

GOVERNMENT OF THE VIRGIN ISLANDS

2014 BUDGET ESTIMATES

| | | |
|---|---------------|---------------------|
| Revenue | | |
| Taxes | 282,655,000 | |
| Other Revenue | 19,651,000 | |
| Total Revenue | | 302,306,000 |
| | | |
| Fund Contributions | | |
| Reserve Fund Contribution | (15,500,000) | |
| Total Fund Contribution | | (15,500,000) |
| | | |
| Recurrent Expenditure | | |
| Employee Compensation | (114,894,500) | |
| Goods and Services | (55,965,500) | |
| Interest | (4,893,500) | |
| Subsidies | (300,000) | |
| Grants | (50,361,900) | |
| Social Benefits | (10,138,100) | |
| Property and Other Expenses | (10,233,400) | |
| Total Recurrent Expenditure | | (246,786,900) |
| | | |
| Capital Expenditure | | |
| Capital Acquisitions | (1,951,600) | |
| Development Projects | | |
| Funded from Recurrent Surplus | (26,986,000) | |
| Funded from Loan Funds | (25,427,700) | |
| Total Capital Expenditure | | (54,365,300) |
| | | |
| Debt Service | | |
| Principal Repayments | (11,081,500) | |
| Total Debt Service | | <u>(11,081,500)</u> |
| | | |
| Overall Surplus/(Deficit) | | (25,427,700) |
| | | |
| Deficit Financing | | |
| Loan Disbursements (Development Projects) | 25,427,700 | |
| Total Financing | | <u>25,427,700</u> |

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BUDGET ADDRESS



2014 BUDGET ADDRESS

“TOWARDS STABILITY AND GROWTH”

Introduction

Madam Speaker, I move that the bill entitled, Appropriation Act 2014, be read a second time and in so doing, I invite this Honourable House to extend its customary courtesies, in permitting me to discuss the basis of how the draft of this Appropriation Act was developed through my presentation of the Budget Address.

Economy in Review

1. Firstly, Madam Speaker, I thank God for his many blessings on this Territory and for allowing me to present my third Budget Address of this term. As I do so, I am reminded of the Proverb that says “The plans of the diligent lead surely to advantage...”.

2. Since my Government took office Madam Speaker, we have indeed been planning diligently to secure that advantage for our people. And rightly so, as in governing, diligence begins in large part with budgeting.

3. Three budgets later, I am proud to say that we are turning the corner as will become evident throughout this address. But most obvious is that just past our midterm, and having recently materially paid off large amounts of inherited outstanding bills, we are optimistic and are looking forward to a budget that begins to deliver that advantage for our people.

4. The patience of our nation was tested during the first two cycles, but our resolve and the resilience of our people have seen us through to today. This Budget, Madam Speaker, builds on our past achievements and seeks to continue to foster our Vision to build a better Virgin Islands. I am therefore very confident that this Budget Madam Speaker will help to continue our country's progress towards stability and growth.

5. As is traditional, I will begin by putting this Territory's economic situation in context with a brief examination of the current global environment.

6. Madam Speaker, except in very few instances, the world is emerging from the worst global financial crisis on record and global economic growth continues to be sluggish. Advanced economies like the United States and Canada are slowly recovering with the Euro Zone playing catch up. Growth in China and India is still strong but less bullish than in previous years and this has resulted in a reduction in the surge of global economic expansion. Closer to home, many of our Caribbean neighbours are facing

difficult times. Their Governments are trying to manage declining economic growth, increased global competition, high debt and unemployment levels, and reduced fiscal space with heightened demand for infrastructural development, job opportunities and social services.

7. Increasingly, the larger economies of the world are employing all means at their disposal to corral their citizens, regardless of where they reside and in so doing, additional pressures are exerted on small economies like ours. Madam Speaker, this is the new world order in which our small Territory must operate. And Madam Speaker, the harsh reality is that it takes the right kind of management to manoeuvre in the global economy and ensure the economic survival of our Territory. Madam Speaker I am pleased to report to this Honourable House and the hard working people of this Territory that my Government has risen to this challenge and we have delivered the goods. I will elaborate, later.

Our Economy

1. Madam Speaker, permit me to now relate this overview to our own circumstances.

2. As the world economy improves, so we expect a corresponding improvement in the BVI economy. I state the obvious, Madam Speaker, in noting that our primary industries are built on service. We do not manufacture and our farming and fishing are still not developed to sustain us. We live by the services we provide and from those services come the taxes that fund the services our government provides to all residents in the Territory. It therefore stands to reason that strong economic recovery in North America is good news for our tourism industry, since the majority of our visitors hail from that region. Consistent growth in Brazil and Argentina and other countries in Latin America translate into good prospects for expanding our tourism market in the near future to those areas. Indeed Madam Speaker, we have recently hired a competent and experienced public relations firm in that region to make sure that this happens.

3. A growing China means more demand for our flagship BVI business companies and other financial related services as well as tourism in the future. Madam Speaker, here again we are well positioned to take advantage of these economic opportunities with the establishment last September of BVI House Asia in Hong Kong. As well, Madam Speaker there is no better manifestation of our forward leaning vision for economic growth, than last week's very successful visit to the Territory of a high level delegation from Shenzhen. Shenzhen is one of the wealthiest cities in China. That visit Madam Speaker, was a direct result of opening the office in Hong Kong. After more than thirty years of providing financial services to China, during the visit we moved to the next level by signing a Memorandum of Understanding to strengthen our relationship with Shenzhen.

4. Madam Speaker, the fiscal and economic vulnerabilities facing many Caribbean countries, provides us with a glimpse of a possible similar misfortune if we do not manage our resources carefully, or if we fail to act here in the BVI. But Madam Speaker, let me be clear: that is not the future I see for BVI while I am at the helm. Yes, we will tighten our

belts where we need to, but we will also aggressively tap into emerging markets as we have been doing, while shoring up our traditional markets to ensure our continued success.

5. Madam Speaker, while I firmly believe that the BVI's economy has a strong foundation rooted in financial services and tourism, nevertheless, several factors have led to the challenges our economy has experienced in recent times. These factors include increased competition from other tourism destinations and financial services jurisdictions, increased international scrutiny related to tax and transparency matters, a somewhat frayed physical infrastructure and difficult, inefficient air access from our major tourism markets. These challenges will continue to test our resolve, but today Madam Speaker, I assure the people of this Territory that my Government's economic strategy, which I will outline in this address, is the right approach and it is placing us once more on a growth trajectory.

Tourism and Financial Services

1. Madam Speaker, allow me to begin this section by providing a synopsis on the performance of our twin pillars – Tourism and Financial Services.

2. The lingering effects of the global economic crisis were made worse by air access issues to the BVI, which could have had a debilitating effect on our overnight tourist arrival numbers. However, I am pleased to state today that these numbers have instead increased steadily. This was not an accident, Madam Speaker. As Minister of Tourism, in the very early days of my administration, I directed the Chairman of the Tourist Board to aggressively market the BVI with a view to increasing tourist arrivals by ten percent (10%) in the short to medium term. I am very pleased to report that preliminary arrival figures as of November 2013, indicated just over a three percent (3%) increase in overnight visitors, compared to the same period in 2012.

3. A resurgence in international tourism, a solid performance in the yachting industry, growth in high end tourism driven by luxury developments such as Oil Nut Bay, the completion and opening last year of the new and impressive Maria's by the Sea, the re-opening of the Great House on Necker Island and improvements at other properties such as Little Dix Bay, Peter Island and Guana Island as well as improvements in our small properties and a more focused marketing strategy on the part of the BVI Tourist Board, securing airlift alternatives and recently more reliable ferry services between Tortola and St. Thomas have all combined to increase our market share in a very competitive industry.

4. We will continue to make headway and drive growth by tapping into other markets and improving our tourism offerings and infrastructure. Madam Speaker, I am confident that with these efforts and others all combined to increase tourism arrivals, we will get to that ten percent (10%) growth that I have requested.

5. Madam Speaker, later this week, Rosewood Little Dix Bay will celebrate its 50th Anniversary since it opened its doors in 1964. In so doing, Little Dix Bay Resort not only charted the way forward for BVI tourism, but it also changed the global resort scene by becoming the new Gold Standard for resorts globally. Madam Speaker, I am therefore confident that all members of the Honourable House will join me in extending our collective sincere congratulations to the owners, the management, its loyal and hardworking staff - past and present and the host community of Virgin Gorda on this most significant milestone. We look forward to the next 50 years.

6. We expect several new tourism projects to come on stream including the Prospect Reef Hotel redevelopment among others, which will have a positive impact on employment, the construction and tourism sectors and also spur more activity in real estate as well as the wholesale and retail sectors.

7. Madam Speaker, turning to another vital segment of our tourism industry, cruise tourism. We are determined to see a return to a path of growth to this sector despite the recent decline due in part to a slower than usual peak season. This is a Caribbean-wide reality where growth in cruise arrivals in some of our neighbouring islands has also dipped. Fortunately, we know what needs to be done to change this trend in the Territory. Madam Speaker, firstly, we must and will extend the cruise ship pier which is critical. Then we must and will provide the infrastructure for shops, restaurants, tours and the like to further support the cruise industry. Madam Speaker, I am also pleased to report to Honourable Members of this House that we have reached an agreement with Norwegian Cruise Lines and Disney for a long term relationship with the BVI and that we will sign that agreement before the end of January.

8. Cruise tourism issues did not begin in 2011, but they are here and it is my job to fix them. I am tackling this matter head on. I know that a growing number of BVI Islanders depend on cruise tourism for their livelihood and I will not rest until we have done right by our people in that sector. Madam Speaker, I expect work on the expansion of the cruise pier to start in the next few months.

9. Madam Speaker, 2013 has been a challenging year in the financial services sector set off by international regulatory changes related to tax transparency and exchange of information and increased competition from other jurisdictions. Company incorporation figures for the first three quarters of 2013 are, as a consequence, fifteen percent (15%) below the same period in 2012. Fortunately company re-registration figures remain strong and government revenue collections from incorporation fees have not decreased. However, lower incorporation figures do have implications for the stock level of companies re-registered in the Territory annually and future government revenue levels. We are therefore considering ways of widening the scope of our financial services offerings and gradually diversifying the overall economy and Government's revenue base.

10. Madam Speaker, although a further contraction is expected to show up in the final economic statistics for 2013 it is anticipated that we will return to economic growth of

approximately 1% in 2014%. This growth will be buttressed by increased investment in the physical infrastructure of the Territory through planned capital projects, such as the Cruise Pier Development, the Terrance B. Lettsome Airport runway Extension Project and the Sewerage project amongst others.

Review of the Last Year and Accomplishments

1. Madam Speaker, I would like to review some of last year's accomplishments. I am constantly reminded through my daily interactions with my fellow citizens that life can be quite difficult in the BVI today but at the same time I am also reminded that my Government has done extraordinarily well in holding this community together and averting a crisis. Clearly, in absolute terms, the BVI's economy has fared very well when compared to the global economy and especially when we consider our neighbours and those further afield. Undoubtedly that has been the result of the hard work, foresight and the strategies we have deployed. Yes, our economy has faced immense challenges, for which my Government employed prudent and much needed interventions. If that was not so, we would be facing a different future to the future we face today of hope and prosperity.

2. Madam Speaker, when my Government came into office, we found a definite trend of slower growth in the Financial Services sector and a Tourism Industry that had lost its lustre and was treading water at best. The very foundations of our economy were threatened. Immediate action had to be taken and take it we did, to arrest the slide of the BVI. We are slowly clawing our way out of those 'woods' Madam Speaker, and I look forward to the not too distant future when tourism in the BVI will fully return to its former glory days of between 2003 and 2007 under my leadership..

3. Madam Speaker, the initial strong improvement in our winter season this year that we have seen speaks for itself and there can be no doubt that this is as a result of our fresh thinking, hard work and a coordinated strategy between the Government, the BVI Tourist Board and the private sector.

4. In the tourism arena, Madam Speaker, airlift is critical. The loss of American Eagle as the primary carrier into the British Virgin Islands hurt us, but we refused to remain wounded. We found alternatives. We formed a partnership with the existing airlines serving the Territory, and provided incentives for new ones. Today regular flights fill the gap left by American Eagle. It is not yet a perfect situation, but we are working hard everyday to improve our air access to the BVI and we will get there.

5. Madam Speaker, I am particularly pleased that our efforts have seen the return of scheduled daily flights into Virgin Gorda on land and on water. The return of Win Air serving the Territory from St. Martin was welcomed news. In addition the development of alternate routes utilizing our ferries to link the Road Town and Charlotte Amalie ports has also provided further access to the BVI from markets in the US and beyond. Madam Speaker, it is important to note that these routes had to be developed by my Government taking an active role in forging alliances to facilitate these travel routes. As we

anticipated they have yielded noticeable results. Results such as the soon to be initiated Greeter Services in St. Thomas at the Cyril E. King Airport for our visitors using that facility; results such as the planned nonstop scheduled service using a local carrier between Antigua and the BVI which will meet the needs of our European visitors.

6. Madam Speaker, my heart was overjoyed during the Christmas holidays as I realized that from Anegada to Jost Van Dyke, our waters were filled with all classes of pleasure boats while the piers at our marinas were, for the most part, empty. And the many private jets at the T.B. Lettsome International Airport, was a sight to behold. As a result of efforts of the BVI Tourist Board and its renewed partnership with the private sector combined with a renewed confidence that the BVI is a destination of choice for vacationers, the visitors are coming in their numbers. Service is our business. Let us serve them well and they will come again and again.

7. Madam Speaker, we have established a visible presence in the Asia/Pacific region, by opening the Hong Kong Office, further extending our footprint and positioning ourselves to better serve our customers and establish new relationships in this region. At least 40% of our financial services business comes from Asia and we are hoping to see this increase as a result of our presence there.

8. The recent passage of the Arbitration Act just recently is just one example of how we are intending to position ourselves in order that the existing industry in the BVI and those outside it can be supported in the options available to them.

9. In this regard Madam Speaker, I would like to sincerely thank Dr. Archibald and his team for their excellent work toward making BVI an Arbitration Centre, by the development of this act.

10. Madam Speaker, it is this Government's duty to ensure that its citizens have such amenities as a reliable water supply and sewerage disposal system, a viable and relevant social security system, a decent road network and safe and adequate sea and air ports. These, Madam Speaker, all come at a cost. While for the sake of political gain it may serve some to draw attention to the fact that we are not putting the same levels of cash out into the hands of our citizens as we were able to do in the past, a cursory look around us shows that this Government simply cannot continue to do so and at the same time remain responsible custodians of the finances of this Territory. Thus we have been very selective in choosing infrastructural projects that provide measurable benefits to the entire Territory. Our record of the past two years bears this out, and demonstrates a wider cross section of improvements across the entire BVI than those which we met.

11. At the same time Madam Speaker we continue to be concerned about the high cost of Government infrastructural projects, for many and varied reasons, and have begun the review of the tendering process.

12. While it is important Madam Speaker that persons get a reasonable return on their investment in public sector projects; It is also essential, and more especially in these

difficult times, that the taxpayer gets value for the monies that are being spent. It is unfortunate Madam Speaker that elements among us see no wisdom in the Government of the Virgin Islands setting aside reserves that we can call on in a time of need.

13. Madam Speaker, I must remind my fellow citizens that even in the days before the advent of the successful tourism and financial services industry here in the BVI, our leaders saw wisdom in setting aside funds to be held in the event that some natural disaster or unanticipated disruption in our revenue stream occurred. And they did this. Our leaders understood then as my colleagues and I do today that any institution that fails to plan, for all eventualities, plans to fail. Our Reserve Fund then, Madam Speaker, must be built to a level that is commensurate with the size of our financial obligations. The people of this Territory must be confident that in the event of an unfortunate event that has a severe impact on our ability to maintain our revenue stream and thus in fulfilling our financial obligations to the people of this Territory that their government can still provide for their needs. Madam Speaker, the Reserve Fund is designed to provide for such eventualities.

14. Bringing this fund up to a level that is acceptable is made especially difficult by the fact that no serious consideration was given to financing this fund when my government was out of office between 2007 and 2011. Hence the burden of getting it to the required level rests on us to do so as quickly as possible.

15. All told, Madam Speaker, we have made great strides in safeguarding our economy. Despite tremendous fiscal pressures, while simultaneously building our bread and butter economic sectors, we have ensured that civil servants were being paid regularly and on time. We have not had a single 'pink slip', not one lay off or salary cut, as our neighbours in the region and farther afield have done. And amid all this, we have understood the importance of building the reserves and continue to do so.

16. Facing the realities of what we are able to do therefore, having set forth on the well-considered path, we must focus on initiatives that will not only build our civil protection and social safety nets, but just as importantly, bring jobs as well as facilitate a stronger economy. I am pleased to report that our Territory has begun to regain its strength. We have been resilient. We have demonstrated the strength and resolve. We are on the right path.

17. If there are any lessons to be learnt from the events of the last year, it is that as a society we must never rest on our laurels, or form the opinion that success is preordained, but instead that the continuous improvement and ingenuity that we have exhibited should be the norm in times of plenty as well as in times of challenge.

18. To this end Madam Speaker, I am thankful to God for his mercies and also for endowing this Territory with the asset of natural environmental beauty and hardworking citizens who work tirelessly to make this Territory great. Some of our citizens, Madam Speaker, have made sizeable investments into the future of this Territory. I am reminded for example of the mini hospital and clinic built by one of the sons of the Territory, Dr.

Heskith Vanterpool whose investment in conjunction with the Peebles Hospital should well serve this Territory's health care needs for many years to come. This was only possible Madam Speaker, because my government provided the incentives for him and many others to make these investments.

19. Madam Speaker, the completion of the external and internal works of the New Peebles Hospital by this government over the last two years has been a seminal accomplishment for this Territory. It, has brought to an end a saga that threatened the ability of the Government of the Virgin Islands to meet its numerous other commitments. This achievement was not by chance Madam Speaker but rather as a result of the leadership of my Government and the choices we have made, specifically, Madam Speaker, the hard work and leadership of the Minister for Health and his team.

20. You may have noticed, Madam Speaker that a stroll or a drive through Road Town is now done without the worry of an encounter with the odour or spillage of sewage due to a dysfunctional sewerage distribution and disposal system. This was a vexing problem with which my Government was faced on assumption of office in 2011. It was a problem that plagued our Territory's capital for years; it was a problem that my government solved. Furthermore as the 2014 Budget indicates, this year we will continue the Sewerage project in Road Town and East End.

21. Our fishermen are now confident today, after not having used our Fishing Complex for years that through their experiences under the leadership of this administration, that they will receive compensation for product brought into the fishing complex in a timely manner, and customers are now able to get a regular and wider variety of fresh seafood in various forms of presentation caught in BVI territorial waters. Madam Speaker this is a major boost for our fishermen. Some businesses within the Territory that support these fishermen have reported an increase in business by as much as thirty percent (30%) in the past year. Madam Speaker, this can only be attributed to the good and solid leadership of this administration.

22. Madam Speaker, a significant increase in our infrastructural development is evident by a cursory look at the Budget. This suggests a capital investment plan of complex proportions when rationalized in the face of the fiscal challenges we are facing. It is thus worth asking, 'how is this possible?'

23. This capital investment programme Madam Speaker, is only possible as a result of the analytical fiscal and economic planning that we mandated for ourselves. It has enabled my ministers and I for the first time in the history of locally elected government in the British Virgin Islands to have a bird's eye view of the resources available now and into the near future. We can also appreciate the effect that our decisions now will have on current and anticipated fiscal resources in the future. This is allowing us to manage our resources more efficiently in the present and into the future and indications are that this capability will get even better as we progress.

24. Madam Speaker, the bird's eye view to which I have just referred has only been achievable as a result of the improvements made to our financial management practices. Madam Speaker the movement to best practice financial management procedures and standards, enhancements to the Public Finance Management Act and the production of a Medium Term Fiscal Plan as part of a three-part budget process, demonstrates a heightened level of fiscal and economic management in the Territory. The emphasis on planning and careful analysis of the current state of play and what needs to be done to improve it while allocating fiscal resources efficiently is now providing confidence in the management of our Territory's fiscal resources. As a matter of fact Madam Speaker, due to the significant progress we have made in the past two years, the British Virgin Islands is now recognized as a clear leader in public financial management in the region.

25. The question arises: how does all this translate into a better BVI for each citizen of the BVI. Madam Speaker these accomplishments bring confidence in the BVI as a place to live, as a place to work and as a place to invest. In turn this translates into jobs and jobs mean that our people are employed, whether it be as self-employed persons or as part of a greater organization. It translates into more money into the pockets of our people. It means that we will be able to easily meet our mortgages, take vacations, our children will be educated to the highest standards and we will be able to lead less stressful and more productive and satisfying lives.

Our Vision

1. Madam Speaker you would recall from my previous Budget Addresses that our overarching goal for the people of this Territory has been "to improve the quality of life and the standard of living for the people of the British Virgin Islands". As a result, Madam Speaker we are having an on-going conversation with all the people of this Territory including children, investors and community groups. We do not have all the answers. As your elected representatives we believe that dialogue is important to better understand your expectations and to tap into your vast reserves of experience and knowledge. This conversation, Madam Speaker, has further crystallized our vision for the BVI to create "a prosperous Virgin Islands, that is ideal to live, work, visit, and do business." It has also resulted in a Medium Term Development Strategy with four main goals:

1. A healthy, vibrant and engaged populace, well-prepared to fully participate in the development of the Territory.
2. A thriving and buoyant economy fostering balanced growth through entrepreneurship and trade.
3. Respect for the Territory's natural resources and promotion of sustainability in physical planning and management.
4. And finally; transparency, in governance while ensuring the safety, security and cohesion of the populace.

2. Madam Speaker, these are lofty goals but it is our considered opinion that our people deserve nothing less. We are determined to see to it that they are achieved, and it is this determination to do what is best for our people as opposed to what is politically expedient, that sets my government apart from other governments that have managed our affairs.

3. Madam Speaker there are many ways to achieve this vision of a prosperous Virgin Islands but dependence solely on central government or elected representatives for our survival is not one of them. Empowerment of our people with the tools and opportunities to create and manage their own destiny is our preferred way and this is what my Government has been doing. Along the way, we are instilling, national pride (We now have a BVI song that is sung at all our official celebrations) and together with our people, we are working to make these islands a better place. We are teaching independence, self-reliance, an ethos of helping each other. We believe our citizens must be able to paddle their own canoes, make their own decisions and stand on their own without being indebted to anyone. This is who we were and this is who we will be again under my leadership.

4. Madam Speaker, while my government will always ensure that our people are able to invest at home it is also important to recognise the role of foreign direct investments in our success story. Our economic development has been and continues to be very much dependent on our ability to educate and train ourselves to participate in the global environment as well as attracting foreign investment. Madam Speaker, we have had several successful examples of this in very recent history, with Oil Nut Bay and YCCS in North Sound Virgin Gorda being prime examples, Madam Speaker, lest this fact is lost on any of us, these two projects were initiated by my previous administration, and the fruits borne as a result has meant that between these two, there has been additional employment of over two hundred people during a period in time when new employment was on the decline throughout the entire Caribbean region. These projects have made noticeable enhancements to our tourism product, and were such significantly visionary decisions that they provided much needed employment to our people, economic activity for the Territory and millions of dollars to the Treasury during a time when we were not even in office!

But there are '*some realities*' we must face, Madam Speaker.

1. Madam Speaker, this discussion now brings me to the issue of employment. Madam Speaker, in very recent times, we have seen some layoffs in the job market that gives all of us cause for concern. I am aware that these job losses and other changes within businesses are being frequently pointed to as evidence of the weakness of the economy as this is a basic indicator used to measure economic strength. However, in many of the cases here in the BVI these actions were based on the relevant organisations' quest to become more efficient, not a failing BVI economy.

2. But, regardless of the reason, this Government pledges to do everything within its power to facilitate the reintegration of persons into the work force as well as to create new jobs. However in doing so I would like to make it clear Madam Speaker that we are focusing our energies on creating meaningful jobs for our people so that they can have long term employment security and pursue meaningful careers. This will positively boost their sense of pride and affect the quality of life they and their families will have in addition to promoting economic development.

3. Already, Madam Speaker, we see some of those persons who have lost jobs being re-absorbed into the job market, even within Government itself and we see new job market entrants being facilitated through programmes such as the youth unemployment programme. This has not happened by chance Madam Speaker, but as a result of the positive efforts of my administration.

4. Madam Speaker, I am confident that there will be greater resilience in the job market. This confidence arises in part from the major infrastructural projects that have been selected to positively affect economic growth and to which I referred earlier, as well as describe later. These projects will provide jobs in the short and long term and facilitate skills transfer and training to our people that will enhance their employability. Couple this with the entrepreneurial spirit of our citizens and the prospects for the future look bright. In addition Madam Speaker we are currently helping by creating a business friendly environment through more efficient processes surrounding license approvals, hotels aid, pioneer status, and the efforts of the National Business Bureau. I am pleased Madam Speaker that in 2013 we were able to grant two loans to deserving BVI Islanders to support their businesses.

5. In addition, beyond the new job prospects from new businesses, evidence suggests that traditionally the number of new work permits being issued far outweigh job losses. Therefore empirical evidence seems to suggest that indeed there is a supply of jobs that needs to be filled in the Territory.

6. Madam Speaker a significant part of the success of the BVI and the Government's ability to provide the services it does today rests with the success of our financial services industry. This industry has faced challenges in the past year, and though I remain optimistic, it is clear that in this sector we have some hurdles to overcome if we intend to remain competitive. We will not, however, compromise on our reputation of a well regulated jurisdiction.

7. We have provided our support on and will continue to support the UK's agenda on Tax, Transparency and Trade and our commitment to the role and work that is done by bodies such as the Global Forum on Tax Transparency and Exchange of Information for Tax purposes (Global Forum) and the Financial Action Task Force (FATF) remains. Nevertheless, Madam Speaker, you can rest assured that we will conduct this business in a manner that promotes the interests and economic success of the BVI.

8. Madam Speaker, I believe that you share our profound disappointment in the French's inclusion of the BVI on its list of non-cooperative jurisdictions, and the other challenges we have been facing with some international banks. These events singularly and together have caused us to look very closely at not only our regulatory regime but additionally at the role that the financial services industry in the BVI plays in ensuring that we comply with our commitments in our campaign against the nefarious use of BVI financial services products.

9. To this end we are currently aggressively pursuing all avenues necessary to ensure that our systems, where they do not already do so, meet the revised standards on anti-money laundering and combating the financing of terrorism standards of the FATF. We are also, now reviewing and evaluating all of our current information exchange procedures under the various mutual assistance and information exchange programmes which are in force in the BVI. As a result, we have been able to engender a more pronounced culture of due diligence and compliance in the industry here in the British Virgin Islands.

10. Madam Speaker, my government's establishment of the International Tax Authority in July of 2012 occurred as a result of us realising that there were matters to be addressed in the BVI's tax information exchange procedures. Once the International Tax Authority was established, we introduced it and its new procedures to our treaty partners internationally and to the industry in the BVI. This unit has already made significant inroads in the management and fulfilment of the BVI's international tax obligations and I am expecting a paradigm shift in the manner in which the BVI deals with its international tax obligations as we continue to resource this unit.

Some Updates

1. We will also forge ahead in the development and improvement of our social services system, to ensure that the less fortunate in our community are protected and afforded the respect and civil liberties that they should have in a civilized society. Madam Speaker the Public Assistance Act that was passed in the House a few weeks ago demonstrates quite clearly that not only are we determined to do and make unprecedented strides in this area, but also that we are focused on ensuring that this assistance is provided in an objective manner to those who need it.

2. Our comprehensive approach to keeping our people healthy is progressing swiftly. Madam Speaker, a healthy population is a productive and happy one, and by developing our programmes that promote healthy lifestyle choices while simultaneously providing a health care system to detect and treat ailments early is part of our strategy of keeping our people productive and happy.

3. The completion of the Peebles Hospital is expected to bring significant benefits to our people through the services it will be able to provide and as a centre of excellence in the health tourism sector which we are now developing. Madam Speaker, we have progressed immensely in the protection of our environment and our leadership in this

area throughout the region is recognized. We are being especially careful with our Natural Resources Madam Speaker, whether it is our people our environmental assets, as these are the basis on which our future must be built. The more efficient processes now used as a matter of course in the Labour Department, and the work we have done in Climate change and renewable energy bears this out.

4. Madam Speaker, we remain steadfast in our commitment to the development of the Territory's Road, Transportation and Sewerage Infrastructure, Port Facilities, Telecommunications and the use of Renewable Energy Sources. Although in recent history, we have been faced with sizable challenges in these areas; our resolve to do what is best for our people has been enhanced as a result of these challenges.

5. We have completed all the conditions precedent, in relation to the Biwater Water Purchase Agreement. As such, Biwater is moving to complete the Desalination Plant at Paraquita Bay. Madam Speaker, I expect that by the start of the fourth quarter of 2014, the Paraquita Bay Desalination Plant would be fully operational.

6. The BVI Ports Authority during 2014 will roll out its plans to upgrade and construct new passenger arrival facilities at West End and on Virgin Gorda.

7. Madam Speaker, as part of our energy modernisation efforts, and to reduce our dependence on fossil fuels, my Government has completed a pilot study on the use of Solar and LED Street lighting. I am delighted to confirm, that this study has been quite successful. We have already placed a number of solar lights on the Paul Wattley Road among others areas and over the next two years, we intend to fully replace all street lights in the Territory with a mixture of LED and Solar Street lighting. Additionally, Madam Speaker, the BVI Electricity Corporation will embark on a programme to assist all home owners, with replacing their traditional light bulbs with LED bulbs, and traditional water heaters with solar water heaters. We anticipate that these initiatives will position the Virgin Islands, as one of the regional leaders in energy reduction strategies. But more importantly for our people, we expect reductions in the fuel variation component of our electricity bills.

8. And this year Madam Speaker, it is our attention to merge the Wickham's Cay Authority with the Road Town Management Authority. A committee has already been formed for that purpose.

9. Madam Speaker, my Government continues to hold the education of our citizens in high regard as we continue on a path of creating a culture of excellence. In 2014 continuous improvements will be made in the system to ensure that our people and particularly our youth are offered opportunities to prepare themselves to take us into the future. We are forging ahead with plans to open the new technical high school which is important to our economy as we ensure that the skilled personnel needed for a number of areas in our Territory can be filled. Our hospitality industry and construction industry need skilled persons and we must begin the process of preparing our people. Training will also continue for our principals and teachers of the other schools, Madam Speaker,

and to that end, we will continue our collaboration with Hertfordshire County Council together with local in-service efforts.

10. For the first time Madam Speaker all students in our secondary schools will be exposed to the Caribbean Secondary Education Certificate examinations during the period May to June as we raise the bar and encourage them to be on par with their counterparts in the region.

11. Madam Speaker, we are determined, to build a community where every young person has the opportunity to realize their full potential, a community that knows and respects our culture, a community dedicated to helping our youth excel in all their endeavours, a community Madam Speaker, where our people will be able to compete effectively with their counterparts around the world

The Budget Document

1. Madam Speaker the budget before you projects revenue of three hundred and one million, seven hundred and forty six thousand dollars (\$301,746,000). Of this Madam Speaker, taxes account for some two hundred and eighty two million, six hundred and fifty five thousand dollars (\$282,655,000) while nineteen million and ninety one thousand dollars (\$19,091,000) comes from other fees. Expenditure accounts for some two hundred and forty six million, five hundred and forty nine thousand, five hundred dollars (\$246,549,500). Contained within this expenditure Madam Speaker is some one hundred and seventeen million, two hundred and thirty thousand one hundred dollars (\$117,230,100) in employee compensation, fifty three million, nine hundred and seventy two thousand six hundred dollars (\$53,972,600) for Goods and Services and ten million one hundred and sixty thousand, one hundred dollars (\$10,160,100) in social benefits. In addition Madam Speaker fifty million, forty nine thousand, four hundred dollars (\$50,049,400) is appropriated for grants, mostly to statutory boards and government owned companies such as the BVI Tourist Board, Health Services Authority and the BVI Airports Authority. Finally Madam Speaker, nine million, nine hundred and forty three thousand, eight hundred dollars (\$9,943,800) have been appropriated for property costs and other expenses.

2. Madam Speaker, Capital Acquisitions, that is purchases that increase the physical plant owned by the Government of the Virgin Islands, accounts for some nine hundred and nineteen thousand dollars (\$919,000), and funds utilized for capital development, excluding any public private partnerships total some twenty three million, one hundred and twenty two thousand (\$23,122,000) from debt financing, while some twenty seven million, six hundred and ninety six thousand dollars (\$27,696,000) will be directed towards capital development projects.

3. Madam Speaker, not included in this budget, but well on the way towards resolution is the consolidation and refinancing at a lower rate of interest of over eighty million dollars of debt held by the Government of the Virgin Islands, such that more fiscal headroom can be created and more borrowing done in order to finance much

needed infrastructure development. Madam Speaker you will be pleased to know that this consolidation is made possible by the production of the Medium Term Fiscal plan laid in this House in December, which allows us to plan more responsibly in the medium and long term. We have also budgeted for principal repayments before consolidation of eleven million, eighty one thousand, five hundred dollars (\$11,081,500) in addition to some four million eight hundred and ninety three thousand five, hundred dollars (\$4,893,500) in interest.

4. Contribution to the Reserve Fund Madam Speaker, which in addition to the Medium Term Fiscal Plan is an important part of our risk management and fiscal sustainability programme will be fifteen million five hundred thousand dollars (\$15,500,000). Madam Speaker, I must also take some time to point out, that it is the intention of this Government to begin funding the pension fund and that we will provide seed funding for the National Health Insurance programme as well, however the ever pressing fiscal pressures have forced us to find alternate means of funding these two very important programs.

5. The unfunded pension liability being carried by Central Government is approaching three hundred million dollars. Madam Speaker, we have a solemn responsibility to address this issue once and for all, and to this extent are currently examining ways in which to ensure that this ever growing problem is addressed. Madam Speaker, we cannot continue to bury our heads in the sand and ignore this problem as other governments around the world have done and now are faced with the harsh and brutal reality that this topic will bring if not addressed early. The fact is currently that this is a problem that is getting bigger and bigger and becoming more difficult to address. Although we do not have a concrete solution at this time we expect to have one in the very near future.

6. The National Health Insurance program will be prefunded through monetary advances which we expect to have paid off within a few years after the fund has been established.

7. Madam Speaker, the budget that is here before you today reflects the work done in the fiscal strategy outlined in the Medium Term Fiscal Plan, and is continued evidence of the responsible manner in which we are reversing the path of unaffordability that we found ourselves on when my government took office in 2011, to one that is on a trajectory of long term fiscal sustainability. Though not perfect Madam Speaker, it does provide a good balance between the various factors to be considered. To achieve this Madam Speaker, it was necessary to institute several fiscal measures to enhance revenue and increase expenditure efficiency. As outlined in the Medium Term Fiscal Plan which was tabled in this house in December 2013 this strategy is comprised of five main objectives:

1. Build the Reserve Fund balance as a means of buffering public finances from unexpected future shocks;

2. Manage contingent liabilities;
3. Improve the financial management structure within Central Government and its parastatals;
4. Improve the recurrent surplus balance by implementing revenue generating and expenditure efficiency initiatives. Decrease the overall deficit in 2014 and 2015, and convert the deficit into an overall surplus by 2016; and
5. Maintain the borrowing ratios within limits outlined in the Protocols for Effective Financial Management.

8. The specific revenue generating initiatives are stated in the Medium Term Fiscal Plan and will be brought to this house shortly as separate initiatives. Madam Speaker recognizing the struggles that many of our citizens are having in making ends meet, these revenue generating initiatives seek to raise revenue while yet minimizing the tax burden on the average citizen in the BVI.

9. Heightened success is within our reach Madam Speaker. My colleagues and I have demonstrated that we are forward on the road of progress and will continue to do so.

10. In the budget Madam speaker we have placed particular emphasis, despite the tight fiscal constraints, with capital development on carefully selected projects to serve the dual role of repairing and constructing the much needed infrastructure for economic development, and facilitate our developing sectors on one hand to promote economic activity on the other hand.

11. Madam Speaker, I would reiterate that we are implementing our key public infrastructure projects like the cruise pier, airport, and others, as a means of creating modern, efficient infrastructure in order to build and support our twin pillar economy, create new employment and new businesses opportunities.

12. Madam Speaker it is first important to note that the capital investment programme in this budget is in excess of fifty million dollars (\$50,000,000), with over twenty seven million dollars (\$27,000,000) being funded from projected revenues in 2014 and over twenty three million dollars (\$23,000,000) from loans.

