



MEDIUM TERM ECONOMIC & FISCAL PLAN 2024 - 2026

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Foreword

I am pleased to present this Medium Term Economic and Fiscal Plan for 2024-2026, which accords with this administration's continuing commitment to improve the sustainability of public finances, whilst fostering resilient economic growth.

During 2020-2022, we forged through a period of much uncertainty and difficulty related to the COVID pandemic. Notwithstanding such adversity, our economy showed significant resilience with strong recovery in 2022 related to the rebound in tourist arrivals, as tourists demonstrated continued confidence in and desire for our tourism product. This was not a matter of simple good fortune but the product of the diligent efforts of our people, buttressed by decisive strategies and policies to advance through adversity.

We now are refocusing our efforts on meeting longer-term development objectives. In accordance with the theme of 2023 budget address, we are laying the necessary foundation for an ***Anguilla Reimagined: Economically Resilient, Socially Inclusive, & Fiscally Responsible***. The fiscal and economic strategies set out in this plan have been carefully designed to ensure resources are optimally allocated to generate sustained economic growth, whilst supporting improved public financial management. Accordingly, we anticipate full compliance with the borrowing ratios set out under the Fiscal Responsibility Act by 2027, including building sufficient reserves as a safeguard for adverse events.

This Medium Term Economic and Fiscal Plan anticipates significant capital expenditure over the medium term as we improve economic resilience through investment in physical assets. Substantial resources are allocated to airport development to improve air connectivity, better facilitate international trade and tourism, and generate economic growth. This investment, however, does not compromise fiscal consolidation efforts, and such expenditure is accommodated through revenues generated.

Furthermore, included in this updated plan are revenue strategies and tax policy adjustments that are intended to improve the efficiency of tax administration and ensure no undue burden is placed on the people of Anguilla. Our covenant to the people of Anguilla is to continue to advance strategies and initiatives, which will build an inclusive and resilient economy. I encourage all our people to carefully review this updated Medium Term Economic and Fiscal Plan 2024-2026.

Dr Ellis L Webster, MD

Honourable Premier and Minister of Finance and Health
Government of Anguilla

Preface

The Government is required to comply with the principles outlined in the Fiscal Responsibility Act and the associated Fiscal Framework for Sustainable Development, to ensure effective medium-term planning, effective management of risk and to deliver improved accountability. This legislation requires the preparation and annual update of a medium-term fiscal plan and associated expenditure and revenue framework. This Medium Term Economic and Fiscal Plan (MTEFP) and associated fiscal framework (MTFF) is prepared in compliance with these obligations.

The Medium-Term Economic and Fiscal Plan (MTEFP) 2024-2026 and associated fiscal framework is prepared by a team from the Ministry and its departments. This plan, which represents the strategy and vision of the administration, assesses the potential impact of spending, tax and other policy decisions to ensure long term fiscal sustainability. The plan features inputs from a wide variety of sources including other ministerial units and departments in addition to private sector representatives to ensure the robustness and completeness of the information presented.

To the best of my knowledge, I attest to the reliability and completeness of the information presented in this Medium-Term Fiscal Framework 2024-2026, which has been prepared in accordance with the Fiscal Responsibility Act.

Kathleen Rogers
Permanent Secretary
Ministry of Finance and Health

Abbreviations

AERP	Anguilla Economic Resilience Programme
AGA	Autonomous Government Agency
ANGLEC	Anguilla Electricity Company Ltd
AP	Anguilla Programme
APS	Anguilla Public Service
ASD	Anguilla Statistics Department
ASSIDCO	Anguilla Social Security Investment and Development Corporation
ATB	Anguilla Tourist Board
AXACPI	Anguilla Consumer Price Index
BO	Beneficial Ownership
BOS	Big Ocean State
CAIPA	Caribbean Association of Investment Promotion Agencies
CARICOM	Caribbean Community
CariCRIS	Caribbean Information and Credit Rating Services Limited
CARTAC	Caribbean Regional Technical Assistance Centre
CCRIF	Caribbean Catastrophe Risk Insurance Facility
CDB	Caribbean Development Bank
CDBOCR	Caribbean Development Bank Ordinary Capital Resources
CIP	Capital Investment Plan
CJLIA	Clayton J Lloyd International Airport
COG	Continuity of Government
COVID-19	Coronavirus disease 2019. It refers to an infectious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2)
CPI	Consumer Price Index
DPR	Debt Portfolio Review
DSA	Debt Sustainability Analysis

EC	Eastern Caribbean
ECCB	Eastern Caribbean Central Bank
ECCU	Eastern Caribbean Currency Union
ED	Economic Development
EDF	European Development Fund
EEZ	Extended Economic Zone
EFZ	Exclusive Fishing Zone
EU	European Union
EX MIN	Executive Council Minute
FCDO	Foreign, Commonwealth and Development Office (UK)
FCO	Foreign and Commonwealth Office (UK)
FDI	Foreign Direct Investment
FFSD	Framework for Fiscal Sustainability and Development
FIN	Finance
FRA	Fiscal Responsibility Act, 2013
FY	Financial Year
GDP	Gross Domestic Product
GO	Green Overseas
GoA	Government of Anguilla
GST	Goods and Services Tax
GVA	Gross Value Added
HAA	Health Authority of Anguilla
HIV/ AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HM	His Majesty's
HMRC	His Majesty's Revenue and Customs (UK)
HOA	House of Assembly
ICUHT	Infrastructure, Communications, Utilities, Housing and Tourism
IGT	Interim Goods Tax
IMF	International Monetary Fund
IPSAS	International Public Sector Accounting Standards
ISIC	International Standard Industrial Classification of All Economic Activities
LPG	Liquid Petroleum Gas

MDA	Ministry, Department and Agency
MOU	Memorandum of Understanding
MTDS	Medium-Term Debt Management Strategy
MTEFP	Medium-Term Economic and Fiscal Plan
MTFF	Medium-Term Fiscal Framework
NCD	No communicable diseases
NDMC	National Disaster Management Committee
OCT	Overseas Countries and Territories
OECS	Organisation of Eastern Caribbean States
OT	Overseas Territory
PBL	Policy Based Loan
PE	Personal Emoluments
PEFA	Public Expenditure and Financial Accountability
PFI	Private Finance Initiative
PPP	Public Private Partnership
PS	Permanent Secretary
PSIP	Public Sector Investment Programme
PSPF	Public Service Pension Fund
PUC	Public Utilities Commission
RESEMBID	Resilience, Sustainable Energy and Marine Biodiversity
RISE	A development proposition with the acronym Resilient, Innovative, Sustainable and Eco-friendly
SIDS	Small Island Developing States
SIE	Sustainability, Innovation and Environment
SOE	State Owned Enterprise
UK	United Kingdom
UKG	The Government of the United Kingdom of Great Britain and Northern Ireland
UN	United Nations
US	United States
WCA	Water Corporation of Anguilla

Explanatory Notes

Fiscal Year The Government of Anguilla's fiscal year runs from 01 January to 31 December.

Local Currency The official local currency is the Eastern Caribbean (EC) dollar. The EC dollar is pegged to the US dollar under the current exchange rate regime $2.70 = 1.00$; a system which has been in place since 1976.

Unless otherwise stated all values are in Eastern Caribbean (EC) dollars.

Medium-Term Fiscal Framework A coherent quantitative statement of the government's fiscal strategy that establishes the GoA's medium-term fiscal targets, fiscal balance, aggregate revenue, projections, and expenditure ceiling (resource envelope).

The MTFF's results and positions are for budgetary central government for the financial years ending 31 December 2024 to 31 December 2030. The fiscal framework was prepared by technical officers using their best professional judgment. To the best of their knowledge, the forecasts are:

- Complete and reliable.
- Include all policy decisions and other circumstances that have, or may have, a material effect on the fiscal framework.

Medium-Term Economic and Fiscal Plan A document setting out the medium-term economic outlook and assumptions (and risks); fiscal outlook (existing policy projected revenues, expenditures, and fiscal balance); and fiscal strategy and expenditure policy priorities.

Public Sector Debt Anguilla's total public sector debt comprises conventional borrowing including overdrafts, the capitalised value of novel financing transactions, the risk weighted debts and PPP/PFI arrangements of statutory authorities, government corporations and companies; borrowing that is contracted by the GoA but then on-lent; and any other debt guaranteed by the GoA.

Real This means the value quoted has been adjusted for the effect of inflation.

Coverage

Budgetary central government which includes His Majesty's Governor's Office, five (5) ministries and thirty-two (32) departments.

HE The Governor

HM Governor's Office

Public Administration

HM Prison

House of Assembly Services Department

Department of Disaster Management

Royal Anguilla Police Force

High Court

Magistrate's Court

Attorney General's Chambers

Financial Intelligence Unit

Ministry of Home Affairs, Lands, Physical Planning

Ministry of Home Affairs

Immigration

Information and Broadcasting

Labour

Department of Lands & Surveys

Physical Planning

Ministry of Social Development and Education

Ministry of Social Services

Department of Social Development

Probation Services

Department of Sports

Department of Youth & Culture

Department of Education

Library Services

Ministry of Finance and Health

Ministry of Finance

Treasury

Customs Department

Commercial Registry
Post Office
Internal Audit
Inland Revenue Department
Ministry of Health
Department of Health Protection
Health Department ¹
Ministry of Infrastructure, Communications, Utilities, Housing and Tourism
Ministry of Infrastructure
Department of Infrastructure
Anguilla Fire & Rescue Services
Department of Water Services ²
Ministry of Sustainability, Innovation and Environment
Ministry of Sustainability, Innovation and Environment
Department of Information Technology and E-Government Services
Anguilla Statistics Department
Department of Natural Resources

The following symbols have been used in the Report:

- Use of a point (.) between numbers indicates decimals.
- Use of a percentage sign (%) refers to a number or ratio expressed as a fraction of 100.
- Use of a £ refers to the amount of currency in pound sterling.
- Use of a \$ refers to the amount of currency in dollars.
- Use of a € refers to the amount of currency in euros.
- Use of a dash (-) between years indicates a reference to the complete number of fiscal years, including the beginning and end year.

¹ The provision was made in the 2023 budget in anticipation of the return of the Health Authority of Anguilla to central government in 2024.

² This provision was made in the 2023 budget in anticipation of the return of the water corporation of Anguilla to central government in mid-2023.



1

INTRODUCTION

Purpose of the MTEFP
MTEFP Process
Outline of MTEFP
Capital Investment Plan

1 Introduction

1.1 Purpose of the MTEFP

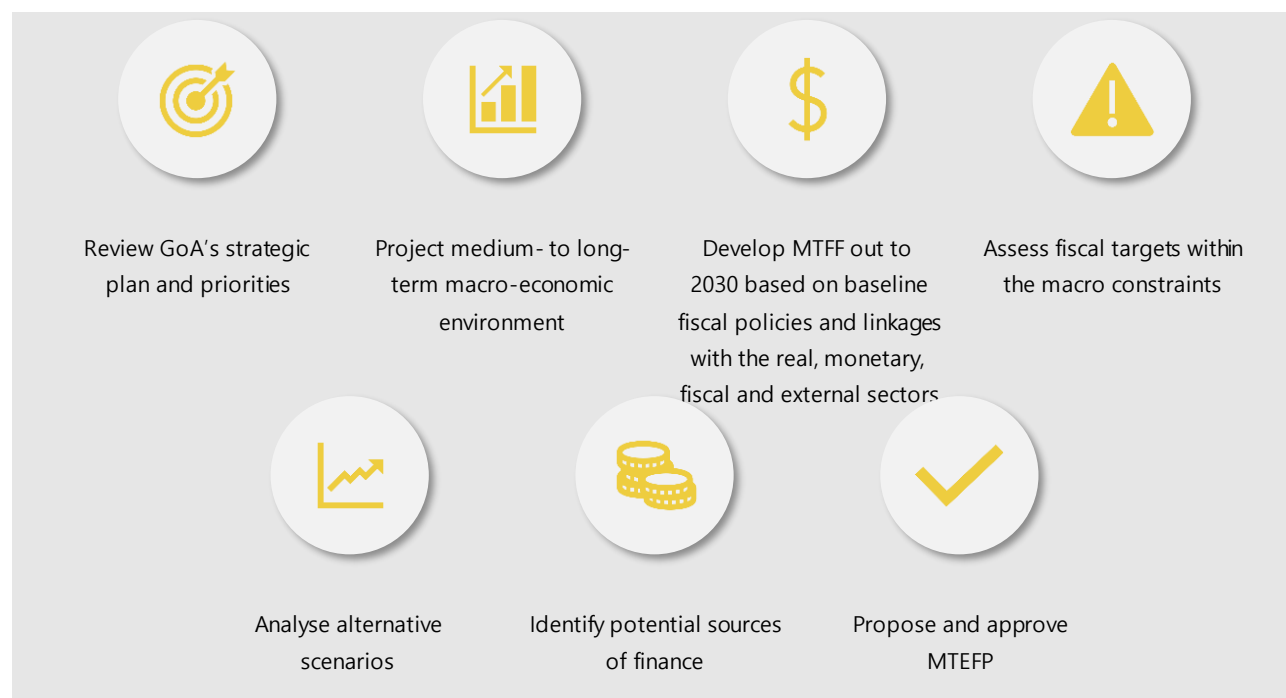
The Medium-Term Economic and Fiscal Plan (MTEFP) is a targeted plan of action aimed at engendering socio-economic development for Anguilla. In the MTEFP process (see section 1.) the government assesses the impact of all proposals and decisions covering a period of at least three (3) years. The purpose of the plan is to provide guidance on fiscal operations, specifically to ensure efficient spending and programmes that rationalise government's expenditure; maximise revenues to ensure fiscal viability; and minimise borrowing and debt.

The legislative framework that supports the MTEFP came into force in 2013 when the Government of Anguilla (GoA) signed the Framework for Fiscal Sustainability and Development (FFSD) agreement and later legislated it into the Fiscal Responsibility Act (FRA). The FFSD requires the development and annual update of a MTEFP. This good public financial management practice facilitates the delivery of "a prosperous and stable future for the people of Anguilla firmly based on the implementation of sound economic and financial principles which support economic development." (FFSD, 2013)

1.2 MTEFP Process

The MTEFP must be designed to meet the ambitions of the people and the GoA within certain parameters. The impact of all proposals and decisions on expenditure, revenues and borrowing are assessed in the fiscal framework. The scope of the MTEFP is budgetary, central government operations. The development of the plan is guided by the strategic priorities of the administration and translates macro-fiscal objectives and constraints into broad budget aggregates and capital expenditure plan. The process is an iterative one between policymakers at the political level and technical staff who propose to policy makers modifications in fiscal objectives and policies to meet fiscal targets.

Figure 1: Simplified Stages of MTEFP Preparation and Approval



1.3 Outline of MTEFP

Following the introduction presented in Chapter 1, the rest of the report is organised as follows. Chapter 2 provides a review of prior fiscal performance and the economic outlook. Chapter 3 presents the policy framework, development priorities and initiatives planned in the MTEFP and describes the forecasted fiscal variables of revenue, expenditure, and financing. Chapter 4 considers near and medium-term economic and fiscal risks to economic growth and the fiscal framework, while Chapter 5 summarises the implementation, and monitoring of the reform programme.



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MACRO FISCAL OVERVIEW

Snapshot of Anguilla
Economic Outlook
Review of Prior Year Budget Performance
Mid-Year Review of Budget Performance

2 Macro-Fiscal Overview

This chapter provides a summary of recent economic statistics, trends, and the forecast economic determinants. A brief review of the prior two years' fiscal performance is provided with analysis of variance from the budget.

2.1 Snapshot of Anguilla

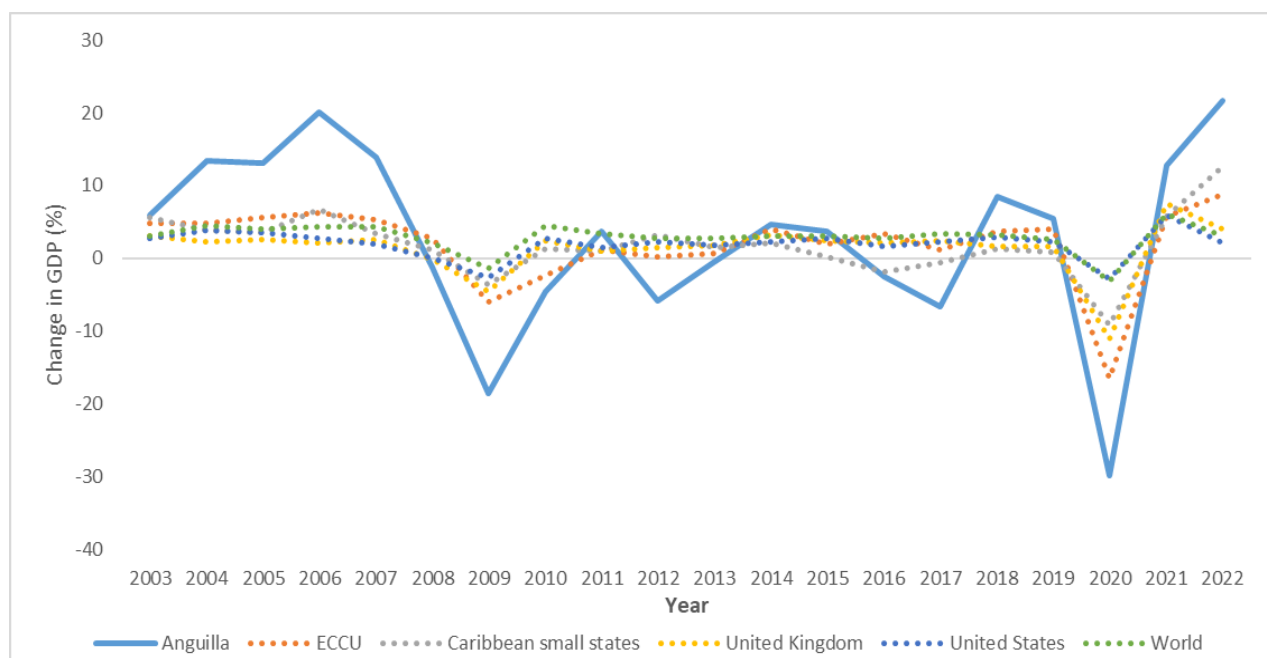
The island of Anguilla is about 16 miles long and 3.5 miles at its widest, with an area of about 35 square miles or about 22,400 acres. The island is relatively flat and undulating with its highest point, at Crocus Hill, recorded at 213 feet above sea level. Coastal cliffs are common on the northern side of the island and flatter areas are found towards the south and southeast. Anguilla also has several offshore cays and uninhabited islets, the largest of which are Prickly Pear East, Prickly Pear West, Dog Island, Scrub Island, Anguillita and Sombrero Island. The island is situated in the hurricane-prone region of the Atlantic Ocean, making it susceptible to hurricanes and tropical storms, which are becoming more frequent and powerful as a result of climate change. There are also risks of tsunamis and earthquakes as the island is in a zone of high seismicity being near to an active plate boundary. The Caribbean has been experiencing a dry season, and low rainfall in Anguilla has resulted in drought like conditions on the island which can impact its water supplies, including underground supplies. Equitable and sustainable access to water resources for this water-scarce island remains an issue.

