	25.80	34.40
R33 - R30	2,876	- 3,213	20.07	30.11	40.14
R29 - R26	3,325	- 3,714	23.21	34.81	46.41
R25 - R22	3,844	- 4,239	26.65	39.97	53.30

2017-18 RECURRENT EXPENDITURE CODES (SUMMARY LEVEL)

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

2017-18 RECURRENT EXPENDITURE CODES (DETAIL LEVEL)

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

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

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

2017-18 RECURRENT REVENUE CODES (SUMMARY LEVEL)

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

2017-18 RECURRENT REVENUE CODES (DETAIL LEVEL)

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