13. In addition to the mega projects such as the expansion of the T.B. Lettsome Airport runway and the Cruise Pier, I will now describe some of the more significant projects:

1. One project of high importance which we have made provision for is the Sewerage System. To expand on this: we are continuing to upgrade the Road Town Sewerage System, which will recommence by the end of March 2014. Additionally, works will commence on the Blackburn Highway Sewerage Infrastructure, from Chapel Hill to Parham Town, within the next two months. By

the fourth quarter of this year, major sewerage works will advance from the Road Town round-a-bout down to Burt Point. (\$8,800,000)

2. The Iris O'Neal Clinic in Virgin Gorda must be built to bring the required level of health care to this island, and with completed plans and a tender process that has begun we are confident that this project will commence in the coming months. (\$1,500,000)

3. We expect to commence the East End Fat Hogs Bay harbour Development in earnest in 2014. Madam Speaker this project is necessary for the economic development of this major community and extensive consultations have been held to come up with a solution that serves the interests of the entire community. (\$1,000,000)

4. Madam Speaker we must look after our senior citizens and we have ensured that the funding required to build the much needed Adina Donavon Home at Spooner estate is provided. (\$2,000,000)

5. Extensive repairs on our Road Network including specific allocations for works to be identified by the representatives of each of the nine districts have been provided for in our capital development allocations. Madam Speaker, through the Public Works Department, we aim to maintain and repair all of the major roads on Tortola and Virgin Gorda, while extending new roads-ways on the Sister Islands of Anegada and Jost Van Dyke. You will notice through a careful look at the budget document that we have placed some noticeable emphasis on this. Works on the many Caribbean Development Bank loan CDB-funded projects, which only received final approvals from HMG under my administration, are slated to start by March 2014. Although some of these projects are now ready to begin, after having reached the stage of being awarded to individual contractors, some are yet still in the tender stages, and contractors are encouraged to submit their bids by the required deadlines, in order to improve their opportunities to participate in the Territory's development. (\$18,372,000 which includes \$13,072,000 from the CDB loan)

6. Allocations for the construction of a Fishing Complex on Anegada are provided as part of our on-going strategy to be totally self-sustaining in respect to seafood caught in our territorial waters and to have a facility that is closer to the product being harvested. (\$900,000)

7. Madam Speaker an important part of urban planning entails the provision of "green space"; a location where citizens can relax with their friends and family, have social activities and generally take a break from the hustle and bustle of their daily lives in a natural environment. During our previous term in office we provided one such setting in the development of what is now recognised as the Noel Lloyd Park. We see the need in looking after the well-being of our people to offer another such location in the development of the Queen Elizabeth Park.

Work has already commenced and we expect to complete this project in 2014. (\$800,000)

8. Our students must be nurtured and educated in an environment that is conducive to learning. The Completion of a Technical Vocational School as well as much needed works to the Elmore Stoutt High School and primary schools is thus necessary and we have provided funds to meet this requirement. (\$1,100,000)

9. And finally, Madam Speaker, but by no means the end of the exhaustive list of projects in the budget, is the provision for the building of homes for individuals not able to build homes for themselves, through the embryonic social housing programme in the Ministry of Health and Social development. (\$300,000)

14. Madam Speaker, these projects along with the others will be managed and implemented by a committee of the Ministers and chaired by myself. I expect that this new arrangement will yield admirable results in the coordination and implementation of our capital investment program.

Closing Remarks

1. In conclusion, Madam Speaker, I would like to again express my deep and profound gratitude to the people of this Territory who have demonstrated resolve, patience and faith in us over the years, and especially so in 2013. Understanding that the BVI is faced with tremendous challenges, both from within and from outside our borders, the people of this Territory have engaged each other and the Members of this House in dialogues that have led my colleagues and me to examine our own views in a manner that serves the people of this Territory better.

2. Madam Speaker, I can only pledge and endeavour to continue to do what we know must be done to protect and promote the interests of the people of this Territory, although, unfortunately, this may mean that in many instances these decisions and actions may not be politically expedient or self-promoting. Many observations and conversations I have had have strengthened my faith in the people of this Territory and their high standards and expectations of those who lead them. It is from this that I have also realized that the loud minority of discontent is not representative of the people of this Territory, but it is the large majority of patience, high expectations and insightful thought to which we need to pay particular attention. Madam Speaker, I am grateful, for your leadership and probity in this House. To my colleagues and especially those members of Her Majesty's loyal Opposition, I commend you for your hard work and determination in ensuring that we remain as pledged; a "Government in the Sunshine".

3. To the public servants of this Territory Madam Speaker we are extremely grateful for the support that they provides to us and on a wider front to all the people in this Territory who do their tasks day in, day out and call this place home, I say thank you as well.

4. Madam Speaker, I must also add a heartfelt thank you to the men and women of the armed services who protect us daily. The police have been doing a fantastic job keeping us safe and as a result, there is now a 14% decrease in crimes reported in 2013 when compared to 2012. Madam Speaker, crime and tourism do not mix and I will be looking for even sharper reductions in the crime statistics, going forward.

5. Madam Speaker, I must here recognize the commitment and hard work of the men and women who protect our borders, Customs and Immigration; I am eternally grateful to them you for a job, well done. Madam Speaker, I would also like for us to remember and to express posthumously our gratitude for the service given to the people of this Territory by such officers as Superintendent Richard Holder and Officer Maxwell Smith and to thank their families for the sacrifices that were made in their service and to the people of this Territory.

6. Madame Speaker, in spite of the challenges, God has been good to this Territory and its people.

7. Thank you Madam Speaker. May God bless you and may he continue to bless these beautiful Virgin Islands.

MEDIUM TERM FISCAL PLAN

MESSAGE FROM THE HONOURABLE PREMIER AND MINISTER OF FINANCE

It is my pleasure to present the Medium Term Fiscal Plan for the years 2014 to 2016.

This document cements this Government's commitment to medium term planning, fiscal prudence and fiscal transparency and accountability. It provides the foundation for the 2014-2016 Medium Term Budget by clearly setting out the Government's development priorities and fiscal strategy in concert with our obligations under the Protocols for Effective Financial Management. The strategies and initiatives that we intend to embark on over the next three years will ensure the fiscal sustainability of the Virgin Islands while fostering economic growth, social development and continued investment in our physical infrastructure.

The Government is aware that given the demands being placed on our scarce financial resources it is important to maintain a delicate balance between improving our fiscal balances and promoting economic growth.

The approach that we have taken is to first clearly articulate a development strategy which embraces Social, Economic, Environmental and Direction/Governance (S.E.E.D) themes and which provides the platform for advancing the promises we made to the people of this Territory. These strategic undertakings include channeling resources to health, social development, business and entrepreneurship development, and education. The three-year Capital Investment Plan contained in this Plan identifies the potential cost and funding arrangements of our infrastructural development priorities such as the Airport expansion project, the Sewerage project and the Cruise pier project.

In addition, we have identified areas where we can make simple but effective changes to the way Government conducts its fiscal affairs. This Medium Term Fiscal Plan therefore sets out a series of revenue generating and expenditure efficiency initiatives that once implemented will improve Government's bottom line without bringing undue hardship to the industrious people of this Territory.

Over the medium term we will continue with our efforts to enhance the Government's provision of services to the public, and remain on our current path of improving the public finance management system.

We have included measures to put us back in full control of our finances. We are well on our way to meeting the reserve requirements by 2015 and this Medium Term Fiscal Plan clearly identifies the annual reserve contributions needed to be in full compliance with the Protocols.

Our commitment to implementing the strategies and initiatives in this Medium Term Fiscal Plan will secure the financial and economic future of these beautiful Virgin Islands.

Sincerely,

Dr. the Honourable D. Orlando Smith, OBE

INTRODUCTION

On 23rd April 2012, the Protocols for Effective Financial Management (Protocols) were signed between the Virgin Islands and UK Governments. This Medium Term Fiscal Plan (MTFP) represents the Government of the Virgin Islands (GOVI)'s commitment to medium-term planning, value for money, risk management, and accountability as outlined in the Protocols.

The MTFP presents the GOVI's development and fiscal objectives over the next three years (2014 to 2016), assesses the fiscal and macroeconomic performance of the Virgin Islands, and sets out the path to be followed in order to meet these objectives. Led by its development strategy which embraces Social, Economic, Environmental and Direction/Governance (SEED) themes, the GOVI aims to accomplish socioeconomic development in the medium term. With its fiscal strategy, which focuses on building reserves and the recurrent surplus while improving expenditure management, the GOVI's intends to achieve fiscal sustainability and maintain an environment conducive to economic growth.

The specific objectives of the MTFP are to:

- Provide a distinct link between the GOVI's development strategy and its fiscal obligations;
- Assess the macroeconomic performance and fiscal sustainability of the Virgin Islands based on past trends and future development obligations;
- Promote fiscal discipline by establishing specific targets and strategies for Central Government's revenue collection, expenditure prioritisation, and debt management. Specifically these strategies will effectively manage the budget deficit by prioritising expenditure, growing revenue, and building reserves;
- Manage fiscal risk by closely examining current and future debt obligations (including contingent liabilities) based on development objectives and financial capabilities;
- Provide transparency and accountability in managing the financial affairs of the Virgin Islands;
- Support the multi-year performance-based budget process by providing the framework for medium-term planning; and
- Guide decisions that promote effective and efficient allocation of resources.

The MTFP is structured as follows:

1. **Fiscal Review** – summarises the Government's fiscal position, including detailed analysis of GOVI's revenue, expenditure and debt position in the Appendices.
2. **Macroeconomic Review** – summarises the economic performance of the Territory by analysing trends in the main sectors tourism and financial services and the main economic indicators: GDP, inflation and employment.

3. Macroeconomic Outlook – outlines the predicted macroeconomic for this year and the medium-term, given prevailing conditions internationally, regionally and locally.

4. Fiscal Outturn – summaries the Government’s fiscal situation in 2012 compared to 2013.

5. Development and Fiscal Strategy

Development Strategy (SEED) – outlines how the vision of the Territory will be achieved under four goals: Social, Economic, Environmental and Direction/Governance and presents the Government’s Capital Investment Plan (2014-2016).

Fiscal Strategy – explains GOVI’s fiscal strategy including implementing the Protocols, generating revenue, and improving expenditure efficiency. This section also demonstrates the fiscal outcomes of implementing the stated fiscal policy.

6. Implementation Strategy – sets out the Government’s commitment and approach for developing an implementation schedule for its fiscal strategy.

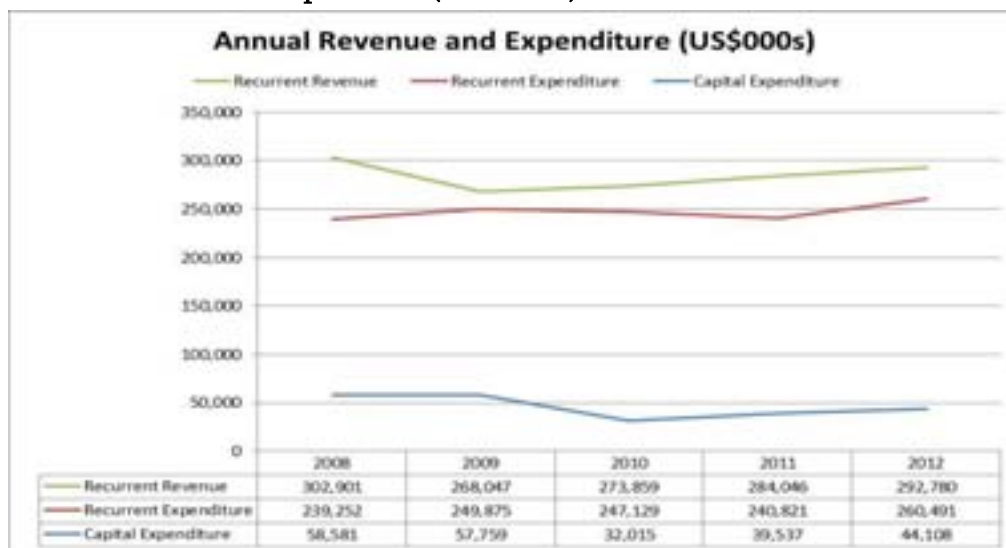
1. OVERVIEW OF HISTORICAL FISCAL PERFORMANCE

1.1 Fiscal Performance

In 2008, the Government received a \$22.9 million judgment in the IPOC case, causing total revenue to peak at \$302.9 million in that year. Since 2010, recurrent revenue has grown on average by three percent. Between 2011 and 2012, total revenue increased by 3.1% driven mainly by a 43.9% increase in stamp duty received by central government in 2012, and a 2.2% increase in financial services revenue remitted to central government in the year (see figure 1).

Recurrent expenditure outpaced revenue growth prior to 2008 before dipping in 2010 and 2011. This reduction in recurrent expenditure was partly attributed to limited growth in the public sector wage bill following a temporary hiring freeze and of deferred payment of bills¹ for goods and services provided to Government. As a result, in 2012, expenditure on goods and services partly increased due to payments on outstanding invoices (see figure 1). In addition, spending on employee compensation increased slightly by 1.6 percent in 2012. This reflected the Government’s policy decision to lift the hiring freeze and reduce increments by half. The hiring freeze was lifted in order to fill existing skills-gaps in the civil service while also addressing unemployment, especially among young people. The Government’s decision to give half-increments in the year was an attempt to reduce overall growth in personal emoluments. Recurrent expenditure grew by 8 percent between 2011 and 2012.

Figure 1: Annual Revenue and Expenditure (2008-2012)

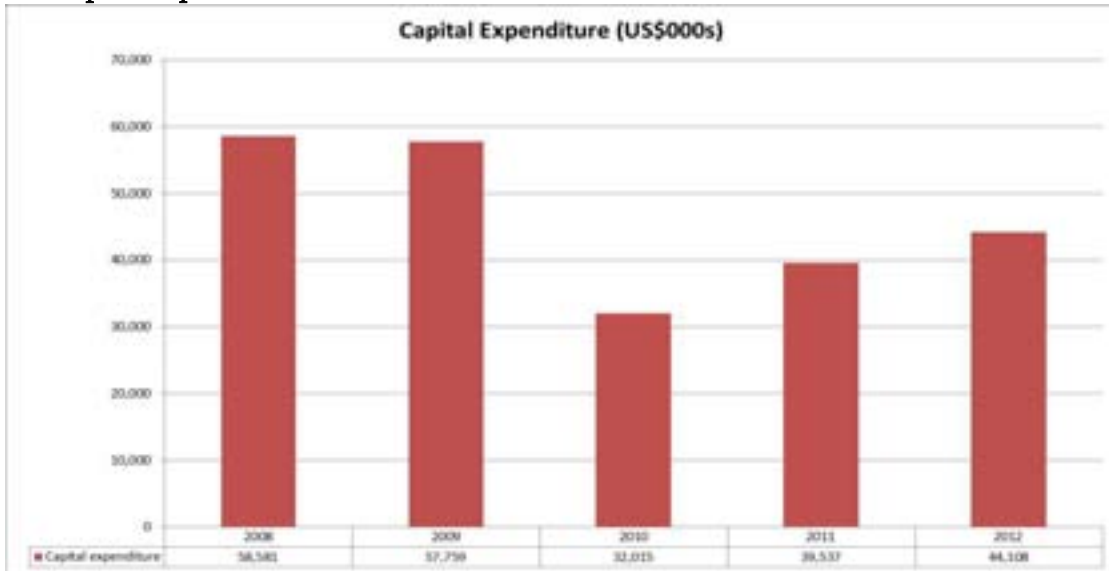


¹ The GOVI practices cash accounting therefore recurrent expenditure is synonymous with cash payments.

Capital expenditure fluctuated based on the capital investment plan implemented. Major infrastructural developments over the period included the Peebles Hospital, Road Rehabilitation works, Social Infrastructure (parks, playgrounds and community centres), the Greenhouse project, and the Culinary Arts Centre.

Evidencing the Government’s goal to complete Peebles Hospital and direct more resources towards longer-term capital development, in 2012 capital expenditure increased by 11.6 percent to \$44.1 million. Capital expenditure was 14.5 percent of total government expenditure in the year, up from 14.1 percent in 2011 (see figure 2).

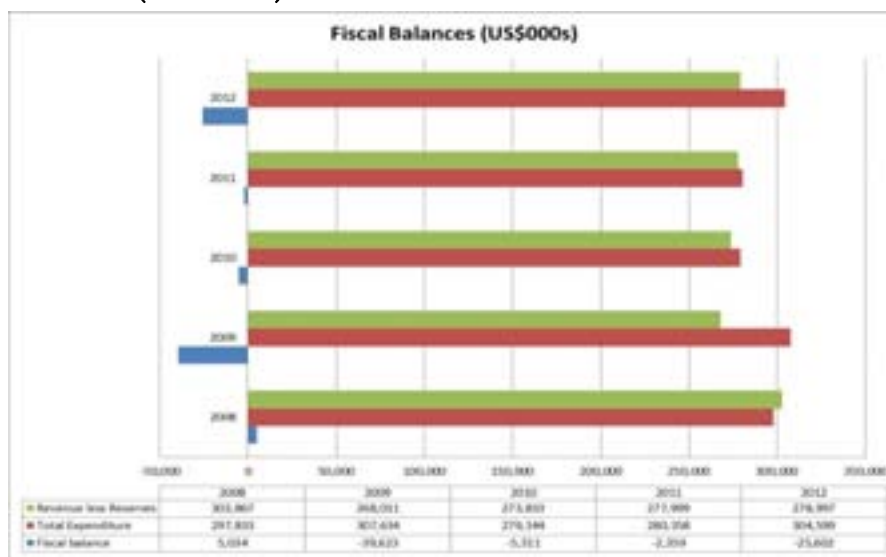
Figure 2: Capital Expenditure



Appendix 1 provides more detail on historical revenue and expenditure of Central Government

The Government has committed to rebuilding the level of reserves by 2015 in line with the borrowing limit ratios and therefore contributed \$13.8 million to the Reserve Fund in 2012. Taking this contribution into consideration, the overall fiscal deficit 2012 was \$25.6 million, with Revenue less reserves of \$279 million and total expenditure levels of \$304.6 million (see figure 3).

Figure 3: Fiscal Balances (2008-2012)



The Government's deficit has been financed through loan funds, unsecured debt² and liquid assets³. Loan funds are equivalent to draw downs on loan disbursements for a particular year and the difference between the loan disbursements and the deficit is equal to unsecured debt/liquid assets. Therefore total outstanding central government debt for a particular year is the sum of the previous years' debt stock, loan disbursements (current year) and unsecured debt stock (current year) less principal repayments (current year).

Central government loans increased 3.4 percent in 2012, and reached \$117.5 million at the end of the year (see figure 4). Central government entered into one new loan in 2012, namely the loan granted by the Caribbean Development Bank (CDB) for disaster infrastructure rehabilitation. The total outstanding balance on this loan at the end of the year was \$15.7 million. The total value of outstanding central government loans increased by only \$3.7 million in 2012, reflecting the continued reduction in outstanding balances on the Government's previously existing loan portfolio.

Central government's loan portfolio is made up of \$85.4 million in domestic loans and \$32.1 million in foreign loans (see figure 4). Over the years, the Government has increased its borrowing from the

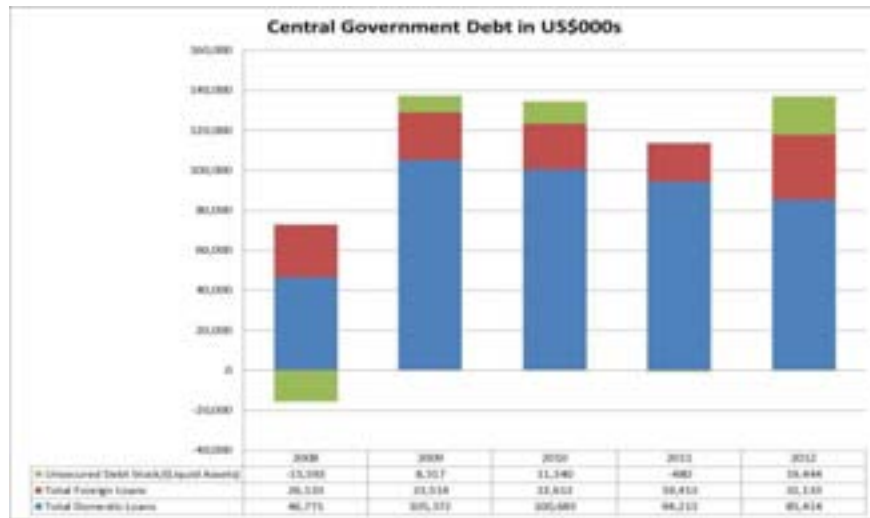
² Unsecured debt, as defined here, is expenditure arrears incurred by Government and include both inward and outward flows of arrears as well as the stock of arrears brought forward from the previous year.

³ Liquid assets are based on end of year fund balances. These are currently being restated and were not available to include explicitly in the Medium-Term Fiscal Frame. Therefore, negative unsecured debt flow in a particular year means an excess of funds after the deficit has been financed and a positive unsecured debt flow means arrears were incurred in order to finance the deficit in that year. Likewise, a negative unsecured debt stock would be equal to the liquid assets on hand at the end of the year and a positive unsecured debt stock would be equal to the cumulative arrears balance. Once the restated end of year fund balances become available the exact magnitude of the negative and positive unsecured debt stock will be known.

domestic market, with loans taken out from local banks as well as the Social Security Board in more recent years.

The increase in liquid assets (represented by a negative value of unsecured debt stock) observed in 2008 was as a result of the significant inflow of funds won in the IPOC settlement and these funds were not used in 2008 but instead gradually over the following five years to finance specific expenditure. In 2012, the Government’s stock of unsecured debt reached \$19.4 million⁴ (see figure 4) in response to the significant Government investment in the construction of the New Peebles Hospital coupled with the Government not drawing down significantly on any loans in the year.

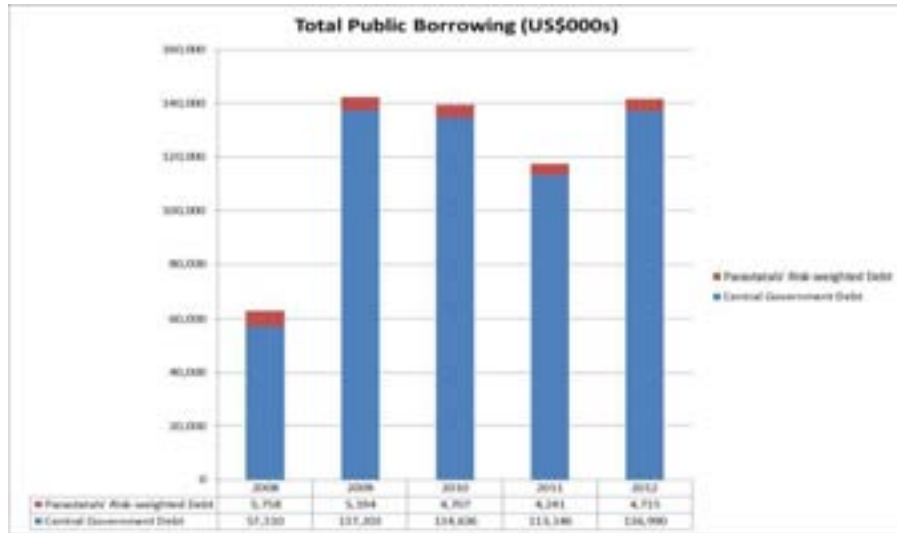
Figure 4: Total Central Government Debt (2008 – 2012)



Debt or total public borrowing, includes central government debt, the risk-weighted debt of statutory bodies, any debt guaranteed by central government, and any novel financing transactions (for example public private partnerships). Total public borrowing, including parastatals’ debt risk-weighted according to the schedule in Appendix 2, reached \$141.7 million at the end of 2012. Of this amount, central government debt accounted for \$136.9 million with central government loans making up \$117.5 million or 84 percent of total public borrowing (see figure 5).

⁴ Please note that this figure will be revised once the end of year fund balances become available.

Figure 5: Total Public Borrowing (2008-2012)



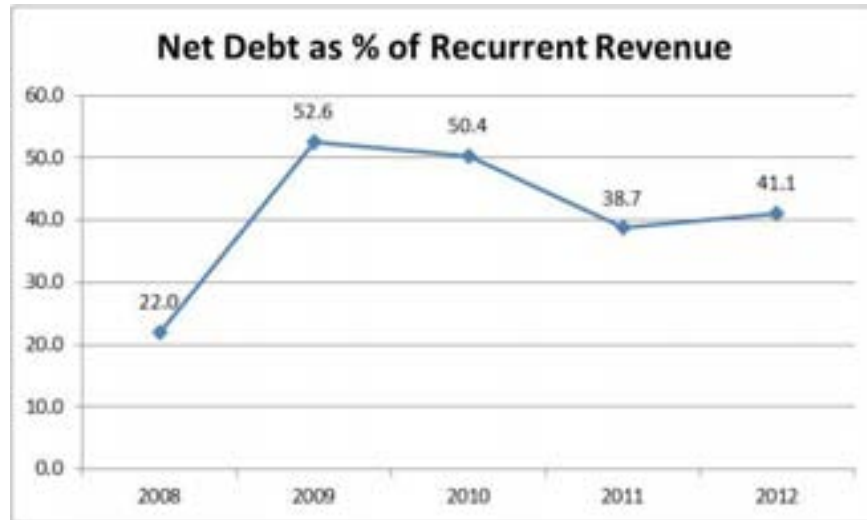
1.2 Ratio analysis - Borrowing Limits

The Protocols for Effective Financial Management (the Protocols) set out specific borrowing limits based on the following ratios: net debt as a percentage of recurrent revenue; debt service as a percentage of recurrent revenue; and liquid assets as a percentage of recurrent expenditure. The Territory’s performance against these borrowing limits to the end of 2012 is examined below.

1.2.1 Net Debt (maximum 80 percent of recurrent revenue)

Net debt, defined as the total outstanding value of public borrowing minus liquid assets (Reserve Fund balances), has remained relatively low (see Figure 6). In 2012, the ratio of net debt to recurrent revenue was far below the 80 percent threshold set by the Protocols at 41.1 percent. Debt, subject to the approval of the UK Government, can therefore be utilised as a means of financing the medium-term capital investment plan, alongside available recurrent balances.

Figure 6: Net debt ratios

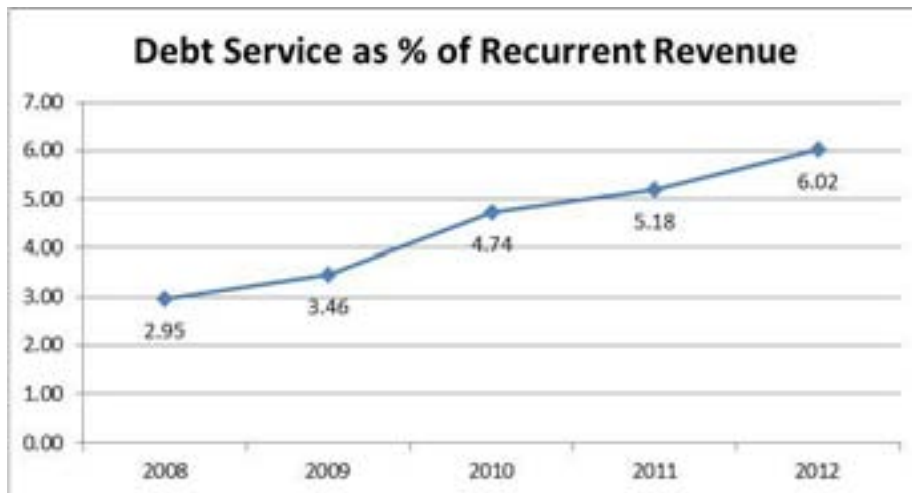


1.2.2 Debt Service (maximum 10 percent of recurrent revenue)

As a result of low levels of debt, the Territory has correspondingly low levels of debt servicing costs which include principal and interest payments on loans for Central Government and risk-weighted for parastatals.

Parastatals debt servicing costs, which are risk-weighted according to the schedule in Appendix 2, totaled \$664,000. The overall debt service ratio to recurrent revenue was 6 percent in 2012, below the 10 percent maximum set out in the Protocols (see figure 7).

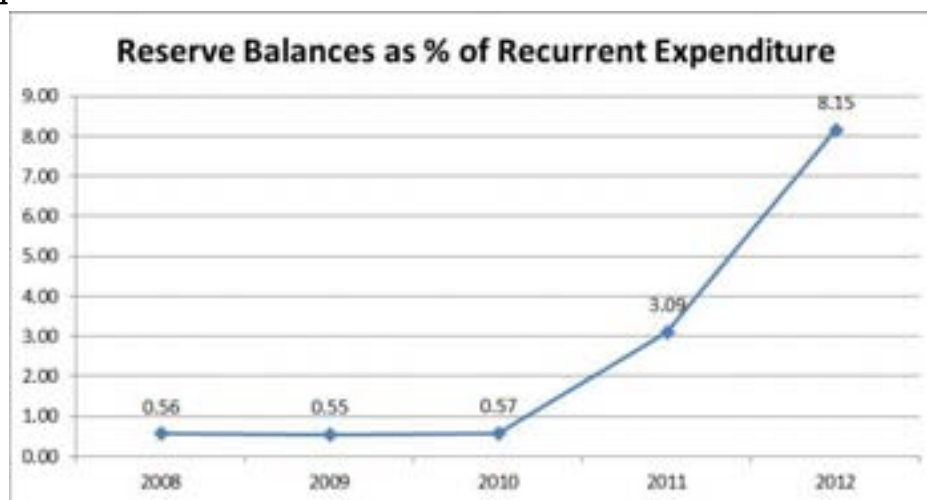
Figure 7: Debt Service ratios



1.2.3 Liquid Assets (at least 25 percent of recurrent expenditure)

In terms of reserve fund balances, the Government contributed just under \$14 million in 2012 to the Reserve Fund. At the end of 2012, the Reserve Fund balance as a percentage of recurrent expenditure was 8.15 percent, more than 5 percentage points higher than in 2011 (see figure 8). This ratio is still below the 25 percent minimum. Under the Protocols, liquid assets are equal to the funds in the reserve and not as previously defined in the Borrowing Guidelines. The Government is still in breach of the liquid assets requirement and as part of its fiscal strategy, is committed to building its Reserve Fund balances over the next few years to at least 25 percent of recurrent expenditure which will rectify the current breach. The Government has implemented a rigorous programme to rebuild its liquid assets by the end of the 2015 financial year with annual injections of at least \$15 million. Thereby at the end of 2015, the Reserve Fund balance will be over \$66 million. This initiative, coupled with efforts to reduce recurrent expenditure, will bring the Government firmly in compliance with the liquid assets requirement.

Figure 8: Liquid Assets ratios

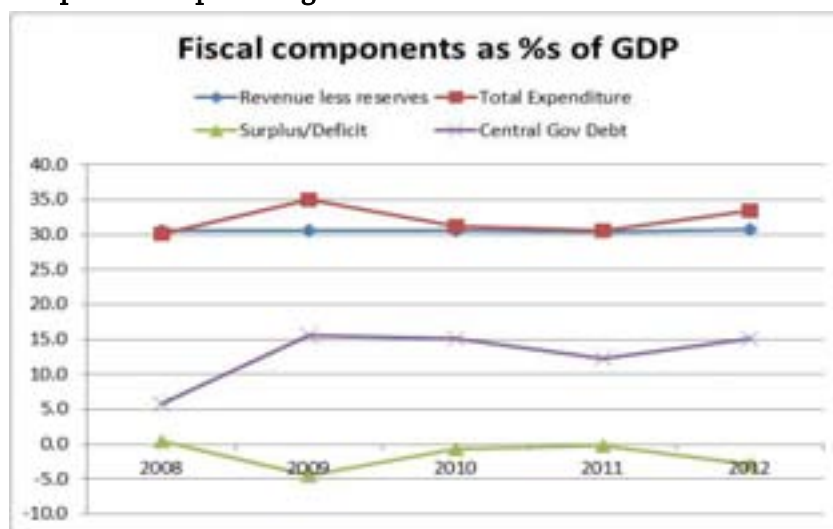


1.3 Ratio analysis - GDP

1.3.1 Fiscal components as percentages of GDP

The ratios of revenue and expenditure to GDP have grown steadily over the reference period. Revenue less Reserves has moved from 27.3 percent of GDP in 2003, to 30.7 percent of GDP in 2012 (see figure 9). In 2012, the central government deficit was 2.8 percent of GDP. Although negative growth in GDP was recorded in 2012, Government Revenue less Reserves and Total Expenditure increased in this year, resulting in higher ratios to GDP. Central government debt at the end of 2012 was 15.1 percent of GDP, down from its peak in 2009 of 15.6 percent which reflected the significant \$45 million and \$15 million domestic loans incurred that year for construction of the New Peebles Hospital.

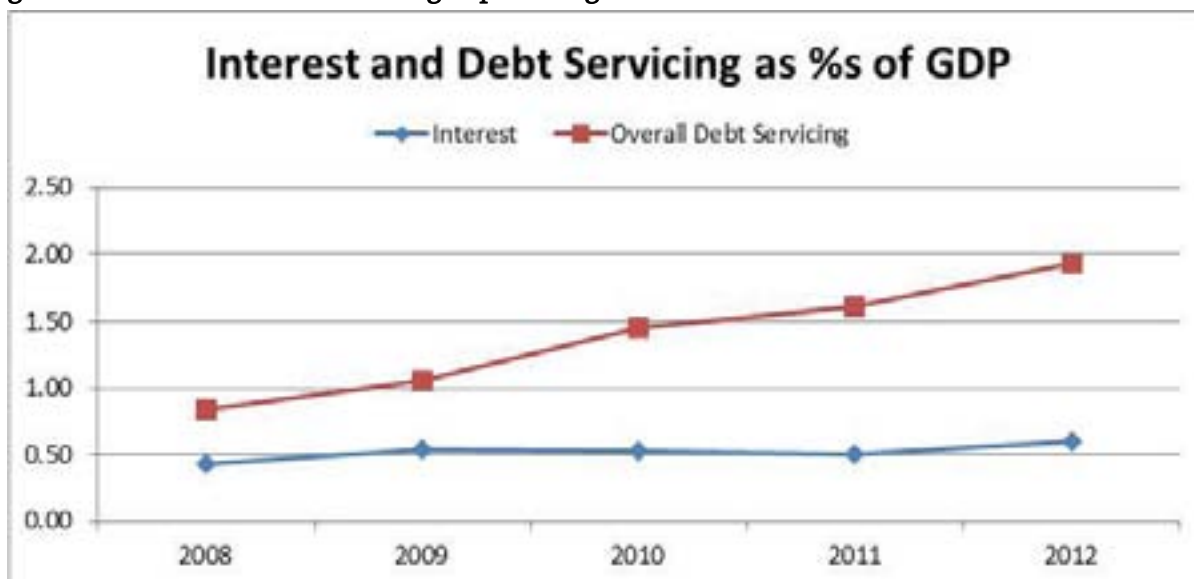
Figure 9: Fiscal components as percentages of GDP



1.3.2 Interest and overall Debt servicing as percentages of GDP

Total interest payments as a percentage of GDP is relatively low, at 0.59 percent at the end of 2012 (see figure 10). Central government paid \$5.2 million in interest in 2012 while parastatals' risk-weighted interest payments have been declining over the last decade, given that parastatals' outstanding loan amounts have decreased. Overall debt servicing costs (which includes Central Government and parastatals' risk-weighted interest payments and principal repayments) reached 1.9 percent of GDP in 2012.

Figure 10: Interest and debt servicing as percentages of GDP



2. MACROECONOMIC REVIEW

Historically, any negative impacts in the global economy, particular the US economy, result in negative but sometimes delayed impacts on the Virgin Islands' economy. In 2012, the more advanced economies struggled to cope with sluggish growth, high debt levels and waning consumer confidence. Not surprisingly in 2012, the Virgin Islands economy contracted by an estimated 0.68%. Negative economic outcomes were most notable in the Territory's cruise-ship tourist arrival performance, in new incorporations of companies, and in commercial construction activity. A less optimistic global outlook for 2013 could further affect tourism, financial services, foreign direct investment and other ancillary industries, such as construction and real estate.