The island is characterised by its heavy reliance on tourism and foreign trade. A lack of economic diversification has exacerbated susceptibility to shocks which is reflected in the economic conditions and unstable growth rates following adverse events both locally and internationally. For the past two decades, Anguilla has experienced sharp volatility in various macroeconomic variables, which is reflective of the economy's high vulnerability. The economy's inability to achieve economies of scale and its exposure to high energy, communication and transportation costs, along with disproportionately expensive public administration and infrastructure are key threats to economic development and growth.

The Anguilla Constitution Order 1982, as amended, grants the island the right to self-governance, enabling it to choose its own ideals for social and economic advancement. The Territory is part of a regional monetary union, the Eastern Caribbean Currency Union (ECCU), and the official currency is the Eastern Caribbean Dollar. Anguilla is affiliated with regional bodies, having associate membership with

the Caribbean Community (CARICOM) and Organisation of Eastern Caribbean States (OECS). Anguilla is also a borrowing member country of the Caribbean Development Bank (CDB).

Figure 2: Growth Rate of GDP in Constant Market Prices, 2003-2022 (in percent)



Source: (data) World Bank and Eastern Caribbean Central Bank

2.2 Economic Outlook

International

The world economy appears poised for a gradual recovery but has a long way to go before achieving significant and lasting growth. Global GDP growth slowed significantly throughout 2022, but several of the factors weighing negatively are already dissipating. An anticipated rebound is aided by declining energy and inflation costs, easing supply constraints, the reopening of the Chinese economy and a robust decline in unemployment. Nevertheless, the rebound will be modest by historical standards. The International Monetary Fund projects global growth to be 2.8% in 2023, with a modest pick-up to 3.0%

in 2024, which are both well below the average annual growth rates in the decade preceding the COVID-19 pandemic.

Fiscal policy played a vital role in supporting the global economy through the shocks of the COVID-19 pandemic and Russia's war in Ukraine. As a result, the majority of countries are currently coping with rising public debt levels and budget deficits. The burden of debt servicing is increasing and spending pressures related to an aging population and climate change are rising. Ultimately, ambitious structural policy reforms have been primarily identified as the key strategy to sustainably raise long-term economic growth and the standard of living worldwide.

Domestic

The economy of Anguilla is facing a complex scenario, marred by slow economic growth and rising energy and food costs. The Eastern Caribbean Central Bank (ECCB) estimates that the island made progress towards recovery with GDP growth in 2022 of 21.6%. This was a significant economic performance as the island dealt with several shocks and global headwinds that required continuous policy focus on crisis management and measures to stabilize and promote durable economic recovery. As the pandemic and public health restrictions eased in 2022, the onset of the war in Ukraine triggered dramatic rises in gasoline and food costs, which when combined with global supply-chain disruptions increased worldwide inflation.

Although it is exceedingly difficult to anticipate growth with any degree of confidence given the uncertainties surrounding the length and effects of the war in Ukraine, the near-term view remains cautiously positive. According to the ECCB's preliminary projections, economic activity will grow by 5.5% in 2023, supported by a steady, albeit slower global expansion that will encourage tourist activity and FDI related construction activity. Public investment will also resume in earnest with the commencement of development work on the airport. This includes the construction of the terminal building and resurfacing of the runway. Other ongoing residential projects should also reignite activity. The anticipated economic growth should boost government revenues and aid in improving fiscal outcomes.

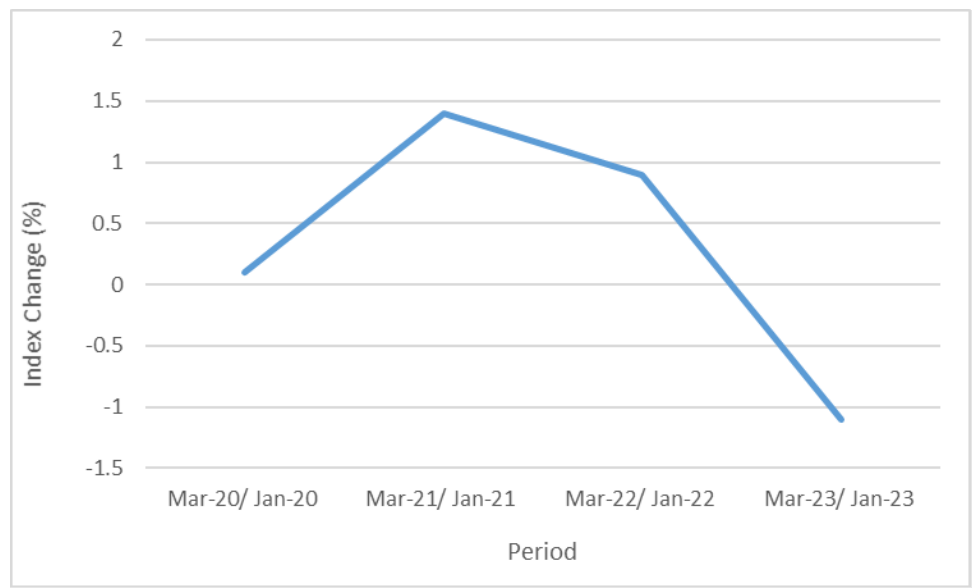
A challenging external environment will hamper the journey to recovery. Most of the island's major trading partners are similarly projected to register lower growth rates in 2023, relative to the previous year, which raises the possibility of a global recession. Any surge in COVID-19 infections, like the one that occurred in China in late 2022, might cause further travel and supply chain disruptions. Rising borrowing rates provide a fiscal risk, and the resulting negative debt dynamics might make it harder to

reach debt sustainability targets. Lastly, climatic hazards in the form of unfavorable weather conditions pose an ongoing threat to the predicted recovery.

Anguilla Consumer Price Index (AXACPI)

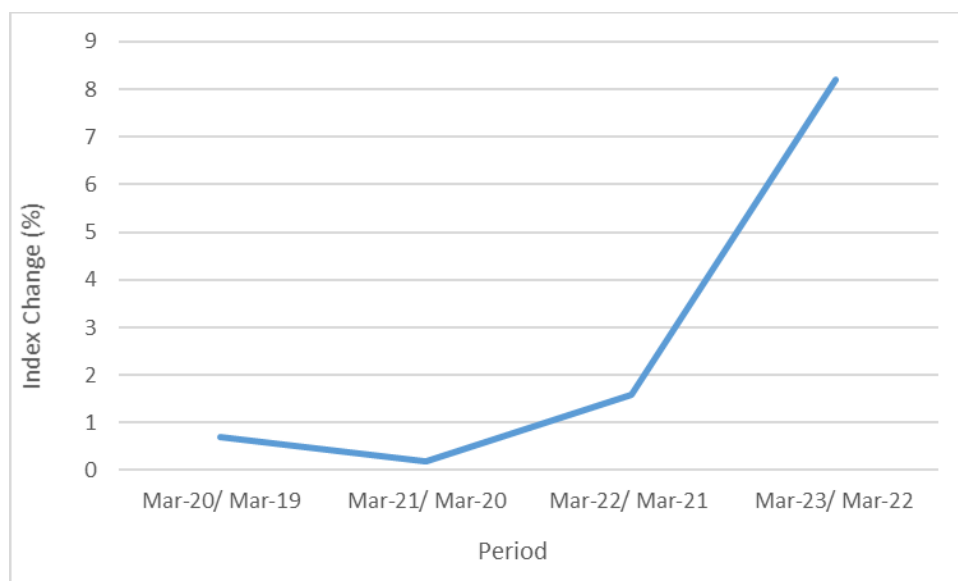
The Anguilla Consumer Price Index (AXACPI) series up to the first quarter of 2023 (January - March) was examined for an indication of average price movements for a basket of goods and services. Consumers generally paid 1.1% less in the 3 months to March 2023 and 8.2% more in the 12 months from March 2022. The CPI is projected to gradually decline, albeit remaining high in comparison to pre-pandemic levels. There has been a fall in the prices of commercial passenger flights to various destinations and motor vehicle fuels, such as gasoline and diesel during this quarterly period. This can be largely attributed to the fall in fuel and energy commodity prices globally. The change for the quarter being reviewed over the same quarter of the previous year clearly shows inflation, as supply-chain disruptions and the dislocations to energy and food markets caused by the war were ongoing throughout this time.

Figure 3: Quarterly Consumer Price Index Change



Source: Anguilla Statistics Department

Figure 4: Annual Consumer Price Index Change



Source: Anguilla Statistics Department

2.3 Year-End Review of 2022 Budget Performance

The 2022 fiscal year unaudited accounts revealed continued strengthening in the financials, after the impacts of external shocks such as Hurricane Irma and the COVID-19 Pandemic. The year 2022 closed off with an overall surplus of EC\$77.68 million, after amortization of EC\$35.54 million. Recurrent revenue closed the year with EC\$346.80, a difference of EC\$109.14 million above an approved Budget of EC\$237.66 million. Contributing to this increase was the implementation of the GST which was implemented in July, with a projected budget collection of EC\$29.68 million, however, EC\$52.91 million was collected. With the implementation of GST, several taxes were repealed, namely, Accommodation Tax, Communication Levy, Environmental Levy, Public Entertainment Tax and the Interim Goods Tax. Accommodation tax, which was in effect until 30 June 2022, collected EC\$38.90 million, an increase of EC\$24.77 million when compared to the budget EC\$14.13 million, due to increased level of tourist arrivals for the first half of the year following the gradual reopening of the territory. In addition, Stamp Duty receipts of EC\$48.30 million significantly exceeded the budget of EC\$8 million, due to sale of a large tourism establishment. Domain Name Registration performed slightly above budget with collections of EC\$20.83 million.

Another major revenue account that performed above budget is Taxes on International Trade, due to larger than anticipated imports. Collections were anticipated to be EC\$48.88 million, however, EC\$55.14 million was collected, as the CIF (Cost, Insurance & Freight) values increased.

Revenue overall performed higher than anticipated, especially coming out of the COVID-19 Pandemic. Total capital revenue collected was EC\$0.83 million, which was related to a reimbursement from the United Kingdom Government for the retrofit of the Clayton J Lloyd International Airport and electrical connections at the primary schools. Overall revenue collections for 2022 closed at EC\$347.63 million, from the 2022 proposed collections of EC\$251.16 million.

The recurrent expenditure budget for 2022 was EC\$224.58 million. Two Supplementary Appropriation Budgets were approved to increase the recurrent expenditure to EC\$248.75 million, an overall increase of approximately EC\$24 million. These increases were possible due to the robust performance of revenue. These additional funds supported inter alia, a cost-of-living program, which facilitated payments towards electricity grants and food vouchers for senior citizens, costing approximately EC\$13 million and facilitated the payment of the balance of deferred salaries in the amount of EC\$1.9 million. The actual recurrent expenditure was EC\$227.30 million as some underspends took place across ministries, due to the deferral of programmes and hiring of staff.

Capital Expenditure totalled EC\$7.10 million, from an approved budget of EC\$2 million, this was made possible through the supplementary budget. This supplementary expenditure occurred in areas such as school repairs and development, replacement of government vehicles, government security systems as well as port development.

Table 1: Aggregate Financial Measures in EC\$ m 2021 and 2022

Financial Measures	2021			2022		
	Approved Budget	Unaudited Actual	Variance	Approved Budget	Unaudited Actual	Variance
Total Revenue	259.82	273.23	13.41	237.66	347.64	109.98
Taxes and other revenue	259.82	254.26	(5.56)	237.66	346.8	109.14
Grants	0	18.97	18.97	0	0.84	0.84
<i>Current</i>	<i>0</i>	<i>16.25</i>	<i>16.25</i>	<i>0</i>	<i>0</i>	<i>-</i>
<i>Capital</i>	<i>0</i>	<i>2.72</i>	<i>2.72</i>	<i>0</i>	<i>0</i>	<i>-</i>
Total Expenditure	229.58	218.98	(10.60)	226.58	234.4	7.82

Expense	226.71	215.03	(11.68)	224.58	227.3	2.72
Net acquisition of nonfinancial assets	2.87	3.95	1.08	2	7.1	5.10
Cash Balance	30.24	54.25	24.01	11.08	113.24	102.16
[Surplus (+)/ Deficit (-)]						
Net Operating Balance	33.11	39.23	6.12	13.08	119.5	106.42
Debt Amortisation	32.96	32.82	(0.14)	35.69	35.68	-

Source: Treasury Department and Ministry of Finance and Health

2.4 Mid-Year Review of 2023 Budget Implementation

In comparison to budget estimates, actual recurrent revenue performed above estimate resulting in an overall surplus of EC\$77.59 million as at the end of May and as further detailed below.

Most revenue accounts have been performing above estimate. The Inland Revenue Department implemented targeted compliance activities to improve the compliance rate for property tax. As a result, this revenue account saw a positive variance of EC\$4.42 million for the period. The Universal Social Levy continues to perform consistently and has exceeded estimates by EC\$0.62m. Taxes on Goods and Services have been a substantial contributor to the GoA outstanding revenue performance since the implementation of the Goods and Services Tax (GST) in July 2022. This revenue account has exceeded estimates by EC\$43.61 million. Taxes on the Use of Goods Activities comprises inter alia on the renewal of business driver's and motor vehicle licenses. To date, this stream of revenue has generated up to EC\$11.18 million, which is EC\$1.83 million more than profile. Sales of Goods and Services, another high performing revenue category, has surpassed budget estimates by EC\$20.65 million. This performance is mainly attributable to Domain Name Registration significantly exceeding expectations.

Tax collections for Excises and International Trade underperformed in comparison to estimates, which was partly due to the temporary removal of excise tax on gasoline imports as a transient cost-of-living support measure.

The government continues to be fiscally prudent and curtail expenses. Personal Emoluments are under the estimate by EC\$2.17 million as there has been a delay in the implementation of budgeted upward adjustments to public servants' salaries, as well as due to maintaining personnel vacancies above

planned levels. Interest Payments are below estimate by EC\$0.19 million, due to interest rates being lower than forecasted. The expenditure category, Current Transfers, is above estimate by EC\$3.86 million. This is due to an increased subvention to the WCA, which facilitated payments of electricity arrears and charges to ANGLEC relating for the period July 2022 to April 2023. These increased payments were facilitated through reprioritisation of expenditure under a supplementary warrant.

In the first quarter of 2023, a Supplementary Budget was approved for EC\$9.75 million. This approval included additional funds for the Albenia Lake-Hodge Comprehensive School Package II of EC\$6.95 million. The amount of EC\$2.80 million was also included for procurement of a fire tender to meet regulatory standards.

There were twenty-six Capital Projects approved for the 2023 fiscal year and the revised budget amount stands at EC\$30 million. To date, 12 projects have commenced and the capital expenditure totalled EC\$3.48 million. Capital Revenue for 2023 estimated to be EC\$5.6 million in the form of a grant for ReSEMBiD projects. EC\$0.56 million was received and EC\$0.54 million of those funds were received as a donor contribution for the construction the Vivian Vanterpool Primary School.

The GoA has not undertaken any new borrowing and there are no plans to do for the remaining of the fiscal year. With the GoA punctually meeting all scheduled payments to date, there is a resultant reduction in the debt stock. It is anticipated that fiscal balances will continue to strengthen over the medium-term through strong performance of GST and Domain Name Registration revenues and continued fiscal discipline.

Table 2: Policy Matrix 2023

Measure	Description
Removal of sunset clause for supplies of Gasoline, Diesel and LPG to be treated as GST exempt	Effective 1 st July 2023 the GST exemption on specified fuel supplies is no longer a transitory measure. This measure is intended to prevent significant increases in the cost of living and doing business in Anguilla, due to the application of GST to supplies of diesel, gasoline and LPG.
Excise Tax removed from gasoline imports from for the full 2023 fiscal year	Response to cost-of-living crisis.
Customs Duty, Customs Service Fee and IGT removed from "essential foods" for the full year.	Response to cost-of-living crisis
Introduction of Senior Shield- Elderly Medical Assistance Programme	In May 2023, a programme was implemented to cover the medical costs at public health facilities for persons 70 and over.
Reinstitution of Public Service Salaries	Due to significant inflationary cost of living pressures in 2022 and improved fiscal performance the Government approved the

	reinstitution of public sector salaries to their 2009 levels. This measure is to be effective 1 Jan 2023.
Increase contributions to Public Service Pension Fund	To strengthen the fund stability employer contributions have increased to 5% by 1 percentage point. There is one further increase scheduled in 2024 to raise employer contributions to 6%



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FISCAL POLICY FRAMEWORK

Strategy for Medium Term
Fiscal Strategy
Baseline Macroeconomic and Fiscal
Parameters and Targets

3 Fiscal Policy Framework

This chapter summarises the key elements of the government's plan and associated economic and fiscal reforms. In line with best practice to align resources allocation with policy objectives the government has established the following development objectives. The following areas will be the focus for 2024 going forward. As the economy continue to stabilise, the focus in spending is shifting from mitigating the immediate crisis of the pandemic to investment in facilitating medium and long-term growth and stability. Resources are being directed to high impact potential areas. These initiatives are intended to drive resilient, inclusive and sustainable growth. A key focus is enhancing capacity through investments in physical infrastructure, harnessing new technological developments, and modifying processes to fuel economic growth through an improved business climate. Central to this process is ensuring this growth is inclusive to improve the standards of living for the people of Anguilla.

3.1 Strategy for 2024 - 2026

Key Elements for Resilient and Sustainable Growth

3.1.1 Building a resilient economy through airport development and investment in physical infrastructure.

3.1.1.1 Air Access

Improvements in air access continue to be guided by the GOA's Airport Master Plan which directs the development of the Clayton J Lloyd International Airport, over the period 2022-2041. The necessary enabling works for the airport expansion were completed this year with the construction of a new carpark, expansion of the existing air-side apron and the construction of a new south taxiway. The focus in the short term is to upgrade the air terminal building and cargo facility. These improvements will improve service standards and regulatory compliance and set the foundation for further expansion of the facility. In this MTEFP, significant resources are allocated over the medium term to provide for the expansion of the CJLIA runway. This improved infrastructure is anticipated to serve as a key driver for resilient growth through enhancing the investment attractiveness of Anguilla and stimulating tourism and trade.

3.1.1.2 Infrastructure Investment

Over the medium term, there will be a focus on strategic and transformative infrastructure investments that can boost long term economic growth by improving productive capacity. Throughout this process the focus will be on investments which enhance productivity and promote technological innovation. In addition to port infrastructure development, investments will continue in improving the road network, in addition to deepening investments in the green the economy.

3.1.2 Reducing energy costs by creating an environment that facilitates the use of affordable alternative energy sources.

Ensuring the availability of cost-efficient energy supplies is crucial for sustainable development. Anguilla is highly dependent on imports of fossil fuels for electricity generation and use in the transport sector. However, the natural resource endowment structure of Anguilla, favours the employment of renewable energy technologies such as solar energy and wind energy. Employment of renewable sources of energy can lower energy costs and build resilience to volatile fuel prices. The Government will continue to craft and implement comprehensive policies in support of renewable infrastructure. Fiscal incentives must be coupled with a conducive environment which encourages investments by businesses and households in renewable energy. The creation of this conducive environment must include consideration of grid integration constraints and robust regulatory frameworks. Fiscal concessions continue through the medium term on imports of hybrid and electric vehicles, which supports the transitioning the sector to being fuelled by renewable sources of energy. The Government will continue to ensure capital investments are energy efficient and employ renewable energy technologies where possible.

3.1.3 Strengthening investment in the blue and green economy to increase food production.

The development of the blue and green economy is critical to Anguilla's future. Anguilla has recently joined the United Kingdom's Blue Belt programme and is eager to progress a programme of support that will enhance marine protection, strengthen policy and legislative frameworks, build technical capacity, assess fish stocks and improve surveillance of the exclusive fishing zone (EFZ). These measures will demonstrate Anguilla's commitment to sustainability while pursuing certification of the lobster fishery (in the first instance) from the Marine Stewardship Council (MSC), which will make Anguilla's fish more marketable internationally. A pre-assessment of the fishery is planned and will be followed by the development of a plan for action to obtain certification.

Agriculture in Anguilla has been limited by scarcity of arable land and a harsh, dry climate which adversely affects both crop and livestock farmers. Capital investment in various forms of protected agriculture and increased access to potable water will provide climate amelioration. Additionally, the introduction of pilot hydroponic systems coupled with capacity building programmes will develop knowledge of new technologies. These investments are expected to increase the quantity, quality and duration of yields. Investment in a hatchery and abattoir, and the requisite regulatory and quality assurance mechanisms will support livestock farmers by reducing production costs and increasing marketability.

3.1.4 Transforming the delivery of the public services through digitization of government services, with a focus on enhancing the ease of business and supporting FDI.

Digitisation of government services and processes is key to improving efficiency and encouraging investment. A national ICT strategy is required to provide the parameters in which this transformation must occur. Such a strategy would recognise that e-Government on its own is ineffective without sufficient community-based ICT penetration; and without review of the existing processes that deter both ordinary citizens and investors from accessing services or doing business. It must be advanced in partnership with telecommunications providers, the regulatory body, financiers and other stakeholders as a comprehensive framework for creating a digital economy. Meanwhile Government continues to invest in digitisation of processes in selected Departments to maximise revenue collections.

3.1.5 Improving the business climate to support local business and attract foreign direct investment.

Local businesses purport that high energy and import costs, and inability to compete (if a similar large business with external financing enters the market), are the main threats to their viability. While government seeks to reduce energy costs through creating the right energy mix; policy, regulatory and legislative measures have been implemented to reduce import duties and GST on inputs for farmers and fishers, and GST on imports for specified manufacturing activities. Additionally, Government will in short order, by regulation, reserve specific businesses for local enterprise.

The investment promotion policy is in its final stages of development and will result in changes to the approach to FDI, the investment process from concept to completion and the eventual restructuring of the trade and investment function. Alongside this, an incentive framework is to be developed that matches the level of investment with appropriate incentives and will ensure transparency and consistency in the consideration of FDI applications.

3.1.6 Advancing youth development through investments in sporting infrastructure and programmes

A holistic approach to youth development must include improving access to sporting programmes as a key component. Sports promotes positive youth development in key areas of education, social inclusion and empowerment. Investment in our young human capital through education, sports and employment opportunities continues to be a strategic priority with additional resources being provided for enhanced sporting programmes.

3.2 Fiscal Strategy

Fiscal policies have pivotal effects on key variables such economic growth and inflation. The central elements being the balance and composition of government expenditure and revenue; and the commensurate effect on the government's fiscal position and debt levels. Fiscal discipline is required to ensure sustained economic growth and macroeconomic stability. Accordingly, over the medium term, the fiscal strategy is generally characterised by fiscal consolidation whilst allocating additional resources to fund key investments to improve the productive capacity of the economy.

3.2.1 Enhancing Revenue Generation and Collection

3.2.1.1 Increasing efficiency of tax administration

Well-designed tax systems must generate sufficient revenues to meet fiscal needs of government whilst balancing the needs for equity, growth and sustainability. Significant tax reform took place in the latter half of 2022, with the implementation of the broad-based Goods and Services Tax and the repeal of several narrower based taxes. The GST has thus far met performance expectations and has improved the resilience of the revenue base.

With the GST performing well and buttressing revenue receipts, further adjustments to tax policy are being pursued to ensure efficient tax administration and to ensure taxpayers are not unduly burdened. In the medium term these planned adjustments include the removal of Property Tax on residential properties, as well exempting insurance services and supplies of gasoline, diesel and LPG from GST³. Whilst such tax policy initiatives are anticipated to lower revenue collections annually by EC\$11.6m,

³ Gasoline, Diesel and LPG were temporarily exempted from GST from 1 July 2022 to 30 June 2023. This was made a permanent measure in June 2023.

additional strategies will be pursued to enhance revenue through improve the efficiency of tax collection.

To enhance revenue collections, focus through the medium term will be to ensuring voluntary tax compliance rates is improved through enhanced taxpayer communication and outreach programmes; allocating additional resources to improve the capacity of the revenue collecting agencies and pursuing a robust collections and compliance strategy to collect revenue arrears.

3.2.1.2 Enhancing revenues from the .AI Domain Name

Domain name registration is the process of creating an address name to be connected to a website for any web-based purpose. “.ai” is the country code top-level domain (ccTLD) for Anguilla. Coincidentally, the letters ‘AI’ have become synonymous as the acronym for Artificial Intelligence. As a result, .ai domain names have also become associated with artificial intelligence by web users.

In the medium term, we are anticipating significant improvements in revenue generation from .ai domain name registration. These enhanced forecasts over the medium term are underpinned by efforts underway to transition the management of the domain name registration system to a seasoned domain registrar with a significant market presence and marketing resources. Therefore, we expect an increase of new registrations and registration renewals of .ai domain names.

One reason for such optimism is due to the upgrade of status by Google of .ai domains. Formerly, .ai domains were classified by Google merely as a country code top-level domain, but as of 2023 .ai domains were upgraded to a generic country code top-level domain. This stamp of being generic is the result of .ai domains being increasingly used, thus making it more common and thereby will receive an improvement in accessibility with greater search engine optimization by Google.

In addition, as companies globally continue to integrate their workflows and operations with greater use of technology, artificial intelligence is expected to become a vital element of these advancements. This can therefore result in the greater use of .ai domain names as companies desire to be associated with the growing trend of artificial intelligence. As a matter of fact, some of the world’s largest companies by market capitalization have already acquired and use versions of their names with .ai domains. Such a trend is reportedly due to the expectation that the use of an .ai domain would increase brand value and explicitly communicate to stakeholders a company’s involvement in artificial intelligence.

3.2.2 Improving Expenditure Efficiency

3.2.2.1 Rationalising Expenditure

There is a need to delve beyond the common approach to expenditure side fiscal consolidation which focuses on cutting programmes and to take stock of the efficiency of the public sector and potential savings associated with efficiency improvements. This measure not only supports short-term consolidation but sets public finances on a sustainable trajectory and improves the delivery of public services. The commitment to public financial management reform continues in efforts to improve the use of public resources through enhance transparency and accountability. Specific expenditure efficiency efforts are in the following areas:

- I. **Increasing the efficiency of capital expenditure.** 2024-2026 represents a period where the ratio of capital expenditure to total expenditure is significantly higher than normal. This significant expenditure is intended to improve the productive capacity of the economy which will include investment in airport and renewable energy infrastructure. An essential part of these processes will be the application of best-in-class practices in project appraisal, assessment and monitoring. This will ensure that projects selected are aligned with the medium-term strategy and a full analysis of potential impact and costs are assessed.
- II. **Improving financial management and procurement practices.** Effective public financial management is hampered by inefficiencies in expenditure such as persistent underspending of allocated funds, irregular expenditure, and misallocation of funds. The budget processes will be strengthened through improved use of performance-based budgeting to ensure expenditure efficiency and effectiveness. Under the enhanced budgeting processes, Ministries and Departments will be required to conduct periodic formal reviews of the outputs and outcomes of programmes and initiatives to ensure they are meeting their objectives in a cost-efficient manner, with funding redeployed as appropriate. There will also be legislative reform to the procurement framework to provide for e-procurement, as well as further adjustments to further simplify procurement process whilst supporting key objectives of transparency and obtaining value for money.

3.2.2.2 Public Service Compensation

Public employment and compensation must be right sized to ensure efficiency and effectiveness in the delivery of public services, whilst maintaining affordability. Affordability must be considered in the context of the specific circumstances of a country with special attention paid to the dynamic of change

in the wage bill. A commonly used indicator of affordability is the government compensation of employees as a proportion of revenues or expenditure.

Compensation of employees continues to represent the largest category of recurrent expenditure. The Government remains committed to ensuring that Personal Emoluments is within 45% of expenditure. Whilst the wage bill has been closely monitored and restrained in the past decade, total revenues and expenditure have trended upwards. With these change dynamics, PE in the medium term is estimated to represent 41% of recurrent expenditure, which is well within the target benchmark. Furthermore, as a measure of affordability, PE commands 27% of total revenues.

Notwithstanding the close restraint in PE, in the medium term there are some adjustments to public sector salaries with the reinstitution of salaries to the 2008 levels, in a stepped approach over 2023-2024⁴. The reinstitution of salaries is legally required under the Public Service Salaries (Temporary) Reduction Act, which anticipates a definite period for the reduction commensurate with fiscal circumstances. In addition, the medium-term framework anticipates the reinstitution of merit-based increments from 2025. These adjustments have been costed over the medium to longer term to ensure the affordability of same.

3.2.3 Managing Contingent Liabilities

Contingent liabilities are discussed in detail in Section 4.4. Contingent liabilities are financial liabilities which may require future expenditure if a conditional event occurs. These contingent liabilities can impact fiscal sustainability as they may impact future expenditure.

To safeguard public finances there must be greater control and oversight of commitments and management of contingent liabilities. Contingent liabilities have come under greater scrutiny in recent years. The Social Security Fund and the Public Service Pension Fund, under statute are empowered to have any insufficiencies of these funds advanced from the consolidated fund. This represents a contingent liability. In the medium-term, adjustments will be made to both funds to improve their sustainability and reduce potential contingent liabilities, including inter alia, increasing the contribution rates for both funds for employers and employees.

⁴ In 2009 & 2010, in response to a fiscal crisis, salaries of public servants and other persons working in the public sector were reduced and suspended by an act of legislature. This decision was taken against a backdrop of a significant anticipated budget deficit due to a decline in Government revenues, which necessitated expenditure curtailment and reduction measures.

In addition, the public financial management framework will be improved through amendments to the Financial Administration and Audit Act and associated instructions, to issue guidance to public entities in managing contingent liabilities including proper identification, quantification, mitigation and required approvals.

3.2.4 Improving Financial Management of Parastatals.

Efforts to ensure fiscal discipline through improving transparency and accountability will be implemented across the public sector including in government agencies. Statutory bodies and government agencies provide a range of essential services. In undertaking these service delivery functions these organizations are responsible for substantial assets on behalf of the public. As a result, they must operate efficiently and effectively within Government's broader policy framework.

Further refinements are being made to a framework for managing liabilities and monitoring financial performance of government agencies to track their financial health and make informed business decisions. This framework will include a set of service delivery key financial performance indicators (KPIs) that are regularly monitored and reported. The first step in establishing a framework is to identify the relevant KPIs, such as revenue, profitability, liquidity, and debt levels. These key financial indicators provide insights into the financial well-being of the organization.

Once the KPIs are identified, the monitoring process involves capturing financial data, analysing it, and preparing regular reports. Reporting financial performance typically involves preparing management accounts and financial statements, such as income statements, balance sheets, and cash flow statements. These reports and statements provide a comprehensive view of the organization's financial position and help stakeholders understand its performance and how well it is being managed. In addition to the regular reporting, it is important to review and analyse the financial performance against benchmarks or targets so that the statutory bodies and government agencies delivery against expectations can be measured and so the Executive and the legislature can hold them to account.

Key to achieving a strong and effective system of accountability is ensuring that information prepared is comprehensive, accurate and disseminated regularly. In this regard information should be submitted in a timely manner, subject to scrutiny and published. It is expected that by 2024 that all government agencies will become fully compliant with all financial reporting obligations.

The Government is currently progressing plans to reintegrate the Water Corporation of Anguilla and the Health Authority of Anguilla back into government. Committees have been established to make

recommendations as to an appropriate manner to reintegrate these entities in a manner that is sustainable and would improve financial and operational performance. The current fiscal framework does not include the financial implications of the returned entities being under central government. It is expected that this transition will be effective in January 2024.

3.2.5 Preserving Reserves

The government has prioritised building reserves, which have significantly increased since 2022, and at the end of 2022 the government attained compliance with the liquid assets to recurrent expenditure ratio. The current balance in the reserves fund is approximately EC\$158 million. At the end of 2023, it is anticipated that the Government will attain compliance with the ratio of net debt to recurrent revenue and maintain this through the medium to long term.

The government's deposits are primarily placed with the National Commercial Bank of Anguilla Ltd. The government also maintains a smaller portion of its deposits with the Eastern Caribbean Central Bank. Over the medium term, the government will consider asset and risk management strategies, which may include deposit spreading and asset diversification on a strictly commercial basis, to enhance the long-term value of the reserves in a manner that minimises related risks.

During the medium term (2024-2026), it is anticipated that there will be net drawdown on reserves, as the surpluses generated in this period are insufficient to cover amortisation alongside significant capital expenditure in this period, related inter alia to the development of the CJLIA. Notwithstanding, it is expected that the government will remain in compliance with all borrowing ratios save for debt service to recurrent revenue.

3.3 Baseline Macroeconomic and Fiscal Parameters and Targets

3.3.1 Fiscal Targets - Borrowing Limits

Fiscal rules tend to counter against deficit biased fiscal policy, as they ensure sufficient fiscal buffers are in place to address adversities such as severe weather events and economic shocks. Under the Fiscal Responsibility Act, the Government is required to ensure that "the level of debt is sustainable and consistent with macroeconomic and financial stability in the short, medium and long term and

shall comply with the borrowing limits.”⁵ These borrowing limits are formal fiscal rules set out in legislation which set restrictions on fiscal policy (revenue and expenditure decisions). These borrowing limits are set out in the table below.

Table 3: Definition of FFSD Borrowing Limits

Ratio	Definition
Net Debt	80% maximum of recurrent revenue
Debt Service	10% maximum of recurrent revenue
Liquid Assets	A minimum of 25% of recurrent expenditure (90 days)

The government attained compliance with one of the borrowing limits for the first time in 2022, in respect of the Liquid Assets ratio with reserves representing 96 days of recurrent expenditure at 31 December 2022. The government remains in breach of the other borrowing limits and the GoA has operated in breach for an extended period. The UKG has set a limit to the periods by which the GoA is to attain compliance. The Government is required to meet a transitional provision of reducing net debt-to-recurrent revenue to below 100% by 2025 and further to attain full compliance with all the borrowing limits by 2030

3.3.2 Macroeconomic Targets

Economic headwinds have slowed growth prospects globally. Planned capital investment projects (both private and public) support a positive outlook over Anguilla’s medium-term. Under the baseline, real GDP growth is projected to average 4.51% per annum in the medium-term and 2.17% in the long-term. This is below the ECCU target of real GDP growth of 5% annually.