2.1 Gross Domestic Product

In terms of growth, the Territory's nominal GDP fell from \$915.6 million in 2011 to \$909.4 million in 2012 – a decline of 0.68 percent. This is in contrast to significant growth between 2009 and 2011 of approximately 2.2 percent, evidencing a potential recovery from the global economic crisis. In assessing GDP by economic activity, disruptions in the continuation of some on-going private sector projects, along with certain unanticipated public sector project delays impacted the level of growth in the construction sector in 2012. Although, approximately \$42 million, which represented 80 percent of total value of construction GDP (\$51.9 million), was spent by government on capital projects, the significant disruptions in private sector projects and a decline in residential construction resulted in an overall decline in this activity. Consequently, the sector suffered a contraction of 2.4 percent. Increased overnight visitor arrivals in 2012 as a result of a strong charter boat industry, along with increased high-end tourism contributed to a higher output (1.9 percent) from the tourism sector compared to 2011 output. The contribution of the financial services sector to overall economic growth did not change from 2011 since the re-registrations of companies remained strong.

2.2 Inflation

Inflation has remained relatively stable over the last four years (2009 – 2012) averaging approximately 2.5 percent annually. The major contributor to inflation in 2012 was increased fuel costs. Prices within the transportation sub-group increased on average by 5.7 percent in 2012, reflecting the hike in the price of unleaded gasoline last year. Gasoline prices increased by approximately 2.3 percent between 2011 and 2012, and are likely to remain high given economic challenges and political instability in the Middle East. Food prices continued to rise but at a lower rate, averaging a 1.3 percent increase in 2012 compared to 2.6 percent in 2011.

2.3 Employment

The Virgin Islands saw relatively modest declines in the number of persons employed by 0.5 and 1.0 percent in 2011 and 2012 respectively. In 2011, employment levels decreased mostly in government

services. This reflected a leveling off of employment in this sector due to an external hiring freeze policy implemented as a Government cost-saving measure, along with a significant increase in retirements from the government. Although, the hiring freeze was lifted in mid-2012, the decline in 2012 was driven by small but noticeable declines in the hotel, trust and business services sectors. Within the year, some hotels implemented small measures, such as the shrinkage of top and middle management positions to reduce their work force. While a few companies, that engage in trust and business services, either closed or reduced their staff. In 2012, the average annual earnings in the Territory were \$25,295.91, an increase of \$700.75 or 2.8 percent from the 2011 mark of \$24,595.16.

2.4 Tourism

From 2007 to 2012, the total tourism arrival figures registered an annual average negative growth of 4.4 percent with a substantial contraction of 9.4 percent in 2012. The overall decline in tourist arrivals has been driven mainly by the continued decrease in the number of cruise passengers to the Territory. However, total tourist expenditure actually increased by 1.9 percent in 2012, reflecting an increase in high-end tourism. For the period 2007 to 2012, total cruise passengers recorded an annual average decline in growth of 7.2 percent with 2012 recording a significant drop in growth of 19.4 percent. Overnight tourist arrivals remained robust driven mainly by the charter boat industry. Intense marketing efforts, along with discounting and special offers in both the charter boat and hotel industries continued to stimulate growth in overnighters. Tourist expenditure for charter boats increased 6.4 percent in 2012, reflecting increased marketing efforts and the influx of visitors for various sailing regattas held throughout the year. By the end of 2012, although cruise passenger arrivals recorded a decrease, the number of overnight visitors to the Territory grew by 4.0 percent and overall tourist expenditure increased.

2.5 Financial Services

Since the 1980s, the financial services sector in the Virgin Islands has had a very positive impact on government revenues, and thus its ability to invest in the development of the Territory. However, sluggish global economic growth in Europe, Asia and the United States, alongside increased competition in the incorporation of companies by other jurisdictions has impacted the level of growth in the sector and government revenue more recently. In addition, other industry sectors including mutual funds and captive insurance, registered declines. Increased regulatory pressure, heightened competition in the global fund industry, and declines in investor confidence have negatively affected the Virgin Islands' market-share in the mutual fund and captive insurance industries.

3. MACROECONOMIC OUTLOOK

3.1 Gross Domestic Product

A less optimistic global outlook for 2013 could further affect tourism, financial services, foreign direct investment and other ancillary industries, such as construction and real estate in the Virgin Islands. Preliminary GDP estimates for 2013 indicate a further decline in the Virgin Islands economy. Unless there is an inflow of foreign direct investment or the commencement of major new infrastructural development projects in the fourth quarter of 2013, growth prospects for 2013 remain low and a contraction between 1-3% is anticipated.

The outlook for the Virgin Islands economy in 2014-2016, however is much more optimistic. It is anticipated that there will be economic growth in 2014 which could reach 1%. By 2016 growth is projected at 2% barring any unforeseen shocks to the economy. Increased investment in the physical infrastructure of the Territory in the medium term through planned capital projects, such as the Cruise Pier Development, the Terrance B. Lettsome Airport Expansion, and the Sewerage project, are expected to stimulate the construction sector in the economy. The stimulus to this sector would contribute to and maintain the economic recovery in the Territory. As a result of growth in the construction sector, there will be increased demand for the services of other sectors such as wholesale and retail, hotels and restaurants, financial services, and real estate, renting and business services.

The advent of the cruise ship and port projects, enhancement and diversification of the tourism product, initiatives being undertaken within the Financial Services sector, and financing incentives for the small business sector will bring much needed economic activity to the Territory by the latter part of 2014 spilling over into 2015, 2016 and beyond. The return to positive growth in GDP is therefore expected in the medium term. However, a sustainable level of economic growth in the medium to long term is still highly dependent on improvements in the global economy. A slower than expected global economic recovery could translate to lower growth prospects for the Virgin Islands.

3.2 Inflation

It is projected that the annual inflation for 2013 would be lower than that of 2012, but still maintaining a rate that at least falls within the range of 1-2%. However, with improved employment and spending stimulated by the increase in construction activity with the commencement of planned capital projects, it is predicted that for the period 2014-2016, inflation rates would be between 2% and 3%.

3.3 Employment

Based on employment data up to the first half of the year an overall decline in employment of 0.5 percent is expected at the end of 2013. The overall employment for 2013 is forecasted at 18,107. This slight over 2012 figures can be attributed to a slight reduction in economic activity in the financial services, tourism and construction sectors. However, with increased activity stimulated by the planned large development projects, the period 2014-2016 should register rises in employment levels over the medium term.



3.4 Tourism

Overnight arrival figures for up to August 2013 have grown by 4.1 percent when compared to the same period in 2012. The intense marketing strategy employed by the charter boat industry in 2012 was extended into 2013. The strengthening of marketing strategies, along with heavy discounting of products and the appeal of the destination has been effective in improving overnight tourist arrivals so far in 2013. On the contrary there was an 8 percent decline in cruise passenger arrivals based on figures up to August 2013 when compared with the same period in 2012. Sluggish global economic growth, increased competition from other destinations, and underdeveloped port facilities have contributed to the slight but noticeable contraction in cruise passenger arrivals.

Based on total tourist arrivals data up to August 2013, a decline of 2.4 percent was apparent when compared to the same period in 2012. Providing that the increasing pattern in overnights continues into the 2013 – 2014 tourist season starting in October, despite the continuing fall in cruise

passenger arrivals, overall tourism figures are anticipated to drop by between 1 to 2 percent by the end of 2013. However, if in the coming tourist season significantly lower arrivals in both overnight and cruise visitors are recorded, the overall tourism figures would instead be anticipated to experience a decline by approximately 3 percent.

Not only will such developments like the Cruise Pier provide employment for residents, they will also provide much needed enhancement of the tourism product. Despite the Virgin Islands Tourist Board's marketing strategies to improve the visitor experience and increase tourism numbers by exploring other markets (such as South America and Asia), the lack of airlift remains a major concern for the tourism sector. Improvements in the transportation link between the USVI, Puerto Rico and the Virgin Islands in the short-term and the airport expansion project in the medium term will reposition the Virgin Islands as a prime destination in the tourism marketplace in 2014 and beyond.

3.5 Financial Services

Company incorporation figures for the first half of 2013 are 17 percent lower than in the same period last year. Fortunately company re-registration figures remain strong and government revenue collections from incorporation fees have not decreased. However, lower incorporation figures do have implications for the stock level of companies re-registered in the Territory annually and subsequent growth in government revenue.

In 2014 and beyond, it is anticipated that the establishment of a physical presence in the Far East with the opening of the Virgin Islands Hong Kong Office will inspire new international investment opportunities in financial services and also in tourism through promoting the Virgin Islands business brand. Initial growth in the financial services industry is expected to be around 1 percent in 2013 and 2014, with slightly higher growth around 2 percent expected in 2015 and 2016.

4. FISCAL OUTTURN 2013

For the first seven months of 2013, the Government has yielded an overall surplus of \$9.1 million, slightly lower than the same period last year. Revenue growth for this period compared to 2012 was marginal mainly as a result of limited growth in financial services receipts. Lower recurrent expenditure up to July 2013 resulted in a larger available recurrent surplus than last year. Due to efforts to complete the Peebles Hospital, capital expenditure in 2013 grew by almost 100% from the same period in 2012 (see table 1).

The 2013 revised revenue estimate (based on actual data up to May) indicates that revenue will grow by less than 1 percent in comparison to 2012. The projected slowdown in revenue growth is based on financial services revenue growing by less than 1% and no growth in two other major revenue earners – payroll tax and customs duties.

Forecasted figures for 2013 also indicate a fiscal deficit in the region of \$24 million. This deficit is based on continued works on the Peebles Hospital project which is loan funded and the intended cash transfer of \$15 million to the Reserve Fund by the end of 2013.

Table 1: Fiscal Outturn Comparison (2012 and 2013)

| (US\$000s) | As of July 2012 | As of July 2013 | % change | Actual 2012 | Forecast 2013 ⁵ | % change |
|--|-----------------|-----------------|----------|-------------|----------------------------|----------|
| Total Recurrent Revenue | 167,014 | 170,133 | 1.9 | 292,780 | 293,426 | 0.2 |
| Total Recurrent Expenditure | 143,423 | 135,855 | -5.3 | 260,491 | 256,192 | -1.7 |
| Contribution to Reserve Fund | 13,000 | 3,500 | -73.1 | 13,783 | 15,000 | 8.8 |
| Available Recurrent Balance | 10,591 | 34,278 | 45.3 | 18,506 | 22,234 | 20.1 |
| Total Capital Expenditure ⁶ | 12,732 | 25,228 | 98.1 | 44,108 | 46,316 | 5.0 |
| Total Expenditure | 156,155 | 161,083 | 3.2 | 304,599 | 302,507 | -0.7 |
| Overall Surplus/Deficit | -2,141 | 9,050 | | -25,602 | -24,081 | -5.9 |

⁵ Revised estimate based on actual fiscal data up to May 2013, historical trends and policy actions.

⁶ Capital expenditure figures do not include any commitments.

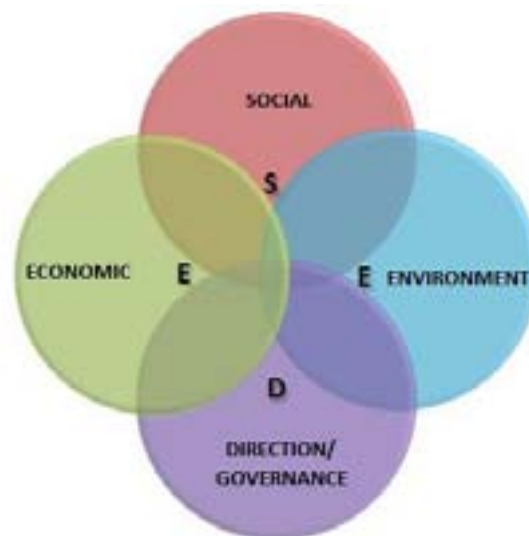
5. DEVELOPMENT AND FISCAL STRATEGY

The Government of the Virgin Islands (GOVI) is committed to achieving its vision of “**A prosperous Virgin Islands, ideal to live, work, visit and do business**” through its development strategy while maintaining macroeconomic and fiscal sustainability and financial stability in the medium term. As such, the Government has outlined the development objectives for the Territory which prioritise creating and maintaining an environment conducive to economic growth and sustainable development. In addition the GOVI recognises the interconnections in society and puts the well-being of all residents at the centre of its actions. Since it is important that the Government manages its development objectives in tandem with its fiscal goals these development priorities are considered along with the GOVI’s fiscal strategy and embodied in this Medium Term Fiscal Plan (MTFP).

Over the next three years, GOVI’s focus is to ensure adequate and robust social, economic and environmental infrastructure which facilitates investment and economic growth in the Territory. The development objectives of the GOVI are outlined in the Territory’s development strategy which incorporates Social, Economic, Environmental and Direction/Governance (SEED) dimensions. The Government’s fiscal strategy aims to increase revenue, prioritise expenditure, and centralises the importance of value-for-money in conducting public business.

5.1 Development Strategy

To achieve the vision for the Territory, the development strategy sets out four goals encompassing social, economic, environmental and direction/governance (SEED) themes. They are:



Social: Virgin Islands residents are a healthy, vibrant and engaged populace, well-prepared to fully participate in the development of the Territory.

Economic: The Virgin Islands economy is thriving and buoyant, fostering balanced growth through entrepreneurship and trade.

Environment: The Virgin Islands values its natural resources and promotes sustainability in physical planning and management.

Direction/Governance: The Virgin Islands is governed transparently, ensuring the safety, security and cohesion of its populace.

The Government's legislative agenda forms the basis of the development strategy and aims to achieve eight results, namely:

Social:

1. An improved standard of living
2. Improved overall social services programmes and healthcare
3. A strengthened educational sector

Economic:

4. A fixed/improved economy

Environment:

5. Improved communications and infrastructure

Direction/Governance:

6. Protected borders and enhanced law, order and public safety
7. A reformed public sector; and
8. Strengthened international relations

The Government has set out the following developmental and fiscal priorities for the next three years (2014-2016):

Social:

- Complete the new hospital on Tortola and the development of a hospital on Virgin Gorda along with modernising clinics Territory wide

GOVI aims to modernise and expand the Territory's healthcare infrastructure in order to improve access to quality care. The completion and commissioning of the New Peebles Hospital, the development of a hospital on Virgin Gorda and upgrading our clinics Territory wide will facilitate access to high quality health care for all residents. When fully operational, the outstanding technology, service and competent human resource capacity anticipated at these facilities will not only improve access and thereby health outcomes of Virgin Islands' residents, but can also be a source of inward investment through medical tourism. These infrastructural developments form part of our three-year Capital Investment Plan (see

Appendix 3). Improved health infrastructure through the hospital and clinics is also imperative for the successful functionality of the forthcoming National Health Insurance System.

- Implement the National Health Insurance (NHI) System

The NHI System is expected to provide universal affordable health care to Virgin Islands residents while providing a dedicated source of funds for strengthening the local health care system. In addition, the NHI will help to increase investment support for disease prevention and health promotion initiatives. The NHI will be funded through a combination of Government budgetary allocations, employer and beneficiary contributions, as well as co-payments, surcharges and interest earned on the NHI reserve funds. The NHI Scheme will come on stream once the New Peebles Hospital has been commissioned in mid-2014. Over the next three years the Government has committed additional resources to funding the NHI scheme in the region of \$50 million.

- Modernise the education system

To continue the process of bringing the education system into the 21st century, GOVI plans to standardise and harmonise teaching and assessment across the education system by devising a Territorial Examination and Inspection Board and administering the CXC Caribbean Secondary Education Certificate (CSEC) examination to all secondary school students. GOVI aims to strengthen public collaboration in the development of the financial services and tourism industries and ensure that children are educated about both the financial services and tourism sectors at every level of our education system. The recently introduced tourism/hospitality services, Virgin Islands History and Financial Services programmes at the secondary level will also be expanded, given that tourism and financial services are the main drivers of our economy. Plans also include updating the curriculum of technical and vocational secondary education in conjunction with City and Guilds, promoting equitable access to education by differently-abled students, and implementing the National Citizen Service programme which will promote students' involvement in their communities. Planned infrastructural projects include the development of a Junior High School, and the modernisation of the Baugher's Bay Technical School (see Capital Investment Plan in Appendix 3).

- Care for the most vulnerable

GOVI plans to complete construction of the Adina Donovan's Home at Spooners Estate. Completion of this project is anticipated to provide an all-inclusive facility for seniors. The

new facility at Spooners Estate will help to meet the increased need for geriatric care in the Territory, and ensure a safe, healthy environment for all of our seniors.

Economic:

- Expand financial services and tourism markets

The launch of the Virgin Islands Hong Kong Office will serve to strengthen our position in the Asian market and give us a better understanding of the market where the majority of our financial services business originates. Being able to deepen our relationship with Mainland China provides for further opportunities not only in the area of financial services but also education and culture and assists in promoting investment opportunities to the Territory. Ongoing efforts in enhancing our financial services legislation as well as labour, trade and immigration policies and processes will help to create a business-friendly environment for our financial services product as well as foreign investment. The Virgin Islands Asia House will also serve to cement synergies between our marketing efforts in tourism and financial services in the East.

As part of its global strategy the Virgin Islands Tourist Board is expanding its efforts into new and emerging markets such as Brazil which will be the platform for launching marketing initiatives into other Latin American countries such as Argentina and Chile. On the home front the Government is working on improving the tourism infrastructure and providing additional opportunities for local persons to participate more in the sector.

- Develop the Cruise Pier and other Tourism Infrastructure

GOVI aims to improve the Territory's tourism product by expanding the Cruiseship Pier and upgrading its amenities. This project offers the benefits of additional cruise-liner and cruise passenger capacity, stimulated revenue from increased tourist arrivals, boosting entrepreneurial possibilities, and providing another avenue for community-based activities. Promoting the private development of the Prospect Reef Resort to at least four-star level also forms part of GOVI's plans to upgrade available tourism infrastructure in the Territory.

The Government has also committed to developing the North Sound area in Virgin Gorda and this includes developing the Gun Creek Port. Gun Creek is the gateway to North Sound and its surrounding areas and as such can offer a plethora of entrepreneurial opportunities to residents. Additionally, it is the key transition point for many of the Territory's visitors and residents. The Gun Creek development project will therefore further stimulate the economy of Virgin Gorda while enhancing the Virgin Islands's tourism product.

- Expand existing Airport facilities and develop Seaport facilities

Finding a solution to air access to the Virgin Islands is a priority of GOVI, hence the expansion of the Terrance B. Lettsome International Airport is vital. Similarly, seaports will be developed to maximise economic benefit. Expanding the airport runway and terminal and developing our seaports is expected to reap the benefits of increased passenger and freight capacity, improved access from new tourism markets, stimulating tourism and commercial trading bases, increased employment opportunities for locals, stimulating economic activity within the Territory, and improved safety and capacity of the airport and seaport facilities which will be conducive to more efficient operations.

- **Encourage Business and Entrepreneurship development**

The development of the small business sector is essential to economic growth since it provides jobs and additional commerce. The Department of Trade and Consumer Affairs (DOTCA) which is responsible for creating an environment where entry to the business sector is fair, transparent and hassle free, has been repositioned and strengthened so that it can adequately deal with promoting fair competition and consumer protection. The recent revitalisation of the National Business Bureau (NBB) and introduction of its Loan Guarantee Programme will help to offer solutions for issues affecting small business in the Virgin Islands including access to local and foreign markets, the high costs of doing business, access to capital, and adequate human resources. The recently launched loan programme will foster growth in the existing business sector and also encourage new businesses into the market. In addition to facilitating access to capital through the loan programme the NBB will also provide technical assistance in in business plan development, marketing, and other related educational activities.

Environment:

- **Improve existing Road Infrastructure**

Necessary repairs will be conducted on the Territory's road network which has suffered significant disrepair due to impacts of storms over the last several years. The Government has secured a loan from the Caribbean Development Bank for road infrastructural improvement which will facilitate necessary immediate repair as well as improve the resilience of our road infrastructure to future storms. These funds will be used to make road repairs and prevent extensive erosion of our roadways through focus on proper drainage solutions and road engineering.

- **Improve the Water and Sewerage Network**

Work on the ongoing project to improve the water and sewerage network in Road Town and East End will continue. This includes improving water supply systems, implementing more

efficient leak detection and billing systems, and replacing the existing pipe network that is severely worn. GOVI is also pursuing plans to merge the British Virgin Islands Electricity Corporation (BVIEC) and the Water and Sewerage Department such that the water and sewerage system will be administered and managed by a statutory body. All agreements in relation to the water and sewerage system will be managed on an ongoing basis to ensure value for money and the best interests of the Territory are prioritised. It is anticipated that this merger will eventually result in the reduced cost of production of water and the level of subsidisation required by Central Government for the running of the Water and Sewerage Department.

- **Encourage use of Alternative Energy Sources and Energy Efficiency**

GOVI will continue to foster the development of alternative and renewable energy sources while working with BVIEC to find efficiencies in the provision of the Territory's electricity, thereby reducing energy costs for residents in their homes and businesses. This Government has committed to utilizing solar technology for streetlights and public facilities, thereby reducing demand on the grid and lowering long-term costs of electricity.

Direction/Governance:

- **Encourage Public Sector Reform by finding efficiencies in Government's provision of services to the public, and instituting reform of the public finance management system.**

GOVI aims to improve the availability, timeliness and accuracy of financial and other information for planning and decision making, and enable a transparent and accountable Government Service that promotes efficient and effective use of public resources. To achieve this, efforts have been ongoing to make the public service more responsive to user needs and to modernise the public finance management system. The Government believes that Public Service Reform is essential for ensuring compliance with the Protocols for Effective Financial Management and work has already commenced in this vein. The following are ongoing priorities for bringing the Virgin Islands into compliance with the Protocols:

1. Formulating a development strategy which sets out the Territory's longer-term development agenda. The longer-term development agenda will expand on the work done in creating the development strategy SEED through broader collaborative efforts with public and private-sector stakeholders. Each Government's policy objectives, spanning a four-year period which corresponds with the electoral cycle, will fit into the broader, longer-term development framework.

2. Developing a macro-economic framework that supports medium-term policy initiatives and budget decisions. The macro-economic framework is an important input into creating both the Medium Term Fiscal Plan and the Budget Estimates.
3. Developing a multi-year, performance-based budget which includes the Government's revenue projections and expenditure priorities, links policy objectives to spending allocations, promotes transparency and accountability, strengthens budget planning, and provides future insight into the cost of core government policies and available fiscal space. The three-year rolling performance budget promotes efficient use of resources by requiring Cabinet-level decision making on new spending and savings initiatives. The 2013 and 2014 Budgets have been prepared in this new format and utilise the new Chart of Accounts (CoA) classifications. In addition, a more robust approach to revenue estimation techniques has been utilised in the preparation of the 2013 and 2014 budget estimates with the objective of gradually reducing the significant variances observed between budget estimates and actual revenue. Going forward in 2014, Ministries and Departments will be guided in developing comprehensive programme structures in order to further facilitate the linkages between planning and budgeting.
4. Developing a sequenced and planned approach to improving cash accounting in the Government focusing on improving financial reporting that will support management decision making and government policy initiatives. The plan to improve the accounting function has been centered around:
 - Restating public accounts from former years. GOVI continues to receive assistance from PricewaterhouseCoopers (PwC) in adjusting and restating the public accounts given weaknesses and inaccuracies identified in the Forensic Examination Report submitted to GOVI by that company in March 2013;
 - Building technical capacity within Treasury to ensure that personnel have a thorough understanding of the principles guiding cash based IPSAS and the Public Finance Management (Amendment) Act, Regulations and Financial Instructions;
 - Developing an accounting procedures manual to ensure compliance with cash-based International Public Sector Accounting Standards (IPSAS) as well as guiding legislation;
 - Developing a format for all final accounts including primary statements and disclosure notes which are based on international standards for accounting; and
 - Giving consideration to moving towards accrual-based accounting in the future.
5. Developing a cash flow management and forecasting structure to help alleviate cash shortfalls by predicting the availability of cash and improving cash flow planning. This

will allow policymakers greater control over cash and reduce the instances of monthly cash shortages. Efforts to create a framework began in earnest in 2013 using an Excel-based cash-flow forecasting model. This cash forecasting model will be utilised at the beginning of 2014. Accounting policies and procedures have been adapted including: adopting cash based IPSAS; moving towards daily bank reconciliations; continuing the process established in 2012 of closing the monthly accounts within five days of the end of month; and dealing with new and old stale-dated cheques.

6. Developing improved project appraisal and assessment processes which promote effective and efficient use of resources on capital projects, helping to ensure value for money on the projects contracted out by the Government. This includes:
 - Initiating a Planning and Project Review Advisory Committee (PPRAC) to appraise projects for approval, revision or rejection, including the appraisal of project proposals for feasibility and the appraisal of project execution plans prior to implementation and allocation of resources. The Project Support Services Unit (PSSU) and other units of the Ministry of Finance will be more actively involved in all phases of the project lifecycle;
 - Developing policy instructions requiring all projects to be appraised prior to the procurement stage;
 - Developing and implementing guidelines for the project appraisal process;
 - Reviewing Procurement Process and Handbook, to inform the draft Procurement and Projects Act;
 - Implementing and maintaining a Project Management System with a Project Management structure; and
 - Developing and maintaining a contracts-management system.
7. Further revisions to the Public Finance Management Act to ensure that it is meeting the objectives of good financial management will be undertaken.
8. Developing a medium-term Debt Management Framework. The absence of a robust debt management system has made debt compilation, analysis and overall debt management difficult. The framework will address the need for Debt Analysis and Debt Management Strategies (Medium Term Debt Strategy); improve the monitoring of public debt and the proper use of debt management software for debt management; monitor and manage all aspects of debt including contingent liabilities; develop appropriate legal frameworks; develop strong institutional frameworks to include the Back Office, Middle Office and Front Office functions; and apply prudent policies, strategies and expertise to ensure that sustainable debt levels are maintained.

9. Separation of the statistics and economic development functions has taken place with the formation of the Central Statistics Office (CSO) and the Economic Planning, Research and Analysis (EPRA) Unit. Efforts have begun to better link the development planning function to the multi-year, policy-based budget process. EPRA developed the Development Strategy SEED based on the Government's Legislative Agenda. SEED is tied to the medium-term budget through Departmental strategies, outputs and outcomes. Separation of statistics from economic development supports the integration of the overall planning and resourcing functions of the Government, and aids the development of an independent CSO.

5.1.1 Capital Investment Plan (2014 – 2016)

The GOVI's medium term capital investment programme of \$207.6 million over the next 3 years supports its development strategy and will lead to increased economic growth and enhancement of the Territory's infrastructure. Capital project commitments including the sewerage project, completion of the new hospital, further expansion of the Territory's ports, renovations to existing schools and the construction of new school facilities will be funded using a combination of available recurrent surpluses, loan funds, PPPs and parastatals' loan funds. The complete capital investment programme can be found in Appendix 3.

5.2 Fiscal Strategy⁷

The current fiscal outlook indicates increasingly restricted fiscal space which could inhibit GOVI's ability to accomplish its development agenda and to respond to any economic shocks. Without implementation of an effective fiscal strategy, GOVI will continue to be in breach of the borrowing limits of the Protocols and will find it increasingly difficult to meet its fiscal and development objectives (see Appendix 5 which shows the projected fiscal path without (base case⁸) and with the Government's fiscal strategy). Thus, GOVI has crafted the following fiscal strategy which promotes fiscal sustainability.

The objectives of the fiscal strategy which GOVI will pursue over the medium-term (2014-2016) are as follows:

1. Build the Reserve Fund balance as a means of buffering public finances from unexpected future shocks;
2. Manage contingent liabilities;
3. Improve the financial management structure within Central Government and its parastatals;

⁷ The assumptions which guide the fiscal adjustment strategy are laid out in Appendix 4.

⁸ The base case includes contributions to NHI over the medium term.

4. Improve the recurrent surplus balance by implementing revenue generating and expenditure efficiency initiatives. Decrease the overall deficit in 2014 and 2015, and convert the deficit into an overall surplus by 2016; and
5. Maintain the borrowing ratios within limits outlined in the Protocols for Effective Financial Management.

5.2.1 Building Reserves

In order to meet the liquid asset ratio of at least 25% of recurrent expenditure by 2015 the GOVI will contribute the following to the reserve fund over the medium term while continuing to manage recurrent expenditure growth: 2014 - \$18.5M; 2015 - \$18M and 2016 - \$15M.

5.2.2 Manage Contingent Liabilities

Government will establish a contribution schedule to reduce its currently unfunded liability of the pension scheme for public sector employees from 2015. The cost implications for this policy are based on a 2009 Actuarial report on the current non-contributory pension scheme. An updated report will be commissioned to determine the level of the current pension liability and provide recommendations for funding this liability (2009 report - \$201 million) and developing a funded pension scheme thereafter. As an initial estimate for the Medium Term Fiscal Model, the cost implications are based on the 2009 actuarial report which indicates a cost of \$7.1 million in 2014, 2015 and 2016 for the unfunded portion of the pension liability. This is based on amortisation of the portion of the accrued pension liability from past years' services at a set percentage of annual payroll. This does not include the current years' pension outruns.

5.2.3 Financial Management of Parastatals

This requires developing a function within the Ministry of Finance to review the operations and financial statements of parastatals in order to promote prudent financial management within these bodies. The outcome sought by this process is greater harmonisation of efforts to improve efficiencies across the public sector, and a reduction in parastatals' level of reliance on central government revenue.

5.2.4 Generating Revenue

The revenue generating initiatives which GOVI plans to implement in the medium-term are:

1. Change the current work permit structure such that fees will be based on occupation type with consideration given to average income by occupation type;
2. Introduce a tourist levy (\$10) which will be collected at the ports of entry (air and sea) from every visitor entering the Territory. Part of this levy will be used to fund environmental protection and preservation programmes;
3. Extend existing Hotel Accommodation Tax rate of 7% to Charter Boats docked within the Territory;
4. Increase current Import Duties on Alcohol by 100%;
5. Collect 33% of the Ports Authority reserves – 10% in 2014, 50% in 2015 and 40% in 2016;
6. Collect 66% of the Telecommunications Regulatory Commission's (TRC) reserves,⁹ 10% of the TRC's annual revenue in 2014, and 66% of the TRC's annual revenue in 2015 and 2016;
7. Comprehensive review of central government fee structure with the objective of raising additional revenue;
8. Adopt a more aggressive approach to the collection of current taxes and fees and arrears¹⁰ by reviewing current legislation to give revenue collecting agencies greater authority to enforce compliance.
9. Review the current Payroll Tax structure with the objective of developing a more progressive tax system. A comprehensive review of Government's tax and fee structures is ongoing with a view to closing loopholes, ensuring that fees at least cover the costs of providing services, and fostering the overall coherence of Government taxes and fees to advance transparency and fairness.

Total additional collections as a result of these revenue initiatives are summarised in Table 2. It is envisaged that these will be brought on stream at various times in 2014¹¹ and amass approximately \$9.6 million in additional revenue in 2014, \$20.6 million in 2015 and \$20.0 million in 2016.

⁹ 66% of current reserves will be collected in 2014. The reserve balance is based on revenue collected for the last 5 years.

¹⁰ The value of arrears has not been explicitly included in the fiscal strategy model.

¹¹ The additional revenue amounts have been prorated based on expected implementation dates in 2014.

Table 2: Revenue Generation Initiatives by Major Revenue Category (US\$000s)

| <u>Major Revenue Category</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
|--|--------------------|--------------------|--------------------|
| Taxes on Goods and Services Work Permit Fees Accommodation Tax | 2,587 | 8,045 | 8,119 |
| Taxes on International Trade Import Duty – Alcohol Tourist Arrival Levy | 2,056 | 4,294 | 4,341 |
| Other Tax Revenue Revenue from Statutory Bodies | 4,026 | 3,655 | 3,370 |
| TOTAL REVENUE GENERATED | 8,669 | 15,993 | 15,831 |

5.2.5 Improving Expenditure Efficiency

Alongside ensuring compliance with the Protocols and generating increased revenue, GOVI recognises the importance of improving expenditure efficiency. As such, GOVI is committed to prioritising expenditures to ensure that the people of the Territory are receiving value for money in the way GOVI conducts business on their behalf.

1. Employee Compensation has been growing during the last decade and makes up a significant component of recurrent expenditure (40.6 percent in 2012); therefore in an effort to curb the growth in overall expenditure, the wage bill for 2013 will be adjusted by inflation (2.3%) in 2014 and kept constant (in nominal terms) at the 2014 level for 2015 and 2016. This can be accomplished by (further research and costing to be carried out): eliminating increments in the medium term and developing in the future an increment process that is better-linked to performance; reintroducing the hiring freeze for the three year projection period; and engaging with the Deputy Governor’s Office to develop a strategy for improving the efficiency and effectiveness of the public service including implementing the recommendations from the Job Analysis Audit (2012). This study was conducted to identify human resource gaps in the public service and indicate how efficiency within the service can be achieved.
2. Goods and services also represent a sizeable proportion of recurrent expenditure (22.4 percent in 2012) and hence, going forward, must grow at a more manageable rate. Therefore, from 2014 the Government of the Virgin Islands will aim to reduce the level of growth related to

goods and services by reducing spending in this category by 2 percent each year from 2014 to 2015, and by 1 percent in 2016. This action will be achieved through better and more efficient project assessment and procurement processes which will ensure that the Government receives good value for money when purchasing goods and services and reviewing rent leases. Additionally, effective management of accounts payable will help to contain costs of goods and services, as this will avoid suppliers building in expectation of late/uncertain payment into their bids. The removal of supplementary appropriations as well as more in-depth budget monitoring over the course of the year will help to eliminate the custom of Ministries and Departments to overspend on an annual basis. In addition ensuring that programmes are appropriately prioritised and costed during the more rigorous multi-year budget preparation process will lead to efficiencies and savings.

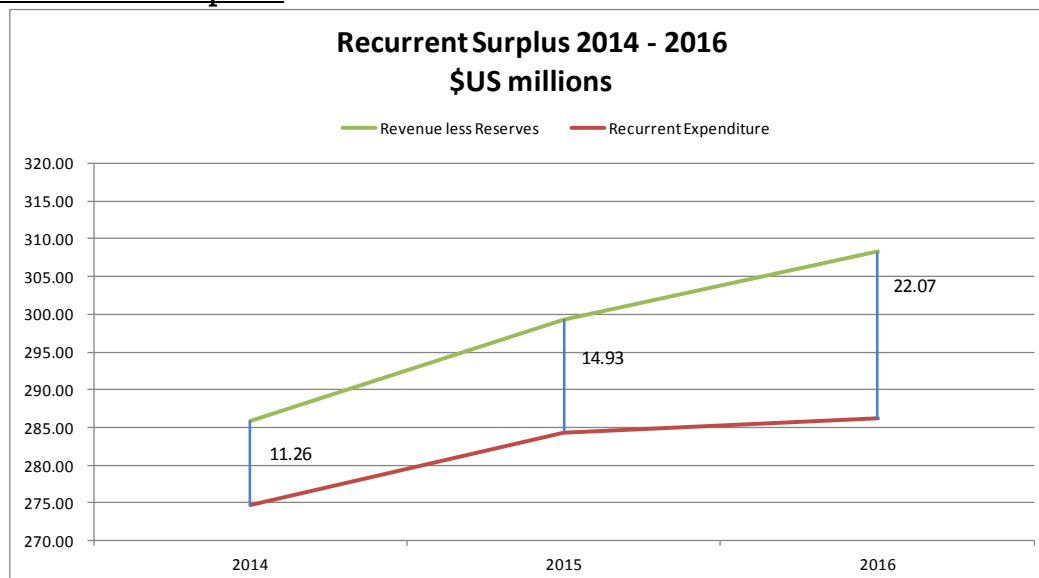
3. Transfers and subsidies. With the exception of transfers to the NHI fund transfers and subsidies growth will be reduced to 1 percent each year from 2014 to 2016. Since transfers and subsidies to statutory bodies constitute the largest portion of overall transfers and subsidies, parastatals will be asked to devise a strategic plan to become less dependent on government transfers within the next three years – by cutting costs, raising additional revenue or both. In addition the Ministry of Finance will be setting up a monitoring function to examine the operations of parastatals assisting them in determining cost savings.
4. Capital expenditure levels are dependent on the development policy initiatives of the Government. To help promote the effective and efficient use of resources on capital projects, improved project appraisal and assessment processes will be implemented. This will help ensure that the Government achieves value for money on all projects and forms part of the Government's public financial management reform programme.
5. During the 2014 budget process Ministries and Department are required to identify savings options in their budgets. Approved savings will be used to offset any new spending requested and approved by the Cabinet.