3.4 Capital Investment Plan (CIP)

The Medium Term Economic and Fiscal Plan is supported by a Capital Investment Plan that reflects the strategic priorities and necessary project actions of the GoA. It prioritises the completion of ongoing projects, projects that require counterpart funding for completion, and projects subject to full financing from regional and international development partners.

⁵ Section 3 of Fiscal Responsibility Act

3.4.1 Financing the Capital Investment Plan

The GoA's improving financial situation has seen increasing allocations towards capital investment and in the medium term achieves levels that are in line with recommended benchmarks for public investment. These are encouraging signs, with targeted grant financing for airport development which augurs well for increased economic activity and potential spin offs that will further boost economic growth.

The financing strategy for the period is, firstly, to access grant funding and technical assistance made available from various international and regional development agencies, and, secondly, to use operating surpluses to cover investment costs.

The Capital Investment Plan Matrix for 2024 – 2026 is shown at Annex VI. It details the ongoing development projects and proposes project areas for future budget allocations. It is also a statement of the estimated financial resources required to complete these projects over the Plan period.

The financial requirements are summarised in the Table below.

Table 4: Capital Investment Plan 2024-2026 Summary of Capital Financial Requirements

Type (EC\$)	2024	2025	2026
Ongoing Projects	8,505,120	7,100,000	5,900,000
Proposed New Projects	38,757,000	31,010,000	6,165,000
Total	47,262,120	38,110,000	12,065,000

The total value of the CIP over the Plan period is approximately \$97.4 million. The available budget envelope for implementing capital projects over the Plan period is \$75 million, an allocation of \$25 million each year. At the time of preparing the MTEFP, approximately EC\$8.5 million is committed to the completion of ongoing projects in 2024. An additional EC\$1.5m will be allocated for the implementation of new and supporting projects to be identified during the annual budget exercise that will be launched in September 2023.

The proposed projects at Annex IV are listed in alignment with the strategic policy objectives identified by the Administration and are aimed at supporting the development and budgeting priorities of Anguilla over the medium term.

Key projects include:

- ALHCS Package IV – Technical Block EC\$17 million
- Road Bay Jetty Landside Works EC\$4.0 million
- South Hill to Little Harbour Link Road EC\$3.5 million

It is also key to note that significant investment is required for water development and land acquisition over the medium term. An annual allocation of funds is also reserved to finance projects necessary to support and advance GoA operations.

External Grant Sources

i. European Development Fund Regional Programme (RESEMBID)

Under the 11th European Development Fund Regional Programme, the Caribbean OCTs are collaborating in the areas of Resilience, Sustainable Energy and Marine Biodiversity (RESEMBiD). As a response to COVID-19, the RESEMBID Programme was expanded to €50 million and earmarked €10 million to fast-track and fund COVID-19 resilience response actions in the OCTs.

Anguilla has successfully advanced 4 projects in the areas of an Education Management Information System with E-learning component, marine park management, a backyard aquaponics pilot project, and a multi-faceted sustainable energy programme. The total value of Anguilla's access to the Programme is EC\$7.7m. It will support approximately \$525,000 and of capital allocation for 2024. The Programme has been subject to a no-cost extension until April 2024.

ii. Anguilla Economic Resilience Programme (AERP)

The Anguilla Economic Resilience Programme (AERP) is a three-year programme designed to provide support delivering projects that improve Anguilla's economic resilience, alongside the reforms being implemented by the GoA to increase the island's economic and fiscal stability. The UKG has agreed to provide up to a maximum of £4.0 million in FY 22/23, with any further sums to be decided upon by the FCDO for FY 23/24 and FY 24/25. The aim of this programme is to improve Anguilla's economic resilience. Therefore, projects funded under the programme must generate clear economic and fiscal benefits and as such, the major project identified for implementation under the AERP is the development of Clayton J Lloyd International Airport.

While these funds are not appropriated in the annual budget, it accounts for a significant portion of the investment portfolio.



4 |

RISK FACTORS

Risk Capacity
Fiscal Risks and Mitigation Strategies
Public Debt
Statement of Contingent Liabilities

4 Risk Factors

This chapter identifies the principal risks to the MTEFP that may affect the achievement of GoA's objectives. Also presented are how the GoA plans to mitigate, transfer or accept these risks. The public debt profile is also summarised.

4.1 Risk Capacity

The GoA's risk bearing capacity is defined by the FFSD borrowing limits and the ECCU's 2030 convergence criteria. The GoA is endeavouring to improve long-term sustainability of public finances through lowering national debt as a share of GDP and striving towards compliance with FFSD ratios by 2030.

The risk appetite of the GoA is elucidated within its strategic objectives in the Medium-Term Debt Strategy (MTDS). Risk weights are set for the statutory bodies, state owned enterprises and other relevant entities. In achieving the strategic objective to stimulate and accelerate economic growth, there would be improved recurrent revenues while the GoA restricts expenditure to build reserves from surpluses and allocate resources to restricted funds, like the sinking fund, to provide an adequate level of financial protection.

4.2 Fiscal Risks and Mitigation Strategies

Fiscal outcomes may deviate from expectations due to factors referred to as fiscal risks due to the occurrence of uncertain events. These factors or risks may be macroeconomic shocks or the crystallisation of contingent liabilities. Fiscal shocks tend to be substantial, adverse, and nonlinear, with significant implications for fiscal risk management. In the fiscal framework includes scenarios are included which anticipate the occurrence of a macroeconomic shock (weather event) which impacts GDP growth and has a resultant impact on public finances.

Inadequate economic growth, along with the acceptance of contingent liabilities associated with the parlous finances of public entities are amongst the most worrisome fiscal risk factors to consider over the next three years. Some risks are interdependent and highly correlated; when a risk materialises, it can have consequences for more than one of the risk categories.

4.2.1 Overview of Risks

An overview of potential risks to the economy and fiscal strategy are grouped by category. The GoA is potentially exposed to:

Financials risks

Debt sustainability - There are concerns surrounding the deterioration of debt sustainability, particularly credit risks and market risks.

Private sector confidence - The prevailing investor sentiment means investors may not be motivated to transfer funds to Anguilla. There is also exposure related to unforeseen financial or macroeconomic shocks to the United States (major trading partner) or on a global scale.

Financial market premia – Rise in interest rates for borrowing.

Rising price trajectory – Unmanageable increase in the general price level of goods and services.

Collapse of social security system and public pension funds – The unfunded deficits of the funds produce risks related to the sustainability of funds which can erode benefits to users and pose the risk of a charge on the treasury.

Business risks

Low implementation of legislative reforms and weak macro-economic performance expose treasury operations to damaging fiscal consequences on the budget outturn when there are macro-fiscal shocks. The level of productivity in the Anguillian economy has vulnerabilities associated with the openness to the world market and heavy reliance on foreign markets. Macroeconomic shocks in the form of sharp declines in GDP growth represent one of the most common fiscal risks.

Operational risks

Personnel – Loss of key personnel and failure to recruit and retain a sufficiently skilled and experienced staff may negatively impact GoA's ability to execute its mandate for improved tax compliance. Inadequate or failed internal processes and compliance failure are also risks.

Extreme weather events and climate action failure - Given Anguilla's geographical location, the Territory is vulnerable to natural disasters- primarily hurricanes. The occurrence of natural disasters and other hazardous events presents a three-fold risk to public finances. Firstly, the Government's fiscal position is negatively impacted due to the fiscal cost of clean-up, prevention, remedial and rebuilding activities. Secondly, economic activity may be depressed from the occurrence of a disaster event or other perilous events such as acts of terrorism or public health concerns (e.g., COVID-19 and mosquito-borne diseases), which would have a resultant negative impact to fiscal revenue. Travel and Tourism, the main export of Anguilla, is most vulnerable to the incidence of these events. Thirdly, the loss of human life.

4.2.2 Risk Mitigation

Proposed strategies to manage risks:

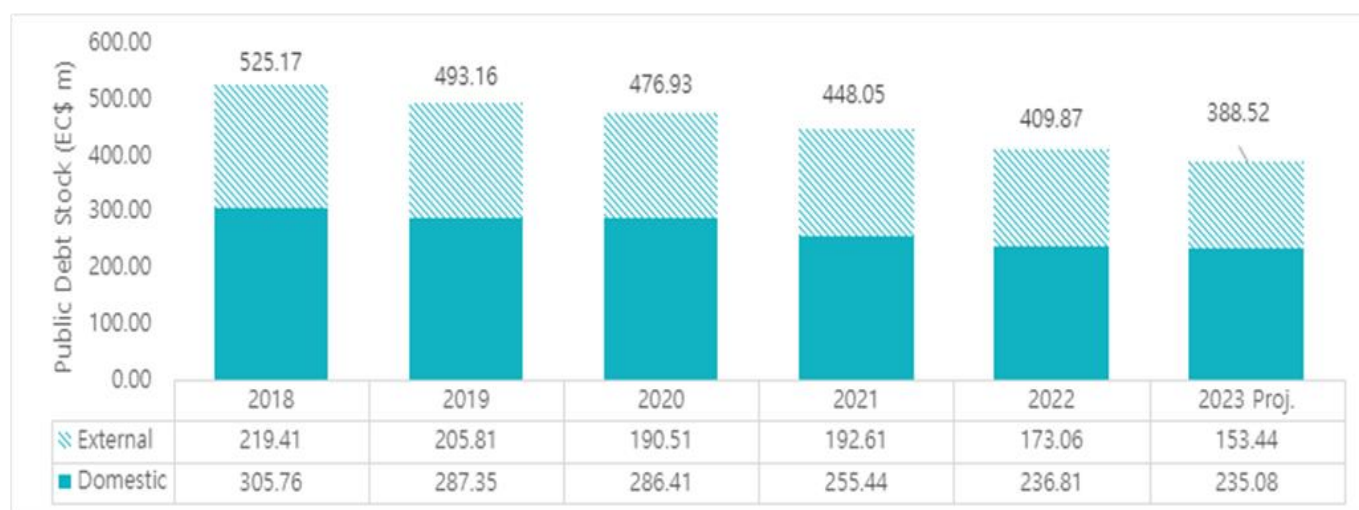
- a) **Provision of credible and sustainable budgets for the GoA and statutory bodies** – see Section 3.2.4
- b) **Building of reserves to increase GoA's ability to cover possible future losses** – see Section 3.2.5
- c) **Monitoring fiscal position vis-à-vis the budget and adjusting treasury operations accordingly** – The units and departments under the Ministry, will continue collaborative efforts to lead on monitoring the performance of revenue and expenditure performance at the budget to detect unacceptable variances and to inform remedial actions as required.
- d) **Business continuity planning** – The 2017 Hurricane Irma and the covid pandemic have reaffirmed the importance of business continuity planning as government operations were severely impacted by damage to facilities and lockdowns. Arrangements must be established that ensure critical business activities can continue at specified levels and how to manage such operations. Ministries and departments must continue to develop such plans to ensure their operations can withstand a wide range of disruptions which may include loss of people (staff, suppliers etc) and physical assets (buildings and equipment etc.).
- e) **Transfer risk associated with perilous weather events through Parametric Catastrophe Insurance** - Increasing catastrophe risk insurance coverage through the Caribbean Catastrophe Risk Insurance Facility related to the occurrence of certain perils (catastrophic hurricanes, earthquakes and excess rainfall events). Anguilla benefits from this coverage (i) as government can transfer a portion of risks faced to the Facility at a price lower than the to obtain such coverage individually in commercial markets; and (ii) by receiving a prompt pay-out following a covered event, which provides much need liquidity for rapid response efforts.

4.3 Public Debt

4.3.1 Public Debt Stock

Sustained growth and fiscal surpluses continue over the medium term. With now planned new borrowing, the downward trajectory in debt level continues. Preliminary year end (2023) estimates show that public debt comprising central government, government guaranteed, and non-guaranteed debt is projected at EC\$388.52 million or 29.57% of estimated GDP. Net debt-to-recurrent revenue is projected at 61.95%, this puts the ratio in compliance with the stipulated target of 80% by 18.05 percentage points. Contrastingly, the debt service-to-recurrent revenue is projected at 14.13%, 4.13 percentage points in breach of its stipulated target of 10%.

Figure 5: Public Debt Composition in EC\$m, 2019-2023



Source: Ministry of Finance and Health

Figure 5 shows the breakdown of the total public debt composition regarding the external and domestic debt portfolios over a five-year period. Total public debt has been on a downward trajectory moving from \$493.16 million at the end of 2019 to a projected \$388.52 million at the end of 2023. At the end of 2023 it is estimated that the external debt portfolio will account for \$153.44 million (39.49%) and the domestic debt portfolio \$235.08 million (60.51%).

The GoA intends to update the MTDS with an objective of minimising debt service costs with prudent risk levels.

4.3.2 Debt Service

Debt service projections for the period 2024 – 2026 are provided in Table 5 below. Public sector debt servicing (risk-weighted) is estimated at EC\$53.99 million at the end of 2023 and is projected to increase to \$55.64 million in 2024 before gradually declining. These projections are inclusive of an estimated

\$16.00 million on the short-term facilities (ECCB Operating Account – \$7.00 million and NCBA Overdraft – \$9.00 million). No new borrowings were considered over the medium term.

Central government debt service payments are projected at EC\$54.26 million in 2024. Of this amount interest payments account for EC\$15.98 million (29.45% of total payment), while amortisation accounts for EC\$38.28 million (70.55% of total payment). Debt servicing costs are expected to peak in 2024, before declining in subsequent years. GoA continues to monitor and manage its debt servicing cost.

Table 5: Debt Service in EC\$m

	Actual	Projections			
	2022	2023	2024	2025	2026
Central Government Debt Service	49.37	52.39	54.26	52.59	50.85
Principal repayments	35.54	35.68	38.28	38.28	38.23
Interest payments	13.82	16.71	15.98	14.31	12.62
Explicit Contingent Liabilities Debt Service	0.27	0.26	0.04	0.04	0.01
Principal repayments (risk adjusted)	0.25	0.25	0.03	0.03	0.01
Interest payments (risk adjusted)	0.02	0.01	0	0	0
Implicit¹ Contingent Liabilities Debt Service	2.23	1.34	1.34	1.34	1.21
Principal repayments (risk adjusted)	2.23	1.34	1.34	1.34	1.21
Interest payments (risk adjusted)	0	0	0	0	0
Total Debt Service	51.86	53.99	55.64	53.97	52.07
Principal repayments	38.02	37.27	39.65	39.65	39.45
Interest payments	13.84	16.72	15.99	14.32	12.62

Notes

1 - non-guaranteed borrowing by public sector and PPP arrangements

Source: Ministry of Finance and Health

The ratio of net debt-to-recurrent revenue is defined as the total outstanding value of public borrowing, which includes outstanding debt for central government and the risk-weighted debt for government agencies (guaranteed and non-guaranteed), minus liquid assets (reserves). At the end of 2023, this ratio is projected to comply with the benchmark (80%) by approximately 18.05 percentage points and is projected to remain in compliance over the medium term. The ratio is on a downward trajectory, due to forecasts of growing revenues being generated during period.

The debt service-to-recurrent revenue ratio includes principal and interest payments for central government and the risk-weighted payments for government agencies (guaranteed and non-guaranteed debt). The debt service ratio for 2022 was 4.95 percentage points above the maximum benchmark of 10.00%. At the end of 2023, the ratio is projected at 14.13% (4.13 percentage points above the stipulated target) and is on a downward trajectory. Projections show that compliance should be achieved by 2027, as the ratio would be below the stipulated target by 0.18 percentage points.

The liquid assets/recurrent expenditure ratio gives an indication of the government's liquidity position. At the end of 2022, the ratio complied by 1.65 percentage points above the minimum benchmark of 25%. The forecasted fiscal performance allows for the accumulation of sufficient reserves for the ratio to remain in compliance over the medium term.

Table 6: FFSD Ratios 2022-2030

Ratios	Actual	Projections				Projections			
	2022	2023	2024	2025	2026	2027	2028	2029	2030
Net Debt-to-Recurrent Revenue (Target ≤ 80%)	100.30%	61.95%	53.50%	44.89%	33.95%	14.01%	-7.81%	-24.37%	-43.15%
Variance	20.30%	-18.05%	-26.50%	-35.11%	-46.05%	-65.99%	-87.81%	-104.37%	-123.15%
Debt Service-to-Recurrent Revenue (Target ≤ 10%)	14.95%	14.13%	13.54%	11.74%	11.72%	9.82%	6.95%	6.31%	5.94%
Variance	4.95%	4.13%	3.54%	1.74%	1.72%	-0.18%	-3.05%	-3.69%	-4.06%
Liquid Assets-to-Recurrent Expenditure (Target ≥ 25%)	26.65%	62.09%	47.74%	38.29%	42.91%	61.04%	86.01%	102.45%	126.58%
Variance	1.65%	37.09%	22.74%	13.29%	17.91%	36.04%	61.01%	77.45%	101.58%

Source: Ministry of Finance and Health

4.3.3 Credit Rating

The Caribbean Information and Credit Rating Services Limited (CariCRIS) provides a credit rating that reflects their opinion of Anguilla's ability to meet its financial obligations. Rating actions from 2007 to 2013 have seen Anguilla being downgraded from CariAA to CariBBB+; and maintained at CariBBB+.

The rationale of the rating actions to downgrade the Territory over the years are related to the deterioration in fiscal position due to global recession, a persistently weak global economy, the poor and deteriorating quality of the onshore banking sector loan portfolio, the limited fiscal flexibility, the limited access to funding, the small, relatively narrow economic structure, and significant deficits in the current account. The last credit rating report was published in September 2022.

4.3.4 Debt Sustainability Analysis and Reporting

Although debt performance has been heavily affected by exceptional factors, GoA's debt management strategy and associated processes meet all the required standards. The Government of Anguilla has been conducting Debt Sustainability Assessments (DSAs) since 2012. The last update was undertaken in 2021 and it is the GoA's intention to carry out a DSA update later this year once macro fiscal projections are finalised.

To improve transparency of the GoA's debt position, annual Debt Portfolio Reviews (DPRs) and Quarterly Debt Bulletins (QDB) are published. The DPR is an analytical report of developments in the public external and domestic portfolios over a historical 5-year period, while the QDB is a snapshot of the evolution of debt over a historical 5-quarter period with a focus on central government debt. The latest available report for the DPR is 2021 and the QDB is Q1-2023.

4.3.5 Debt Reduction and Borrowing

The GoA has a limited diversity of creditors in its portfolio and their negotiating stance is not one that supports debt relief. To curtail debt service costs, the government will seek to minimise the use of the short-term credit facilities and does not anticipate requiring use of such facilities over the medium term.

4.4 Statement of Contingent Liabilities

This section sets out, inter alia, a statement describing the nature and fiscal significance of contingent liabilities and the strategy of the government for managing contingent and actual liabilities. The actual liabilities of the GoA were summarised in section 4.3.1 and a detailed statement can be found in A.III - Statement of Existing Debt as at end 2023.

Contingent liabilities are financial liabilities or conditional commitments which may become actual liabilities if an event over which the government does not have full control occurs. A holistic

presentation of fiscal risks requires the quantification and disclosure of such contingent liabilities. Such liabilities are risks associated with extra budgetary obligations and commitments that government will be required or expected to honour. This statement provides a comprehensive assessment of loan guarantees, adjudicated claims and other commitments which represent contingent liabilities to the GoA. It also includes the actuarial deficits of the Social Security system as well as the Public Service Pension Fund as of 31 December 2020.

Government must remain abreast of issues of governance and financial management of autonomous government agencies (AGAs) and public enterprises as they present fiscal risks. Contingent liabilities expose the GoA to the possibility of sudden and substantial obligations over a short period of time, which could lead to severe fiscal problems. Outlined in the FFSD are risk weights⁶ for several SOEs. Subventions are provided to three of the AGAs, the Anguilla Community College, Health Authority of Anguilla, and the Anguilla Tourist Board. Since the pandemic, transfers were also made to the Water Corporation of Anguilla (WCA).

Whilst these bodies mainly operate outside of a robust framework for sound financial management efforts are being made in the medium term to further extend the public financial management framework to government agencies. In 2021, the Public Procurement and Contract Administration Act, was amended to fully apply the requirements off the Act to these entities.

Table 7: List of Autonomous Government Agencies and Public Enterprises

<p>Statutory Bodies¹</p> <p>Anguilla Financial Services Commission [20%] Anguilla National Trust Anguilla Tourist Board [100%] Public Utilities Commission</p>	<p>State Owned Enterprises² and Corporations</p> <p><u>Non-financial</u></p> <p>Anguilla Air & Sea Ports Authority [80%] Anguilla Community College [100%] Anguilla Development Board [20%] Anguilla Social Security Board [20%] Health Authority of Anguilla [100%] Water Corporation of Anguilla [80%]</p> <p><u>Financial</u></p> <p>National Commercial Bank of Anguilla Limited Public Service Pension Fund</p>
<p>Public Company with significant Government Control</p> <p>Anguilla Electricity Company (ANGLEC)</p>	<p>Private Company with significant Government Control</p> <p>Youth Business Trust</p>

⁶ The risk-weights attached to debts and PPP/PFI arrangements of AGAs and public entities or other organisations within the public sector are based on the likelihood of a subvention being required. The risk-weights may be revised to reflect changes in financial performance.

Notes:

[Risk-weight]

1-Statutory Bodies serve essentially non-commercial functions or regulatory functions.

2-State Owned Enterprises are predominantly commercial in their outlook

4.4.1 Loan Guarantees

Government's contingent liabilities are primarily associated with guarantees issued for debt contracted by government agencies and public enterprises. Such guarantees allow these entities to have greater access to borrowing at a lower cost or on more favourable terms. In some cases, such guarantees are a prerequisite for accessing concessional loans offered by international financial institutions.

Presently there are two agencies in scope, with outstanding balances on loan guarantees for the Anguilla Development Board and with one Public Private Partnership (PPP) contractual agreement that is not guaranteed for the Water Corporation of Anguilla.

At the end of 2023 total outstanding government guaranteed debt is projected at \$0.56 million or 0.14% of total public debt and 0.01% of GDP. Non-guaranteed debt is projected at \$13.17 million or 3.36% of total public debt and 1.00% of GDP at the end of 2023. The total outstanding risk-weighted debt is projected at \$13.28 million or 1.01% of GDP. Table 7 below shows the debt outstanding for these agencies and the exposure based on the risk weights.

Table 8: Contingent Liabilities as at end-December 2023 in EC\$m

(a)

Autonomous Government Agency	Risk Weight	PPPs for infrastructure provision ¹	Intra-public sector guarantees	Intra-public sector non-guaranteed borrowing	Total Contingent Liabilities	Maximum Exposure (risk weights) in EC\$m % of nominal GDP	
Anguilla Development Board	20%	-	0.56	-	0.56	0.11	0.01%
Water Corporation of Anguilla	80%	13.17	-	-	13.17	13.17	1.00%
TOTAL		13.17	16.67	3.04	13.73	13.28	1.01%

(b)

The outstanding stock of guarantees as at end of December 2023 amounted to EC\$ 0.56 million, details of which are as follows:

Government Agency	Instrument	Outstanding Balance as at end-December 2023
Anguilla Development Board	Line of Credit	0.21
Anguilla Development Board	Line of Credit	0.00
Anguilla Development Board	Line of Credit	0.35
Total Foreign Debt		0.56
Total Government Guaranteed Debt		0.56

Source: Ministry of Finance and Health

Notes:

1- PPP arrangements have a risk weight of 100%

4.4.2 Other Contingencies

The government has assessed the WCA to be in a state of financial distress. As such the GoA recognises the key risk of the liabilities of the WCA on the treasury. Furthermore, to improve financial and operational performance, the WCA is scheduled to be reintegrated into government as a departmental unit in 2024.

A significant liability of the WCA is arrears of electricity charges owed to ANGLEC. Litigation in respect of owed monies has arisen. Given current circumstances, provision has been made in the updated fiscal framework to repay the arrears over a reasonable period.

The WCA entered a Public-Private Partnership for water production under contract with a supplier. Included in the terms of this agreement is a buyout schedule for the water plant in the event of termination. The liabilities associated with this arrangement are assessed as EC\$ 14.52 million as of 31 December 2021.⁷

4.4.3 Unadjudicated Claims

An umbrella figure of EC\$200.8 million was assessed as an estimate of claims against government which have not been adjudicated. This unadjudicated claims estimate has been prepared based, inter alia, on estimates of maximum liabilities in some cases or assessments of the anticipated costs resulting from claims. This total liability is unlikely to materialise as it is unrealistic to expect that all claims would be awarded against Government, to the maximum extent claimed. Ergo, this is the maximum theoretical contingent liability from unadjudicated claims.

⁷ The WCA has been unable to supply an update to the liabilities associated with this arrangement,

4.4.4 Actuarial Deficits

The main purpose of periodic actuarial reviews is to determine if a fund operates on sound financial and actuarial bases and if it provides adequate and affordable levels of income protection. The projections contained within such review are ordinarily dependent on the underlying data, methodology and assumptions concerning uncertain future events and that the outcomes and eventual experience will most likely differ from that indicated in the projections. If a system's actuarial liabilities exceed its actuarial assets, an actuarial deficit is said to exist.

4.4.4.1 *Social Security Fund*

The actuarial deficit of the Social Security System presents a contingent liability to Government as Section 14 of the Social Security Act requires an insufficiency of assets of the fund to be temporarily met (advanced) from the Consolidated Fund. Notwithstanding this provision, the system was intended to be self-supporting with benefits financed from earmarked contributions of employees and employers. To abate the depletion of the Fund, the Government has committed to implementing the accepted recommendations of the review. One of the main accepted recommendations is to gradually increase the contribution rate to 12% by four (4) annual adjustments of ½ percentage point. The report recommended commencement in 2023 but is now scheduled to be commence in 2024. The medium-term fiscal framework reflects the scheduled adjustments to contribution rates between 2024 and 2027.

4.4.4.2 *Public Pension Funds*

The actuarial deficit of these funds presents contingent liabilities to Government as Section 28 of the Pensions Act requires any insufficiencies under the Public Service Pension Fund or the Police Pension Fund to be charged on the Consolidated Fund.

Public Service Pension Fund

The estimated actuarial deficit of the Public Service Pension Fund as of 31 December 2020, is EC\$275 million. The review makes several recommendations to avoid a material decline in the Fund's assets. To abate the decline the Government proposes to implement key recommendations of that review which include, inter alia, increasing the contribution rate in a staggered manner of employee and employer contributions to 6% and 4% respectively by 2024. The Government has increased pension contributions in 2022 and 2023, with the final increase forecasted under the fiscal framework in 2024.

Police Pension Fund

An actuarial review related to the Police Pension Fund was conducted in 2019. This review found that the total liabilities were EC\$ 38,737,000 all of which is unfunded. Given the unfunded status of the Police Pension plan, the Consolidated Fund is responsible for meeting the pension costs for Police Officers and has been making payments since July 2015. The long-term financial sustainability of the scheme must be further considered.



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IMPLEMENTATION AND MONITORING

Technical Consultative Group
Budget Resource Envelope

5 Implementation and Monitoring

The MTEFP provides a clear-cut mechanism of monitoring government performance against approved plans, which makes it easier to hold the GoA accountable for their choice of fiscal policies. There is no single Ministry or Department that will be responsible for the implementation of the MTEFP. The quarterly budget outturns and public debt bulletins will be used to monitor and review fiscal performance and progress, as well as year-end data. Any erosion in fiscal discipline; the realisation of a downside risk; and inaction on efficiency-enhancing structural reforms would slow the pace of achieving the GoA's strategic objective. Therefore, monitoring is an important part of the MTEFP.

The GOA intends to update the MTEFP on an annual basis. During the annual update, the impact of macroeconomic shocks, changed policy priorities and programmatic developments will be considered and reflected. If there are significant shocks and sustained deviations in budget outturns relative to the targets and assumptions in the MTFF, the MTEFP will be reviewed and revised accordingly.

To further promote transparency and accountability, the MTEFP will be communicated with the public and other partners and stakeholders through the publishing of the document on government's website.

5.1 Technical Consultative Group

A Technical Consultative Group contributed to the development of the MTFF. Active communication would need to be maintained with the agencies and, through cooperation and consultation, the GoA may receive further technical assistance and advice to assist with the update, monitor and report on the implementation. The Group may also produce recommendations which are capable of being implemented in practice and can be easily understood by implementing agencies responsible for the delivery of the reform activity. The group's composition includes representatives from:

1. Government of Anguilla
2. Foreign, Commonwealth and Development Office
3. Eastern Caribbean Central Bank
4. Caribbean Development Bank
5. CARTAC
6. World Bank (optional)
7. International Monetary Fund (optional)

5.2 Budget Resource Envelope

The benefits of the MTEFP are derived from its impact on the quality of the budget and budget credibility. The MTEFP has strengthened fiscal discipline and supported better policy-based budget allocations. The baseline estimates established in the MTEFP are used in multi-year budget framework for the forward years. The aggregates of the MTEFP are transmitted to line ministries and agencies to inform them of the ceilings. The annual Appropriation Bill lays out the government's policy priorities within the resource envelope approved in the MTEFP, once no major changes occur.

As a share of GDP, total revenue is expected to decline in the medium-term, whilst the portion of tax revenue remains relatively consistent. Contrastingly, expenditure as a share of GDP is expected to increase in the medium term, whilst the government runs a significant capital expenditure programme to fund inter alia, port development.

Table 9: Budget Aggregate Projections in EC\$m, 2023 – 2024

Budget Aggregates, Baseline Scenario				
Financial Measure	Estimate	Projections		
	2023	2024	2025	2026
Total Revenue	383.83	410.69	459.20	443.80
Per cent of GDP	29.02	28.16	27.75	26.82
Taxes	289.04	316.33	358.56	341.15
<i>Per cent of GDP</i>	<i>21.86</i>	<i>21.69</i>	<i>21.67</i>	<i>21.86</i>
Grants	5.60	0.00	0.00	0.00
<i>Per cent of GDP</i>	<i>0.42</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Other Revenue	89.19	94.36	100.63	102.65
<i>Per cent of GDP</i>	<i>6.74</i>	<i>6.47</i>	<i>6.08</i>	<i>6.58</i>
Total Expenditure	295.34	383.37	450.17	369.41
Per cent of GDP	22.33	26.29	27.21	23.67
Expenses	253.76	277.69	280.90	285.67
<i>Per cent of GDP</i>	<i>19.19</i>	<i>19.04</i>	<i>16.98</i>	<i>18.30</i>
Net acquisition of nonfinancial assets	41.58	100.68	164.27	76.74

<i>Per cent of GDP</i>	3.14	6.90	9.93	4.92
Payment of Other Statutory Expenditure Arrears	0.00	5.00	5.00	7.00
<i>Per cent of GDP</i>	0.00	0.34	0.30	0.45
Cash Balance [Surplus (+)/ Deficit (-)]	88.50	27.32	9.03	74.39
<i>Per cent of GDP</i>	6.69	1.87	0.55	4.77
Net Operating Balance	130.07	133.00	178.30	158.13
<i>Per cent of GDP</i>	9.84	9.12	10.78	10.13
Primary Net Lending / Borrowing	105.21	43.30	23.34	87.00
<i>Per cent of GDP</i>	7.96	2.97	1.41	5.57
Nominal GDP	1,322.50	1,458.52	1,654.49	1,560.91

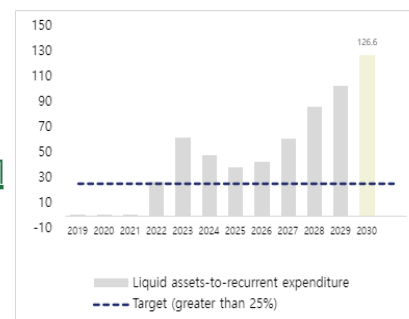
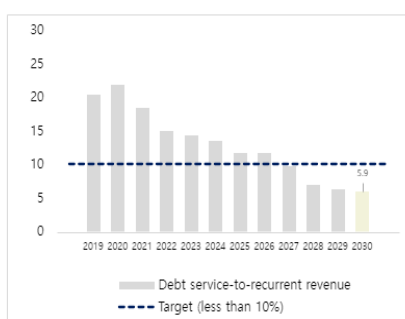
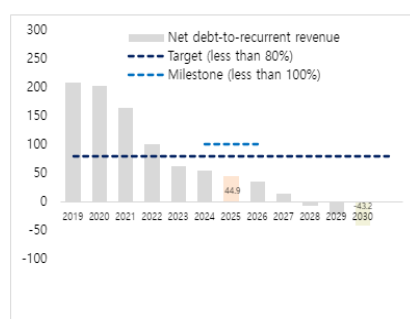


APPENDICES

A.I – Framework for Fiscal Sustainability and Development Benchmarks

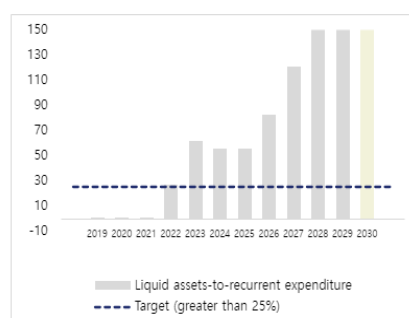
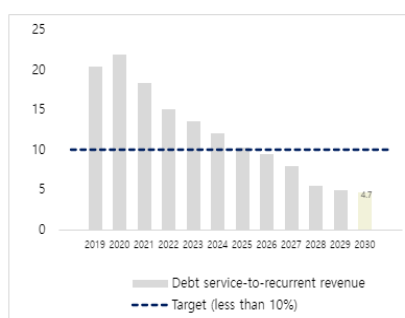
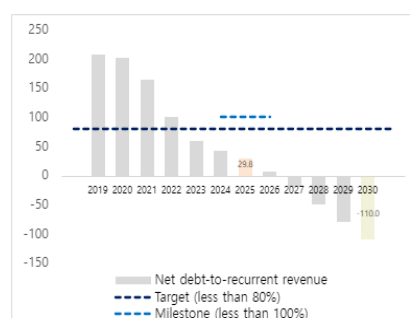
a. Baseline Scenario

Benchmarks	Target	2022	2023	2024	2025	2026	2027	2028	2029	2030
Net debt-to-recurrent revenue	≤80%	100.8	62.0	53.5	44.9	34.0	14.0	-7.8	-23.0	-43.2
Debt service-to-recurrent revenue	≤10%	15.0	14.3	13.5	11.8	11.7	9.8	7.0	6.3	5.9
Liquid assets-to-recurrent expenditure	≥25%	26.6	62.1	47.7	38.3	42.9	61.0	86.0	102.4	126.6
Liquid Assets (\$EC)		60.6	157.6	132.6	107.6	122.6	175.1	250.1	302.6	377.6



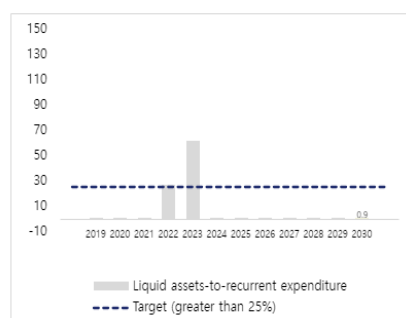
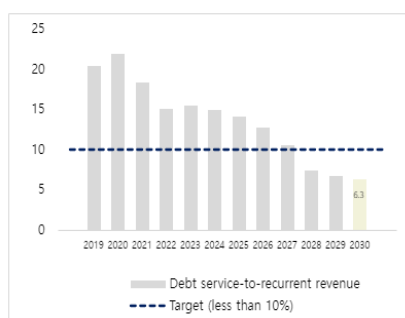
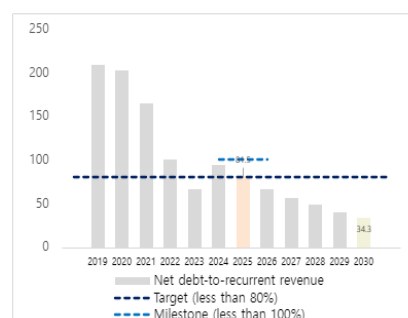
b. Upside Scenario

Benchmarks	Target	2022	2023	2024	2025	2026	2027	2028	2029	2030
Net debt-to-recurrent revenue	≤80%	100.8	59.1	42.3	29.8	6.5	-19.5	-48.7	-79.5	-110.0
Debt service-to-recurrent revenue	≤10%	15.0	13.6	12.1	10.3	9.5	7.9	5.6	5.0	4.7
Liquid assets-to-recurrent expenditure	≥25%	26.6	62.1	56.1	55.5	82.3	120.8	170.2	224.2	284.2
Liquid Assets (\$EC)		60.6	157.6	157.6	157.6	237.6	350.1	500.1	668.8	856.3



c. Downside Scenario

Benchmarks	Target	2022	2023	2024	2025	2026	2027	2028	2029	2030
Net debt-to-recurrent revenue	≤80%	100.8	67.0	94.2	81.5	66.4	56.0	48.2	40.3	34.3
Debt service-to-recurrent revenue	≤10%	15.0	15.4	15.0	14.1	12.8	10.6	7.5	6.8	6.3
Liquid assets-to-recurrent expenditure	≥25%	26.6	62.1	0.9	0.9	0.9	0.9	0.9	0.9	0.9
Liquid Assets (\$EC)		60.6	157.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6



Source: MTEFP Technical Consultative Group

Notes:

Baseline Scenario - Assumes announced policies or confirmed policy changes and existing programmes and policies continue. New policies include implementation of medical assistance for 70+ and reinstatement of increments and progression in pay scales for those transitioning to their grade level; uses macroeconomic projections at current policies.