5.2.6 Improving the recurrent balance 2014 – 2016; Reaching overall surplus in 2016

The revenue generating initiatives and expenditure efficiency recommendations will result in an increase in the recurrent surplus every year over the medium term. (see figure 11). Revenue is projected to grow by approximately 3.7% in 2014 and 4.2% in 2015 before levelling out to 1.9% in 2016. Recurrent expenditure is expected to grow on average by approximately 4% over the medium term. This growth in recurrent expenditure is driven by contributions to the unfunded pension scheme and the NHI System. Expenditure savings in goods and services and holding the wage bill constant has helped in curtailing the growth in recurrent expenditure in the medium term. The

combination of revenue generating and expenditure efficiency initiatives will result in a decrease in the overall deficit by 56.4 percent in 2014 when compared to the estimated deficit at the end of 2013. A further reduction in the deficit will be realised in 2015 of 20 percent with an overall surplus of \$13.6 million expected in 2016 (see Table 3).

Figure 11: Recurrent Surpluses



The following summarises the effects of the revenue generating and expenditure efficiency initiatives on the fiscal situation of the GOVI (see table 3).

- Total Revenue will reach \$323.27 million by 2016 or 34.3 percent of GDP;
- Total Recurrent Expenditure will reach \$286.2 million by 2016 or 30.4 percent of GDP;
- Total Recurrent Surplus will reach \$22.1 million by 2016 or 2.3 percent of GDP;
- Total Expenditure will reach approximately \$294.7 million or 31.3 percent of GDP by 2016;
- An overall fiscal surplus of \$13.57 million will be realised by 2016, representing 1.4 percent of GDP;
- Total Central Government Debt¹² (secured and unsecured) of \$119.5 million in 2016;
- Total Public Borrowing (including parastatals' risk-weighted debt and PPPs) of \$221.7 million in 2016 (see Table 4).

¹² Assuming that each year's end-of-year debt is made up of the previous year's debt, minus principal repayments made in the current year, plus the deficit for the current year.

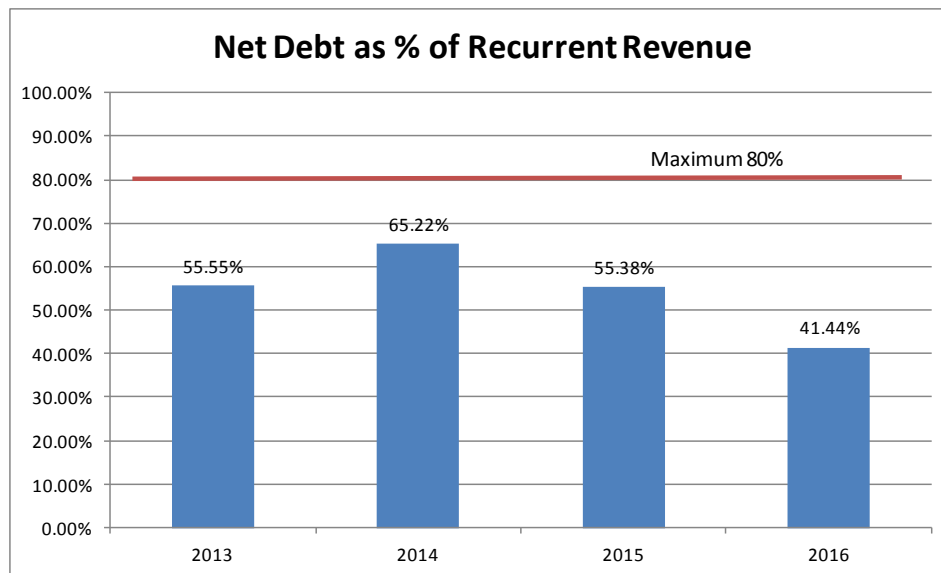
5.2.7 Maintaining the Borrowing Limit Ratios

With the implementation of this fiscal strategy, GOVI will be in firm compliance with the Borrowing Limits of the Protocols for Effective Financial Management by the end of the 2015 fiscal year, and will ensure

that the Territory's public finances are set on a sustainable path while allowing for accomplishment of the Territory's outlined development agenda. These ratios are displayed in figures 12-14 and table 4.

- Net Debt as % of Recurrent Revenue of 41.4% (maximum 80%) in 2016;
- In addition to central government debt, three new loans are expected to be incurred by parastatals to fund infrastructure development: one by British Virgin Electricity Corporation in the amount of \$30 million repayable over fifteen years; one by British Virgin Islands Ports Authority in the amount of \$10 million repayable over ten years, and another in the amount of \$34 million repayable over fifteen years for the cruise pier development. These loans are incorporated into total public borrowing in the forecast period (2014-2016) at the prescribed 20% risk-weighting. These are included in the net debt¹³ and debt service ratios.

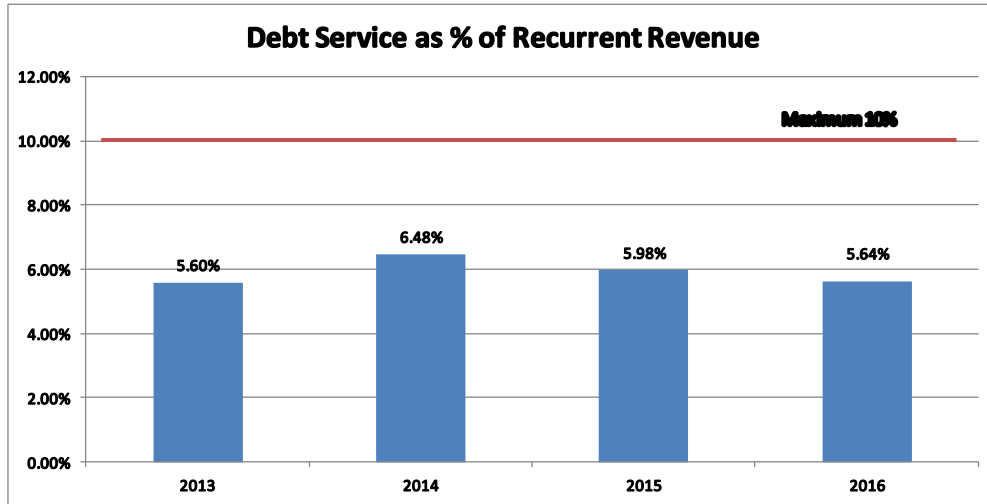
Figure 12: Net Debt Ratios



¹³ The capitalised value of future financial obligations (\$45M) on the Bi Water project has been included as part of the net debt calculation.

- Debt Service as % of Recurrent Revenue of 5.6% (maximum 10%) in 2016; and

Figure 13: Debt Service Ratios



- Liquid Assets as % of Recurrent Expenditure of 30.7% (at least 25%) in 2016. The GOVI would have met this ratio by 2015.

Figure 14: Liquid Assets Ratios

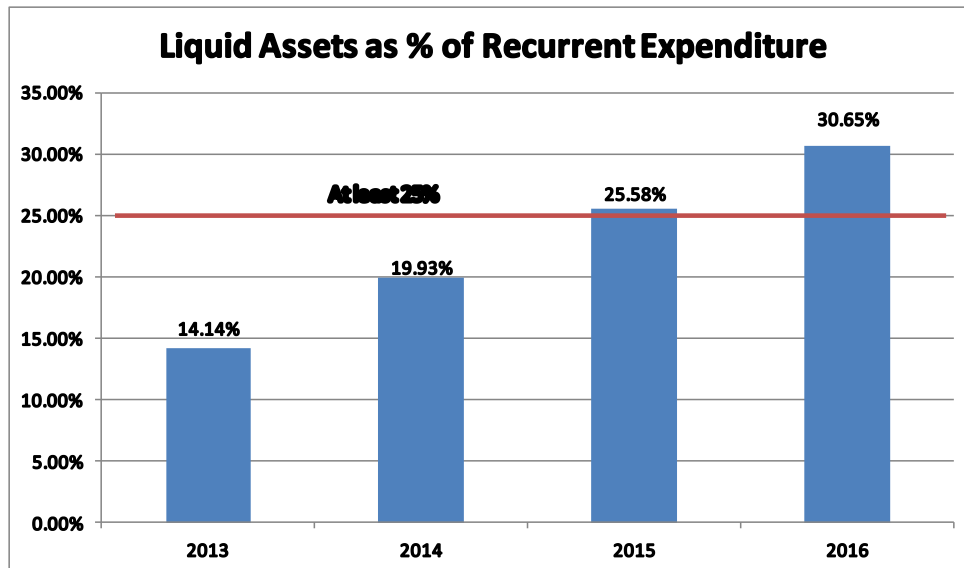


Table 3: Fiscal Strategy Outcomes

| | 2014 | 2015 | 2016 |
|--|------------------------|------------------------|------------------------|
| mn \$ | <u>Fiscal Strategy</u> | <u>Fiscal Strategy</u> | <u>Fiscal Strategy</u> |
| Total Revenue | 304.40 | 317.28 | 323.27 |
| Total Current Rev | 304.40 | 317.28 | 323.27 |
| Total Tax Revenue | 288.14 | 301.25 | 307.21 |
| Payroll-Inc Taxes | 42.35 | 43.79 | 45.42 |
| Property Tax | 2.23 | 2.19 | 2.14 |
| Taxes on Gds & Services | 202.30 | 210.63 | 213.06 |
| Tax-International Trade | 30.52 | 33.73 | 35.51 |
| Other Tax Revenue | 10.73 | 10.91 | 11.09 |
| Other Current Revenue | 16.26 | 16.03 | 16.05 |
| Grants | 0.00 | 0.00 | 0.00 |
| Contribution to Reserve Fund | 18.50 | 18.00 | 15.00 |
| Revenue less Reserve Contribution | 285.90 | 299.28 | 308.27 |
| Total Expenditure | 296.39 | 307.67 | 294.70 |
| Total Primary Expenditure | 290.84 | 302.67 | 290.25 |
| - Total Recurrent Expenditure | 274.64 | 284.35 | 286.20 |
| - Total Interest Payments | 5.55 | 4.99 | 4.45 |
| Interest payments - Dom debt | 3.85 | 3.41 | 2.98 |
| Interest payments - Ext'l debt | 1.69 | 1.58 | 1.47 |
| - Total Non-Interest Recurrent Expenditure | 269.09 | 279.36 | 281.75 |
| - Employee Compensation | 118.23 | 118.23 | 118.23 |
| - Gds & Services | 58.06 | 56.90 | 56.33 |
| - Subsidies & Transfers | 79.34 | 90.50 | 93.19 |
| - Total Other Expenses | 13.46 | 13.73 | 14.00 |
| - Total Capital Expenditure | 21.75 | 23.32 | 8.50 |
| Total Surplus-Deficit (-) | -10.49 | -8.39 | 13.57 |
| Primary Balance | -4.94 | -3.39 | 18.01 |
| RECURRENT BALANCE | 11.26 | 14.93 | 22.07 |
| Total Net New Financing (Deficit Financing) | 10.49 | 8.39 | -13.57 |
| Net New Domestic Financing | 2.62 | 2.10 | -3.39 |
| Net New Foreign Financing | 7.87 | 6.29 | -10.18 |
| Loan Disbursements | 10.05 | 11.10 | 0.00 |
| Unsecured Debt Flow | 0.44 | -2.71 | -13.57 |
| Unsecured Debt Stock | 19.65 | 16.94 | 3.37 |
| PRINCIPAL PAYMENTS | 12.07 | 11.90 | 11.74 |
| DOMESTIC - PRINCIPAL PAYMENTS | 8.59 | 8.60 | 8.61 |
| FOREIGN - PRINCIPAL PAYMENTS | 3.48 | 3.31 | 3.13 |
| Total Resource Envelope | 296.39 | 307.67 | 294.70 |
| Total Disbursed Debt | 88.57 | 87.77 | 76.03 |
| Outstanding Disbursements | 40.06 | 40.06 | 40.06 |
| Total Outstanding Central Gov Debt and Unsecured Debt | 148.29 | 144.77 | 119.46 |
| Total Outstanding Central Gov Debt, end of year | 128.64 | 127.83 | 116.09 |
| - Total Domestic Debt | 76.90 | 71.08 | 62.47 |
| - Total Foreign Debt | 51.73 | 56.75 | 53.62 |

Table 4: Borrowing Limits for Fiscal Strategy

| | 2014 | 2015 | 2016 |
|--|-------------------------------|-------------------------------|-------------------------------|
| | <u>Fiscal Strategy</u> | <u>Fiscal Strategy</u> | <u>Fiscal Strategy</u> |
| Total Debt of Parastatals | 92.64 | 86.14 | 78.95 |
| Total Risk-Weighted Debt of Parastatals | 18.53 | 17.23 | 15.79 |
| Capitalized Value of Public Private Partnerships | 86.43 | 86.43 | 86.43 |
| Total Public Borrowing | 253.25 | 248.43 | 221.69 |
| Reserve Fund Balances (Liquid Assets) | 54.73 | 72.73 | 87.73 |
| Parastatals' Interest payments | 4.07 | 3.78 | 3.48 |
| Parastatals' Principal repayments | 6.44 | 6.60 | 6.76 |
| Parastatals' Debt Service (Risk-Weighted) | 2.10 | 2.08 | 2.05 |
| Total Debt Service (Central Gov. and Parastatals) | 19.72 | 18.97 | 18.23 |
| Borrowing Limits | | | |
| Net Debt | 198.52 | 175.70 | 133.96 |
| Net Debt as % of Recurrent Revenue (max 80%) | 65.22% | 55.38% | 41.44% |
| Debt Service as % of Recurrent Revenue (max 10%) | 6.48% | 5.98% | 5.64% |
| Liquid Assets as % of Recurrent Expenditure (at least 25%) | 19.93% | 25.58% | 30.65% |

5. DEVELOPING AN IMPLEMENTATION STRATEGY

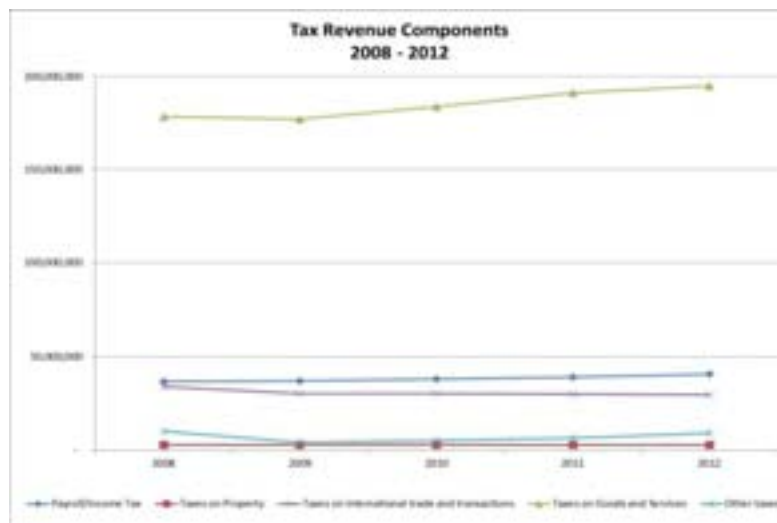
A comprehensive implementation schedule which addresses all three parts of this fiscal strategy is in the process of being developed. It will build on the progress made thus far in Public Financial Management (PFM) Reforms. In 2012, the GOVI developed a PFM reform strategy which was later revised in 2013 and includes objectives for the periods 2013-2015. In addition to strengthening PFM weaknesses identified, it also provides guidance for ensuring our compliance with the Protocols. This strategy will be extended to include revenue generating initiatives and activities for improving expenditure efficiency. The Ministry of Finance will lead a team responsible for finalising the implementation schedule and monitoring progress towards achieving the strategies and targets laid out in the schedule within the prescribed timeframe.

APPENDICES

Appendix 1: Detailed Analysis of Revenue and Expenditure

Tax Revenue

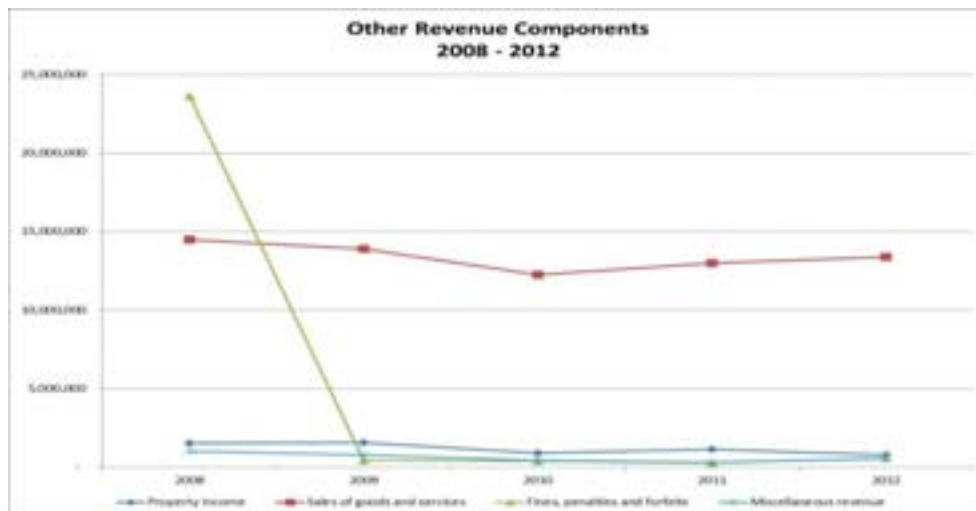
Ninety-five percent of recurrent revenue is garnered through tax receipts, which includes income/payroll tax, taxes on property, taxes on international trade and transactions, taxes on goods and services, and other taxes. Analysis of the components of tax revenue over the last decade reveals the following:



1. Taxes on Goods and Services represents the vast majority of government revenue, at 66.7 percent of Total Revenue in 2012. Receipts from taxes on goods and services have grown at an average annual rate of 7 percent in the decade, with growth flattening out over the last five years. In 2012, taxes on goods and services grew 2.1 percent to \$195.1 million. Ninety-three percent of Taxes on Goods and Services is revenue collected from fees for financial services.
2. Revenue collected in each tax category increased in 2012, with the exception of Taxes on International Trade and Transactions which consists primarily of import duties. In March 2012, GOVI announced a policy to reduce import duties for merchants. Reflecting the effects of this policy, revenue in this category decreased 1.8 percent compared to 2011.
3. Property tax receipts grew 12 percent in 2012 from \$2.3 to \$2.6 million. Taxes received from this revenue category have been low and relatively stagnant over the ten year period.

Other Revenue

Other Revenue contributes approximately 5 percent to recurrent revenue and includes property income, sales of goods and services, fines penalties and forfeitures, and miscellaneous revenue. Analysis of these components reveals the following:



1. Receipts from Sales of goods and services make up the vast majority of Other Revenue at 87.5 percent in 2012. Sales of goods and services grew 3 percent in 2012, and consist primarily of fees for water connections and service, sale of postage, and nationality and registration fees. GOVI has made a general commitment towards having fees for services cover the cost of providing these services. As such, the government has engaged an overall review of fees (several of which have remained unchanged for many years). The review of fees for goods and services has resulted in an increase in this revenue category in 2011 and 2012 of 6 percent and 3 percent respectively.
2. Property income receipts which include interest on Government loans and other investments as well as income from rental of public land decreased 30 percent in 2012. This decrease was driven primarily by a decline in revenue collected from the lease of public land.

Table of Recurrent Revenue and its Components (2008 to 2012, US\$000s)

| | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> |
|---|-------------|-------------|-------------|-------------|-------------|
| Payroll/Income Tax | 36,804 | 37,167 | 38,078 | 39,178 | 40,798 |
| Taxes on Property | 2,690 | 2,513 | 2,636 | 2,513 | 2,811 |
| Taxes on Goods and Services | 178,643 | 177,202 | 184,002 | 191,160 | 195,127 |
| Taxes on international trade and transactions | 33,881 | 30,303 | 30,281 | 30,136 | 29,595 |

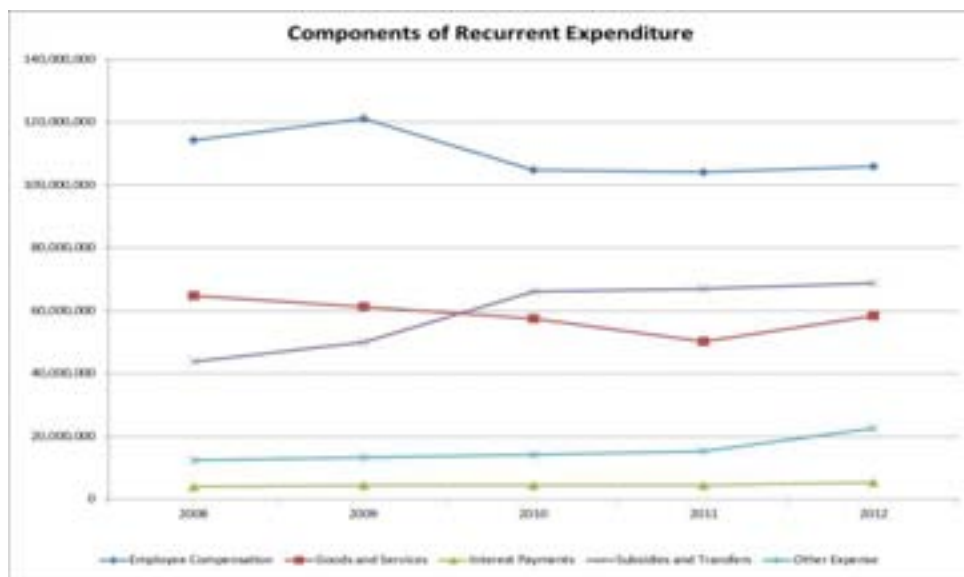
| | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|
| Other taxes | 10,085 | 4,176 | 4,893 | 6,354 | 9,129 |
| TAX REVENUE | 262,103 | 251,361 | 259,890 | 269,341 | 277,460 |
| | | | | | |
| GRANTS | 101 | 11 | 0 | 0 | 0 |
| | | | | | |
| Property Income (interest and rent) | 1,546 | 1,570 | 903 | 1,138 | 798 |
| Sales of goods and services | 14,480 | 13,915 | 12,246 | 13,012 | 13,401 |
| Fines, penalties and forfeits | 23,643 | 420 | 383 | 256 | 590 |
| Miscellaneous Revenue | 1,028 | 770 | 437 | 299 | 530 |
| OTHER REVENUE | 40,697 | 16,675 | 13,969 | 14,705 | 15,319 |
| | | | | | |
| TOTAL RECURRENT REVENUE | 302,901 | 268,047 | 273,859 | 284,046 | 292,780 |

Expenditure and its Components

Total government expenditure which includes both recurrent and capital expenditure has grown at an average rate of 4.8 percent over the last decade. In 2012, total expenditure grew more than its ten year average, at 8.7 percent.

Recurrent Expenditure

Recurrent expenditure is made up of the following categories: personal emoluments, goods and services, interest payments, subsidies and transfers, and other expenses.



Analysis of the components of recurrent expenditure reveals the following:

1. Spending on employee compensation which reached its peak in 2009, increased slightly in 2012, reflecting the Government's decision to lift the hiring freeze in order to fill existing skills-gaps in the civil service while also alleviating unemployment, especially among young people. The modest growth in employee compensation in 2012 of 1.6 percent also reflects the Government's decision to give half-increments in the year in order to curtail recurrent expenditure.
2. Goods and services expenditure grew most of the five categories. While since 2003 goods and services have grown at an average rate of 10 percent, in 2012, this category of expenditure grew 17.3 percent, the highest rate of growth recorded for the ten year period. Growth in spending on goods and services drove overall recurrent expenditure growth in the year. Going forward in order for the Government to meet its stated goal of curtailing recurrent expenditure in order to allow for expanded investments in development projects, particular emphasis will need to be placed on ensuring value for money in procuring goods and services for the Government, which accounted for 22.6 percent of recurrent expenditure in 2012.
3. Subsidies and transfers grew 9.3 percent in 2012. The significant growth in subsidies and transfers in 2010 reflected the increase in grants to the Health Services Authority, as that statutory body began to fully cover its operational expenses in that year. GOVI has set out the

goal to reduce grants to statutory bodies since it is imperative that statutory bodies mirror central government's commitment to finding efficiencies in service provision.

4. Spending under other expense increased significantly in 2012 due to a ruling against GOVI under which the Government had to make a compensation payment of \$6 million.

Capital Expenditure

Evidencing the Government's goal to direct more resources towards longer-term capital development, in 2012 capital expenditure increased 11.6 percent to \$44.1 million. Capital expenditure was 14.5 percent of total government expenditure in the year, up from 14.1 percent in 2011. Going forward, finding efficiencies in recurrent expenditure will allow for more expansionary policy on the capital side, towards accomplishing the Government's outlined medium term development strategy.

Table of Expenditure and its Components (2008 to 2012, US\$000s)

| | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Employee Compensation | 114,332 | 121,051 | 104,718 | 104,136 | 105,818 |
| Goods and Services | 64,730 | 61,117 | 57,576 | 50,162 | 58,241 |
| Interest payments | 3,925 | 4,427 | 4,488 | 4,370 | 5,207 |
| Transfers and subsidies | 43,839 | 50,016 | 66,113 | 66,935 | 68,784 |
| Other Expense | 12,425 | 13,265 | 14,235 | 15,218 | 22,441 |
| Total Recurrent Expenditure | 239,252 | 249,875 | 247,129 | 240,821 | 260,491 |
| Total Capital Expenditure | 58,581 | 57,759 | 32,015 | 39,537 | 44,108 |
| Total Expenditure | 279,889 | 268,036 | 273,859 | 284,046 | 292,780 |

Appendix 2: Parastatal Risk-Weighted Debt Schedule

All parastatals are required to receive permission from central government to incur any debt obligations. Parastatals' debt is risk-weighted in accordance with the Table below.

| Statutory Authority/ Government Company | Risk Weight | 2008 | 2009 | 2010 | 2011 | 2012 |
|--|--------------------|--------------|--------------|--------------|--------------|--------------|
| Tourist Board | 100% | 0 | 0 | 0 | 0 | 0 |
| VIRGIN ISLANDS Health Services Authority | 80% | 0 | 0 | 0 | 0 | 0 |
| HL Stoutt Community College | 80% | 0 | 0 | 0 | 0 | 0 |
| Prospect Reef Management Company | 80% | 0 | 0 | 0 | 0 | 0 |
| VIRGIN ISLANDS Airport Authority | 50% | 0 | 0 | 0 | 0 | 0 |
| National Bank of the Virgin Islands | 20% | 606 | 493 | 406 | 340 | 1,214 |
| VIRGIN ISLANDS Electricity Corporation | 20% | 5,101 | 4,701 | 4,301 | 3,901 | 3,501 |
| Financial Services Commission | 20% | 0 | 0 | 0 | 0 | 0 |
| Ports Authority | 20% | 51 | 0 | 0 | 0 | 0 |
| Social Security Board | 20% | 0 | 0 | 0 | 0 | 0 |
| Total Risk-Weighted Debt of Parastatals | | 5,758 | 5,194 | 4,707 | 4,241 | 4,715 |

Parastatals' risk-weighted debt totaled \$4.72 million at the end of 2012, comprising loans taken out by the National Bank of the Virgin Islands and the British Virgin Islands Electricity Corporation. Parastatals' debt has decreased over the last decade from \$14.6 million in 2003 to \$4.7 million at the end of 2012.

Appendix 3: Capital Investment Plan

| | | | YEARLY PROJECTIONS BY SOURCE OF FUNDING (US\$000s) | | | | | | | | | | | | |
|---------------|--|-----------------------|--|--------|--------|--------------------|--------|--------|--------|--------|--------------------|---------|-------|--------|--------|
| | | | 2014 | | | | | 2015 | | | | | 2016 | | |
| PROJECT TITLE | Owner | Total Budget (\$'000) | GOVI | Loan | PPP | Loan by Parastatal | Total | GOVI | Loan | PPP | Loan by Parastatal | Total | GOVI | PPP | Total |
| | | 207,568 | 11,700 | 10,050 | 20,000 | 22,000 | 63,750 | 12,218 | 11,100 | 80,000 | 12,000 | 115,318 | 8,500 | 20,000 | 28,500 |
| 1 | Development of a Junior High School | MEC | 2,500 | 250 | - | - | 250 | 1,250 | - | - | - | 1,250 | 1,000 | - | 1,000 |
| 2 | Modernization of the Baugher's Bay Technical School | MEC | 500 | 500 | - | - | 500 | - | - | - | - | - | - | - | - |
| 3 | Elmore Stoutt High School Auditorium | MEC | 500 | 500 | - | - | 500 | - | - | - | - | - | - | - | - |
| 4 | Elmore Stoutt High School Cafeteria | MEC | 500 | 500 | - | - | 500 | - | - | - | - | - | - | - | - |
| 5 | Expansion of Her Majesty's Prison | MEC | 1,000 | 500 | - | - | 500 | 500 | - | - | - | 500 | - | - | - |
| 6 | New Peebles Hospital Fitting Out | MHSD | 8,000 | 450 | 4,050 | - | 4,500 | 350 | 3,150 | - | - | 3,500 | - | - | - |
| 7 | Development of Hospital on Virgin Gorda | MHSD | 5,000 | 500 | - | - | 500 | 3,000 | - | - | - | 3,000 | 1,500 | - | 1,500 |
| 8 | Development of the new Adina Donovan Home for the Elderly | MHSD | 5,000 | 1,500 | - | - | 1,500 | 3,000 | - | - | - | 3,000 | 500 | - | 500 |
| 9 | National Sewerage Project - East End/Long Look | MCW | 16,600 | 1,800 | 5,200 | - | 7,000 | 1,800 | 4,800 | - | - | 6,600 | 3,000 | - | 3,000 |
| 10 | National Sewerage Project - Road Town | MCW | 2,368 | 1,000 | 800 | - | 1,800 | 568 | - | - | - | 568 | - | - | - |
| 11 | Cruise Pier Development Project | MCW | 34,000 | - | - | 22,000 | 22,000 | - | - | - | 12,000 | 12,000 | - | - | - |
| 12 | Virgin Gorda Dock Development | MCW | 2,000 | - | - | - | - | 150 | 1,350 | - | - | 1,500 | 500 | - | 500 |
| 13 | Road Town Ferry Dock Development | MCW | 3,000 | - | - | - | - | 200 | 1,800 | - | - | 2,000 | 1,000 | - | 1,000 |
| 14 | Greenhouse Development Project | MNRL | 2,600 | 2,000 | - | - | 2,000 | 600 | - | - | - | 600 | - | - | - |
| 15 | Anegada Fishing Complex | MNRL | 1,500 | 900 | - | - | 900 | 600 | - | - | - | 600 | - | - | - |
| 16 | Terrance B. Lettsome International Airport Expansion Project | MNRL | 120,000 | - | - | 20,000 | 20,000 | - | - | 80,000 | - | 80,000 | - | 20,000 | 20,000 |
| 17 | QE II Park Development | PO | 1,000 | 800 | - | - | 800 | 200 | - | - | - | 200 | - | - | - |

Appendix 3: Capital Investment Plan

| | | | YEARLY PROJECTIONS BY SOURCE OF FUNDING (US\$000s) | | | | | | | | | | | | |
|---------------|------------------------------------|-----------------------|--|---------|--------|--------------------|--------|--------|--------|--------|--------------------|--------|--------|---------|-------|
| | | | 2014 | | | | | 2015 | | | | | 2016 | | |
| PROJECT TITLE | Owner | Total Budget (\$'000) | GOVI | Loan | PPP | Loan by Parastatal | Total | GOVI | Loan | PPP | Loan by Parastatal | Total | GOVI | PPP | Total |
| | | | | 207,568 | 11,700 | 10,050 | 20,000 | 22,000 | 63,750 | 12,218 | 11,100 | 80,000 | 12,000 | 115,318 | 8,500 |
| 18 | Gun Creek Port Development | PO | 500 | 500 | - | - | 500 | - | - | - | - | - | - | - | - |
| 19 | Development of Police Headquarters | GG | 1,000 | - | - | - | - | - | - | - | - | - | 1,000 | - | 1,000 |

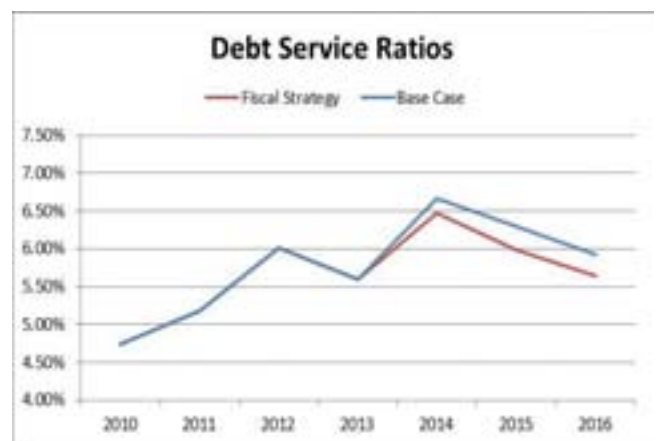
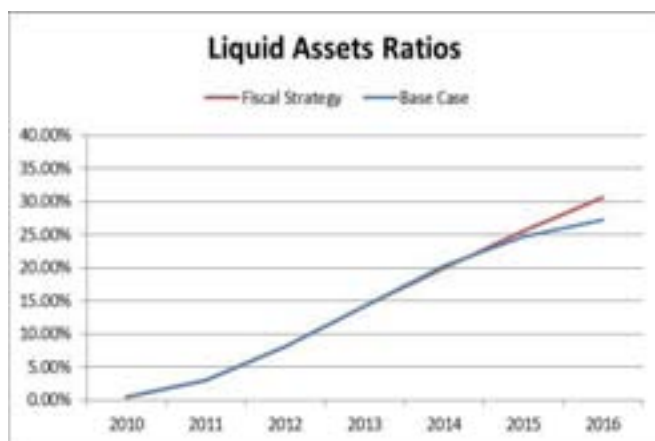
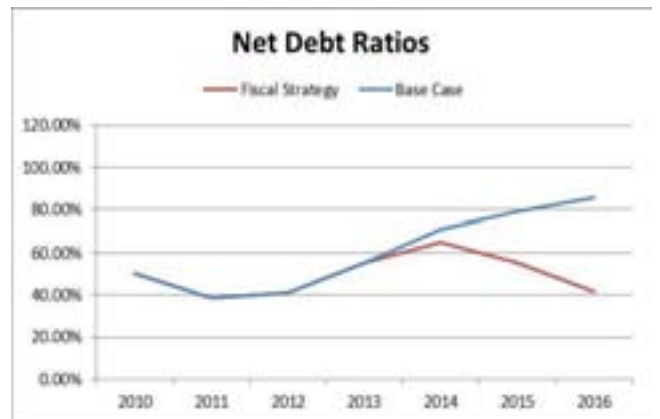
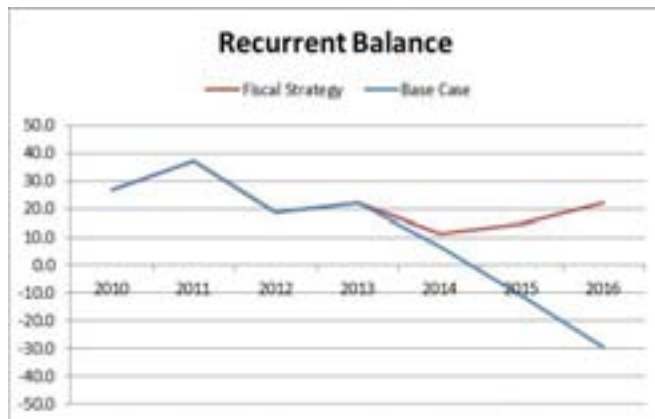
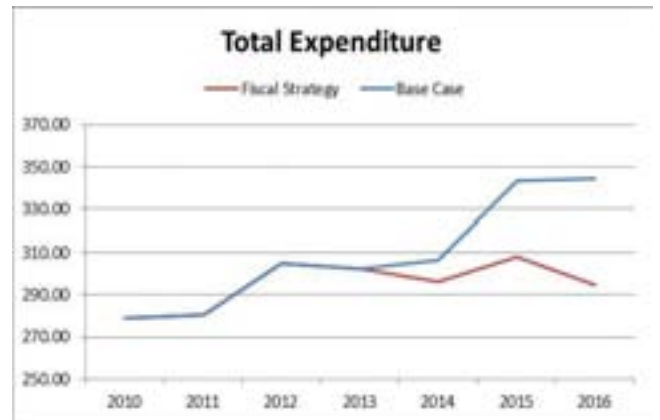
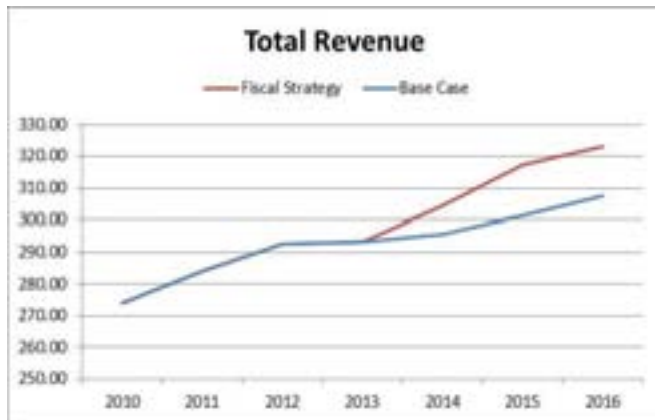
Appendix 4 – Assumptions of Fiscal Strategy

The projections under the fiscal strategy were developed using the following assumptions:

1. The value of revenue generating initiatives have been prorated to reflect when the policy will be implemented.
2. The classification of PPPs (existing and future) as a component of public debt based on the capitalised value of the transactions that will place future financial obligations on the Government. Therefore the capitalised value of the Bi-water project (an existing PPP) has been included as part of total public borrowing for the purposes of various debt ratios. The public private partnership agreement being sought for the T.B. Lettsome International Airport Expansion project has not been included;
3. The 2014 – 2016 capital investment plan (excluding the PPP and Parastatal loan-funded components) totaling \$54.4M will be financed as follows: \$21.15M through central government debt and \$33.2M through recurrent surpluses/local funds. 25% of the debt will be from local sources while 75% of the debt will be secured from foreign sources;
4. Additional debt service costs (interest and principal payments) for the forecast period are based on a straight line 20 year loan amortisation schedule and an average interest rate of 4.5%; and
5. The deficit is financed through loan disbursements/drawdowns and unsecured debt/liquid assets.