Upside Scenario – Assumes no further changes to policies, i.e., it is consistent with the policy environment of the baseline save for larger quantum of capex and greater arrears clearance; simulates a stronger pace of recovery/ macroeconomic projections.

Downside Scenario - Assumes no further changes to policies, i.e., it is consistent with the policy environment of the baseline except for slower arrears clearance, and lower capital expenditure; uses a weaker pace of recovery/ macroeconomic projections.

A.II - Statement of Alternative Scenarios: Baseline, Upside and Downside

a. Summary of the Central Government Operations, Baseline Scenario

(in millions of EC dollars)	2022	2023	2024	2025	2026	2027	2028	2029	2030
Revenue	345.8	383.8	410.7	459.2	443.8	457.8	470.7	484.0	497.7
Taxes on income, profits and capital gains	5.3	5.3	5.8	6.5	6.2	6.4	6.6	6.8	7.0
Taxes on payroll and workforce	19.2	19.3	21.3	24.2	22.8	23.6	24.4	25.3	26.2
Taxes on property	12.1	10.8	7.6	7.9	8.0	8.1	8.3	8.4	8.6
Taxes on goods and services	200.2	196.9	217.4	246.8	235.1	243.9	251.5	259.3	267.4
o/w: Value-added taxes	74.5	152.0	166.6	189.0	178.3	184.6	191.0	197.8	204.7
o/w: Taxes on financial and capital transactions	52.0	16.0	16.9	21.8	21.6	23.2	23.4	23.5	23.7
o/w: Excises	13.3	10.1	14.8	16.8	15.8	16.4	17.0	17.6	18.2
o/w: Taxes on specific services permissions to use goods or perform activities	42.8	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Taxes on international trade and transactions	17.6	18.3	18.5	18.6	18.8	19.2	19.5	19.9	20.2
Grants received	55.1	56.7	64.3	73.2	69.1	71.5	74.0	76.6	79.3
Other revenue	0.8	5.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	53.0	89.2	94.4	100.6	102.7	104.3	105.9	107.6	109.4
Expense	227.3	253.8	277.7	280.9	285.7	286.8	290.8	295.3	298.3
Compensation of employees	88.8	95.6	112.3	116.6	120.7	124.2	127.6	131.1	134.6
Use of goods and services	39.8	43.1	45.7	46.4	46.5	46.7	47.0	47.2	47.4
Interest	13.8	16.7	16.0	14.3	12.6	10.9	9.6	8.6	7.7
Subsidies	28.6	30.9	33.6	33.6	33.7	33.7	33.7	33.7	33.7
Grants	14.0	11.1	12.1	12.6	13.5	11.1	11.1	11.1	11.1
Social benefits	25.6	30.3	27.3	28.6	29.9	31.5	33.0	34.8	34.8
Other expense	16.7	22.8	29.4	27.4	27.4	27.4	27.4	27.4	27.4
Government GST Expense		3.2	1.2	1.4	1.3	1.3	1.4	1.4	1.5
Net acquisition of nonfinancial assets	7.1	41.6	100.7	164.3	76.7	65.0	65.0	65.0	65.0
Payment of Statutory Expenditure Arrears		0.0	5.0	5.0	7.0	9.0	9.0	5.0	5.0
Total Expenditure	234.4	295.3	383.4	450.2	369.4	360.8	364.8	365.3	368.3
Cash Balance [Surplus (+)/ Deficit (-)]	111.4	88.5	27.3	9.0	74.4	97.0	105.9	118.6	129.5
Net Operating Balance	118.5	130.1	133.0	178.3	158.1	171.0	179.9	188.6	199.5
Primary Net Lending / Borrowing	125.2	105.2	43.3	23.3	87.0	107.8	115.5	127.3	137.1
Amortisation	35.5	35.7	38.3	38.3	38.2	32.9	21.9	21.9	21.9
Financing Gap	75.8	52.8	-11.0	-29.2	36.2	64.1	84.0	96.7	107.5
Financing:	1.6	0.9	25.0	25.0	0.0	0.0	0.0	0.0	0.0
CDB (PBL)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CDB (Refinance)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CDB (ACC)	1.6	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Overdraft Facility	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Drawdown of Reserves	0.0	0.0	0.0	25.0	25.0	0.0	0.0	0.0	0.0
Opening Consolidated Fund Balance	32.1	49.5	6.3	20.3	16.1	32.2	26.3	10.3	37.1
Cumulative Balance after Financing	109.5	103.3	20.3	16.1	52.2	96.3	110.3	107.1	144.6

b. Summary of the Central Government Operations, Upside Scenario

Table 2.b. Anguilla Summary of the Central Government Operations, Upside Scenario									
(in millions of EC dollars)	2022	2023	2024	2025	2026	2027	2028	2029	2030
Revenue	345.8	402.5	460.4	525.0	548.1	568.7	588.5	609.1	630.5
Taxes on income, profits and capital gains	5.3	5.3	5.9	6.0	6.1	6.2	6.2	6.3	6.4
Taxes on payroll and workforce	19.2	19.3	21.7	24.7	25.9	26.8	27.8	28.8	29.8
Taxes on property	12.1	10.8	7.6	7.9	8.0	8.1	8.3	8.4	8.6
Taxes on goods and services	200.2	203.4	230.6	262.3	273.6	283.8	292.8	302.0	311.6
o/w: Value-added taxes	74.5	158.4	179.4	204.0	214.1	221.6	229.4	237.4	245.7
o/w: Taxes on financial and capital transactions	52.0	16.0	17.0	21.9	22.2	23.8	24.0	24.2	24.4
o/w: Excises	13.3	10.1	15.1	17.2	18.0	18.6	19.3	20.0	20.7
o/w: Taxes on specific services permissions to use goods or perform activities	42.8	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
o/w: Taxes on specific services	17.6	18.3	18.5	18.6	18.8	19.2	19.5	19.9	20.2
Taxes on international trade and transactions	55.1	56.7	66.1	75.2	78.9	81.7	84.5	87.5	90.5
Grants received	0.8	5.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other revenue	53.0	101.4	128.5	149.0	155.6	162.1	169.0	176.1	183.6
Expense	227.3	253.8	280.7	283.9	288.7	289.8	293.8	298.3	301.3
Compensation of employees	88.8	95.6	112.3	116.6	120.7	124.2	127.6	131.1	134.6
Use of goods and services	39.8	43.1	45.7	46.4	46.5	46.7	47.0	47.2	47.4
Interest	13.8	16.7	16.0	14.3	12.6	10.9	9.6	8.6	7.7
Subsidies	28.6	30.9	36.6	36.6	36.7	36.7	36.7	36.7	36.7
Grants	14.0	11.1	12.1	12.6	13.5	11.1	11.1	11.1	11.1
Social benefits	25.6	30.3	27.3	28.6	29.9	31.5	33.0	34.8	34.8
Other expense	16.7	22.8	29.4	27.4	27.4	27.4	27.4	27.4	27.4
Government GST Expense	0.4	3.2	1.2	1.4	1.3	1.3	1.4	1.4	1.5
Net acquisition of nonfinancial assets	7.1	41.6	120.7	184.3	96.7	75.0	65.0	65.0	65.0
Payment of Other Statutory Expenditure Arrears	0.0	0.0	10.0	10.0	6.0	6.0	6.0	7.0	0.0
Total Expenditure	234.4	295.3	411.4	478.2	391.4	370.8	364.8	370.3	366.3
Cash Balance [Surplus (+)/ Deficit (-)]	111.4	107.1	49.0	46.9	156.7	197.9	223.8	238.8	264.2
Net Operating Balance	118.5	148.7	179.7	241.1	259.5	278.9	294.8	310.8	329.2
Primary Net Lending / Borrowing	111.4	107.1	49.0	46.9	156.7	197.9	223.8	238.8	264.2
Amortisation	35.5	35.7	38.3	38.3	38.2	32.9	21.9	21.9	21.9
Financing Gap	75.8	71.5	10.7	8.6	118.5	165.0	201.9	216.9	242.3
Debt Financing:	1.6	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CDB (PBL)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CDB (Refinance)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CDB (ACC)	1.6	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Overdraft Facility	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Opening Consolidated Fund Balance	32.1	49.5	24.9	35.7	44.3	82.7	97.8	99.6	91.5
Cumulative Balance after Financing	109.5	121.9	35.7	44.3	162.7	247.8	299.6	316.5	333.9

c. Summary of the Central Government Operations, Downside Scenario

Table 2.c. Anguilla Summary of the Central Government Operations, Downside Scenario									
(in millions of EC dollars)	2022	2023	2024	2025	2026	2027	2028	2029	2030
Revenue	345.8	355.7	371.5	382.2	407.6	422.8	437.1	451.8	467.2
Taxes on income, profits and capital gains	5.3	5.3	5.6	5.7	6.1	6.3	6.5	6.7	6.9
Taxes on payroll and workforce	19.2	19.3	20.6	20.8	22.4	23.2	24.1	24.9	25.8
Taxes on property	12.1	10.8	7.6	7.9	8.0	8.1	8.3	8.4	8.6
Taxes on goods and services	200.2	189.8	201.6	208.5	222.4	230.8	237.9	245.2	252.8
o/w: Value-added taxes	74.5	144.8	151.5	153.6	165.9	171.7	177.8	184.0	190.5
o/w: Taxes on financial and capital transactions	52.0	16.0	16.8	21.2	21.5	23.1	23.3	23.5	23.6
o/w: Excises	13.3	10.1	14.3	14.4	15.6	16.1	16.7	17.3	17.9
o/w: Taxes on specific services	42.8	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
permissions to use goods or perform activities	17.6	18.3	18.5	18.6	18.8	19.2	19.5	19.9	20.2
Taxes on international trade and transactions	55.1	56.7	60.6	61.2	66.1	68.5	70.9	73.3	75.9
Grants received	0.8	5.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other revenue	53.0	68.2	75.6	78.2	82.5	85.9	89.5	93.3	97.2
Expense	227.3	253.8	277.7	280.9	285.7	286.8	290.8	295.3	298.3
Compensation of employees	88.8	95.6	112.3	116.6	120.7	124.2	127.6	131.1	134.6
Use of goods and services	39.8	43.1	45.7	46.4	46.5	46.7	47.0	47.2	47.4
Interest	13.8	16.7	16.0	14.3	12.6	10.9	9.6	8.6	7.7
Subsidies	28.6	30.9	33.6	33.6	33.7	33.7	33.7	33.7	33.7
Grants	14.0	11.1	12.1	12.6	13.5	11.1	11.1	11.1	11.1
Social benefits	25.6	30.3	27.3	28.6	29.9	31.5	33.0	34.8	34.8
Other expense	16.7	22.8	29.4	27.4	27.4	27.4	27.4	27.4	27.4
Government GST Expense	0.0	3.2	1.2	1.4	1.3	1.3	1.4	1.4	1.5
Net acquisition of nonfinancial assets	7.1	41.6	100.7	154.3	66.7	65.0	65.0	65.0	65.0
Payment of Other Statutory Expenditure Arrears	0.0	0.0	0.0	0.0	0.0	6.0	10.0	5.0	0.0
Total Expenditure	234.4	295.3	378.4	435.2	352.4	357.8	365.8	365.3	363.3
Cash Balance [Surplus (+)/ Deficit (-)]	111.4	60.4	-6.8	-53.0	55.2	65.0	71.3	86.5	103.9
Net Operating Balance	118.5	102.0	93.8	101.3	121.9	136.0	146.3	156.5	168.9
Primary Net Lending / Borrowing	125.2	77.1	9.1	-38.7	67.8	75.9	80.9	95.2	111.6
Amortisation	35.5	35.7	38.3	38.3	38.2	32.9	21.9	21.9	21.9
Financing Gap	75.8	24.7	-45.1	-91.3	16.9	32.1	49.4	64.6	82.0
Debt Financing:	1.6	0.9	155.0	5.0	0.0	0.0	0.0	0.0	0.0
CDB (PBL)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CDB (Refinance)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CDB (ACC)	1.6	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Overdraft Facility	0.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0
Opening Consolidated Fund Balance	32.1	49.5	-21.8	88.0	1.8	18.7	50.9	100.3	164.9
Cumulative Balance after Financing	109.5	75.2	88.0	1.8	18.7	50.9	100.3	164.9	246.9

Source: Government of Anguilla and Technical Consultative Group

Date of update: July 2023

A.III – Statement of Existing Debt as at end-Dec 2023

STATEMENT OF EXISTING DEBT CENTRAL GOVERNMENT & GOVERNMENT GUARANTEED PROJECTED AS AT 31 DECEMBER, 2023															
CENTRAL GOVERNMENT DEBT														Outstanding Balance as at 31-Dec-23	
Instrument Reference/Purpose	Borrower	Creditor	Currency ²	Original Loan Amount ³	Agreement Date	Date of First Disbursement	Grace Period (years)	Maturity Date	Disbursements		Interest Rate Structure		Repayment Terms	in Original Currency	in EC dollars
									Amount Disbursed	Amount Undisbursed	Type	Interest Rate			
FOREIGN DEBT															
80338 - Road Development Phase I	GoA	EIB	EURO	0.53	22-Feb-91	12-Dec-91	10	1-Jul-31	0.53	0.00	Fixed	0.8%	Commencing 1 July 1993 half-yearly interest payments at an interest rate of 0.75% per annum on the outstanding balance. Commencing 1 January 2002, 60 half-yearly percentage basis principal repayments as set out in the repayment schedule.	0.14	0.41
06/SFR-OR-ANL - 11306-002 - Natural Disaster Management - Rehabilitation - Hurricane Lenny	GoA	CDB	USD	2.13	23-Jan-01	15-Dec-01	5	1-Oct-27	2.13	0.00	Fixed	4.0%	Commencing on the first due date following the first disbursement interest to be paid quarterly at an interest rate of 4%. The amount withdrawn and outstanding to be repaid in 80 equal or approximately equal and consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 5 years following the date of first disbursement of the loan.	0.40	1.09
7/SFR-ANL - 11302 -Hurricane Lenny Immediate Response	GoA	CDB	USD	0.48	7-Jul-00	2-Dec-01	5	1-Jan-26	0.48	0.00	Fixed	4.0%	Commencing on the first due date following the first disbursement interest to be paid quarterly at an interest rate of 4%. The amount withdrawn and outstanding to be repaid in 80 equal or approximately equal and consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 5 years following the date of first disbursement of the loan.	0.05	0.14
4/OR-ANL - 11304 - Policy-Based Loan	GoA	CDB	USD	55.00	23-Aug-10	31-Aug-10	5	1-Jul-27	55.00	0.00	Variable	CDBOCR	Commencing on the first due date following the first disbursement interest to be paid quarterly at the applicable CDB OCR rate. The amount withdrawn and outstanding to be repaid in 48 equal or approximately equal and consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 5 years following the date of first disbursement of the loan.	17.19	46.41
05/OR-ANL - 11305 - Community College Development Project	GOA	CDB	USD	3.22	4-Apr-14	1-Jul-14	5	1-Apr-31	3.22	0.00	Variable	CDBOCR	Commencing on the first due date after the first disbursement interest to be paid quarterly at an interest rate of 3.95% per annum (variable interest rate is refixed every 3 months). The amount withdrawn and outstanding to be repaid in 48 equal or approximately equal consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 5 years following the date of the loan agreement	2.37	6.39
07/OR-ANL - 11307 - Anguilla Bank Resolution - Bridge Bank Capitalisation	GOA	CDB	USD	22.00	19-Sep-16	23-Dec-16	3	1-Jul-33	22.00	0.00	Variable	CDBOCR	To repay the amount withdrawn in 56 equal or approximately equal and consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 3 years following the date of the loan agreement or other wise specify by the bank in writing at an interest rate (OCR) of 2.97% per annum (Variable interest rate is refixed every 3 months)	15.32	41.37
10/OR-ANL - 11309 - First Programmatic Stability & Resilience Building - PBL	GoA	CDB	USD	9.30	26-Sep-18	11-Oct-18	5	1 October 2033	9.30	0.00	Variable	CDBOCR	To repay the amount withdrawn in 40 equal or approximately equal and consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 5 years following the date of the loan agreement or other wise specify by the bank in writing at an interest rate (OCR)of 4.5% per annum (Variable interest rate is refixed every 3 months)	9.30	25.11
09/OR-ANL - 11310 - Hurricane Recovery Support Loan	GoA	CDB	USD	5.60	31-Jul-18	1-Oct-18	3	1 July 2031	5.60	0.00	Variable	CDBOCR	To repay the amount withdrawn in 40 equal or approximately equal and consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 3 years following the date of the loan agreement (July 31, 2018) or other wise specify by the bank in writing at an interest rate (OCR)of 3.8% per annum (Variable interest rate is refixed every 3 months)	4.34	11.72
11/OR-ANL - 11311 - Second Programmatic Stability & Resilience Building - PBL	GoA	CDB	USD	7.50	28-Oct-21	27-Dec-21	5	1-Oct-36	7.50	0.00	Variable	CDBOCR	To repay the amount withdrawn in 40 equal or approximately equal and consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 5 years following the date of the loan agreement (October 28, 2021) or other wise specify by the bank in writing at an interest rate (OCR)of 3.3% per annum (Variable interest rate is refixed every 3 months)	7.50	20.25

DOMESTIC DEBT														
*Cash Advance - Eastern Caribbean Central Bank	GoA	ECCB	ECD	15.00	Dec-08	Dec-08	0				Fixed	The amount of ECS14,000,000.00 to be repaid. Monthly interest at a rate of 6.5% (reduced to 2% April 2020 - March 6.5% 2021 - COVID-19 Pandemic)	7.00	7.00
*Overdraft Facility - National Commercial Bank of Anguilla	GoA	CCB	ECD	20.00	1-Oct-17	1-Oct-21	0	30-Sep-22	0.00		Fixed	The interest to be computed monthly in arrears at the prevailing rate of interest for secured overdraft which is 5.8% currently 5.75%	9.00	9.00
Anguilla Social Security Board - Bank Resolution Promissory Note	GoA	ASSB	ECD	214.00	22-Apr-16	22-Apr-16	5	30-Mar-41	214.00	0.00	Fixed	To repay the amount withdrawn in 36 equal or approximately equal and consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 1 year following the date of first disbursement.	184.58	184.58
Depositors Protection Trust - CCB Bank Resolution	GoA		ECD	32.93	22-Apr-16	22-Apr-16	0	30-Sep-27	32.93	0.00	Fixed	To repay the amount withdrawn in 40 equal or approximately equal and consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 1 year following the date of first disbursement.	12.35	12.35
Depositors Protection Trust - NBA Bank Resolution	GoA		ECD	23.95	22-Apr-16	22-Apr-16	0	30-Sep-27	23.95	0.00	Fixed	To repay the amount withdrawn in 40 equal or approximately equal and consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 1 year following the date of first disbursement.	8.98	8.98
TOTAL DOMESTIC DEBT													221.90	
TOTAL CENTRAL GOVERNMENT DEBT													374.70	

EXPLICIT GOVERNMENT GUARANTEED DEBT

EXPLICIT GOVERNMENT GUARANTEED DEBT														Outstanding Balance as at 31-Dec-23	
Instrument Reference/Purpose	Borrower	Creditor	Currency ²	Original Loan Amount ³	Agreement Date	Date of First Disbursement	Grace Period	Maturity Date	Disbursements		Interest Rate Structure		Repayment Terms	in Original Currency	in EC dollars
									Amount Disbursed	Amount Undisbursed	Type	Interest Rate			
FOREIGN DEBT															
5/SFR-OR-AG - 11252-002 - 4th Consolidated Line of Credit	ADB	CDB	USD	0.78	14-Sep-98	1-Oct-00	5	1-Oct-25	0.78	0.00	Fixed	4.0%	Commencing on the first due date following the first disbursement interest to be paid quarterly at an interest rate of 4%. The amount withdrawn and outstanding to be repaid in 80 equal or approximately equal and consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 5 years following the date of first disbursement of the loan.	0.08	0.21
7/SFR-OR-ANL - 11453-002 - 5th Consolidated Line of Credit	ADB	CDB	USD	0.30	30-May-06	2-Apr-12	5	1-Oct-29	0.30	0.00	Fixed	4.0%	Commencing on the first due date following the first disbursement interest to be paid quarterly at an interest rate of 4%. The amount withdrawn and outstanding to be repaid in 48 equal or approximately equal and consecutive quarterly instalments on each due date commencing on the first due date after the expiry of 5 years following the date of first disbursement of the loan.	0.13	0.35
TOTAL FOREIGN DEBT															0.56
TOTAL EXPLICIT GOVERNMENT GUARANTEED DEBT															0.56

IMPLICIT GOVERNMENT GUARANTEED DEBT												
Instrument Reference/Purpose/Borrower	Creditor	Currency	Original Loan Amount	Agreement Date	Date of First Disbursement	Grace Period	Maturity Date	Disbursements	Interest Rate	Structure	Repayment Terms	Outstanding Balance (XCD) as 31/12/2020
								Amount Disbursed	Type		in Original Currency	
PPP: Water Supply Agreement WCA	WPC	USD	7.4	43377	43377	0	47362	7.4	0	0	0 In the event of termination of the agreed contract WCA v	4.8785852 13.17218
TOTAL DOMESTIC DEBT												13.17
TOTAL IMPLICIT GOVERNMENT GUARANTEED DEBT												13.17
TOTAL PUBLIC DEBT												388.52
TOTAL FOREIGN DEBT												153.44
TOTAL DOMESTIC DEBT												235.08
* Original Loan Amount represents the limit on the facilities.												
NOTES:												
2. Original currency loan denominated in												
3. Original Loan Amount of loan in currency denominated												
4. CDBOCR - Caribbean Development Bank Ordinary Capital Resources (Interest Rate) is refixed every three months. CDBOCR rate projected at 31st December 2023 - 5.75%												
Source: Debt Unit												

A.IV - Statement of Expenditure Arrears, in EC\$

NAME OF CREDITOR	PARTICULARS	2022	2023 (March)
Civil Servants	Deferred salaries	1,951,679	-
Public Service Pension Fund	Employer's contribution on behalf of employees (As at 30 April)	-	1,200,061
University of the West Indies	Contributions	6,283,240	3,378,240
Water Corporation 1	Water Charge (As at 30 April)	62,298	284,218
DLN Consultants	Roadbay Jetty	386,158	386,158
Eastern Caribbean Supreme Court	ECSC Contribution	-	-
Individual A	Property EX MIN 14/675 (US\$572,400.00)	1,538,726	1,538,726
ASSIDCO	Cinnamon Reef	20,000,000	20,000,000
Entity A	Rent for Government Administration at 31 st July	-	4,588,274
British American	Land purchase - 2004	41,936	41,936
Individual B	Land purchase - 2004	80,646	80,646
Individual C	Land purchase	6,452	6,452
Individual D	Land purchase - 2010	95,879	95,879
Individual E	Land purchase - 2007	-	-
Blowing Point Ferry (various landowners) 3	Land Negotiation - 2019	-	-
SUB-TOTAL		30,480,885	316,34,460
Jeremiah Highway	Roads	376,348	376,348
Bayview Road	Roads	1,332,272	1,332,272
Hilton Fleming	Roads	174,195	174,195
Big Spring	Roads	232,906	232,906
Mill Road	Roads	23,656	23,656
Pepper Road	Roads	279,573	279,573

Spring Path	Roads	46,775	46,775
True Wise	Roads	28,226	28,226
Bungalow Road	Roads	62,904	62,904
Queen Elizabeth Ave	Roads	55,924	55,924
Pond View	Roads	388,714	388,714
SUB-TOTAL		3,001,492	3,001,492
TOTAL (in dollars)		33,482,377	34,635,952
(Annual) Percentage Change (in percent)		-	3.4%

Source: Treasury Department

Notes: Unaudited statement of expenditure arrears, as
at end May 2023

A.V - Statement of Revenue Arrears, in EC\$

REVENUE ACCOUNT	CURRENT PERIOD	HISTORICAL	TOTAL
	(previous 12 months)	(previous 13 to 72 months)	
Tourism Marketing Levy	\$-	\$1,326,956.15	\$1,326,956.15
Property Tax	\$3,514,815.06	\$20,662,074.21	\$24,176,889.27
Goods and Services Tax	\$4,356,535.89	\$-	\$4,356,535.89
Interim Stabilisation Levy	\$2,352,992.18	\$3,071,679.82	\$5,424,672.00
Business Licence	\$109,035.00	\$7,036,759.38	\$7,145,794.38
Resort Residence Asset Levy	\$-	\$1,658,889.05	\$1,658,889.05

Source: Inland Revenue Department

Notes:

Unaudited statement of revenue arrears, as at end May 2023

1 – Repealed tax

Arrears report from Multi-Tax System unavailable.

A.VI – Capital Investment Plan 2023-2025, in EC\$ millions

CAPITAL INVESTMENT PLAN 2024 - 2026							
ONGOING PROJECTS BY MINISTRY	AGENCY	PROJECT COST (EC\$) In Millions	2024	2025	2026	DESCRIPTION	PROJECT UPDATES
MINISTRY OF HOME AFFAIRS							
SUB TOTAL		-					
MINISTRY OF FINANCE & HEALTH							
Health Services Development	GOA/ HAA	0.703				<p>1. Installation and implementation of Magnetic Resonance Imaging (MRI) equipment and services.</p> <p>2. Equipment and Security and Fire Alarm Systems for Isolation Unit at Princess Alexandra Hospital</p>	<p>ISOLATION UNIT (EC\$144,601) - Minimal expenditure of EC\$6.6K to date. Pending payment of US\$20k which accounts for 50% of the labour and materials contract. Completion date - September 2023. Claim for additional costs is under preparation. MRI MACHINE (EC\$588,306) - installation is ongoing. No expenditure to date. The concrete pad and the electrical connections are completed. One (1) technician has been trained and the next phase is to construct a waiting room and bathroom . An evaluation is scheduled for the 3rd week in June to finalise the requirements for spare parts and a maintenance contract. Costs to date have been covered by donations from the</p>

							Anguilla Community Foundation
Miscellaneous Projects	GOA	0.200				Reallocation of EC\$950,000 from VVPS Development to facilitate spending of this counterpart financing commitment. Funds reallocated from MSD for CDF appropriation for the Vivien Vanterpool Primary School	Supplementary 1/2023 reallocated project funds to this account for CDF expenditure
SUB TOTAL		0.903	-	-	-		
MINISTRY OF SOCIAL DEVELOPMENT & EDUCATION							
Albena Lake Hodge Comprehensive School (ALHCS)	GOA	3.140				ALHCS - Completion of Package II (Supplementary 1 of EC\$9,048,124 = EC\$6,948,124 GoA + EC\$2.1m UKG) Increase to facilitate payments for ALHCS Package II	Supplementary funds in March 2023. Planned completion of Package 2 by July 2023.
Vivien Vanterpool Primary School Development	GOA	0.950				Construction of two (2) additional classrooms. Funds reallocated from MSD for CDF appropriation for the Vivien Vanterpool Primary School	VVPS- Planning permission granted with conditions (amalgamation of 5 parcels and the discontinuation of a road). Building Board permission is pending, and the business case is being finalised. Procurement will follow.
Anguilla Community College Development	CDB					Final disbursements on the ACC Project Loan from CDB	Terminal Disbursement date - extended to 31 August 2023. No project payments have been reconciled to date.

Minor Education Projects	GOA	0.536	0.600	0.600	0.600	Government of Anguilla contribution to Project INSPIRE (EC\$536,000), Replacement Furniture for Schools & Computers for Teachers	Replacement furniture for schools under procurement
Sports Development	GOA	0.856				Blowing Point Basketball Court Development	(Materials and funds donated to the identified contractor to complete the development) Cost estimate of US\$1.7m to be verified with MICUHT as well as start date/ timeframe. Donor to finance the construction of the basketball court with bathrooms (reconfiguration of the facility so that they can be accessed jointly with the FIFA sponsored football field). The GoA funds will cover the cost of parking and drainage - the finalised quote is pending.
Education Management Information System & E-learning Platform (RESEMBID)	EU - RESEMBID	1.493	0.135			<p>1. Procurement and implementation of an Education Management Information System (EMIS) and E-Learning Platform to build resilience and improved monitoring and management mechanisms.</p> <p>2. Education Sector Disaster Contingency Plan documenting procedures for the education sector to undertake before, during and after a disaster.</p>	<p>Recruitment of Software Developer - VELSOFT and Systems Administrator. Software Development of the EMIS and LMS and procurement of the required hardware continues. Employment of the Data Entry Clerk</p> <p>Development of the Business Continuity/Disaster Recovery Plan is due at the end of April 2023</p> <p>Hosting and Deployment Testing is scheduled for July 2023. Project Extension request is pending given initial delays in procurements and disbursement funds.</p>
SUB TOTAL		6.976	0.735	0.600	0.600		
MINISTRY OF SUSTAINABILITY,							

INNOVATION & ENVIRONMENT							
Marine Park Management (RESEMBID)	EU - RESEMBID / GOA	1.85	0.190			<p>Management system for Anguilla's marine park network. Counterpart Financing from GOA to purchase a boat for monitoring of the marine parks and surveillance of Anguilla waters EC\$206,500.</p>	<p>Preparation of Management plan for Shoal Bay-Harbour MP and Dog Island MP is in progress. Site specific action plans to be completed by end of April 2023. Design of the strategy for the management agreement and draft governance structure is completed. The legal agreements for GOA and co-management body are completed. MP enforcement is ongoing with patrols at Little Bay Marine Park, Sandy Island Marine Park, Prickly Pear Marine Park, Shoal Bay-Island Harbour Marine Park, Dog Island Marine Park) Training is ongoing - Standard for Training, Certification and Watchkeeping (1 ANT and 6 FMRU staff); Learning exchange took place with Reserve Naturelle St Martin. Next steps are to finalise management/action plans for all marine parks by end of April, finalise marine park collaborative management guidelines and lease agreement by October 2023, continue to implement public awareness campaign including a marine parks short-documentary series to be broadcast at Blowing Point Ferry Terminal billboard. Procurement for construction of vessel for FMRU will begin in April/May 2023. Initial expenditure associated with support to RESEMBID Project Launches and costs</p>

							associated with communication and visibility events of the visit of the Director General of Expertise France.
Piloting Backyard Aquaponics Systems (RESEMBID)	EU - RESE MBID	0.787	0.105			<ol style="list-style-type: none"> 1. Establish 5 aquaponics demonstration systems. 2. Training sessions in the construction, operation, and maintenance of aquaponics systems. 3. Public awareness strategy. 	Launch of Project in March 2023. Recruitment of Project Manager and 3 Project Officers is completed. The next quarter will focus on recruitment of the Consultant and preparation of demonstration sites at the Department of Agriculture, ALHCS, a Primary School, Senior Citizens Home and Princess Alexandra Hospital.
Anguilla Population and Housing Census	GOA	0.800	0.400	0.150	0.150	Completion of Anguilla Population and Housing Census	Ongoing
Statistics Development			0.300	0.150	0.150	<ol style="list-style-type: none"> 1. The Anguilla Labour Force Survey (ALFS), which captures basic information about the size and structure of the workforce, was last conducted in 1999. It is closely aligned with the Anguilla Labour Market Survey (ALMS) which captures the needs and demands of the labour market and was completed in 2021 with the support of the European Union. Data from 	Planning works for the LFS and the HIES to take place in the final quarter of 2023. Full roll out in 2024

					these surveys is essential for planning and designing policies for employment, education, training and economic development. 2. Household Income and Expenditure Survey (HIES)s provide information on living conditions and income/expenditure patterns and can inform the analysis and design of poverty and inequality measures. The data from the HIES will be used to rebase the Anguilla Consumer Price Index, last rebased in 2010 and the National Accounts, last rebased in 2006. Planning for both surveys will begin in 2023.	
IT Equipment		0.167			Replacement of Government IT assets demonstrated to be inadequate	Ongoing
IT Infrastructure	GOA	0.435	0.380		1. Underground Networking System - Valley Roundabout to Princess Alexandra Hospital EC\$335,000 (in partnership with Utilities). 2. Development of GoA Website 3. Penetration Testing / Vulnerability Management Services for protection from cyber threats	Prioritised security Systems at Government Headquarters and the Library. Underground Networking Project pushed to 2024
Information Systems Development	GOA	0.241	0.040		Phase III - General Post Office Development for greater efficiency and improved services to customers including automation of Ezone accounts, online sign-up and storage of customer information, online payments, global declarations for release of packages, mobile app for all GPO services and remote credit card ordering services	Contract being finalised with MISHA Infotech. Revised project costing of EC\$252,422. The project timeframe is 220 working days. Project Initiation (40%), System Design Completion (20%), Testing (25%) Completion and Report Delivery (15%). Final payment of EC\$37,863 to be carried over to 2024

Agriculture and Fisheries Development	GOA	3.293	1.240	1.200		1. Phased support to food production sector through a series of investment interventions addressing low tech and high-tech methods of crop production, facilitation of local egg production and health and safety standards. Demonstration systems and development inputs include container farms, green houses, shade houses, water tanks, a hatchery and an abbatoir. 2. Ecological assessment of Anguilla's deep-water environment to determine the fish stock for nearshore and pelagic marine areas.	Procurement exercises under planning and study visits within the Region are being explored.
SUB TOTAL		7.573	2.655	1.500	0.300		
MINISTRY OF INFRASTRUCTURE, COMMUNICATIONS, UTILITIES, HOUSING & TOURISM							
Disaster Mitigation and Recovery	GOA	0.229				Mitigation measures (shuttering programme and building repairs), outfitting the NEOC and emergency recovery activities	Planned shuttering programme to secure Government Buildings (NEOC & Combined Services Building).
Fire Services Development						Anguilla Fire and Rescue Air Crash Tender	Supplementary 1/2023
Water Development	WCA /GOA	54.000	5.000	5.000	5.000	Phased replacement of Water Distribution Network (EC\$54m)	EC\$3m -Funds reallocated to Grants and Contributions to facilitate Water Dept, Utility payments. The balance of funds, EC\$2m, will be used to procure pipes and fittings in support of the replacement of the water network.