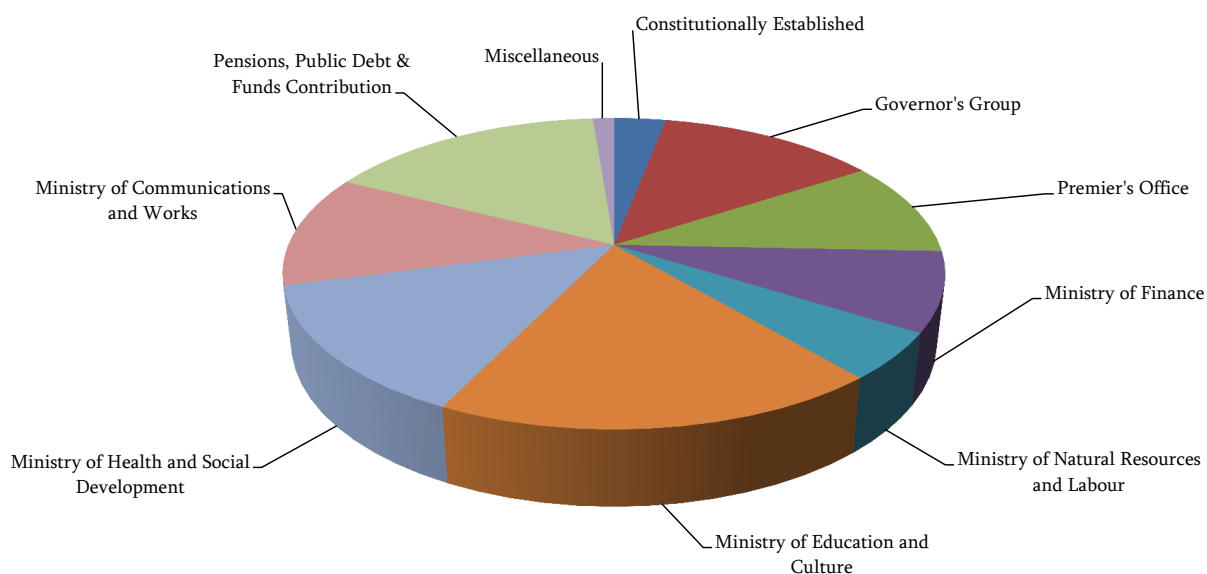
Appendix 5 – Base Case versus Fiscal Strategy Outcomes

The base case represents the trajectory of government finances absent the interventions of the fiscal strategy.



ESTIMATES GRAPHS

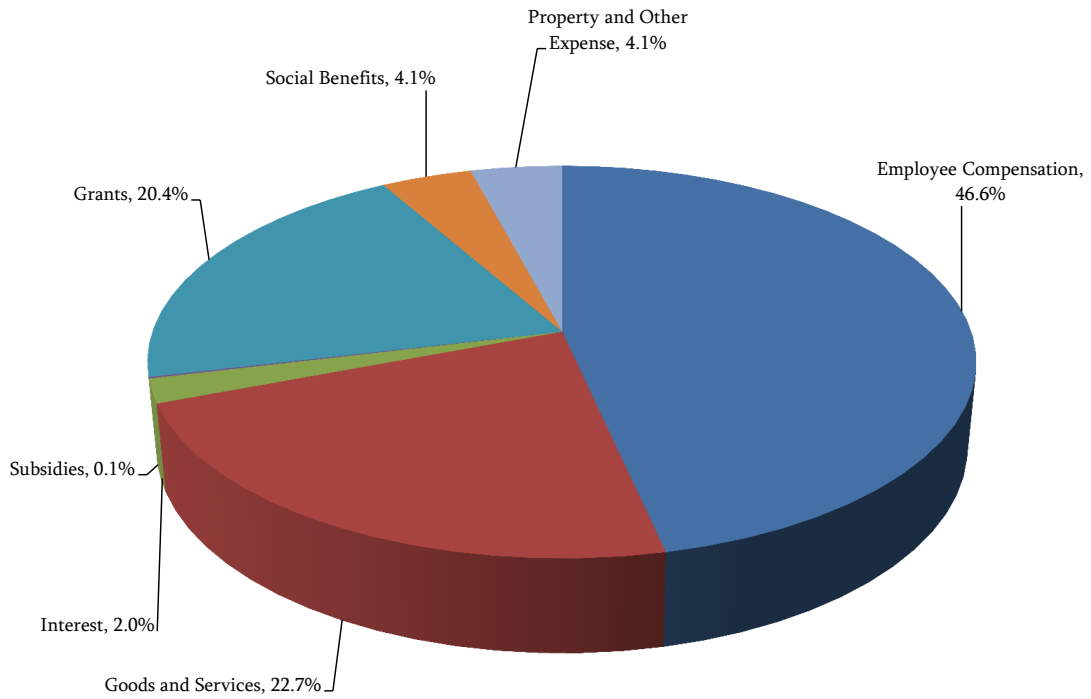
2014 Budget Estimates Appropriations by Ministry



| Ministry | Capital | | Total | Percentage |
|--|--------------------|----------------------------|--------------------|----------------|
| | Recurrent | Acquisitions & Development | | |
| Constitutionally Established | 8,249,700 | - | 8,249,700 | 2.73% |
| Governor's Group | 35,074,600 | 572,600 | 35,647,200 | 11.79% |
| Premier's Office | 26,813,300 | 825,000 | 27,638,300 | 9.14% |
| Ministry of Finance | 22,496,100 | 310,000 | 22,806,100 | 7.54% |
| Ministry of Natural Resources and Labour | 13,320,600 | 4,189,000 | 17,509,600 | 5.79% |
| Ministry of Education and Culture | 50,492,500 | 3,375,000 | 53,867,500 | 17.82% |
| Ministry of Health and Social Development | 37,229,200 | 4,375,000 | 41,604,200 | 13.76% |
| Ministry of Communications and Works | 31,804,400 | 12,395,000 | 44,199,400 | 14.62% |
| Pensions, Public Debt & Funds Contribution | 44,500,000 | - | 44,500,000 | 14.72% |
| Miscellaneous | 3,388,000 | 2,896,000 | 6,284,000 | 2.08% |
| | 273,368,400 | 28,937,600 | 302,306,000 | 100.00% |

Source: Government of the Virgin Islands 2014 Budget Estimates

2014 Budget Estimates Recurrent Expenditure

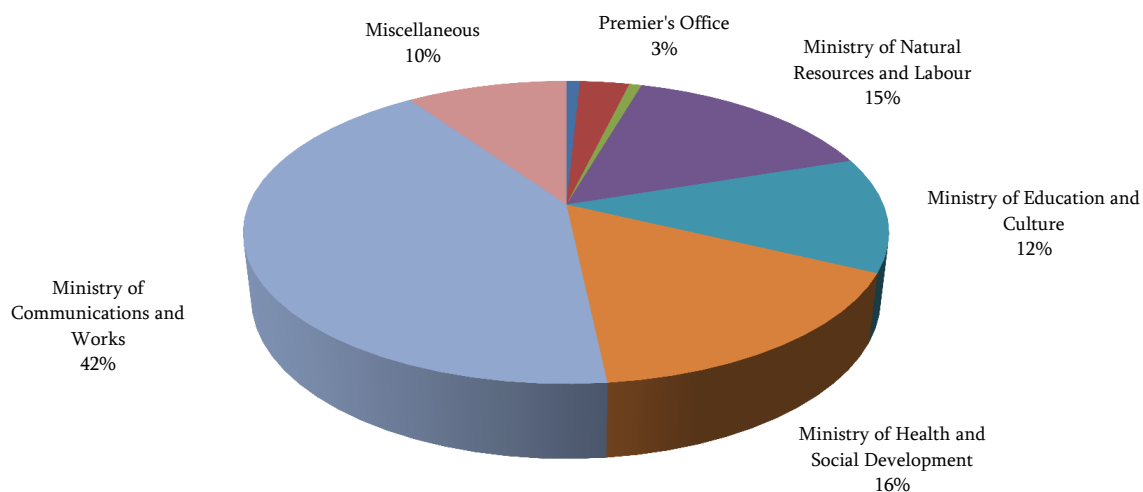


| Category | Total | Percentage |
|----------------------------|--------------|-------------------|
| Employee Compensation | 114,894,500 | 46.6% |
| Goods and Services | 55,965,500 | 22.7% |
| Interest | 4,893,500 | 2.0% |
| Subsidies | 300,000 | 0.1% |
| Grants | 50,361,900 | 20.4% |
| Social Benefits | 10,138,100 | 4.1% |
| Property and Other Expense | 10,233,400 | 4.1% |
| | 246,786,900 | 100.0% |

Source: Government of the Virgin Islands 2014 Budget Estimates

2014 Budget Estimates

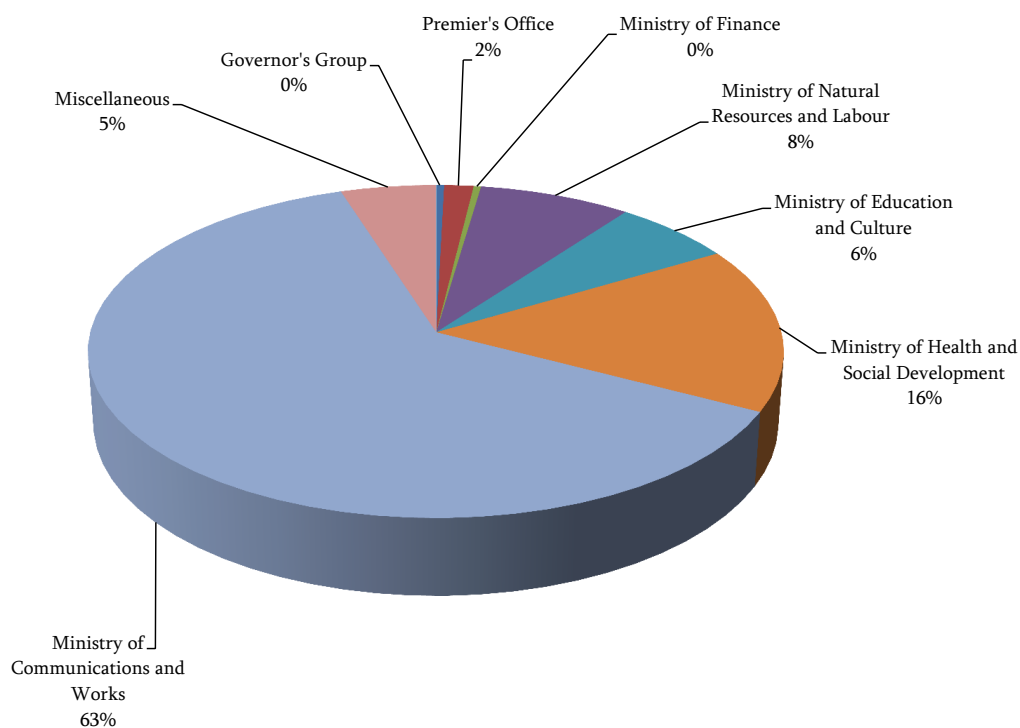
Locally Funded Development Projects



| Capital Distribution 2013 Budget Estimates | 2014 | Percentage |
|---|-------------|-------------------|
| Governor's Group | 215,000 | 1% |
| Premier's Office | 800,000 | 3% |
| Ministry of Finance | 200,000 | 1% |
| Ministry of Natural Resources and Labour | 4,150,000 | 15% |
| Ministry of Education and Culture | 3,300,000 | 12% |
| Ministry of Health and Social Development | 4,375,000 | 16% |
| Ministry of Communications and Works | 11,350,000 | 42% |
| Miscellaneous | 2,596,000 | 10% |
| | 26,986,000 | 100% |

Source: Government of the Virgin Islands 2014 Budget Estimates

2014 Budget Estimates Development Projects

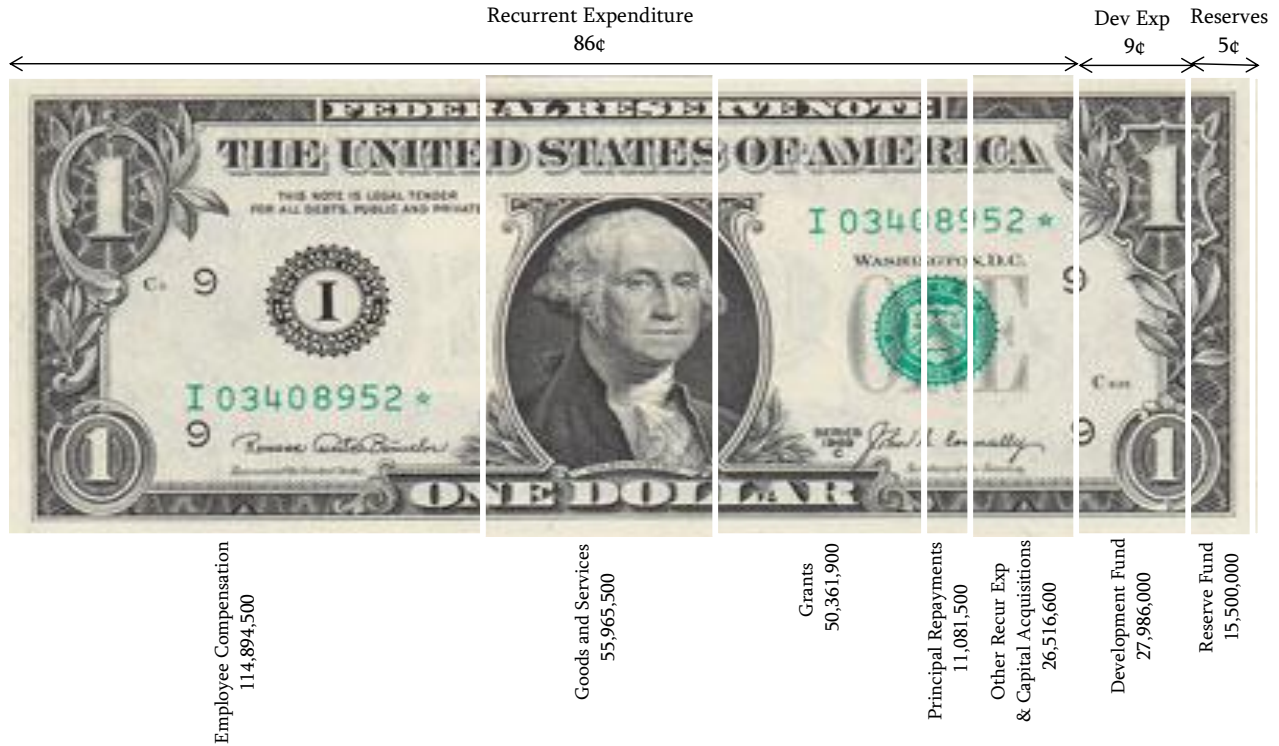


| Capital Distribution All Sources of Funding | 2014 | Percentage |
|--|-------------|-------------------|
| Governor's Group | 215,000 | 0.4% |
| Premier's Office | 800,000 | 1.5% |
| Ministry of Finance | 200,000 | 0.4% |
| Ministry of Natural Resources and Labour | 4,150,000 | 7.9% |
| Ministry of Education and Culture | 3,300,000 | 6.3% |
| Ministry of Health and Social Development | 8,425,000 | 16.1% |
| Ministry of Communications and Works | 32,727,700 | 62.4% |
| Miscellaneous | 2,596,000 | 5.0% |
| | 52,413,700 | 100.0% |

Source: Government of the Virgin Islands 2014 Budget Estimates

2014 Budget Estimates

How Each Dollar is Spent



| Expenditure Category | Amount | Percentage |
|-----------------------------|-------------|------------|
| Employee Compensation | 114,894,500 | 38.01% |
| Goods and Services | 55,965,500 | 18.51% |
| Grants | 50,361,900 | 16.66% |
| Principal Repayments | 11,081,500 | 3.67% |
| Other Recurrent Expenditure | 25,565,000 | 8.46% |
| Capital Acquisitions | 1,951,600 | 0.65% |
| Development Fund | 26,986,000 | 8.93% |
| Reserve Fund | 15,500,000 | 5.13% |
| | 302,306,000 | 100.00% |

ESTIMATES OF REVENUE

GOVERNMENT OF THE VIRGIN ISLANDS

REVENUE ESTIMATES - 2012-2016

| FINANCIAL RESOURCES | | | | | | | |
|--------------------------|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Sub | Details of Revenue | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
| Head | | Actual | Approved | Estimate | Budget | Budget | Budget |
| | | Revenue | Budget | Revenue | Estimates | Estimates | Estimates |
| | | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| REVENUE ESTIMATES | | | | | | | |
| 411000 | Income Tax | 280 | 300 | 192 | - | - | - |
| 412000 | Payroll Tax | 38,883 | 39,788 | 44,068 | 42,707 | 43,692 | 44,537 |
| 413000 | Taxes on Property | 2,469 | 2,645 | 2,715 | 2,233 | 2,197 | 2,145 |
| 414000 | Taxes on Goods and Services | 195,953 | 193,057 | 198,074 | 202,150 | 209,589 | 212,613 |
| 415000 | Taxes on International Trade | 29,460 | 30,191 | 29,854 | 30,714 | 34,192 | 34,240 |
| 416000 | Other Taxes | 6,353 | 5,035 | 7,147 | 4,851 | 5,069 | 6,743 |
| 420000 | Grants | - | - | 208 | - | - | - |
| 431000 | Property Income | 3,073 | 2,760 | 5,851 | 625 | 593 | 593 |
| 432000 | Sale of Goods and Services | 14,623 | 15,327 | 18,411 | 17,422 | 16,058 | 16,058 |
| 433000 | Fines, Penalties, Forfeitures | 256 | 3,775 | 381 | 888 | 328 | 328 |
| 434000 | Voluntary Transfers | - | - | 24 | - | - | - |
| 435000 | Other Receipts | 374 | 393 | 116 | 226 | 149 | 149 |
| 436000 | Miscellaneous Revenue | 766 | 300 | 200 | 490 | 1,648 | 1,363 |
| TOTAL REVENUE | | 292,490 | 293,571 | 307,241 | 302,306 | 313,515 | 318,769 |

STATEMENT OF PUBLIC DEBT

**STATEMENT OF PUBLIC DEBT
GOVERNMENT OF THE VIRGIN ISLANDS**

| | Began | Amount of Loan | Approximate Balance 31 Dec. 2012 | Approximate Balance 31 Dec. 2013 | Annual Principal Repayment | Approximate Balance 31 Dec. 2014 | Approximate Balance 31 Dec. 2015 | Approximate Balance 31 Dec. 2016 |
|---|--------------|---------------------------|---|---|---|---|---|---|
| <u>BVI SOCIAL SECURITY BOARD</u> | | | | | | | | |
| Beef Island International Airport (Terminal) SSB/GBVI. Repayable over fifteen (15) years at 6.75% per annum. | 2000 | 4,470,000 | 1,415,500 | 1,117,500 | 298,000 | 819,500 | 521,500 | 223,500 |
| Road Improvement Infrastructure Development SSB/GBVI Repayable over twelve (12) years at New York prime rate less 50 basis points per annum | 2005 | 7,290,449 | 4,708,228 | 4,100,628 | 607,600 | 3,493,028 | 2,885,428 | 2,277,828 |
| New Peebles Hospital SSB/GBVI Repayable over fifteen (15) years at New York Prime rate less 200 basis points during construction (3yrs) thereafter, prime rate less 100 basis points per annum. | 2007 | 35,000,000 | 26,979,166 | 24,062,499 | 2,916,667 | 21,145,832 | 18,229,165 | 15,312,498 |
| New Peebles Hospital SSB/GBVI Repayable over ten (10) years at 6% | 2009 | 15,000,000 | 10,875,000 | 9,375,000 | 1,500,000 | 7,875,000 | 6,375,000 | 4,875,000 |
| <u>BANCO POPULAR</u> | | | | | | | | |
| New Peebles Hospital Banco Popular/GBVI Repayable over (15) years at (0.75%) above the Prime Rate as it varies. | 2009 | 45,000,000 | 41,250,000 | 38,250,000 | 3,000,000 | 35,250,000 | 32,250,000 | 29,250,000 |
| <u>SCOTIABANK</u> | | | | | | | | |
| Beef Island International Airport (Terminal) Repayable over fifteen (15) years @ 6.85% per annum. | 1994 | 3,250,000 | 135,432 | - | - | - | - | - |
| <u>EUROPEAN INVESTMENT BANK</u> | | | | | | | | |
| Loan No. 80055 | | | | | | | | |
| Fort Hill Water Project - Repayable over forty (40) years (1999 - 2030) @ 1.9% Interest per annum. | 1990 | 345,000 | 88,602 | 75,602 | 13,000 | 62,602 | 49,602 | 36,602 |
| Loan No. 7.0943 | | | | | | | | |
| DBVI Capital Increase/EIB repayment over five (5) years (2009 - 2013) | 1999 | 610,700 | 137,100 | - | - | - | - | - |
| Loan No. 80133 | | | | | | | | |
| East End/Water Supply (EIB) repayable over forty (40) years (1993 - 2033) @ 1% per annum. | 1993 | 862,273 | 331,630 | 304,630 | 27,000 | 277,630 | 250,630 | 223,630 |

| | Began | Amount of Loan | Approximate Balance 31 Dec. 2012 | Approximate Balance 31 Dec. 2013 | Annual Principal Repayment | Approximate Balance 31 Dec. 2014 | Approximate Balance 31 Dec. 2015 | Approximate Balance 31 Dec. 2016 |
|---|--------------|---------------------------|---|---|---|---|---|---|
| <u>EUROPEAN INVESTMENT BANK (CONT'D)</u> | | | | | | | | |
| Loan No. 80319 | | | | | | | | |
| Virgin Gorda/Tortola - Water Supply (EEC) | | | | | | | | |
| Repayable over thirty (30) years @ 1% | | | | | | | | |
| per annum. | | | | | | | | |
| | 2001 | 2,400,000 | 1,572,527 | 1,422,527 | 75,000 | 1,347,527 | 1,272,527 | 1,197,527 |
| <u>CARIBBEAN DEVELOPMENT BANK</u> | | | | | | | | |
| Loan No. 06/SFR-OR-BVI | | | | | | | | |
| Hurricane Rehabilitation (Sea Defense) | | | | | | | | |
| Repayable over thirty (30) years (2001- | | | | | | | | |
| 2030) @ 2% per annum. | | | | | | | | |
| | 1996 | 1,677,000 | 1,006,185 | 950,283 | 55,900 | 894,383 | 838,483 | 782,583 |
| Loan No. 02/OR-BVI | | | | | | | | |
| Beef Island International Airport (Terminal) | | | | | | | | |
| CDB/GBVI. Repayable over twelve (12) | | | | | | | | |
| years @ 6.68% per annum. | | | | | | | | |
| | 2005 | 24,788,004 | 12,316,242 | 10,243,264 | 2,073,032 | 8,170,232 | 6,097,200 | 4,024,168 |
| Loan No. 03/OR-BVI | | | | | | | | |
| Natural Disaster Management Infrastructure | | | | | | | | |
| Rehabilitation (CDB) | | | | | | | | |
| | 2012 | 15,672,000 | - | 15,672,000 | - | 15,672,000 | 15,672,000 | 15,672,000 |
| <u>DEUTSCHE BANK</u> | | | | | | | | |
| Supply of Greenhouses- Repayable over 5yrs | | | | | | | | |
| at LIBOR 6 months plus 2.5% per annum. | | | | | | | | |
| | 2010 | 4,658,921 | 1,077,639 | 646,582 | 431,056 | 215,526 | - | - |
| | | 161,024,347 | 101,893,251 | 106,220,515 | 10,997,255 | 95,223,260 | 84,441,535 | 73,875,336 |

CONTINGENT LIABILITY
SELF FINANCING LOANS GUARANTEED BY THE
GOVERNMENT OF THE VIRGIN ISLANDS

| <u>Began</u> | <u>Amount</u> <u>of Loan</u> | <u>Approximate</u> <u>Balance</u> <u>31 Dec. 2012</u> | <u>Approximate</u> <u>Balance</u> <u>31 Dec. 2013</u> | <u>Annual</u> <u>Principal</u> <u>Repayment</u> | <u>Approximate</u> <u>Balance</u> <u>31 Dec. 2014</u> | <u>Approximate</u> <u>Balance</u> <u>31 Dec. 2015</u> | <u>Approximate</u> <u>Balance</u> <u>31 Dec. 2016</u> |
|--|---------------------------------|---|---|---|---|---|---|
| <u>CARIBBEAN DEVELOPMENT BANK*</u> | | | | | | | |
| Loan No. 5/SFR-OR-BVI | | | | | | | |
| DBVI Mortgage Finance - Repayable over 15 years (1995 - 2015) | | | | | | | |
| (a) SFR Portion (\$1,000,000 @ 2% interest per annum. | | | | | | | |
| 1990 | 1,000,000 | 105,163 | 58,423 | 46,740 | 11,683 | - | - |
| Loan No. - 14/SFR-BVI | | | | | | | |
| Student Loan No. 4 | | | | | | | |
| 1999 | 600,000 | 110,308 | 70,169 | 40,112 | 30,057 | - | - |
| Loan NO. 10/SFR-OR-BVI | | | | | | | |
| Student Loan No. 5 | | | | | | | |
| 1998 | 1,500,000 | 1,021,442 | 908,986 | 112,456 | 796,530 | 684,074 | 571,618 |
| Loan NO. 11/SFR-OR-BVI | | | | | | | |
| Student Loan No. 6 | | | | | | | |
| 2008 | 5,000,000 | 5,000,000 | 5,000,000 | - | 5,000,000 | 5,000,000 | 5,000,000 |
| <u>BANCO POPULAR</u> | | | | | | | |
| B.V.I. Electricity Expansion Project | | | | | | | |
| Repayable over 15 years @ 5.5% interest per annum. | | | | | | | |
| 2005 | 30,008,000 | 15,504,134 | 13,503,601 | 2,000,533 | 11,503,068 | 9,502,535 | 7,502,002 |
| Revolving Line of Credit | | | | | | | |
| Repayable over 15 years @ prime rate plus one half of one percent. | | | | | | | |
| | 2,000,000 | 2,000,000 | 2,000,000 | - | 2,000,000 | 2,000,000 | 2,000,000 |
| | 40,108,000 | 23,741,047 | 21,541,179 | 2,199,841 | 19,341,338 | 17,186,609 | 15,073,620 |

* All loans issued in other than US Currency have been adjusted to reflect the US Currency equivalent amount as of 31 December, 1995.

ESTIMATES OF EXPENDITURE

GOVERNMENT OF THE VIRGIN ISLANDS
EXPENDITURE ESTIMATES 2012-2016

| | | FINANCIAL RESOURCES | | | | | |
|------------------------------|---|----------------------------|-----------------|------------------|------------------|------------------|------------------|
| Department | | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT EXPENDITURE | | | | | | | |
| 1101 | House of Assembly | 4,714,394 | 4,834,400 | 4,828,180 | 4,824,800 | 4,807,000 | 4,803,000 |
| 1202 | Cabinet Office | 703,077 | 754,700 | 429,894 | 825,400 | 819,300 | 816,200 |
| 1303 | Office of the Director of Public Prosecutions | 1,299,270 | 1,367,000 | 947,499 | 1,256,600 | 1,246,700 | 1,242,300 |
| 1404 | Complaints Commission | 286,964 | 358,600 | 324,950 | 349,500 | 348,400 | 348,000 |
| 1505 | Office of the Registrar of Interests | 51,671 | 65,000 | 38,323 | 43,500 | 43,500 | 43,500 |
| 1606 | Human Rights Commission | - | 99,700 | - | 97,200 | 96,500 | 96,400 |
| 1707 | Audit | 766,303 | 973,000 | 820,379 | 852,700 | 851,300 | 850,800 |
| 2108 | Governor | 648,477 | 839,700 | 675,919 | 798,900 | 795,200 | 793,700 |
| 2109 | Deputy Governor | 3,240,983 | 5,118,700 | 4,868,234 | 4,998,100 | 4,970,800 | 4,949,300 |
| 2110 | Department of Human Resources | 2,888,120 | 3,572,500 | 2,614,491 | 3,058,100 | 3,049,700 | 3,045,600 |
| 2111 | Training | 1,019,054 | 1,839,000 | 1,063,927 | 1,728,300 | 1,712,700 | 1,705,300 |
| 2112 | Department of Disaster Management | 700,235 | 831,600 | 813,636 | 767,100 | 763,800 | 762,400 |
| 2113 | Supreme Court | 2,305,683 | 2,262,000 | 2,445,031 | 2,190,700 | 2,181,000 | 2,174,700 |
| 2114 | Civil Registry and Passport Office | 732,784 | 788,300 | 991,624 | 787,200 | 784,300 | 783,000 |
| 2115 | Magistracy | 1,020,987 | 1,175,100 | 849,445 | 1,128,100 | 1,105,500 | 1,103,700 |
| 2116 | Commercial Court | 494,937 | 636,800 | 454,106 | 598,200 | 596,200 | 595,100 |
| 2117 | Attorney General's Chambers | 1,864,871 | 1,983,600 | 2,351,798 | 2,478,000 | 1,908,800 | 1,904,200 |
| 2118 | Police | 16,045,056 | 16,546,300 | 16,373,288 | 16,099,900 | 16,049,200 | 16,025,700 |
| 2119 | Law Reform Commission | 409,454 | 459,100 | 233,430 | 442,000 | 439,000 | 437,800 |
| 2220 | Premier's Office | 13,491,600 | 14,370,300 | 13,791,437 | 14,308,400 | 14,169,100 | 14,043,800 |
| 2221 | BVI Shipping Registry | 1,239,830 | 1,508,400 | 1,268,189 | 1,573,500 | 1,413,600 | 1,408,800 |
| 2222 | Development Planning | 829,618 | 913,800 | 988,212 | 916,600 | 976,100 | 976,100 |
| 2223 | Immigration | 2,931,536 | 3,177,000 | 3,054,565 | 2,906,700 | 2,897,900 | 2,893,600 |
| 2224 | Information and Public Relations | 900,588 | 1,000,700 | 932,731 | 951,300 | 949,100 | 948,100 |
| 2225 | Town and Country Planning | 821,976 | 957,000 | 675,177 | 911,200 | 910,800 | 910,600 |
| 2226 | Trade and Consumer Affairs | 746,989 | 825,000 | 754,383 | 801,400 | 797,900 | 796,400 |
| 2227 | BVI International Finance Centre | 2,352,190 | 2,291,500 | 2,355,457 | 2,376,300 | 2,191,900 | 2,175,400 |
| 2228 | BVI International Affairs Secretariat | 833,258 | 1,374,700 | 1,220,460 | 2,067,900 | 2,054,700 | 2,048,800 |
| 2329 | Ministry of Finance | 4,465,629 | 4,717,900 | 8,777,812 | 7,713,900 | 7,543,700 | 7,504,700 |
| 2330 | Customs | 4,899,555 | 5,114,500 | 5,198,412 | 5,073,600 | 4,856,100 | 4,847,900 |
| 2331 | Inland Revenue | 1,479,531 | 1,502,600 | 1,338,730 | 1,528,000 | 1,522,400 | 1,519,900 |
| 2332 | Internal Audit | 684,058 | 977,300 | 750,314 | 924,300 | 920,600 | 919,400 |
| 2333 | Post Office | 2,554,684 | 2,518,500 | 2,548,622 | 2,424,700 | 2,414,200 | 2,409,200 |
| 2334 | Treasury | 1,882,629 | 1,922,400 | 1,894,827 | 1,946,100 | 1,836,300 | 1,831,500 |
| 2335 | Department of Information Technology | 2,964,093 | 3,018,800 | 2,835,401 | 2,885,500 | 2,864,200 | 2,854,100 |
| 2436 | Ministry of Natural Resources and Labour | 4,889,316 | 4,723,800 | 4,777,743 | 4,651,200 | 4,614,900 | 4,581,500 |
| 2437 | Agriculture | 2,871,015 | 2,848,100 | 2,874,379 | 2,638,700 | 2,629,400 | 2,625,500 |
| 2438 | BVI Fishing Complex | 1,437,052 | 1,599,200 | 1,459,726 | 1,468,900 | 1,448,200 | 1,438,300 |
| 2439 | Conservation and Fisheries Department | 1,808,982 | 2,014,200 | 1,788,905 | 1,888,300 | 1,880,900 | 1,878,000 |
| 2440 | Labour | 1,353,212 | 1,230,800 | 1,285,616 | 1,220,500 | 1,219,500 | 1,219,000 |
| 2441 | Land Registry | 443,011 | 451,000 | 438,439 | 439,700 | 439,000 | 439,000 |
| 2442 | Survey | 1,040,167 | 1,044,100 | 966,147 | 1,013,300 | 1,011,600 | 1,010,900 |
| 2543 | Ministry of Education and Culture | 22,440,929 | 20,357,200 | 22,629,898 | 20,152,100 | 19,393,100 | 19,273,200 |
| 2544 | Youth Affairs and Sports | 1,105,644 | 1,203,800 | 1,310,793 | 1,238,100 | 1,307,300 | 1,304,800 |
| 2545 | Education (Administration) | 3,919,059 | 3,245,000 | 2,849,175 | 2,529,800 | 2,520,900 | 2,517,100 |

| FINANCIAL RESOURCES | | | | | | | |
|---|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Department | | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| 2546 | Education (Primary and Pre-Primary) | 9,436,794 | 9,638,500 | 9,926,755 | 9,668,500 | 9,658,000 | 9,652,900 |
| 2547 | Department of Culture | 2,105,467 | 1,079,300 | 2,017,417 | 1,067,100 | 1,056,600 | 1,049,500 |
| 2548 | Education (Other Secondary Schools) | 3,175,433 | 3,560,000 | 3,272,930 | 3,360,000 | 3,352,300 | 3,348,900 |
| 2549 | Education (Elmore Stoutt High School) | 9,486,344 | 8,825,000 | 8,926,351 | 7,808,200 | 7,789,600 | 7,780,700 |
| 2550 | Library Services | 1,276,375 | 1,387,900 | 1,332,510 | 1,314,200 | 1,309,900 | 1,308,100 |
| 2551 | Prison | 3,347,951 | 3,234,700 | 3,402,487 | 3,354,500 | 3,338,800 | 3,331,000 |
| 2652 | Ministry of Health and Social Development | 25,826,799 | 27,987,100 | 28,286,877 | 26,962,500 | 26,927,400 | 26,915,600 |
| 2653 | Adina Donovan Home for the Elderly | 1,051,396 | 1,126,900 | 1,128,792 | 1,159,400 | 1,157,000 | 1,156,000 |
| 2654 | Department of Waste Management | 4,641,415 | 4,542,400 | 4,753,797 | 4,504,600 | 4,458,600 | 4,435,900 |
| 2655 | Social Development Department | 4,389,051 | 4,871,700 | 4,372,427 | 4,602,700 | 4,592,500 | 4,579,600 |
| 2756 | Ministry of Communications and Works | 5,311,607 | 4,508,400 | 5,025,515 | 4,673,000 | 4,328,000 | 4,306,600 |
| 2757 | Facilities Management Unit | 2,610,388 | 2,703,200 | 2,563,383 | 2,532,300 | 2,502,600 | 2,488,500 |
| 2758 | Civil Aviation | 141,065 | 127,600 | 95,799 | 312,300 | 299,400 | 299,400 |
| 2759 | Fire Services | 2,526,308 | 2,707,900 | 2,691,887 | 2,633,400 | 2,625,900 | 2,622,100 |
| 2760 | Water and Sewerage | 22,592,764 | 12,395,000 | 19,630,812 | 11,984,100 | 11,761,900 | 11,678,600 |
| 2761 | Department of Motor Vehicles | 961,553 | 934,200 | 959,791 | 845,300 | 842,500 | 842,300 |
| 2762 | Public Works | 8,413,889 | 7,349,600 | 7,388,722 | 7,874,400 | 7,839,300 | 7,822,400 |
| 2763 | Telephone Services Management Unit | 1,034,084 | 985,100 | 1,017,675 | 949,600 | 943,600 | 941,000 |
| 4100 | Pensions and Gratuities | 12,967,028 | 12,118,500 | 14,339,472 | 13,000,000 | 13,000,000 | 13,000,000 |
| 4200 | Miscellaneous | 9,422,903 | 5,410,200 | 887,867 | 3,388,000 | 4,311,200 | 4,309,800 |
| 4300 | Public Debt | 17,126,422 | 19,171,500 | 15,708,473 | 16,000,000 | 16,000,000 | 16,000,000 |
| Subtotal - Recurrent Expenditure | | 271,423,507 | 264,077,400 | 267,619,443 | 257,868,400 | 255,447,400 | 254,725,200 |
| CAPITAL EXPENDITURE | | | | | | | |
| Capital Acquisitions | | | | | | | |
| 321 | Deputy Governor's Office | - | 144,000 | - | 357,600 | - | - |
| 322 | Premier's Office | - | 16,200 | 23,632 | 25,000 | - | - |
| 323 | Ministry of Finance | - | 343,000 | 424,914 | 110,000 | - | - |
| 324 | Ministry of Natural Resources and Labour | - | 167,600 | 110,986 | 39,000 | - | - |
| 325 | Ministry of Education and Culture | - | 100,000 | 103,375 | 75,000 | - | - |
| 326 | Ministry of Health and Social Development | - | - | 68,395 | - | - | - |
| 327 | Ministry of Communications and Works | - | 100,000 | 81,211 | 1,045,000 | - | - |
| 328 | Miscellaneous | - | 350,000 | - | 300,000 | - | - |
| Subtotal - Capital Acquisitions | | - | 1,220,800 | 812,513 | 1,951,600 | - | - |
| Development Projects | | | | | | | |
| 321 | Deputy Governor's Office | 958,472 | 869,800 | 472,124 | 215,000 | - | 1,000,000 |
| 322 | Premier's Office | 1,541,487 | 1,085,000 | 3,043,985 | 800,000 | 200,000 | - |
| 323 | Ministry of Finance | 114,130 | 200,000 | 19,062 | 200,000 | - | - |
| 324 | Ministry of Natural Resources and Labour | 2,161,834 | 3,230,000 | 2,293,384 | 4,150,000 | 600,000 | - |
| 325 | Ministry of Education and Culture | 4,335,266 | 3,350,000 | 2,548,784 | 3,300,000 | 500,000 | - |
| 326 | Ministry of Health and Social Development | 5,576,547 | 8,700,000 | 4,772,510 | 4,375,000 | 6,350,000 | 2,000,000 |
| 327 | Ministry of Communications and Works | 8,013,532 | 1,100,000 | 3,392,174 | 11,350,000 | 2,718,000 | 4,500,000 |
| 328 | Miscellaneous | 854,255 | 2,896,000 | 204,413 | 2,596,000 | 246,000 | 246,000 |
| Subtotal - Capital Expenditure | | 23,555,523 | 21,430,800 | 16,746,436 | 26,986,000 | 10,614,000 | 7,746,000 |
| Other Funds Contribution | | 18,000,000 | 12,000,000 | 12,000,000 | 15,500,000 | 43,673,300 | 42,714,700 |
| Grand Total | | 312,979,030 | 298,729,000 | 296,365,879 | 302,306,000 | 309,734,700 | 305,185,900 |

| Department | Employee Compensation | Goods and Services | Interest | Subsidies | Grants | Social Benefits | Property and Other Expense | Principal | Total |
|--|-----------------------|--------------------|------------------|----------------|-------------------|-------------------|----------------------------|-------------------|--------------------|
| 2442 Survey | 854,400 | 158,900 | - | - | - | - | - | - | 1,013,300 |
| 2543 Ministry of Education and Culture | 1,434,700 | 2,698,100 | - | - | 10,466,900 | - | 5,552,400 | - | 20,152,100 |
| 2544 Youth Affairs and Sports | 794,500 | 278,600 | - | - | - | 165,000 | - | - | 1,238,100 |
| 2545 Education (Administration) | 1,893,800 | 561,000 | - | - | - | - | 75,000 | - | 2,529,800 |
| 2546 Education (Primary and Pre-Primary) | 9,134,200 | 534,300 | - | - | - | - | - | - | 9,668,500 |
| 2547 Department of Culture | 283,400 | 104,000 | - | - | 655,500 | - | 24,200 | - | 1,067,100 |
| 2548 Education (Other Secondary Schools) | 2,741,300 | 618,700 | - | - | - | - | - | - | 3,360,000 |
| 2549 Education (Elmore Stouff High School) | 6,871,700 | 936,500 | - | - | - | - | - | - | 7,808,200 |
| 2550 Library Services | 811,700 | 502,500 | - | - | - | - | - | - | 1,314,200 |
| 2551 Prison | 2,544,500 | 772,000 | - | - | - | 38,000 | - | - | 3,354,500 |
| 2652 Ministry of Health and Social Development | 2,802,300 | 1,427,400 | - | - | 22,040,800 | 692,000 | - | - | 26,962,500 |
| 2653 Adina Donovan Home for the Elderly | 1,017,400 | 142,000 | - | - | - | - | - | - | 1,159,400 |
| 2654 Department of Waste Management | 2,179,100 | 2,325,500 | - | - | - | - | - | - | 4,504,600 |
| 2655 Social Development Department | 3,051,800 | 794,800 | - | - | - | 704,600 | 51,500 | - | 4,602,700 |
| 2756 Ministry of Communications and Works | 1,781,500 | 2,127,900 | - | - | 454,500 | - | 309,100 | - | 4,673,000 |
| 2757 Facilities Management Unit | 847,300 | 1,484,000 | - | - | - | - | 201,000 | - | 2,532,300 |
| 2758 Civil Aviation | 180,500 | 131,800 | - | - | - | - | - | - | 312,300 |
| 2759 Fire Services | 2,250,100 | 364,800 | - | - | - | 18,500 | - | - | 2,633,400 |
| 2760 Water and Sewerage | 3,356,800 | 8,604,800 | - | - | - | - | 22,500 | - | 11,984,100 |
| 2761 Department of Motor Vehicles | 549,600 | 295,700 | - | - | - | - | - | - | 845,300 |
| 2762 Public Works | 6,086,200 | 1,770,200 | - | - | - | - | 18,000 | - | 7,874,400 |
| 2763 Telephone Services Management Unit | 638,800 | 310,800 | - | - | - | - | - | - | 949,600 |
| Pensions and Gratuities | 4,790,000 | - | - | - | - | 8,210,000 | - | - | 13,000,000 |
| Miscellaneous | 1,438,000 | 585,000 | - | - | - | 27,000 | 1,338,000 | - | 3,388,000 |
| | 114,894,500 | 55,940,500 | - | 300,000 | 50,361,900 | 10,138,100 | 10,233,400 | - | 241,868,400 |
| Public Debt | - | 25,000 | 4,893,500 | - | - | - | - | 11,081,500 | 16,000,000 |
| Subtotal | 114,894,500 | 55,965,500 | 4,893,500 | 300,000 | 50,361,900 | 10,138,100 | 10,233,400 | 11,081,500 | 257,868,400 |

| | |
|-----------------------------|--------------------|
| Employee Compensation | 114,894,500 |
| Goods and Services | 55,965,500 |
| Interest | 4,893,500 |
| Subsidies | 300,000 |
| Grants | 50,361,900 |
| Social Benefits | 10,138,100 |
| Property and Other Expenses | 10,233,400 |
| Principal | 11,081,500 |
| | <u>257,868,400</u> |

**CONSTITUTIONALLY
ESTABLISHED
DEPARTMENTS**

SUMMARY OF BUDGET AND FORWARD ESTIMATES

MINISTRY SUMMARY

CONSTITUTIONALLY ESTABLISHED DEPARTMENTS

NATIONAL SECTOR GOALS/PRIORITIES

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|------------------------------------|---|------------------|------------------|------------------|------------------|------------------|------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| 1101 | House of Assembly | 4,714,394 | 4,834,400 | 4,828,180 | 4,824,800 | 4,807,000 | 4,803,000 |
| 1202 | Cabinet | 703,077 | 754,700 | 429,894 | 825,400 | 819,300 | 816,200 |
| 1303 | Office of the Director of Public Prosecutions | 1,299,270 | 1,367,000 | 947,499 | 1,256,600 | 1,246,700 | 1,242,300 |
| 1404 | Complaints Commission | 286,964 | 358,600 | 324,950 | 349,500 | 348,400 | 348,000 |
| 1505 | Office of the Registrar of Interests | 51,671 | 65,000 | 38,323 | 43,500 | 43,500 | 43,500 |
| 1606 | Human Rights Commission | - | 99,700 | - | 97,200 | 96,500 | 96,400 |
| 1707 | Audit | 766,303 | 973,000 | 820,379 | 852,700 | 851,300 | 850,800 |
| Total Recurrent Expenditure | | 7,821,678 | 8,452,400 | 7,389,225 | 8,249,700 | 8,212,700 | 8,200,200 |

BUDGET HEAD: 1101 HOUSE OF ASSEMBLY

OBJECTIVE

- To provide essential support services for Members of the House of Assembly.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 1,195,763 | 2,147,100 | 1,942,213 | 2,043,400 | 2,043,400 | 2,043,400 |
| 512000 | Social Contributions | 54,041 | 82,200 | 133,244 | 82,200 | 82,200 | 82,200 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 175,709 | 175,800 | 180,327 | 177,800 | 174,300 | 177,800 |
| 522000 | Utilities | 154,714 | 86,000 | 113,470 | 94,700 | 92,900 | 92,000 |
| 523000 | Supplies | 89,386 | 45,200 | 19,738 | 43,300 | 42,500 | 42,000 |
| 524000 | Repairs and Maintenance (Minor) | 110,717 | 39,000 | 57,863 | 39,000 | 38,200 | 37,900 |
| 525000 | Travel | 296,801 | 146,700 | 164,028 | 117,500 | 115,300 | 114,200 |
| 526000 | Training | - | 8,100 | 939 | 6,000 | 5,900 | 5,900 |
| 528000 | Services | 134,685 | 174,300 | 145,877 | 289,200 | 283,400 | 280,700 |
| 529000 | Entertainment | 345,158 | 75,200 | 52,799 | 75,200 | 73,700 | 73,000 |
| Grants | | | | | | | |
| 551000 | Grants | 25,261 | 28,500 | 23,435 | 28,500 | 28,200 | 27,900 |
| Social Benefits | | | | | | | |
| 562000 | Employer Social Benefits | 86,664 | 101,300 | 78,153 | 100,000 | 99,000 | 98,000 |
| Property and Other Expenses | | | | | | | |
| 572000 | Assistance Grants | 2,045,494 | 1,725,000 | 1,914,029 | 1,725,000 | 1,725,000 | 1,725,000 |
| 573000 | Miscellaneous Other Expenses | - | - | 2,065 | 3,000 | 3,000 | 3,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 4,714,394 | 4,834,400 | 4,828,180 | 4,824,800 | 4,807,000 | 4,803,000 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Clerk, House of Assembly

| | | | |
|---|---------------------------------|---|-------------------------------------|
| 1 | Deputy Clerk, House of Assembly | 1 | Sergeant at Arms/Protection Officer |
| 1 | Senior Administrative Officer | 1 | Library Assistant II |
| 1 | Hansard Editor | 1 | Assistant Information Officer |
| 1 | Public Relations Officer | 1 | Personal Assistant |
| 1 | Senior Executive Officer | 1 | Executive Officer |
| 1 | Finance Officer | 1 | Secretary I/II |
| | | 1 | Accounts Officer I/II |
| | | 1 | Office Generalist I |

NON-ESTABLISHED

| | | | |
|---|----------------|--|--------------------------------------|
| 2 | Office Cleaner | | (Clerical Officer/Messenger renamed) |
|---|----------------|--|--------------------------------------|

BUDGET HEAD: 1101 HOUSE OF ASSEMBLY

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - A reformed public sector.

Develop and implement a policy that covers the distribution of Assistance Grants.

- Number of requests for Assistance Grants processed in accordance with policy
- » Percentage reduction in persons reapplying for assistance

Improve the administrative function of the office

- Number of official records produced
- » Percentage of records produced within the prescribed time frame

BUDGET HEAD: 1202 CABINET OFFICE

OBJECTIVE

- To facilitate decision making at the Executive level of Government via provision of technical and administrative support services for the Cabinet, National Security Council and the VI Cadet Corps (VICC) Council.

FINANCIAL RESOURCES

| 10012 | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Head | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 588,701 | 535,600 | 343,084 | 458,600 | 458,600 | 458,600 |
| 512000 | Social Contributions | 25,766 | 43,300 | 33,291 | 55,300 | 55,300 | 55,300 |
| Goods and Services | | | | | | | |
| 522000 | Utilities | 9,109 | 27,900 | 10,442 | 19,100 | 18,700 | 18,600 |
| 523000 | Supplies | 61,952 | 74,600 | 27,062 | 174,200 | 170,800 | 169,000 |
| 524000 | Repairs and Maintenance (Minor) | 2,409 | 12,700 | 5,817 | 12,700 | 12,500 | 12,300 |
| 525000 | Travel | 7,992 | 15,400 | (105) | 29,700 | 29,100 | 28,700 |
| 526000 | Training | - | - | 598 | 15,000 | 14,700 | 14,600 |
| 527000 | Contributions to Professional Bodies | - | - | - | 4,000 | 3,900 | 3,900 |
| 528000 | Services | 760 | 19,400 | 393 | 37,500 | 36,800 | 36,500 |
| 529000 | Entertainment | 6,387 | 25,800 | 9,312 | 19,300 | 18,900 | 18,700 |
| PROGRAMME EXPENDITURE - RECURRENT | | 703,077 | 754,700 | 429,894 | 825,400 | 819,300 | 816,200 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Cabinet Secretary

Gazette Unit

| | | | |
|---|---|---|---|
| 1 | Deputy Cabinet Secretary | 1 | Communications Officer I/II |
| 1 | Assistant Cabinet Secretary | 1 | Senior Executive Officer |
| 1 | Assistant Secretary (Cabinet Recording Secretary renamed) | 1 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 3 | Senior Administrative Officer | | |
| 1 | Office Generalist Trainee/Messenger (Clerical Trainee/Messenger renamed) | | |

BUDGET HEAD: 1202 CABINET OFFICE

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety.

Improve processes by updating the Cabinet Papers Preparer's Guide

- Number of Incidents with H&S Officer present.
- Number of Officers trained in H&S
- » Percentage reduction in injuries at scene

Develop websites as part of e-Government initiative to make more information available to the public and to make the Gazette Unit's website more user friendly.

- Number of hits on the website
- » Percentage increase in users

Conduct training sessions to increase knowledge base within the Government Service on role/procedures of Cabinet, National Security Council,

- Number of training sessions conducted
- Number of persons trained
- » Percentage of papers placed on the Agenda within 1 week of arrival
- » Percentage of papers returned

Create a policy register.

- Number of policies registered.
- » Percentage of civil servants accessing register.

BUDGET HEAD: 1303 OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

OBJECTIVE

- To prosecute fearlessly, impartially, transparently and diligently whilst upholding the principles of equality before the law and fairness in criminal justice within the Territory of the Virgin Islands.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|-------------------------------------|------------------|------------------|----------------|------------------|------------------|------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 773,072 | 808,700 | 668,202 | 701,000 | 701,000 | 701,000 |
| 512000 | Social Contributions | 43,606 | 43,200 | 61,307 | 62,400 | 62,400 | 62,400 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 1,668 | - | - | - |
| 522000 | Utilities | 49,495 | 44,300 | 31,353 | 38,700 | 37,900 | 37,600 |
| 523000 | Supplies | 94,812 | 96,500 | 92,080 | 115,100 | 112,800 | 111,800 |
| 524000 | Repairs and Maintenance (Minor) | 33,334 | 56,600 | 3,798 | 28,100 | 27,500 | 27,300 |
| 525000 | Travel | 38,393 | 50,500 | 31,868 | 54,500 | 53,400 | 52,900 |
| 526000 | Training | | | 6,511 | 37,000 | 36,300 | 36,000 |
| 527000 | Contribution to Professional Bodies | 300 | 400 | - | 400 | 400 | 400 |
| 528000 | Services | 265,292 | 265,800 | 45,725 | 218,400 | 214,000 | 211,900 |
| 529000 | Entertainment | 964 | 1,000 | 4,987 | 1,000 | 1,000 | 1,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 1,299,270 | 1,367,000 | 947,499 | 1,256,600 | 1,246,700 | 1,242,300 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Director of Public Prosecutions

| | | | |
|---|-------------------------------|---|--------------------------------------|
| 1 | Principal Crown Counsel | 1 | Senior Executive Officer |
| 3 | Senior Crown Counsel | 1 | Accounts Officer I/II |
| 4 | Crown Counsel | 1 | Office Generalist I/II/III |
| 1 | Senior Administrative Officer | | (Clerical Officer I/II/III renamed) |
| 1 | Administrative Officer | 1 | Office Generalist Trainee /Messenger |
| | | | (Clerical Trainee/Messenger renamed) |

BUDGET HEAD: 1303 OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - A strengthened education sector.

Public Education on the functions of the Director of Public Prosecutions

- Number of schools visited
- Number of students participating
- » Percentage of schools exposed

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety.

Training for staff through CIA attachment

- Number of persons trained
- » Percentage of staff trained

Development of an electronic case management system

- Number of working days to render advice
- » Percentage reduction in the time to give advice

BUDGET HEAD: 1404 COMPLAINTS COMMISSION

OBJECTIVE

- To provide an effective last resort avenue of redress short of the courts for persons who suffer from maltreatment at the hands of government agencies or public bodies.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|--------------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 213,631 | 229,500 | 228,627 | 229,500 | 229,500 | 229,500 |
| 512000 | Social Contributions | 5,977 | 16,300 | 17,418 | 16,300 | 16,300 | 16,300 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 28,738 | 38,600 | 36,335 | 38,600 | 38,600 | 38,600 |
| 522000 | Utilities | 5,677 | 9,000 | 5,033 | 7,200 | 7,000 | 7,000 |
| 523000 | Supplies | 10,718 | 21,400 | 23,084 | 16,900 | 16,600 | 16,500 |
| 524000 | Repairs and Maintenance (Minor) | 696 | 1,100 | 1,530 | 1,100 | 1,100 | 1,100 |
| 525000 | Travel | 6,878 | 11,400 | 2,335 | 11,100 | 10,900 | 10,900 |
| 526000 | Training | 2,985 | 7,000 | 175 | 7,000 | 6,900 | 6,800 |
| 527000 | Contributions to Professional Bodies | 2,771 | 1,800 | 1,530 | 1,800 | 1,800 | 1,800 |
| 528000 | Services | 8,893 | 21,500 | 8,088 | 19,500 | 19,200 | 19,000 |
| 529000 | Entertainment | - | 1,000 | 795 | 500 | 500 | 500 |
| PROGRAMME EXPENDITURE - RECURRENT | | 286,964 | 358,600 | 324,950 | 349,500 | 348,400 | 348,000 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Complaints Commissioner

- 1 Assistant Complaints Commissioner
- 1 Senior Administrative Assistant

NON-ESTABLISHED

- 1 Office Cleaner

BUDGET HEAD: 1404 COMPLAINTS COMMISSION

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - A reformed public sector.

Increase public awareness of the Commissioner's role and functions and empowering persons to deal effectively with public services.

- Number of articles/advertisement in the press
- » Percentage increase in citizens awareness of Complaints Commission

Promote consistently good administrative practices among public sector workers.

- Number of recommendation for remedying deficiencies made
- » Percentage increase in satisfaction with services from key agencies

Improve the quality and number of investigations and reports by adding a qualified lawyer to staff.

- Number of articles/advertisement in the press
- » Percentage increase in satisfaction with services from key agencies

Increase competence in complaints handling and analysis through networking and training.

- Number of Ombudsman organisations and events
- » Percentage increase in satisfaction with service received

BUDGET HEAD: 1505 OFFICE OF THE REGISTRAR OF INTERESTS

OBJECTIVE

- To maintain a Register of Interests for the Virgin Islands as mandated by Section 112 of the Virgin Islands Constitution Order 2007 and the Register of Interests Act, 2006.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| | Employee Compensation | | | | | | |
| 511000 | Personal Emoluments | 47,442 | 53,500 | 33,953 | 32,000 | 32,000 | 32,000 |
| 512000 | Social Contributions | 1,497 | 4,100 | 2,889 | 4,100 | 4,100 | 4,100 |
| | Goods and Services | | | | | | |
| 521000 | Rent | | | | | | |
| 522000 | Utilities | 1,662 | 1,700 | 525 | 2,300 | 2,300 | 2,300 |
| 523000 | Supplies | 379 | 4,400 | 931 | 3,800 | 3,800 | 3,800 |
| 524000 | Repairs and Maintenance (Minor) | 692 | 1,200 | - | 1,200 | 1,200 | 1,200 |
| 528000 | Services | - | - | 25 | - | - | - |
| 529000 | Entertainment | - | 100 | - | 100 | 100 | 100 |
| PROGRAMME EXPENDITURE - RECURRENT | | 51,671 | 65,000 | 38,323 | 43,500 | 43,500 | 43,500 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Registrar of Interests

BUDGET HEAD: 1505 OFFICE OF THE REGISTRAR OF INTERESTS

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

(Specify the key strategies, priorities and initiatives aimed at improving programme performance in 2014)

- Appointment of the Standing Select Committee as mandated by the Register of Interests Act, 2006.

PERFORMANCE INDICATORS

2012

2013

2014

2015

2016

Actual

Estimate

Target

Target

Target

Outputs

(The quantifiable outputs produced or services delivered by the programme (Budget Head).)

- Number of Declaration of Interest filed

Outcomes

(The quantifiable outcomes or impact achieved or planned by the programme (Budget Head) and its outputs with reference to the programme (Budget Head) Objective.

- Percentage of Declaration of Interests filed within the specified time

BUDGET HEAD: 1606 HUMAN RIGHTS COMMISSION

OBJECTIVE

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | - | 51,900 | - | 51,900 | 51,900 | 51,900 |
| 512000 | Social Contributions | - | 10,000 | - | 10,000 | 10,000 | 10,000 |
| Goods and Services | | | | | | | |
| 522000 | Utilities | - | 12,100 | - | 12,100 | 11,900 | 11,900 |
| 523000 | Supplies | - | 19,800 | - | 17,300 | 16,900 | 16,800 |
| 524000 | Repairs and Maintenance (Minor) | - | 3,800 | - | 3,800 | 3,700 | 3,700 |
| 525000 | Travel | - | 2,100 | - | 2,100 | 2,100 | 2,100 |
| PROGRAMME EXPENDITURE - RECURRENT | | - | 99,700 | - | 97,200 | 96,500 | 96,400 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Human Rights Commissioner

BUDGET HEAD: 1606 HUMAN RIGHTS COMMISSION

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

• **OUTPUTS** (The quantifiable outputs produced or services delivered by the programme (Budget Head).)

» **OUTCOMES** (The quantifiable outcomes or impact achieved)

| | 2012 Actual | 2013 Estimate | 2014 Target | 2015 Target | 2016 Target |
|--|-------------|---------------|-------------|-------------|-------------|
|--|-------------|---------------|-------------|-------------|-------------|

BUDGET HEAD: 1707 AUDIT

OBJECTIVE

- To assist the Government in strengthening the effectiveness and efficiency of its operations and to promote transparency in its activities and provide recommendations which assist Government offices and agencies to effect improvements in Public Sector performance and accountability.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 561,460 | 722,900 | 617,534 | 628,200 | 628,200 | 628,200 |
| 512000 | Social Contributions | 34,623 | 41,000 | 63,178 | 41,000 | 41,000 | 41,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 108,800 | 109,600 | 106,855 | 106,700 | 106,700 | 106,700 |
| 522000 | Utilities | 25,042 | 29,000 | 18,422 | 28,800 | 28,300 | 28,000 |
| 523000 | Supplies | 4,595 | 14,800 | 12,359 | 11,800 | 11,600 | 11,600 |
| 524000 | Repairs and Maintenance (Minor) | 3,082 | 6,500 | 861 | 4,600 | 4,500 | 4,500 |
| 525000 | Travel | 21,168 | 34,100 | 510 | 24,900 | 24,400 | 24,200 |
| 526000 | Training | 6,938 | 14,500 | - | 6,000 | 5,900 | 5,900 |
| 528000 | Services | - | - | 60 | 100 | 100 | 100 |
| Grants | | | | | | | |
| 551000 | Grants | 595 | 600 | 600 | 600 | 600 | 600 |
| PROGRAMME EXPENDITURE - RECURRENT | | 766,303 | 973,000 | 820,379 | 852,700 | 851,300 | 850,800 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Auditor General

| | | | |
|---|------------------------|---|-------------------------------------|
| 1 | Deputy Auditor General | 4 | Assistant Auditor |
| 2 | Audit Manager | 1 | Executive Officer |
| 4 | Senior Auditor | 1 | Office Generalist I/II/III |
| 4 | Auditor | | (Clerical Officer I/II/III renamed) |

NON-ESTABLISHED

| | |
|---|----------------|
| 1 | Office Cleaner |
|---|----------------|

BUDGET HEAD: 1707 AUDIT

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Economic - A fixed/improved economy

Completing financial audits within the statutory timeframe.

- Number of financial audits performed during the year
- » Period (months) by which the Annual Audit deadline is exceeded

Providing Value for money and environmental audits

- Number of value for money audits completed
- » Percentage of value for money audits completed

Assume a more proactive role in ensuring Statutory Boards adhere to Audit requirements.

- Number of Statutory Boards achieving Audit deadlines
- » Percentage of Statutory Boards that are current

Continuous training and exposure for Auditors in specific areas of need.

- Number of training courses availed
- » Number of changes adopted and implemented from training courses

GOVERNOR'S GROUP

SUMMARY OF BUDGET AND FORWARD ESTIMATES

MINISTRY SUMMARY

GOVERNOR'S GROUP

NATIONAL SECTOR GOALS/PRIORITIES

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|-------------|------------------------|--------|----------|-----------|-----------|-----------|-----------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |

RECURRENT

| | | | | | | | |
|------------------------------------|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 2108 | Governor | 648,477 | 839,700 | 675,919 | 798,900 | 795,200 | 793,700 |
| 2109 | Deputy Governor | 3,240,983 | 5,118,700 | 4,868,234 | 4,998,100 | 4,970,800 | 4,949,300 |
| 2110 | Department of Human Resources | 2,888,120 | 3,572,500 | 2,614,491 | 3,058,100 | 3,049,700 | 3,045,600 |
| 2111 | Training | 1,019,054 | 1,839,000 | 1,063,927 | 1,728,300 | 1,712,700 | 1,705,300 |
| 2112 | Department of Disaster Management | 700,235 | 831,600 | 813,636 | 767,100 | 763,800 | 762,400 |
| 2113 | Supreme Court | 2,305,683 | 2,262,000 | 2,445,031 | 2,190,700 | 2,181,000 | 2,174,700 |
| 2114 | Civil Registry and Passport Office | 732,784 | 788,300 | 991,624 | 787,200 | 784,300 | 783,000 |
| 2115 | Magistracy | 1,020,987 | 1,175,100 | 849,445 | 1,128,100 | 1,105,500 | 1,103,700 |
| 2116 | Commercial Court | 494,937 | 636,800 | 454,106 | 598,200 | 596,200 | 595,100 |
| 2117 | Attorney General's Chambers | 1,864,871 | 1,983,600 | 2,351,798 | 2,478,000 | 1,908,800 | 1,904,200 |
| 2118 | Police | 16,045,056 | 16,546,300 | 16,373,288 | 16,099,900 | 16,049,200 | 16,025,700 |
| 2119 | Law Reform Commission | 409,454 | 459,100 | 233,430 | 442,000 | 439,000 | 437,800 |
| Total Recurrent Expenditure | | 31,370,641 | 36,052,700 | 33,734,929 | 35,074,600 | 34,356,200 | 34,280,500 |

CAPITAL

Capital Acquisitions

| | | | | | | | |
|-----------------------------------|---|----------|----------------|----------|----------------|----------|----------|
| 2109 | Deputy Governor | | | | | | |
| 112000 | Machinery and Equipment | - | 44,000 | - | - | - | - |
| 2114 | Civil Registry and Passport Office | | | | | | |
| 112000 | Machinery and Equipment | - | 100,000 | - | - | - | - |
| 2118 | Police | | | | | | |
| 112000 | Machinery and Equipment | - | - | - | 315,000 | - | - |
| Total Capital Acquisitions | | - | 144,000 | - | 315,000 | - | - |

Development Projects

Local Funded

| | | | | | | | |
|---------------------------|---------------------------------------|----------------|----------------|----------------|----------------|----------|------------------|
| 3210100 | Police Infrastructure and Development | - | 279,800 | 297,348 | - | - | 1,000,000 |
| 3210200 | Police Equipment | 480,103 | - | - | - | - | - |
| 3210300 | Governor's Group Development Projects | 478,369 | 590,000 | 174,776 | 215,000 | - | - |
| Total Local Funded | | 958,472 | 869,800 | 472,124 | 215,000 | - | 1,000,000 |

| | | | | | | | |
|----------------------------------|--|----------------|------------------|----------------|----------------|----------|------------------|
| Total Capital Expenditure | | 958,472 | 1,013,800 | 472,124 | 530,000 | - | 1,000,000 |
|----------------------------------|--|----------------|------------------|----------------|----------------|----------|------------------|

BUDGET HEAD: 2108 GOVERNOR

OBJECTIVE

- To provide support to the Governor in the execution of his programme of public functions, which includes responsibility/oversight for internal security, external affairs, the public service, administration of the courts, election, prison matters, disaster management and constitutional and legislative matters.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|

RECURRENT

Employee Compensation

| | | | | | | | |
|--------|----------------------|---------|---------|---------|---------|---------|---------|
| 511000 | Personal Emoluments | 462,897 | 577,700 | 479,294 | 563,100 | 563,100 | 563,100 |
| 512000 | Social Contributions | 37,461 | 42,100 | 53,366 | 42,100 | 42,100 | 42,100 |

Goods and Services

| | | | | | | | |
|--------|---------------------------------|--------|---------|--------|---------|---------|---------|
| 522000 | Utilities | 84,987 | 111,100 | 88,016 | 103,400 | 101,300 | 100,400 |
| 523000 | Supplies | 4,195 | 12,500 | 13,074 | 22,600 | 22,300 | 22,100 |
| 524000 | Repairs and Maintenance (Minor) | 46,832 | 62,900 | 25,639 | 40,900 | 40,100 | 39,800 |
| 525000 | Travel | 1,944 | 3,800 | 215 | 2,400 | 2,400 | 2,400 |
| 528000 | Services | - | 14,200 | 5,107 | 10,400 | 10,200 | 10,200 |
| 529000 | Entertainment | 10,161 | 15,400 | 11,208 | 14,000 | 13,700 | 13,600 |

| | | | | | | | |
|--|--|----------------|----------------|----------------|----------------|----------------|----------------|
| PROGRAMME EXPENDITURE - RECURRENT | | 648,477 | 839,700 | 675,919 | 798,900 | 795,200 | 793,700 |
|--|--|----------------|----------------|----------------|----------------|----------------|----------------|

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Private Secretary

| | | | |
|---|---|---|-------------------|
| 1 | Senior Administrative Officer | 1 | Cook |
| 2 | Administrative Officer (one post of Guest Relations/Housekeeping Officer upgraded) | 1 | Chef |
| 1 | Accounts Officer II | 1 | Laundress |
| 1 | Orderly | 1 | Head Gardener |
| | | 2 | Kitchen Assistant |

NON-ESTABLISHED

| | | | |
|---|------------|---|-------------------|
| 1 | Handyman | 1 | Office Cleaner |
| 1 | Gardener | 1 | Museum Supervisor |
| 1 | Groundsman | 1 | Cleaner |

BUDGET HEAD: 2108 GOVERNOR

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - An improved standard of living.

Develop Standard Operating Procedures (SOP)/Manuals for transition of Governors (Arrival and Departure)

- Number of SOPs/Manuals produced.
- » Percentage reduction processing time for the preparation of the departure and arrival programmes.

Repair/uplift Governor's residence including grounds and gardens to improve safety for Governor and guests at public events.

- Number of repairs/alterations made to residence.
- » Percentage increase in satisfaction

To build/strengthen competencies of domestic staff.

- Number of training sessions for domestic staff.

Enhance the time spent processing matters for the Governor's consideration.