Replacement of Government Vehicles	GOA	0.893				Final Payment Instalment of vehicles replaced in 2022	8 I10s (2 for Inland Revenue Department and 8 for the fleet) 3 Tucsons (Commissioner of Police, RAPF and Customs Department) 3 vehicles outstanding: K9 Van for Customs Department, Van for Education Maintenance and 1 Vehicle for Financial Services Commission (ordered on behalf of FSC)
Road Development	GOA	0.400				Installation of Solar street lighting - Carter Rey Boulevard	Preliminary work has taken place with the various Utilities and underground and overhead conflicts have been identified which will require phased implementation. Procurement will be completed in May and the estimated completion date is September 2023.
Sustainable Energy Programme	EU - RESE MBID	2.763	0.115			<p>1. Integrated Renewable Resource Plan (including studies to identify areas suitable for RE technologies. a grid stability/RE integration study (inclusive of micro-grid applications) and updated cost of service study inclusive of energy tariff).</p> <p>2. Revised National Energy Policy and Energy Transition Strategy</p> <p>Green Block Pilot Village:</p> <p>3. Retrofit of 5 government buildings (AC & Lighting)</p> <p>4. 1 pilot electric vehicle and renewable energy EV charging station installed and</p>	Support Staff (Project Manager, Project Administrator & Visibility & Communication Officer) are hired. Project Launched in February 2023. Developed internal communication strategy with Visibility & Communication Officer and project stakeholders to support the flow of information and data. Focus in the next quarter will be on drafting the National Electric Vehicle Transition, procuring the equipment and supplies: (AC Retrofits and Lighting Retrofits) and engage electrician. Seeking technical

						commissioned 5. National Electric Vehicle Transition Plan 6. Training courses/workshops: • Regulation and Integration of Renewable Energy • Entry-Level and Advance Solar Design and Installation Solar PV • Level 1 and 2 Energy Audit and Energy Efficiency • Micro-Finance Products for RE and EE • Electric Vehicle Repair and Maintenance	expertise to assist in drafting the ToR. Procure EV and EV Charging Station Engaging a consultancy firm to lead on conducting the grid stability/RE integration study, IRRP, NEP and Cost of Services Study.
SUB TOTAL		58.286	5.115	5.000	5.000		
ONGOING PROJECTS TOTAL		73.539	8.505	7.100	5.900		
PROPOSED PROJECTS FOR 2024 - 2026 BY 2024 POLICY PRIORITY			2024	2025	2026	DESCRIPTION	
1. Transforming the delivery of the public services through digitization of government services, with a focus on enhancing the ease of business and supporting FDI.							

National ICT Policy, Strategy & Implementation Plan and a National E-Government Policy, Strategy & Implementation Plan			0.292			To develop a National ICT Policy Strategy and Implementation Plan in order to leverage the power of information and communications technology (ICT) to foster prosperity and the further development of Anguilla. In addition, the Government also needs to develop a National E-Government Policy Strategy and Implementation Plan to advance the effective use of ICTs to serve its citizens by answering the Caribbean Telecommunications Union's (CTU) call for the establishment of 21st Century Government. Without a strategy Government is at risk of wasting money and resources with the implementation of its IT projects. The strategy would help guide the Government with this process thereby ensuring is getting value for money.	
e-Procurement System			0.400	0.080	0.080	Existing policies are extremely old and outdated and with technology changing so quickly Government needs to update its policies in place to ensure especially when dealing with matters of security	
Border Management System for Immigration			0.250	0.050	0.005	An integrated immigration system to streamline and improve functions for border management, visa processing, processing of applications for extensions of stay and other routine operations facilitated by the Immigration Department. Currently the immigration department is relying on paper records spreadsheets and small access databases to manage its	

						services. There is an urgent need to streamline all of these services through the use of a single system which will help to improve the efficiency of the department. Border security is an extremely critical function of the country and Immigration urgently requires a system to help reduce the burden on the staff to manage their records and enable them to focus more on the security aspect of their jobs	
Motor Vehicles and Drivers License Management System			0.400	0.080	0.080	The existing system being used to manage these services is extremely old and outdated. There is an urgent need to have this system updated as soon as possible so as to ensure that this critical service is not impacted in any negative manner	
Roads Asset Management System			0.815			To reestablish a system to assist in the management and maintenance of the road assets in Anguilla. Past use of the ROMAPS data management system that was created by Roughton International was very useful in storing and analyzing the data to optimize available resources.	
2. Building a resilient economy through airport development and investment in physical infrastructure.							
Land Acquisition						To be determined	

Anguilla Community College - Phase 2			5.000	10.000		<p>This project is a result of the need to efficiently house all operations of the Anguilla Community College under one roof.</p> <p>The project, phase two of the Anguilla Community College Development consists of two buildings, one being the main building and the other an independent structure with student's lounge.</p>	
Albena Lake Hodge Comprehensive School (ALHCS)			12.000	5.000		ALHCS Package IVb - Technical Block	
Road Bay Jetty			4.000			Completion of UKG funded Road Bay Jetty Development: Paving landside and construction of Storage Warehouse (EC\$4m)	
Road Infrastructure			5.000	5.000	5.000	<p>Road Upgrades Mahogany Tree Rd EC \$5.65 Mil AR Lake Dr (Stop Light to Roundabout) EC \$3.18 Mil</p> <p>Road Resealing Edwin Wallace Rey EC \$1.5 Mil (relocating utilities underground not included)</p> <p>Watkins Hodge Rd (Stop Light to stop light) EC \$365,000</p> <p>South Hill Rd (Stop Light to Back Street Exit) EC \$274,000</p> <p>Road Reabs AR Lake Dr (Stop Light to Proctors) EC \$855,000</p> <p>Long Path Rd (Proctors to Ken Hodge)</p>	

						EC \$2 Mil (relocating utilities underground not included)	
3. Reducing energy costs by creating an environment that facilitates the use of affordable alternative energy sources.							
Energy Efficiency Retrofit of Government Buildings			0.600	0.800	1.000		
Installation of solar panels on Government Buildings							
Electric Vehicles for GoA use						Details pending outcome of Sustainable Energy Programme findings	
4. Improving the business climate to support local business and attract foreign direct investment.							
5. Advancing youth development							

through investments in sporting infrastructure and programmes.							
Sports Development			10.000	10.000		1. Multipurpose indoor sports facility EC\$13.5m 2. Floating ocean pool, EC\$110,500 3. Upgrade of courts (tennis & netball), EC\$80,000 4. Green recreation space at Coronation Park, EC\$250,000 5. ALHCS Athletics Track EC\$9.5m 6. Ronald Webster Park, EC\$15m	
Strengthening investment in the blue and green economy to increase food production.							
NEW PROJECTS TOTAL			38.757	31.010	6.165		
NEW - SUPPORTING PROJECTS 2024-2026			2024	2025	2026	DESCRIPTION	

Replacement of Government Vehicles						Pending requests total EC\$1.07m Prioritised list for next tranche of vehicle purchase includes: \$ 8 RAPF Vehicles (Customised) \$ 8 School Buses (option for conversion to fully electric) \$ 1 Crane Truck for EHU (bulky waste – improved lift capacity) \$ 1 Fogger Truck for EHU (replacement for G37) \$ 1 Dump Truck for Sports Maintenance (replacement for G67)	
IT Equipment						Pending requests total EC\$1.3m	
Renovation of Government Assets						To be determined by Ministry of Infrastructure	
Disaster Mitigation and Recovery						Annual allocation TBD	
Furniture and Equipment						Pending requests total EC\$608,000	
Miscellaneous Projects						Annual allocation TBD	
SUPPORTING PROJECTS TOTAL							
SUB TOTAL			47.262	38.110	12.065		
Clayton J Lloyd International Airport Development			73.366	138.278	51.729		

GRAND TOTAL			120.628	176.388	63.794		
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Source: Projects Unit

Notes:

Project appraisals may be revised

A.VII - Institutional Framework

The GoA's institutional framework is important to the MTEFP as it helps to explain:

1. How the different agencies involved work together
2. Sequencing of actions/processes
3. Flow of information – who does what when and shares with whom?
4. Legal basis

Political System

Anguilla is a parliamentary representative democratic dependency, modelled on the Westminster system. The Premier is the head of government within a multi-party system. The Constitution of Anguilla (1982 as amended up to 2019) provides for a Governor, whose function is to exercise the executive authority of the Crown on behalf of His Majesty the King. The Governor, who is appointed by the UKG, has special responsibility for defence, external affairs, internal security (including the police) and the public service.

The House of Assembly consists of a Speaker of the House, the Deputy Governor, the Attorney General and nine elected members. The elections on 29 June 2020 brought the Anguilla Progressive Movement Party to power, winning seven of the eleven seats. Under the Constitution the next general election must be held in 2025.

Administrative System

In the Anguilla Public Service (APS), the ministerial portfolios are supported by Permanent Secretaries who are the accounting officers. The assignments are presented in the following tables.

Mrs. Kathleen Rogers, Permanent Secretary for Finance with the **Honourable Premier Dr. Ellis Lorenzo Webster**.

SUBJECTS	DEPARTMENTS	STATUTORY BODIES & BOARDS
Finance	Inland Revenue	Anguilla Development Board
Inland Revenue	Treasury	Social Security Board
Public Debt	Audit	Public Service Pension Board
Customs	Customs	National Commercial Bank of Anguilla Ltd
Social Security	Post Office	Procurement Board
Public Service Pensions	Registry of Commercial Activities	ANGLEC Board
Procurement & Tenders		

Mrs. Chanelle Petty Barrett, Permanent Secretary for Economic Development, Investment and Commerce with the **Honourable Premier Dr. Ellis Lorenzo Webster**.

SUBJECT	DEPARTMENTS	STATUTORY BODIES & BOARDS
Economic Development and Planning Trade and Investment Commerce Projects – Public Sector Investment Programme Protocol		Select Anguilla Agency Board Special Economic Zone Authority Business Licensing Board

Mrs. Chanelle Petty Barrett, Permanent Secretary for Sustainability, Innovation and Environment with the **Honourable Minister Mrs. Quincia Gumbs-Marie**.

SUBJECT	DEPARTMENTS	STATUTORY BODIES & BOARDS
Environment and Climate Change Marine Parks Natural Resources (Agriculture, Fisheries and Environment) Renewable Energy Development Information Technology Statistics	Department for Information Technology and E-Government Services (DITES) Department of Natural Resources Statistics	Anguilla National Trust

Dr. Aidan Harrigan, Permanent Secretary for Home Affairs, Immigration, Labour, Human Rights, Constitutional Affairs, Information and Broadcasting, Lands and Physical Planning with the **Honourable Minister Mr. Kenneth Hodge**.

SUBJECTS	DEPARTMENTS	STATUTORY BODIES & BOARDS
Home Affairs	Immigration	Anguilla Status Commission
Immigration	Labour	Land Development Control
Labour	Information & Broadcasting	Committee
Information & Broadcasting	Lands and Surveys	Labour Tribunal
Constitutional Affairs	Physical Planning	
Lands & Physical Planning		

Mrs. Jacqueline Bryan-Niles, Permanent Secretary (Ag) for Health with the **Honourable Premier Dr. Ellis Lorenzo Webster**.

SUBJECTS	DEPARTMENTS	STATUTORY BODIES & BOARDS
Medical & Health	Health Protection	Health Authority of Anguilla
Dental		Medical Board
Chronic Diseases		Mental Health Review Panel
HIV/AIDS & Sexual & Reproductive Health		
Health Service Quality Management		
Environmental Health		
Public Health		
Water Laboratory		

Dr. Bonnie Richardson Lake, Permanent Secretary for Social Development, Cultural Affairs, Youth Affairs, Gender Affairs, Education and Library Services, with the **Honourable Minister Ms Dee-Ann Kentish Rogers**.

SUBJECTS	DEPARTMENTS	STATUTORY BODIES & BOARDS
Cultural Affairs	Education	Anguilla Community College
Education	Library Services	Anguilla Youth Business Foundation
Gender Affairs	Probation	Board of Governors of the Albena Lake Hodge
Library Services		Comprehensive School

Probations Psychological Services Social Development Sports Youth Affairs	Social Development Sports Youth & Culture	Education and Training Council Higher Education Licensing Board National Child Safeguarding and Harm-Reduction Board Social Protection Board Technical and Vocational
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Mr. Karim Hodge, Permanent Secretary for Infrastructure, Communications, Utilities, Housing and Tourism, with the **Honourable Minister Mr. Haydn Hughes**.

SUBJECTS	DEPARTMENTS	STATUTORY BODIES & BOARDS
Aviation Communications Technologies Development & Maintenance Electricity Fire Services Housing & Construction Infrastructure Ports & Harbours Public Transport Tourism Utilities	Department for Infrastructure, Communications and Utilities Anguilla Fire & Rescue Services	Anguilla Air & Sea Ports Authority Anguilla Tourist Board Building Board Public Utilities Commission Water Corporation of Anguilla

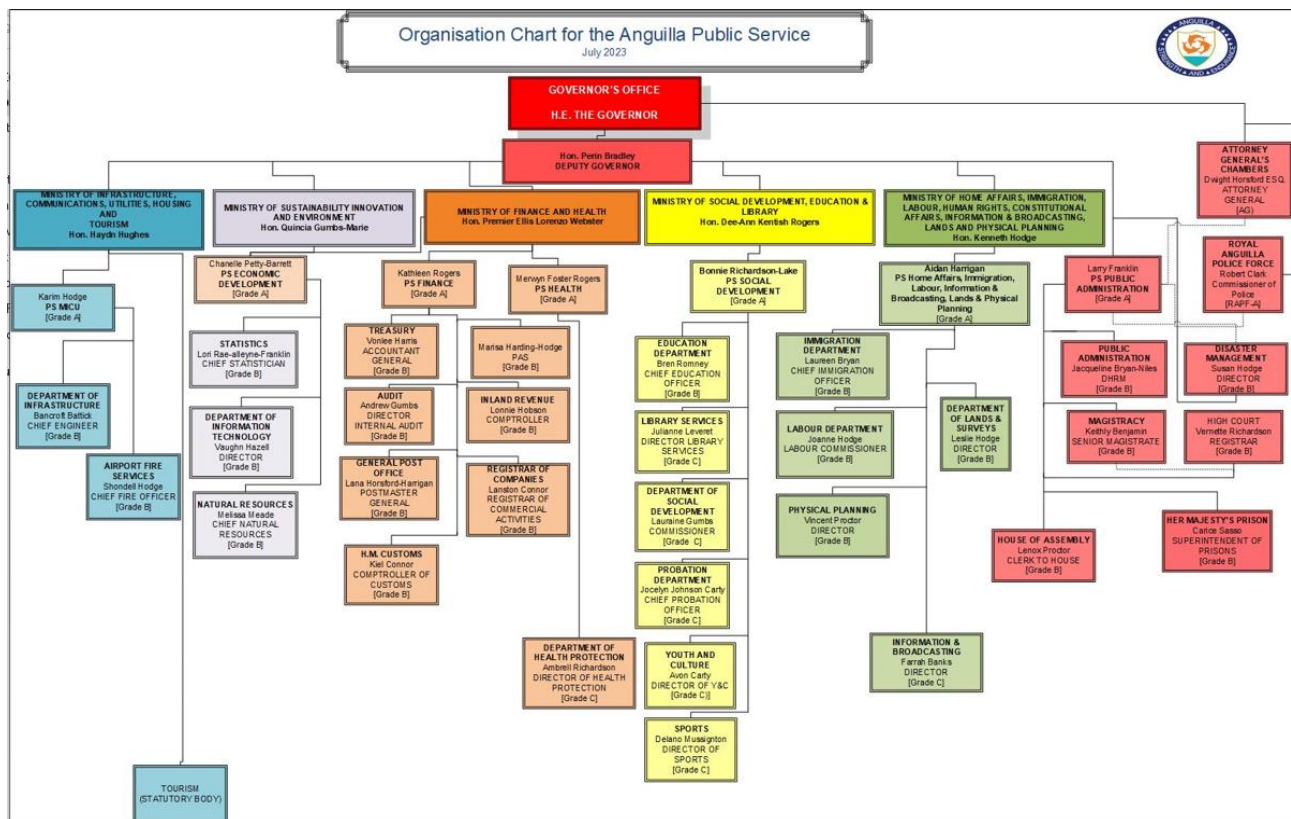
Vehicle Inspection		
Water		
Maritime Affairs		

Mr. Larry Franklin, Permanent Secretary for Public Administration reporting to the **Honourable Deputy Governor Mr. Perin Bradley**.

SUBJECTS	DEPARTMENTS	STATUTORY BODIES & BOARDS
Public Administration	Public Administration	Visiting Justice Committee
Parliamentary Affairs	The House of Assembly	Parole Board
Judicial Affairs	The High Court	
Prisons	The Magistracy	
	His Majesty's Prison	

The Department of Disaster Management, Royal Anguilla Police Force, Attorney General's Chambers and HM Governor's Office are within the portfolio of **His Excellency the Governor (acting) Paul Candler**.

Figure 6:
Organisational Chart for the Management of the Anguilla Public Service



as of July 2023

Notes:

- 1- Ministry of Home Affairs, Immigration, Labour, Human Rights, Constitutional Affairs, Information and Broadcasting, Lands and Physical Planning
- 2- Ministry of Sustainability, Innovation and Environment (SIE)
- 3- Ministry of Infrastructure, Communication, Utilities, Housing and Tourism (ICUHT)



Ministry of

FINANCE

GOVERNMENT OF ANGUILLA