- Number of deportation orders processed
- Number of service commission matters processed
- Number of Prison matters processed
- Number of Cabinet/National Security Papers processed
- » Percentage reduction in processing time

BUDGET HEAD: 2109 DEPUTY GOVERNOR
OBJECTIVE

- To ensure effective public governance, which helps to strengthen democracy and human rights, promote economic prosperity and social cohesion, and deepen confidence in government and public administration.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 1,389,086 | 1,504,900 | 1,431,559 | 1,393,600 | 1,393,600 | 1,393,600 |
| 512000 | Social Contributions | 74,956 | 90,000 | 133,548 | 137,300 | 137,300 | 137,300 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 1,340,422 | 1,356,500 | 1,240,274 | 1,209,400 | 1,209,400 | 1,209,400 |
| 522000 | Utilities | 88,416 | 77,100 | 98,544 | 95,200 | 93,500 | 92,700 |
| 523000 | Supplies | 39,282 | 108,100 | 68,955 | 131,600 | 129,300 | 128,300 |
| 524000 | Repairs and Maintenance (Minor) | 51,510 | 58,800 | 48,563 | 68,700 | 67,300 | 66,800 |
| 525000 | Travel | 68,054 | 61,600 | 33,359 | 51,300 | 50,300 | 49,800 |
| 526000 | Training | - | - | 1,550 | 2,000 | 2,000 | 2,000 |
| 527000 | Contributions to Professional Bodies | - | - | 671 | 800 | 800 | 800 |
| 528000 | Services | 69,218 | 46,800 | 22,641 | 209,100 | 205,300 | 203,400 |
| 529000 | Entertainment | 106,115 | 31,000 | 17,986 | 15,000 | 14,700 | 14,600 |
| Grants | | | | | | | |
| 551000 | Grants | 13,925 | 1,783,900 | 1,770,382 | 1,684,100 | 1,667,300 | 1,650,600 |
| Property and Other Expense | | | | | | | |
| 573000 | Miscellaneous Other Expense | - | - | 202 | - | - | - |
| PROGRAMME EXPENDITURE - RECURRENT | | 3,240,983 | 5,118,700 | 4,868,234 | 4,998,100 | 4,970,800 | 4,949,300 |
| CAPITAL | | | | | | | |
| Capital Acquisitions | | | | | | | |
| 112000 | Machinery and Equipment | - | 44,000 | - | - | - | - |
| Development Projects | | | | | | | |
| Local Funded | | | | | | | |
| 3210300 | Governor's Group Development Projects | 478,369 | 590,000 | 174,776 | 215,000 | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | 478,369 | 634,000 | 174,776 | 215,000 | - | - |
| TOTAL PROGRAMME EXPENDITURE | | 3,719,352 | 5,752,700 | 5,043,010 | 5,213,100 | 4,970,800 | 4,949,300 |

BUDGET HEAD: 2109 DEPUTY GOVERNOR

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Permanent Secretary

Administration Unit

- 1 Permanent Secretary, Administration
- 1 Deputy Secretary
- 1 Assistant Secretary
- 3 Senior Administrative Officer
- 2 Administrative Officer
- 1 Executive Officer
- 1 Office Generalist I/II/II
(Clerical Officer I/II/III renamed)

Archives & Records Management Unit

- 1 Chief Records Management Officer/Archives Coordinator
- 1 Archivist
- 1 Senior Executive Officer

Sister Islands Programme

- 1 Sister Islands Programme Coordinator
- 3 District Officer
- 1 Office Generalist I/II/II
(Clerical Officer I/II/III renamed)

Finance Unit

- 1 Finance and Planning Officer
- 1 Senior Accounts Officer
- 1 Accounts Officer I/II

Human Resources Unit

- 1 Human Resources Manager
- 1 Senior Assistant Human Resources Manager
- 1 Human Resources Clerk I/II/III

Office of Elections

- 1 Supervisor of Elections
- 1 Administrative Officer
- 2 Senior Executive Officer
- 2 Office Generalist Trainee
(Clerical Trainee renamed)

STAFFING RESOURCES

NON-ESTABLISHED

- | | | | |
|---|------------------------|---|-------------------|
| 2 | Janitor | 1 | Handyman |
| 1 | Maintenance Supervisor | 1 | Gardener/Handyman |
| 1 | Custodial Supervisor | 5 | Cleaner |
| 1 | Groundsman/Gardener | | |

BUDGET HEAD: 2109 DEPUTY GOVERNOR

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - A strengthened educational sector/Direction/Governance - A reformed public sector:

- Number of World Class magazines printed
- » Percentage of increase in the number of persons receiving the

Seed Theme/Strategy: Social - An improved standard of living:

Introduction of Freedom of Information Bill

- Number of Stakeholder meetings and consultations held
- » Passage of the Freedom of Information Act

Introduction of Human Rights Commission Bill

- Number of Stakeholder meetings and consultations held
- » Passage of the Human Rights Commission Act

Introduction of Registration of Birth and Deaths (Amendment) Bill

- Number of Stakeholder meetings and consultations held
- » Passage of the Registration of Births and Deaths (Amendment)

Voter Registration

- Number of voters registered
- » Percentage change in voter registration

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety

To establish the Internal Complaints Programme

- Number of complaints filed at the Complaints Commission
- Percentage decrease in the number of Complaints filed at the office of

Introduction of the Centre of Excellence: Public Service Management System

- Number of departments' services accessed
- » Centre of Excellence Unit
- » Appointment of Director/Manager(service wide awareness of Centre of

Develop standard operation procedures

- Number of departments and units with standard operating procedure
- » Percentage increase in departments/units having standard operating

Continuation of Mandatory staff training - 20 hours per year

- Number of departments in compliance with the mandatory 20 hours of
- » Percentage of departments in compliance with the mandatory 20 hours of

BUDGET HEAD: 2109 DEPUTY GOVERNOR

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Introduction of Data Protection Bill

- Number of Stakeholder meetings and consultations
- » Passage of the Data Protection Act

Regulatory Approvals

- Number of regulatory approval processed: visa waiver, apostilles, temporary
- » Percentage change in regulatory approvals

Implementation of the Justice Protection Act and creation of the Justice Protection Unit

- Number of witnesses secured
- » Fully operational Justice Protection Unit

Seed Theme/Strategy: Environment- Improved communications and infrastructure:

Designs for the New Archives Repository and Records Centre

- Approved design
- » Fully costed, approved, detailed drawings

Re-introduction of the Virgin Islands Disaster Management Bill

- Number of Stakeholder meetings and consultations held
- » Passage of the Virgin Islands Disaster Management Act

Renovation to the Temporary Records Centre (TRC)

- Number of bids received and contracts issued
- » Fully renovated temporary records centre

Renovation to Anegada Administration Building

- Number of bids received and contracts issued
- » Fully renovation office and housing accommodation

Renovation to Judges Residence

- Number of bids received and contracts issued
- » Fully renovation judges residence

BUDGET HEAD: 2110 DEPARTMENT OF HUMAN RESOURCES

OBJECTIVE

- To provide effective human resources management, leadership and support.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|-------------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 2,083,951 | 2,851,300 | 2,181,998 | 2,344,200 | 2,344,200 | 2,344,200 |
| 512000 | Social Contributions | 139,030 | 244,100 | 196,716 | 242,100 | 242,100 | 242,100 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 2,757 | 1,000 | 1,000 | 1,000 |
| 522000 | Utilities | 23,848 | 32,800 | 17,697 | 33,300 | 32,700 | 32,500 |
| 523000 | Supplies | 97,833 | 63,200 | 47,518 | 114,200 | 111,900 | 111,000 |
| 524000 | Repairs and Maintenance (Minor) | 5,186 | 9,900 | 20,630 | 10,000 | 9,800 | 9,700 |
| 525000 | Travel | 17,757 | 7,400 | 1,205 | 5,800 | 5,800 | 5,800 |
| 527000 | Contribution to Professional Bodies | - | 2,700 | 140 | 4,900 | 4,800 | 4,800 |
| 528000 | Services | 388,088 | 248,200 | 132,082 | 210,100 | 206,000 | 204,000 |
| 529000 | Entertainment | 412 | 19,400 | 7,838 | 21,000 | 20,600 | 20,400 |
| Social Benefits | | | | | | | |
| 562000 | Employer Social Benefits | 132,015 | 93,500 | 5,910 | 71,500 | 70,800 | 70,100 |
| PROGRAMME EXPENDITURE - RECURRENT | | 2,888,120 | 3,572,500 | 2,614,491 | 3,058,100 | 3,049,700 | 3,045,600 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Director of Human Resources

| | | | |
|---|--|---|---|
| 1 | Deputy Director of Human Resources | 5 | Assistant Human Resources Manager |
| 3 | Human Resources Manager | 4 | Human Resources Assistant |
| 1 | Human Resources Manager - Benefits | | (one post of Human Resources Technician upgraded) |
| 1 | Health and Safety Coordinator | 1 | Office and Housing Services Technician |
| 1 | Public Service Commission Secretary | 2 | Human Resources Record Clerk |
| 2 | EAP Counselor I/II | 6 | Human Resources Clerk I/II/III |
| 6 | Senior Assistant Human Resources Manager | | Payroll Unit |
| | (one post of Assistant Human Resources Manager upgraded) | 1 | Human Resources Manager |
| 1 | Accounts Manager | 3 | Salaries Officer |

NON-ESTABLISHED

- 1 Gardener

BUDGET HEAD: 2110 DEPARTMENT OF HUMAN RESOURCES

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - A reformed public sector:

Have a universal and more effective position control

- Completion of JDEdwards automation, percentage of Department trained.
- » Control of number of hires, rehires, resignation, retirees

Improve Health and Safety by 2014. Have an established policy

- Draft presented to Cabinet by 1st quarter of 2014
- » Readiness to implement Health and Safety measures

Strengthen Human Resources Management policies related to Service Commission and Employment

- Revised regulation of Service Commission and establish Public Service Act
- » Begin implementation of policies. Roles of Commission clearly defined.

BUDGET HEAD: 2111 TRAINING

OBJECTIVE

- To provide appropriate and timely learning and development activities for all Public Officers, empowering them to increase organisational performance while enhancing the services offered to their clients.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|-------------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 281,842 | 354,200 | 330,025 | 333,700 | 333,700 | 333,700 |
| 512000 | Social Contributions | 20,807 | 31,200 | 30,373 | 37,000 | 37,000 | 37,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 20,192 | 54,000 | 1,660 | - | - | - |
| 522000 | Utilities | 32,176 | 53,100 | 25,407 | 53,100 | 52,100 | 51,600 |
| 523000 | Supplies | 55,017 | 30,500 | 22,041 | 38,500 | 37,800 | 37,400 |
| 524000 | Repairs and Maintenance (Minor) | 8,004 | 10,500 | 491 | 15,000 | 14,700 | 14,600 |
| 525000 | Travel | 1,296 | 62,200 | 27,658 | 82,500 | 80,900 | 80,200 |
| 526000 | Training | 588,946 | 1,224,300 | 227,009 | 557,000 | 545,800 | 540,300 |
| 527000 | Contribution to Professional Bodies | - | 2,000 | 510 | 4,000 | 3,900 | 3,900 |
| 528000 | Services | - | 2,000 | 5,739 | 17,000 | 16,600 | 16,500 |
| 529000 | Entertainment | 10,776 | 15,000 | 18,584 | 15,000 | 14,700 | 14,600 |
| Property and Other Expenses | | | | | | | |
| 572000 | Assistance Grants | - | - | 374,431 | 575,500 | 575,500 | 575,500 |
| PROGRAMME EXPENDITURE - RECURRENT | | 1,019,054 | 1,839,000 | 1,063,927 | 1,728,300 | 1,712,700 | 1,705,300 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Director of Human Resources

| | | | |
|---|----------------------------|---|--------------------------------------|
| 1 | Chief Training Officer | 3 | Training Assistant I/II |
| 1 | Training Manager | 1 | Training Clerk I/II/III |
| 1 | Assistant Training Manager | 1 | Office Generalist Trainee/Messenger |
| 2 | Training Officer | | (Clerical Trainee/Messenger renamed) |

NON-ESTABLISHED

| | |
|---|----------------|
| 1 | Office Cleaner |
|---|----------------|

BUDGET HEAD: 2111 TRAINING

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - A reformed public sector:

To consult Human Resources Managers/Heads of Department in order to assist in identifying their organisational learning needs

- Number of strategic plan developed for the Public Service based on identified training needs
- » Percentage of Human Resources Managers/Heads of Department who were assisted in identifying their Ministry's/Department's training needs
- » Number of training needs assessments conducted

To provide a minimum of 30 staff development workshops in response to identified learning needs

- Number of staff development workshop conducted
- » Percentage of workshops conducted in response to development needs

To promote cost efficiency across Government by providing facilities for Government to host events such as conferences, meetings and workshops

- Number of room reservations for the use of the conference room for Government Ministries and Departments
- » Percentage of days rooms are in use

Seed Theme/Strategy: Social - A strengthened educational sector:

To build capacity of Public Service by administering study leave/scholarships and attachment programmes in a timely manner and within budget

- Number of study leave/scholarship and attachment recipients processed
- » Percentage of study leave/scholarship recipients processed in a timely

To improve clarity and accountability in study leave administration by revising and implementing the Human Resources Development Policy

- Number of identified and awarded scholarships and attachments based on workforce needs
- » Percentage of study leave/scholarship administered within budget

BUDGET HEAD: 2112 DEPARTMENT OF DISASTER MANAGEMENT

OBJECTIVE

- To reduce human suffering and economic losses from natural and man-made hazard impacts.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------|----------------------|--------------------|-----------------------|-----------------------|-----------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 510000 | Personal Emoluments | 449,427 | 551,400 | 523,677 | 523,000 | 523,000 | 523,000 |
| 512200 | Social Contributions | 32,133 | 32,900 | 54,910 | 32,900 | 32,900 | 32,900 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | 1,800 | 1,525 | 2,600 | 2,600 | 2,600 |
| 522000 | Utilities | 53,070 | 50,000 | 64,840 | 55,400 | 54,400 | 53,900 |
| 523000 | Supplies | 27,769 | 69,600 | 74,149 | 55,600 | 54,700 | 54,300 |
| 524000 | Repairs and Maintenance (Minor) | 27,555 | 22,300 | 16,662 | 16,400 | 16,100 | 16,000 |
| 525000 | Travel | 13,284 | 2,600 | 3,156 | 2,500 | 2,500 | 2,500 |
| 526000 | Training | 1,914 | 23,200 | 6,460 | 10,500 | 10,300 | 10,300 |
| 528000 | Services | 73,570 | 55,200 | 34,085 | 35,400 | 34,800 | 34,600 |
| 529000 | Entertainment | - | - | 4,398 | 5,300 | 5,200 | 5,200 |
| Grants | | | | | | | |
| 551000 | Grants | 21,413 | 17,500 | 23,774 | 21,500 | 21,300 | 21,100 |
| Property and Other Expenses | | | | | | | |
| 571000 | Property Expenses | 100 | 100 | 1,000 | 1,000 | 1,000 | 1,000 |
| 572000 | Assistance Grants | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 700,235 | 831,600 | 813,636 | 767,100 | 763,800 | 762,400 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Director of Disaster Management

| | | | |
|---|--|---|--|
| 1 | Deputy Director of Disaster Management | 1 | Technical Planning Officer |
| 1 | Senior Technical Planning Manager | 1 | Emergency Communications Officer |
| 1 | Information Manager | 1 | Senior Executive Officer |
| 1 | Training Officer | | (one post of Secretary I/II upgraded) |
| 1 | Planning and Preparedness Manager | 1 | Community Relations Officer |
| 1 | Emergency Communications Manager | | (one post of Assistant Information Officer upgraded) |
| 1 | Senior Administrative Officer | | |

NON-ESTABLISHED

| | |
|---|----------------|
| 1 | Office Cleaner |
|---|----------------|

BUDGET HEAD: 2112 DEPARTMENT OF DISASTER MANAGEMENT

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - An improved standard of living:

Improve marketing and knowledge management about the impacts of hazards/disasters

- Number of public awareness campaigns and knowledge management products developed implemented and evaluated for effectiveness
- » Percentage of population aware of and applying Comprehensive Disaster Management principles

Enhance integration of disaster risk reduction (DRR) into all sectors

- Number of Sectors with DRR Plans and Procedures aimed at contributing to Comprehensive Disaster Management
- » Percentage of the public and private sector integrating Disaster Risk

Reduce vulnerability and enhance community disaster risk reduction to mitigate hazard impacts and respond to emergency/disasters

- Number of SMART communities available throughout the Territory
- » Percentage of communities applying Sustained Mitigation Adaptation and Resilient Techniques (SMART)

Improve capacity through training and exercising within key sectors

- Number of key sectors achieving competency standards established for emergency response
- incorporated within sector level and community based capacity building initiatives

Improve linkage between DRR, energy and climate adaptation measures through closer collaboration with focal points in ministries of C&W and N

- Number of initiatives that demonstrate DRR, energy and climate adaptation
- » Degree to which DRR, energy and climate adaptation linkages are established

Seed Theme/Strategy: Environment - Improved communications and infrastructure

Enhancing Planning and Development through hazards identification and vulnerability assessments incorporating structural and non-structural mi

- Number of SMART communities available throughout the Territory
- » Percentage of communities applying Sustained Mitigation Adaptation and

Enhance Early Warning Systems and hazard monitoring to improve disaster risk reduction and emergency operations

- Number of systems available to monitor hazards and provide alerts and notifications to the population
- » Percentage of early warning and hazards monitoring coverage throughout the Territory

Seed Theme/Strategy: Direction/Governance - A reformed public sector:

Integrate CDM into national policies, laws, strategies and improve leadership and management of disaster management activities

- Number of policies, laws and SOPs incorporating CDM
- » Degree to which CDM legislation and policy is applied and evaluated

BUDGET HEAD: 2113 SUPREME COURT

OBJECTIVE

- To deliver high quality Judicial services to the citizens of the Virgin Islands and by extension, the wider Caribbean and beyond.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 1,180,267 | 1,378,900 | 1,394,938 | 1,380,300 | 1,380,300 | 1,380,300 |
| 512000 | Social Contributions | 92,819 | 86,400 | 128,284 | 86,400 | 86,400 | 86,400 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 844 | 15,000 | 15,000 | 15,000 |
| 522000 | Utilities | 128,524 | 106,500 | 171,137 | 121,000 | 118,900 | 117,900 |
| 523000 | Supplies | 78,395 | 20,900 | 40,528 | 29,300 | 28,600 | 28,500 |
| 524000 | Repairs and Maintenance (Minor) | 20,655 | 23,000 | 26,726 | 14,500 | 14,300 | 14,300 |
| 525000 | Travel | 21,196 | 1,000 | 360 | 36,000 | 35,300 | 35,000 |
| 528000 | Services | 124,152 | 99,100 | 182,426 | 99,800 | 97,900 | 97,000 |
| 529000 | Entertainment | - | 3,000 | 2,604 | 4,000 | 3,900 | 3,900 |
| Grants | | | | | | | |
| 551000 | Grants | 659,676 | 543,200 | 497,184 | 404,400 | 400,400 | 396,400 |
| PROGRAMME EXPENDITURE - RECURRENT | | 2,305,683 | 2,262,000 | 2,445,031 | 2,190,700 | 2,181,000 | 2,174,700 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Registrar

| | | | |
|---|----------------------------|---|---|
| 1 | Deputy Registrar | 2 | Bailiff |
| 2 | Judicial Assistant | 3 | Court Clerk II |
| 1 | Senior Court Administrator | 1 | Senior Court Reporter |
| 1 | Administrative Officer | 5 | Court Reporter I/II |
| 1 | Accounts Manager | 2 | Scopist |
| 2 | Case Manager | 1 | Accounts Officer I/II |
| 3 | Senior Executive Officer | 2 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 1 | Executive Officer | 3 | Office Generalist Trainee (Clerical Trainee renamed) |
| 1 | Senior Bailiff | | |

NON-ESTABLISHED

| | |
|---|---------------------------|
| 2 | Office Cleaner |
| 1 | Security Officer/Watchman |

BUDGET HEAD: 2113 SUPREME COURT

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - A reformed public sector:

Computerization of all archived documents

- Number of documents scanned
- » Percentage of documents entered in the database

Revision of filing fees for High Court fees

- Percentage of filing fees units increase
- Percentage of Commercial Court unit fees increase
- » Percentage increase in filing High Court documents stamp fees revenue
- » Percentage increase in Commercial fees revenue

Modernization and expansion of Court Reporting unit

- Number of transcripts produced for Court proceedings
- Number of Court reporting Services alternatives available (manual/audio)
- » Average satisfaction rating of service produced to users (Judicially, Court of Appeal, Lawyers, Prisoners and Applicants)

Application of IJEMS software to conduct Judicial remote searches of court records locally and overseas

- Number of stakeholders who subscribe to IJEMS locally and overseas
- » Average satisfactory rating of stakeholders ability to access data
- » Average satisfactory rating of reliability of data

BUDGET HEAD: 2114 CIVIL REGISTRY AND PASSPORT OFFICE

OBJECTIVE

- To create and manage the vital records of all residents in the territory of the Virgin Islands and to manage passports, nationality, Belonger status and all visa matters within the territory of the Virgin Islands.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| | Employee Compensation | | | | | | |
| 511000 | Personal Emoluments | 443,144 | 524,500 | 570,090 | 592,400 | 592,400 | 592,400 |
| 512000 | Social Contributions | 33,312 | 41,700 | 57,521 | 43,000 | 43,000 | 43,000 |
| | Goods and Services | | | | | | |
| 521000 | Rent | - | - | 344 | 1,000 | 1,000 | 1,000 |
| 522000 | Utilities | 36,687 | 45,600 | 38,283 | 36,300 | 35,700 | 35,400 |
| 523000 | Supplies | 187,840 | 139,300 | 298,644 | 77,800 | 76,200 | 75,500 |
| 524000 | Repairs and Maintenance (Minor) | 27,060 | 33,200 | 4,089 | 20,000 | 19,600 | 19,400 |
| 525000 | Travel | 4,741 | 4,000 | 2,125 | 4,100 | 4,000 | 4,000 |
| 526000 | Training | - | - | 625 | 9,500 | 9,300 | 9,200 |
| 528000 | Services | - | - | 19,603 | 2,600 | 2,600 | 2,600 |
| 573000 | Miscellaneous Other Expense | - | - | 300 | 500 | 500 | 500 |
| PROGRAMME EXPENDITURE - RECURRENT | | 732,784 | 788,300 | 991,624 | 787,200 | 784,300 | 783,000 |

CAPITAL

Capital Acquisition

| | | | | | | | |
|--|-------------------------|----------|----------------|----------|----------|----------|----------|
| 112000 | Machinery and Equipment | - | 100,000 | - | - | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | - | 100,000 | - | - | - | - |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Registrar

Passport Office

- 1 Deputy Registrar
- 1 Senior Administrative Officer
- 2 Administrative Officer
- 4 Executive Officer
- 1 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)
- 1 Office Generalist I
(Clerical Officer/Messenger renamed)

Civil Registry

- 1 Senior Executive Officer
- 3 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)
- 1 Accounts Officer I/II

NON-ESTABLISHED

- 1 Office Cleaner
- 1 Security Officer/Watchman

BUDGET HEAD: 2114 CIVIL REGISTRY AND PASSPORT OFFICE

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - A reformed public sector:

Recruitment, Orientation of Staff

- To hire three (3) personnel
- » We would be able to have a gender balance and staff absences would decrease

Retention Staff

- All then (10) Unit Heads should continue to educate themselves
- » Decision making would become easier and that training would then trickle down to other staff

Continue working on improving customer service by increasing use of the IT system

- Reforming our services and we are currently upgrading the Belonger System, IT and Communication so more records would be available
- » This would increase changing of Belonger Cards and we will also be able to maintain the IT system and communication will effectively and efficiently get information to customers

Development of Leadership Skills

- To train all line Managers to go beyond the departmental level
- » More trained and developed line managers at a higher level to be able to communicate with Heads of Departments, Top Managers, Politicians and the Public at large

BUDGET HEAD: 2115 MAGISTRACY

OBJECTIVE

- To serve our community through an independent and impartial system according to our laws.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 711,498 | 803,700 | 599,528 | 700,300 | 700,300 | 700,300 |
| 512000 | Social Contributions | 42,270 | 45,400 | 51,677 | 108,600 | 108,600 | 108,600 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 84,209 | 98,000 | 94,175 | 98,100 | 97,900 | 97,900 |
| 522000 | Utilities | 44,922 | 54,600 | 31,924 | 39,400 | 38,700 | 38,400 |
| 523000 | Supplies | 40,670 | 38,200 | 20,100 | 40,200 | 39,400 | 39,000 |
| 524000 | Repairs and Maintenance (Minor) | 9,289 | 6,500 | 6,404 | 11,000 | 8,300 | 8,300 |
| 525000 | Travel | 16,647 | 18,500 | 6,608 | 33,500 | 19,600 | 19,400 |
| 528000 | Services | 71,482 | 109,000 | 38,300 | 91,300 | 87,100 | 86,200 |
| 529000 | Entertainment | - | - | 729 | 4,500 | 4,400 | 4,400 |
| Property and Other Expenses | | | | | | | |
| 573000 | Miscellaneous Other Expense | - | 1,200 | - | 1,200 | 1,200 | 1,200 |
| PROGRAMME EXPENDITURE - RECURRENT | | 1,020,987 | 1,175,100 | 849,445 | 1,128,100 | 1,105,500 | 1,103,700 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Court Manager

| | | | |
|---|-------------------------------|---|--|
| 1 | Senior Magistrate | 2 | Senior Executive Officer |
| 1 | Magistrate | | (one post of Executive Officer upgraded) |
| 1 | Senior Administrative Officer | 1 | Court Clerk |
| 1 | Administrative Officer | | (one post of Clerical Officer I/II/III upgraded) |
| 2 | Bailiff | 2 | Office Generalist I/II/III |
| 3 | Accounts Officer I/II | | (Clerical Officer I/II/III renamed) |

NON-ESTABLISHED

| | | | |
|---|---------|---|--------------------------------------|
| 1 | Cleaner | 1 | Office Generalist Trainee/Messenger |
| | | | (Clerical Trainee/Messenger renamed) |

BUDGET HEAD: 2115 MAGISTRACY

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety:

Enhancement of computer technology (JEMS) that encourages a paperless environment

- Decrease in the volume of paper used per annum
- » Percentage reduction in the amount of funds spent annually

Improve the efficiency and management of the filing and disposal process of all new cases filed at the court

- Number of cases managed
- » Percentage of cases filed disposed by year end

Promote stakeholders cross collaboration in JEMS System to improve information sharing among Magistrates and Judges in court room.

- Number of times collaboration among stakeholders are conducted within the
- Reduction in the number of cases being statures- barred
- » Percentage of collaboration among stakeholders within the law year
- » Percentage increase in the number of cases coming before the court
- » Percentage increase in disposal rate of cases

Improve efficiency in ensuring the integrity of the court's records by installing a Liberty Court Recorder

- Increase efficiency in better time management evaluated and accuracy in
- » Percentage reduction in funds spent to purchase note books for manual
- » Percentage increase in accuracy of case records

BUDGET HEAD: 2116 COMMERCIAL COURT

OBJECTIVE

- To deliver a high quality of judicial service to the citizens of the Virgin islands and by extension, the wider Caribbean and beyond.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 358,892 | 502,400 | 304,479 | 407,200 | 407,200 | 407,200 |
| 512000 | Social Contributions | 13,941 | 18,500 | 16,802 | 18,500 | 18,500 | 18,500 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 57,000 | 57,000 | 57,000 | 57,000 | 57,000 | 57,000 |
| 522000 | Utilities | 32,327 | 30,100 | 44,892 | 42,400 | 41,700 | 41,400 |
| 523000 | Supplies | 9,819 | 14,800 | 7,485 | 42,500 | 41,700 | 41,200 |
| 524000 | Repairs and Maintenance (Minor) | 17,173 | 10,200 | 12,319 | 14,200 | 14,000 | 13,800 |
| 528000 | Services | 5,786 | 3,800 | 11,129 | 12,400 | 12,200 | 12,100 |
| 529000 | Entertainment | - | - | - | 4,000 | 3,900 | 3,900 |
| PROGRAMME EXPENDITURE - RECURRENT | | 494,937 | 636,800 | 454,106 | 598,200 | 596,200 | 595,100 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Registrar

| | | | |
|---|---------------------|---|-------------------------------------|
| 1 | Judge | 1 | Senior Executive Officer |
| 1 | Deputy Registrar | 1 | Bailiff |
| 1 | Judicial Assistant | 1 | Court Clerk II |
| 1 | Court Reporter I/II | 1 | Office Generalist I/II/III |
| 1 | Case Manager | | (Clerical Officer I/II/III renamed) |

NON-ESTABLISHED

| | |
|---|---------|
| 1 | Cleaner |
|---|---------|

BUDGET HEAD: 2116 COMMERCIAL COURT

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

(Specify the key strategies, priorities and initiatives aimed at improving programme performance in 2014)

- Development of a strategy to increase efficient, effective and timely service of the sittings of Commercial Court.

PERFORMANCE INDICATORS

2012

2013

2014

2015

2016

Actual

Estimate

Target

Target

Target

Outputs

(The quantifiable outputs produced or services delivered by the programme (Budget Head).)

- Number of commercial cases tried
- Number of commercial cases filed
- Number of written judgments

Outcomes

(The quantifiable outcomes or impact achieved or planned by the programme (Budget Head) and its outputs with reference to the programme (Budget Head) Objective.

- Average satisfaction rating with assistance to the Judge
- Percentage of documents filed within the allotted time

BUDGET HEAD: 2117 ATTORNEY GENERAL'S CHAMBERS

OBJECTIVE

- To provide a high quality independent legal service to the Government of the Virgin Islands at all levels and thereby assisting with the development of the Virgin Islands as a legal jurisdiction.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|-------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 1,273,771 | 1,323,100 | 1,451,690 | 1,324,800 | 1,324,800 | 1,324,800 |
| 512000 | Social Contributions | 59,501 | 74,400 | 131,505 | 74,400 | 74,400 | 74,400 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 6,255 | 14,200 | 14,200 | 14,200 |
| 522000 | Utilities | 96,716 | 99,000 | 97,849 | 94,000 | 92,200 | 91,400 |
| 523000 | Supplies | 113,999 | 160,800 | 1,332 | 94,800 | 92,900 | 92,000 |
| 524000 | Repairs and Maintenance (Minor) | 101,819 | 56,100 | 68,608 | 16,500 | 16,200 | 16,100 |
| 525000 | Travel | 88,771 | 104,300 | 79,583 | 54,000 | 52,900 | 52,500 |
| 526000 | Training | - | - | 22,369 | 30,000 | 29,400 | 29,100 |
| 527000 | Contribution to Professional Bodies | 31,037 | 32,300 | - | - | - | - |
| 528000 | Services | 89,094 | 123,600 | 437,599 | 697,300 | 134,700 | 133,400 |
| 529000 | Entertainment | 10,164 | 10,000 | 4,558 | 8,000 | 7,800 | 7,700 |
| Grants | | | | | | | |
| 551000 | Grants | - | - | 50,000 | 70,000 | 69,300 | 68,600 |
| Property and Other Expense | | | | | | | |
| 573000 | Miscellaneous Other Expense | - | - | 450 | - | - | - |
| PROGRAMME EXPENDITURE - RECURRENT | | 1,864,871 | 1,983,600 | 2,351,798 | 2,478,000 | 1,908,800 | 1,904,200 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Attorney General

| | | | |
|---|---------------------------------|---|---|
| 1 | Solicitor General | 2 | Senior Executive Officer |
| 1 | Chief Parliamentary Counsel | 1 | Library Assistant I/II |
| 2 | Principal Crown Counsel | 1 | Legal Executive Officer |
| 2 | Parliamentary Counsel | | (one post of Executive Officer renamed) |
| 1 | Assistant Parliamentary Counsel | 1 | Legal Assistant I/II/III |
| 3 | Senior Crown Counsel | | (one post of Clerical Officer I/II/III renamed) |
| 8 | Crown Counsel | 2 | Executive Officer |
| 1 | Assistant Secretary | | (one post of Clerical Trainee/Messenger upgraded) |
| 2 | Senior Administrative Officer | 1 | Records Officer |
| 1 | Administrative Officer | | (one post of Clerical Officer I/II/III upgraded) |
| 1 | Law Librarian | 1 | Office Generalist I/II/III |
| | | | (Clerical Officer I/II/III renamed) |

NON-ESTABLISHED

1 Cleaner

BUDGET HEAD: 2117 ATTORNEY GENERAL'S CHAMBERS

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety:

To continue training initiatives for staff

- Improved staff performance and client satisfaction
- » Better quality reflection in client feedback and service

To complete law revision exercise

- A well organised body of revised and consolidated laws, which will enable
- » Favorable end-user response and general improvement in the legal

To move towards E-filing

- Better and more efficient organisation of material
- » Enable easier and more reliable capacity to find required information

To continue initiative that has been implemented to secure enhanced accountability for work done

- Establish a quantifiable and transparent record of volume and value of work
- » Better reporting and enhanced capacity for measurement, which will enable

To secure better service provide and client relationship

- Improved communication and more tailored responses to clients
- » Demonstrable overall improvement in quality of satisfaction

BUDGET HEAD: 2118 POLICE
OBJECTIVE

- To ensure that the Virgin Islands remains one of the safest Territories in the Caribbean and to be the best at understanding and responding to the needs of our community.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|--------------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 11,769,612 | 11,832,300 | 11,867,434 | 11,891,500 | 11,891,500 | 11,891,500 |
| 512000 | Social Contributions | 1,069,518 | 1,156,900 | 1,544,223 | 1,559,200 | 1,559,200 | 1,559,200 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 199,983 | 252,200 | 249,572 | 246,500 | 242,400 | 241,800 |
| 522000 | Utilities | 693,679 | 1,020,600 | 946,014 | 909,100 | 890,900 | 882,000 |
| 523000 | Supplies | 408,889 | 650,400 | 607,930 | 515,500 | 505,400 | 500,600 |
| 524000 | Repairs and Maintenance (Minor) | 696,628 | 425,100 | 277,101 | 199,000 | 195,100 | 193,200 |
| 525000 | Travel | 197,089 | 238,500 | 187,658 | 152,700 | 149,800 | 148,400 |
| 526000 | Training | 118,807 | 146,700 | 41,860 | 40,000 | 39,200 | 38,900 |
| 527000 | Contributions to Professional Bodies | 6,050 | 6,100 | 6,000 | 6,000 | 5,900 | 5,800 |
| 528000 | Services | 753,680 | 725,800 | 553,365 | 518,600 | 508,600 | 503,700 |
| 529000 | Entertainment | - | 14,200 | 21,191 | 9,300 | 9,200 | 9,100 |
| Social Benefits | | | | | | | |
| 562000 | Employer Social Benefits | 131,121 | 77,500 | 70,941 | 52,500 | 52,000 | 51,500 |
| PROGRAMME EXPENDITURE - RECURRENT | | 16,045,056 | 16,546,300 | 16,373,288 | 16,099,900 | 16,049,200 | 16,025,700 |

CAPITAL
Capital Acquisitions

| | | | | | | | |
|--------|-------------------------|---|---|---|---------|---|---|
| 112000 | Machinery and Equipment | - | - | - | 317,600 | - | - |
|--------|-------------------------|---|---|---|---------|---|---|

Development Projects
Local Funded

| | | | | | | | |
|--|---------------------------------------|----------------|----------------|----------------|----------------|----------|------------------|
| 3210100 | Police Infrastructure and Development | - | 279,800 | 297,348 | - | - | 1,000,000 |
| 3210200 | Police Equipment | 480,103 | - | - | - | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | 480,103 | 279,800 | 297,348 | 317,600 | - | 1,000,000 |

STAFFING RESOURCES
POSITIONS
ESTABLISHED
Accounting Officer: Commissioner of Police

| | | | |
|----|--|---|--------------------------|
| 1 | Deputy Commissioner of Police | 1 | Detective |
| 3 | Superintendent of Police | 1 | Crime Analyst |
| 6 | Chief Inspector | 1 | Administrative Officer |
| 1 | Information Technology Manager (Chief Engineer renamed) | 1 | Systems Administrator |
| | | 1 | Account Manager |
| 24 | Inspector | 1 | Senior Accounts Officer |
| 42 | Sergeant | 1 | Information Officer I/II |
| 1 | Major Crime Administrator | 1 | Senior Training Officer |
| 1 | Business Support Director | 1 | Computer Technician I/II |
| 1 | Financial Comptroller | 1 | Mechanic I/II |
| 1 | Human Resources Manager | 1 | Crime Scene Technician |
| 1 | Senior Administrative Officer | 1 | Facilities Manager |

BUDGET HEAD: 2118 POLICE

STAFFING RESOURCES

POSITIONS

ESTABLISHED (CONT'D)

| | | | |
|-----|--|----|---|
| 1 | Human Resources Assistant | 3 | Senior Executive Officer |
| 6 | Executive Officer | 19 | Auxiliary Police Officers |
| 1 | Statistician I/II/III | 5 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 148 | Probationary Constable/Constable (one post of Assistant Commissioner of Police, four posts of Chief Inspector, one post of Inspector and two posts of Sergeants regraded) | 1 | Statistical Officer |
| | | 1 | Data Entry Clerk |
| | | 1 | Store Keeper |
| 3 | Accounts Officer I/II | 1 | Office Generalist Trainee (Clerical Trainee renamed) |
| | | 1 | Maintenance Supervisor |

NON-ESTABLISHED

| | | | |
|---|--------------------|----------------------------------|-------------------|
| 1 | Maintenance Worker | 1 | Electrician |
| 1 | Labourer | 1 | Carpenter |
| 2 | Mechanic I/II | 1 | Mason/Carpenter |
| 1 | Mechanic Helper | 20 | Special Constable |
| 1 | Cook (Canteen) | Allowances to Auxiliaries | |
| 1 | Groundsman | 20 | Auxiliary Officer |
| 8 | Cleaner | 1 | Local Constable |
| 1 | Plumber | | |

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | | | | | |
|--|---------------|-----------------|---------------|---------------|---------------|
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | 2012 | 2013 | 2014 | 2015 | 2016 |
| | Actual | Estimate | Target | Target | Target |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety:

Improve public trust and confidence

- Number of reported intelligence received from the public
- » Percentage increase in public satisfaction

Improve operational policing performance

- Number of solved crimes against reported crimes
- » Percentage of crime detected

Protection of Virgin Islands borders

- Number of joint operations with other local partners and external agencies
- » Measure performance of joint operations

Create a skilled workforce

- Number of officers and staff provided with training
- » Improved service through skilled workforce

BUDGET HEAD: 2119 LAW REFORM COMMISSION

OBJECTIVE

- To provide a dynamic service to the people of the Virgin Islands, whereby antiquated laws that require reform, as well as new areas of law that require legislation are identified, researched and the necessary reports and legislation prepared to bring the existing laws in sync with the Constitution.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 296,752 | 329,400 | 148,216 | 211,800 | 211,800 | 211,800 |
| 512000 | Social Contributions | 19,878 | 19,700 | 15,790 | 19,700 | 19,700 | 19,700 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 49,200 | 47,100 | 43,500 | 47,100 | 47,100 | 47,100 |
| 522000 | Utilities | 20,637 | 28,300 | 20,797 | 40,200 | 39,600 | 39,300 |
| 523000 | Supplies | 5,839 | 7,500 | 3,629 | 42,100 | 41,200 | 41,000 |
| 524000 | Repairs and Maintenance (Minor) | 3,291 | 7,300 | 1,404 | 19,300 | 18,900 | 18,700 |
| 525000 | Travel | | | | 30,000 | 29,400 | 29,200 |
| 526000 | Training | 9,038 | 2,000 | - | 12,000 | 11,800 | 11,700 |
| 528000 | Services | 550 | 13,800 | - | 14,300 | 14,100 | 14,000 |
| 529000 | Entertainment | 4,268 | 4,000 | 94 | 5,500 | 5,400 | 5,300 |
| PROGRAMME EXPENDITURE - RECURRENT | | 409,454 | 459,100 | 233,430 | 442,000 | 439,000 | 437,800 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Attorney General

- 1 Chairman, Law Reform Commission
- 1 Senior Legislative Counsel
- 1 Legislative Counsel
- 1 Assistant Secretary
(one post of Senior Administrative Officer upgraded)
- 1 Administrative Officer
- 1 Executive Officer
- 2 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)

NON-ESTABLISHED

- 1 Cleaner

BUDGET HEAD: 2119 LAW REFORM COMMISSION

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety:

Identify areas of Law that require change

- Provide well considered reports that will enable policy makers to better determine the content of their legislative agenda
- » Percentage increase in satisfaction with reports produced

Provide efficient and effective assistance to the Attorney General and his team of consultants concerning the Consolidation and Revision of Laws Exercise

- Accurate and timely retrieval and review of Laws to be submitted to the consultants and effective facilitation of the required administrative process
- » Percentage of laws delivered within the specified time

**PREMIER'S OFFICE
& DEPARTMENTS**

SUMMARY OF BUDGET AND FORWARD ESTIMATES

MINISTRY SUMMARY

PREMIER'S OFFICE

NATIONAL SECTOR GOALS/PRIORITIES

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|-------------|------------------------|--------|----------|-----------|-----------|-----------|-----------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |

RECURRENT

| | | | | | | | |
|------------------------------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 2220 | Premier's Office | 13,491,600 | 14,370,300 | 13,791,437 | 14,308,400 | 14,169,100 | 14,043,800 |
| 2221 | BVI Shipping Registry | 1,239,830 | 1,508,400 | 1,268,189 | 1,573,500 | 1,413,600 | 1,408,800 |
| 2222 | Central Statistics Office | 829,618 | 913,800 | 988,212 | 916,600 | 976,100 | 976,100 |
| 2223 | Immigration | 2,931,536 | 3,177,000 | 3,054,565 | 2,906,700 | 2,897,900 | 2,893,600 |
| 2224 | Information and Public Relations | 900,588 | 1,000,700 | 932,731 | 951,300 | 949,100 | 948,100 |
| 2225 | Town and Country Planning | 821,976 | 957,000 | 675,177 | 911,200 | 910,800 | 910,600 |
| 2226 | Trade and Consumer Affairs | 746,989 | 825,000 | 754,383 | 801,400 | 797,900 | 796,400 |
| 2227 | BVI International Finance Centre | 2,352,190 | 2,291,500 | 2,355,457 | 2,376,300 | 2,191,900 | 2,175,400 |
| 2228 | BVI International Affairs Unit | 833,258 | 1,374,700 | 1,220,460 | 2,067,900 | 2,054,700 | 2,048,800 |
| Total Recurrent Expenditure | | 24,147,586 | 26,418,400 | 25,040,611 | 26,813,300 | 26,361,100 | 26,201,600 |

CAPITAL

Capital Acquisitions

2221 BVI Shipping Registry

| | | | | | | | |
|--------|-------------------------|---|--------|-------|---|---|---|
| 112000 | Machinery and Equipment | - | 16,200 | 7,694 | - | - | - |
|--------|-------------------------|---|--------|-------|---|---|---|

2225 Town and Country Planning

| | | | | | | | |
|--------|--------------------------|---|---|---|--------|---|---|
| 112110 | Purchase/Sale of Vehicle | - | - | - | 25,000 | - | - |
|--------|--------------------------|---|---|---|--------|---|---|

Total Capital Acquisitions

| | | | | | |
|---|--------|-------|--------|---|---|
| - | 16,200 | 7,694 | 25,000 | - | - |
|---|--------|-------|--------|---|---|

Development Projects

Other Funded

Funded from Carry Forward Balances

| | | | | | | | |
|---------|-------------------------------|---|-----------|---------|---|---|---|
| 3220100 | Queen Elizabeth II Park (CFB) | - | 1,200,000 | 146,907 | - | - | - |
|---------|-------------------------------|---|-----------|---------|---|---|---|

Total Funded from Carry Forward Balances

| | | | | |
|---|-----------|---------|---|---|
| - | 1,200,000 | 146,907 | - | - |
|---|-----------|---------|---|---|

Local Funded

| | | | | | | | |
|---------|-------------------------|---|---|---|---------|---------|---|
| 3220100 | Queen Elizabeth II Park | - | - | - | 800,000 | 200,000 | - |
|---------|-------------------------|---|---|---|---------|---------|---|

| | | | | | | | |
|---------|----------------------|---------|--------|--------|---|---|---|
| 3220200 | Culinary Arts Centre | 372,770 | 85,000 | 91,472 | - | - | - |
|---------|----------------------|---------|--------|--------|---|---|---|

| | | | | | | | |
|---------|------------------------------------|---|---------|---------|---|---|---|
| 3220300 | Tourism Infrastructure Development | - | 100,000 | 112,830 | - | - | - |
|---------|------------------------------------|---|---------|---------|---|---|---|

| | | | | | | | |
|---------|----------------------------|---|---------|-------|---|---|---|
| 3220400 | National Addressing System | - | 100,000 | 9,210 | - | - | - |
|---------|----------------------------|---|---------|-------|---|---|---|

| | | | | | | | |
|---------|--------------------------------|-----------|---------|-----------|---|---|---|
| 3220500 | Premier's Development Projects | 1,168,717 | 800,000 | 2,830,473 | - | - | - |
|---------|--------------------------------|-----------|---------|-----------|---|---|---|

Total Local Funded

| | | | | | |
|-----------|-----------|-----------|---------|---------|---|
| 1,541,487 | 1,085,000 | 3,043,985 | 800,000 | 200,000 | - |
|-----------|-----------|-----------|---------|---------|---|

Total Capital Expenditure

| | | | | | |
|-----------|-----------|-----------|---------|---------|---|
| 1,541,487 | 2,301,200 | 3,198,586 | 825,000 | 200,000 | - |
|-----------|-----------|-----------|---------|---------|---|

BUDGET HEAD: 2220 PREMIER'S OFFICE

OBJECTIVE

- To coordinate cross sectoral policies and programs and promote the sustainable development of the Virgin Islands to ensure a well-informed, prosperous, cohesive and stable society.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 908,425 | 1,082,500 | 891,338 | 1,102,700 | 1,102,700 | 1,102,700 |
| 512000 | Social Contributions | 53,233 | 111,000 | 91,127 | 97,000 | 97,000 | 97,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 106,640 | 108,000 | 111,230 | 111,000 | 110,900 | 110,900 |
| 522000 | Utilities | 39,807 | 53,200 | 79,303 | 68,300 | 67,000 | 66,400 |
| 523000 | Supplies | 152,830 | 24,200 | 36,687 | 41,800 | 41,000 | 40,900 |
| 524000 | Repairs and Maintenance (Minor) | 60,333 | 37,900 | 14,611 | 23,400 | 22,900 | 22,700 |
| 525000 | Travel | 277,703 | 293,500 | 226,040 | 284,000 | 278,400 | 275,600 |
| 526000 | Training | - | 50,000 | 3,479 | 40,000 | 39,200 | 38,800 |
| 528000 | Services | 171,302 | 146,600 | 271,149 | 664,600 | 651,300 | 644,900 |
| 529000 | Entertainment | 110,020 | 139,600 | 50,955 | 100,000 | 98,000 | 97,000 |
| Subsidies | | | | | | | |
| 541000 | Subsidies | 400,000 | 288,100 | 467,322 | 300,000 | 297,000 | 294,000 |
| Grants | | | | | | | |
| 551000 | Grants | 10,774,744 | 11,553,400 | 11,221,096 | 11,184,800 | 11,072,900 | 10,962,100 |
| Social Benefits | | | | | | | |
| 562000 | Employer Social Benefits | - | 7,300 | 35,696 | 7,300 | 7,300 | 7,300 |
| Property and Other Expenses | | | | | | | |
| 573999 | Miscellaneous Other Expenses | - | - | - | 500 | 500 | 500 |
| 572000 | Assistance Grants | 436,564 | 475,000 | 291,404 | 283,000 | 283,000 | 283,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 13,491,600 | 14,370,300 | 13,791,437 | 14,308,400 | 14,169,100 | 14,043,800 |

CAPITAL

Other Funded

Funded from Carry Forward Balances

| | | | | | | | |
|---------|-------------------------------|---|-----------|---------|---|---|---|
| 3220900 | Queen Elizabeth II Park (CFB) | - | 1,200,000 | 146,907 | - | - | - |
|---------|-------------------------------|---|-----------|---------|---|---|---|

Local Funded

| | | | | | | | |
|--|------------------------------------|------------------|------------------|------------------|----------------|----------------|----------|
| 3220100 | Queen Elizabeth II Park | - | - | - | 800,000 | 200,000 | - |
| 3220500 | Culinary Arts Centre | 372,770 | 85,000 | 91,472 | - | - | - |
| 3220600 | Tourism Infrastructure Development | - | 100,000 | 112,830 | - | - | - |
| 3220700 | National Addressing System | - | 100,000 | 9,210 | - | - | - |
| 3220800 | Premier's Development Projects | 1,168,717 | 800,000 | 2,830,473 | - | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | 1,541,487 | 2,285,000 | 3,190,892 | 800,000 | 200,000 | - |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Permanent Secretary

| | | | |
|---|---------------------------------------|---|--|
| 2 | Deputy Secretary | 4 | Assistant Secretary |
| 1 | Director of Communications | | (one post of Senior Administrative Officer upgraded and one post of International Relations Coordinator transferred from Head 2228 and upgraded) |
| 1 | Assistant Secretary/Private Secretary | | |
| 1 | Assistant Secretary/Protocol Officer | | |

BUDGET HEAD: 2220 PREMIER'S OFFICE**STAFFING RESOURCES****POSITIONS****ESTABLISHED (CONT'D)**

| | | | |
|---|--|---|---|
| 1 | Policy Analyst/Strategic Advisor (new post) | 1 | Assistant Human Resources Manager |
| 1 | Finance and Planning Officer | 2 | Senior Executive Officer |
| 1 | Human Resources Manager | 1 | Executive Officer |
| 1 | Senior Administrative Officer | 1 | Accounts Officer I/II |
| 3 | Administrative Officer (one post of Clerical Officer I/II/III upgraded) | 2 | Office Generalist I/II/II (Clerical Officer I/II/III renamed) (one post of Clerical Trainee/Messenger upgraded) |

NON-ESTABLISHED

| | |
|---|---------------------|
| 2 | Cleaner (Part time) |
|---|---------------------|

PERFORMANCE INFORMATION**KEY STRATEGIES FOR 2014**

(Specify the key strategies, priorities and initiatives aimed at improving programme performance in 2014)

- Training Ministry personnel in the development of Strategic Plans.
- Training Communication Officers across Ministries to Communicate.
- Establishing a Monitoring System for the implementation of Strategies
- Liaise with and disseminate information between Ministries.

PERFORMANCE INDICATORS

| 2012 | 2013 | 2014 | 2015 | 2016 |
|--------|----------|--------|--------|--------|
| Actual | Estimate | Target | Target | Target |

Outputs

(The quantifiable outputs produced or services delivered by the programme (Budget Head).)

- Number of Strategic Plans developed across Government
- Number of Comprehensive Plans developed across Government
- Number of Training Sessions for Communication Officers

Outcomes

(The quantifiable outcomes or impact achieved or planned by the programme (Budget Head) and its outputs with reference to the programme (Budget Head) Objective.

- Percentage of ministries/departments completing their strategic plans
- Percentage of communication strategies completed.
- Percentage of comprehensive plans completed across Government
- Percentage of officers completing training

BUDGET HEAD: 2221 BVI SHIPPING REGISTRY

OBJECTIVE

- To develop and maintain an active Shipping Administration, thereby contributing to increase shipping related economic activities in the BVI.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|----------|------------------------|-----------------|----------------------|--------------------|-----------------------|-----------------------|-----------------------|
|----------|------------------------|-----------------|----------------------|--------------------|-----------------------|-----------------------|-----------------------|

RECURRENT

Employee Compensation

| | | | | | | | |
|--------|----------------------|---------|---------|---------|---------|---------|---------|
| 511000 | Personal Emoluments | 889,281 | 750,300 | 558,130 | 703,400 | 703,400 | 703,400 |
| 512000 | Social Contributions | 42,695 | 39,800 | 71,647 | 39,800 | 39,800 | 39,800 |

Goods and Services

| | | | | | | | |
|--------|---------------------------------|---------|---------|---------|---------|---------|---------|
| 521000 | Rent | 116,208 | 192,800 | 172,435 | 176,800 | 176,800 | 176,800 |
| 522000 | Utilities | 56,068 | 34,500 | 55,265 | 34,500 | 33,800 | 33,500 |
| 523000 | Supplies | 27,208 | 74,400 | 49,412 | 224,400 | 73,000 | 72,200 |
| 524000 | Repairs and Maintenance (Minor) | 50,887 | 48,900 | 22,144 | 48,900 | 47,900 | 47,400 |
| 525000 | Travel | 5,569 | 20,500 | 24,873 | 20,500 | 20,100 | 20,000 |
| 526000 | Training | - | 6,000 | - | 6,000 | 5,900 | 5,800 |
| 528000 | Services | 49,554 | 313,200 | 289,448 | 310,200 | 304,000 | 301,000 |
| 529000 | Entertainment | - | 21,000 | 24,676 | 5,000 | 4,900 | 4,900 |

Grants

| | | | | | | | |
|--------|--------|-------|-------|-----|-------|-------|-------|
| 551000 | Grants | 2,360 | 7,000 | 159 | 4,000 | 4,000 | 4,000 |
|--------|--------|-------|-------|-----|-------|-------|-------|

| | | | | | | | |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|
| PROGRAMME EXPENDITURE - RECURRENT | | 1,239,830 | 1,508,400 | 1,268,189 | 1,573,500 | 1,413,600 | 1,408,800 |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|

CAPITAL

Capital Acquisitions

| | | | | | | | |
|--------|-------------------------|---|--------|-------|---|---|---|
| 112000 | Machinery and Equipment | - | 16,200 | 7,694 | - | - | - |
|--------|-------------------------|---|--------|-------|---|---|---|

| | | | | | | | |
|--|--|----------|---------------|--------------|----------|----------|----------|
| PROGRAMME EXPENDITURE - CAPITAL | | - | 16,200 | 7,694 | - | - | - |
|--|--|----------|---------------|--------------|----------|----------|----------|

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Director of Shipping

| | | | |
|---|---------------------------------|---|---|
| 1 | Deputy Director of Shipping | 1 | Senior Marine Officer |
| 1 | Chief Marine Surveyor | 1 | Executive Officer |
| 1 | Registrar of Shipping | 2 | Marine Officer |
| 1 | Assistant Registrar of Shipping | 3 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 1 | Engineer Surveyor | 3 | Assistant Marine Officer (two new posts) |
| 1 | Senior Administrative Officer | 1 | Office Generalist Trainee/Messenger (Clerical Trainee/Messenger renamed) |
| 1 | Ship Surveyor | | |

NON-ESTABLISHED

| | |
|---|---------------------|
| 1 | Cleaner (Part-time) |
|---|---------------------|

BUDGET HEAD: 2221 BVI SHIPPING REGISTRY

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Economic - A fixed/improved economy:

Develop the semi automated status of the VISR

- Number of ship registered
- » Percentage of companies formed

Establishment of the VISR London Office

- Number of inspections carried out
- » Percentage of local agents engaged in shipping registration

Development and implementation of a marketing plan for the BVI Shipping Registry

- Number of ship registered
- Number of inspection carried out
- » Percentage of companies formed
- » Percentage of local agents engaged in shipping registration

Improve the notoriety of the BVI in ship registration, ship management and ship administration services

- Number of registered companies
- Number of companies undertaking ship management and registry services as
- Increased overall exposure of the Virgin Islands
- More BVI business and banking transactions
- Increased avenues of revenue into the BVI economy

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety

Develop an effective maritime safety regime for regulating BVI waters

- Number of licenses issued
- Number of ships not license
- » Percentage of licenses issued within established time frame
- » Percentage of ships registered within established time frame

BUDGET HEAD: 2222 CENTRAL STATISTICS OFFICE

OBJECTIVE

- To inform and facilitate the socio-economic development process in the Virgin Islands through the provision of timely and accurate Statistical Information and Economic Analysis.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 725,183 | 809,900 | 866,513 | 756,100 | 816,100 | 816,100 |
| 512000 | Social Contributions | 48,380 | 56,400 | 87,420 | 126,800 | 126,800 | 126,800 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | 3,000 | 1,185 | 1,700 | 1,700 | 1,700 |
| 522000 | Utilities | 13,693 | 13,200 | 11,293 | 11,200 | 11,100 | 11,100 |
| 523000 | Supplies | 14,092 | 11,200 | 18,643 | 7,200 | 7,100 | 7,100 |
| 524000 | Repairs and Maintenance (Minor) | 7,354 | 6,000 | 1,209 | 4,000 | 3,900 | 3,900 |
| 525000 | Travel | 9,547 | 5,100 | 1,350 | 2,600 | 2,600 | 2,600 |
| 528000 | Services | 11,089 | 8,000 | 599 | 6,000 | 5,800 | 5,800 |
| 529000 | Entertainment | 280 | 1,000 | - | 1,000 | 1,000 | 1,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 829,618 | 913,800 | 988,212 | 916,600 | 976,100 | 976,100 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Director of Central Statistics

Administration

- 1 Deputy Director of Central Statistics
- 1 Assistant Director of Central Statistics
- 1 Assistant Human Resource Manager
- 1 Senior Administrative Officer
- 1 Senior Executive Officer

Statistics Unit

- 3 Statistician I/II/III
- 5 Statistical Officer
- 5 Assistant Statistical Officer

Economic Analysis Unit

- 3 Economist I/II/III
(one post transferred to Head 2226 and
one post transferred to Head 2329)
- 1 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)
- 3 Data Entry Clerk

BUDGET HEAD: 2222 CENTRAL STATISTICS OFFICE

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - A reformed public sector

Improve Data Collection through the Automation of Public Sector Sources

- All Data Sources within the Public Sector Automated
- » Readily available information for more informed decisions

Including the relevance Stakeholders (DPP/Police) to enforce the provisions of the Statistical Act.

- Increased collection of Financial Data, National Accounts Data, Census and other Survey Data.
- » Improved availability of Data from the Private Sector

Labour Force Survey

- Unemployment Statistics
- » The ability to monitor the unemployment rate

BUDGET HEAD: 2223 IMMIGRATION

OBJECTIVE

- To protect our border and enhance law, order and public safety, to maximize the performance of the Immigration Department and improve the general service to the public and also to fulfill the manpower needs of the Department.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 1,937,098 | 2,110,900 | 1,987,913 | 2,052,000 | 2,052,000 | 2,052,000 |
| 512000 | Social Contributions | 226,879 | 202,400 | 281,730 | 202,400 | 202,400 | 202,400 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 195,920 | 215,200 | 198,465 | 203,300 | 203,300 | 203,300 |
| 522000 | Utilities | 177,503 | 138,500 | 137,520 | 139,200 | 136,300 | 134,900 |
| 523000 | Supplies | 343,324 | 330,300 | 194,255 | 81,300 | 79,800 | 79,100 |
| 524000 | Repairs and Maintenance (Minor) | 26,706 | 48,100 | 9,712 | 34,000 | 33,300 | 33,000 |
| 525000 | Travel | 14,651 | 94,100 | 37,907 | 73,500 | 72,100 | 71,400 |
| 528000 | Services | | | 193,630 | 91,000 | 89,200 | 88,300 |
| 529000 | Entertainment | 5,760 | 24,800 | 7,124 | 20,000 | 19,600 | 19,400 |
| Social Benefits | | | | | | | |
| 562000 | Employer Social Benefits | 3,695 | 12,700 | 6,309 | 10,000 | 9,900 | 9,800 |
| PROGRAMME EXPENDITURE - RECURRENT | | 2,931,536 | 3,177,000 | 3,054,565 | 2,906,700 | 2,897,900 | 2,893,600 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Chief Immigration Officer

| | | | |
|----|-------------------------------------|---|---|
| 1 | Deputy Chief Immigration Officer | 1 | Account Officer I/II |
| 2 | Assistant Chief Immigration Officer | 1 | Senior Executive Officer |
| 8 | Senior Immigration Officer | 1 | Executive Officer |
| 10 | Immigration Officer (Surveillance) | 3 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 1 | Surveillance Assistant | | |
| 1 | Administrative Officer | 1 | Immigration Trainee |
| 37 | Immigration Officer I/II | 1 | Office Generalist Trainee (Clerical Trainee renamed) |

NON-ESTABLISHED

3 Office Cleaner

BUDGET HEAD: 2223 IMMIGRATION

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

(Specify the key strategies, priorities and initiatives aimed at improving programme performance in 2014)

- Recruitment and hiring of qualified staff within the department
- Training new officers and retaining veteran officers in various aspects of Immigration including procedures, interviewing, law enforcement, detection of fraudulent documents, report writing
- Enforcement of Immigration Laws and Regulations
- Provision of a policy advise on Immigration related matters involving oral and written advice

PERFORMANCE INDICATORS

| 2012 | 2013 | 2014 | 2015 | 2016 |
|--------|----------|--------|--------|--------|
| Actual | Estimate | Target | Target | Target |

Outputs

(The quantifiable outputs produced or services delivered by the programme (Budget Head).)

- Number of permanent residency/belonger status application processed
- Number of airline passengers cleared
- Number of private sea vessels passengers cleared
- Number of entry permits application processed

Outcomes

(The quantifiable outcomes or impact achieved or planned by the programme (Budget Head) and its outputs with reference to the programme (Budget Head) Objective.

- Percentage of sea passengers processed within the specified time
- Percentage of air passengers processed within the specified time
- Entry permits issued in accordance with the requirements of the Immigration Act and Regulations
- Percentage of Permanent Residency & Belonger Applications processed in accordance with the requirements

BUDGET HEAD: 2224 INFORMATION AND PUBLIC RELATIONS

OBJECTIVE

- To be a high quality, accurate and timely provider of Government information to the public by using all available forms of media.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 672,900 | 769,900 | 705,508 | 769,900 | 769,900 | 769,900 |
| 512000 | Social Contributions | 58,135 | 60,000 | 82,008 | 60,000 | 60,000 | 60,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 6 | - | - | - |
| 522000 | Utilities | 53,965 | 64,800 | 59,192 | 62,700 | 61,500 | 60,900 |
| 523000 | Supplies | 35,610 | 19,400 | 37,482 | 20,800 | 20,500 | 20,400 |
| 524000 | Repairs and Maintenance (Minor) | 30,285 | 32,000 | 5,221 | 7,700 | 7,500 | 7,500 |
| 525000 | Travel | 11,254 | 700 | 888 | 700 | 700 | 700 |
| 528000 | Services | 38,439 | 53,900 | 42,426 | 29,500 | 29,000 | 28,700 |
| PROGRAMME EXPENDITURE - RECURRENT | | 900,588 | 1,000,700 | 932,731 | 951,300 | 949,100 | 948,100 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Director of Communications

| | | | |
|---|----------------------------------|---|---|
| 1 | Chief Information Officer | 1 | Accounts Officer II |
| 1 | Deputy Chief Information Officer | 1 | Production Supervisor |
| 5 | Information Officer I/II | 3 | Production Technician I/II/III |
| 1 | Assistant Information Officer | 2 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 1 | Graphic Supervisor | | |
| 4 | Graphic Artist I/II/III | 1 | Photo Assistant |
| 1 | Web Administrator | 1 | Photographer |
| 1 | Senior Executive Officer | 1 | Secretary II |

NON-ESTABLISHED

| | |
|---|---------------------------------|
| 1 | Information Services Consultant |
| 1 | Cleaner |

BUDGET HEAD: 2224 INFORMATION AND PUBLIC RELATIONS

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - An improved standard of living:

To utilise electronic media through Government's Website and social media sites

- Number of communique uploaded electronically
- Number of hits to website
- » Percentage increase in hits to website

To create a central advertising cost pool by renegotiating media advertising packages

- Number of contracts negotiated
- » Percentage of contracts agreed

To produce and integrate public relations plans (cross-ministry)

- Number of public relations plans produced
- » Percentage of public relations plans executed

To plan public relations events for Government

- Number of public relation events planned
- » Percentage increase in attendance

To improve visual and audio production communiques

- Number of photo, audio and video produced
- » Percentage satisfaction with photo, audio and video produced

To improve graphic design produced by the Reprographic Unit

- Number of graphic jobs executed
- » Percentage of departments satisfied with works produced

BUDGET HEAD: 2225 TOWN AND COUNTRY PLANNING

OBJECTIVE

- To improve the quality and quantity of service delivery across the Development Control, Development Planning and Geographic Information Systems Sections and to communicate more effectively with other Government Departments and the General Public.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| | Employee Compensation | | | | | | |
| 511000 | Personal Emoluments | 660,808 | 746,700 | 527,951 | 641,700 | 641,700 | 641,700 |
| 512000 | Social Contributions | 46,533 | 57,000 | 57,523 | 63,000 | 63,000 | 63,000 |
| | Goods and Services | | | | | | |
| 521000 | Rent | 779 | 4,900 | 5,063 | 4,900 | 4,900 | 4,900 |
| 522000 | Utilities | 15,788 | 22,600 | 13,735 | 22,100 | 21,700 | 21,500 |
| 523000 | Supplies | 35,681 | 74,800 | 49,677 | 80,000 | 80,000 | 80,000 |
| 524000 | Repairs and Maintenance (Minor) | 45,898 | 17,000 | 4,373 | 70,500 | 70,500 | 70,500 |
| 525000 | Travel | 12,182 | 15,000 | 7,512 | 13,000 | 13,000 | 13,000 |
| 528000 | Services | - | - | 3,126 | - | - | - |
| 529000 | Entertainment | 4,307 | 19,000 | 6,217 | 16,000 | 16,000 | 16,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 821,976 | 957,000 | 675,177 | 911,200 | 910,800 | 910,600 |

CAPITAL

Capital Acquisitions

| | | | | | | | |
|--|-----------------------------|----------|----------|----------|---------------|----------|----------|
| 112110 | Purchase/Sale Motor Vehicle | - | - | - | 25,000 | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | - | - | - | 25,000 | - | - |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Chief Planner

| | | | |
|---|--|---|---|
| 1 | Deputy Chief Planner | 1 | Library Records Officer |
| 6 | Physical Planner I/II | 2 | Planning Assistant II |
| 1 | Information Manager | 1 | Geographic Information Systems Technician/Assistant |
| 1 | Geographic Information Systems Officer | 2 | Planning Assistant/Trainee |
| 1 | Senior Administrative Officer (Administrative Officer upgraded) | 1 | Accounts Officer |
| | | 2 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |

NON-ESTABLISHED

| | |
|---|--|
| 1 | Office Generalist I (Messenger renamed) |
|---|--|

BUDGET HEAD: 2225 TOWN AND COUNTRY PLANNING

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

(Specify the key strategies, priorities and initiatives aimed at improving programme performance in 2014)

- Development Control Section to introduce the new MIS Planning Database and thereby improving internal efficiencies and external access to information
- Development Planning Section to embark on the preparation of the National Physical Development Plan 2012-2025 in conjunction with other Government Agencies
- Geographic Information System Section to review and take forward the National Addressing System with a view to its implementation across the Territory during 2012 - 2015. GIS will embark on a revamp of the TCP web-site to enable external to information from TCP.

PERFORMANCE INDICATORS

| 2012 | 2013 | 2014 | 2015 | 2016 |
|--------|----------|--------|--------|--------|
| Actual | Estimate | Target | Target | Target |

Outputs

(The quantifiable outputs produced or services delivered by the programme (Budget Head).)

- Time savings in terms of TCP staff in longer term when all relevant staff are trained
- More certainty for private sector developers and more consistency in decision making
- Reduced risk across delivery of emergency services and greater convenience for businesses and individual house and property owners.

Outcomes

(The quantifiable outcomes or impact achieved or planned by the programme (Budget Head) and its outputs with reference to the programme (Budget Head) Objective.

- More efficient use of time in TCP with improved external access
- National guidance on the location, type, density and programming of
- Improved information for emergency services and ability to identify each house by individual street address

BUDGET HEAD: 2226 TRADE AND CONSUMER AFFAIRS

OBJECTIVE

- To facilitate the development and growth of the BVI Business and Economic Environment, by identifying and developing new industries for Trade and helping businesses to realize full potential, through the establishment and management of policies, programmes and networks that provide information, education, training, finance and other assistance, in order to foster sustained economic development in the BVI.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|

RECURRENT

Employee Compensation

| | | | | | | | |
|--------|----------------------|---------|---------|---------|---------|---------|---------|
| 511000 | Personal Emoluments | 423,431 | 424,200 | 446,662 | 440,000 | 440,000 | 440,000 |
| 512000 | Social Contributions | 35,080 | 36,800 | 48,688 | 53,500 | 53,500 | 53,500 |

Goods and Services

| | | | | | | | |
|--------|---------------------------------|---------|---------|---------|---------|---------|---------|
| 521000 | Rent | 129,600 | 130,000 | 133,158 | 131,500 | 131,500 | 131,500 |
| 522000 | Utilities | 52,710 | 48,400 | 40,335 | 35,700 | 35,000 | 34,700 |
| 523000 | Supplies | 21,014 | 21,400 | 14,226 | 24,400 | 23,900 | 23,700 |
| 524000 | Repairs and Maintenance (Minor) | 73,591 | 73,700 | 3,010 | 11,500 | 11,200 | 11,200 |
| 525000 | Travel | 10,324 | 10,500 | 1,834 | 10,500 | 10,300 | 10,200 |
| 526000 | Training | - | 60,000 | 34,200 | 56,000 | 54,900 | 54,300 |
| 528000 | Services | - | 10,000 | 30,202 | 28,300 | 27,800 | 27,600 |
| 529000 | Entertainment | 1,239 | 10,000 | 2,068 | 10,000 | 9,800 | 9,700 |

| | | | | | | | |
|--|--|----------------|----------------|----------------|----------------|----------------|----------------|
| PROGRAMME EXPENDITURE - RECURRENT | | 746,989 | 825,000 | 754,383 | 801,400 | 797,900 | 796,400 |
|--|--|----------------|----------------|----------------|----------------|----------------|----------------|

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Director of Trade and Consumer Affairs

| | | | |
|---|---|---|-------------------------------------|
| 1 | Deputy Director of Trade and Consumer Affairs | 1 | Trade Inspector |
| 1 | Senior Trade Licensing Officer | 1 | Trade Promotion Officer |
| 1 | Senior Research Analyst | 2 | Senior Executive Officer |
| | (one post of Economist I/II transferred from Head | 1 | Executive Officer |
| | 2222 and upgraded) | 3 | Office Generalist I/II/III |
| 1 | Consumer Officer | | (Clerical Officer I/II/III renamed) |
| 1 | Trade Licensing Officer | 1 | Office Generalist Trainee |
| | | | (Clerical Trainee renamed) |

BUDGET HEAD: 2226 TRADE AND CONSUMER AFFAIRS

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Economic - A fixed/improved economy:

To improve the overall trade license process with implementation of tracking for the licensing processing

- The number of license processed within the stipulated time
- » Average satisfaction rating of client

To enhance the knowledge of new and existing entrepreneur through training of current and future business practices

- Number of new businesses open
- Number of participants in training programmes
- » The ratio of failure with new and existing businesses

BUDGET HEAD: 2227 BVI INTERNATIONAL FINANCE CENTRE

OBJECTIVE

- To continue to market and promote the BVI as a successful jurisdiction for world-class financial services business, which includes funds and investments, business companies, captive insurance, trust and fiduciary and shipping/yachts registrations

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| | Employee Compensation | | | | | | |
| 511000 | Personal Emoluments | 339,312 | 275,500 | 371,411 | 352,400 | 352,400 | 352,400 |
| 512000 | Social Contributions | 16,505 | 26,000 | 35,250 | 27,500 | 27,500 | 27,500 |
| | Goods and Services | | | | | | |
| 521000 | Rent | 85,800 | 130,000 | 95,555 | 125,000 | 125,000 | 125,000 |
| 522000 | Utilities | 95,781 | 74,000 | 71,434 | 58,000 | 56,800 | 56,300 |
| 523000 | Supplies | 33,572 | 48,500 | 67,740 | 223,900 | 72,400 | 71,800 |
| 524000 | Repairs and Maintenance (Minor) | 19,051 | 29,000 | 3,772 | 9,500 | 9,300 | 9,300 |
| 525000 | Travel | 126,493 | 163,500 | 213,576 | 180,500 | 176,900 | 175,100 |
| 526000 | Training | 280,285 | 280,000 | 240,956 | 243,000 | 238,100 | 235,700 |
| 528000 | Services | 1,353,903 | 1,250,000 | 1,234,984 | 1,144,000 | 1,121,200 | 1,110,100 |
| 529000 | Entertainment | 1,488 | 15,000 | 20,779 | 12,500 | 12,300 | 12,200 |
| PROGRAMME EXPENDITURE - RECURRENT | | 2,352,190 | 2,291,500 | 2,355,457 | 2,376,300 | 2,191,900 | 2,175,400 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Executive Director

- 1 Chief Operations Officer
- 1 Marketing Manager
- 1 Media Relations Coordinator
- 1 Senior Administrative Officer
- 1 Administrative Officer
- 1 Graphic Artist
- 1 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)

NON-ESTABLISHED

- 1 Cleaner (Part-time)

BUDGET HEAD: 2227 BVI INTERNATIONAL FINANCE CENTRE

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety

To successfully keep the reputation of the BVI as a jurisdiction of choice for world-class financial services

- Number of positive media coverage on the BVI as an international finance
- » Percentage increase in positive coverage in international media and bodies about the BVI's financial services

To defend the reputation of the BVI through building relationships with key players, governments and supra-national bodies globally

- Number of meetings presentations and repetitions and representations to key players relevant to the international financial services market
- » Percentage increase in importance and ranking as an international finance
- » Maintain market position as the most important offshore financial centre and increase ranking in global financial centres index

Seed Theme/Strategy: Economic - A fixed/improved economy:

Sponsorship of conferences, tours and other promotional activities in proven markets

- Number of sponsorships tours and other promotional activities in proven
- » Percentage increase in business in the various sectors (corporate business, funds and investment business, captives, etc.

Sponsorship of conferences, tours and other promotional activities in new and emerging markets

- Number of sponsorship, tours and other promotional activities in new and emerging markets
- » Percentage increase in business in the various sectors in new and emerging

BUDGET HEAD: 2228 BVI INTERNATIONAL AFFAIRS SECRETARIAT

OBJECTIVE

- To continue to market and promote the BVI as a successful jurisdiction for world-class financial services business, which includes funds and investments, business companies, captive insurance, trust and fiduciary and shipping/yachts registrations

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 403,669 | 679,300 | 544,098 | 895,400 | 895,400 | 895,400 |
| 512000 | Social Contributions | 50,350 | 76,000 | 62,456 | 82,700 | 82,700 | 82,700 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 11,905 | 421,200 | 421,200 | 421,200 |
| 522000 | Utilities | 46,000 | 70,200 | 49,217 | 100,700 | 98,600 | 97,800 |
| 523000 | Supplies | 21,288 | 35,400 | 29,675 | 86,000 | 84,300 | 83,800 |
| 524000 | Repairs and Maintenance (Minor) | 6,087 | 12,100 | 65,064 | 8,000 | 7,900 | 7,800 |
| 525000 | Travel | 105,243 | 179,300 | 161,244 | 140,500 | 137,800 | 136,600 |
| 526000 | Training | - | 30,000 | 1,200 | 30,000 | 29,400 | 29,200 |
| 528000 | Services | 147,605 | 236,200 | 234,726 | 241,200 | 236,400 | 234,000 |
| 529000 | Entertainment | 53,016 | 56,200 | 55,656 | 62,200 | 61,000 | 60,300 |
| Property and Other Expenses | | | | | | | |
| 573999 | Miscellaneous Other Expenses | - | - | 5,219 | - | - | - |
| PROGRAMME EXPENDITURE - RECURRENT | | 833,258 | 1,374,700 | 1,220,460 | 2,067,900 | 2,054,700 | 2,048,800 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Director, BVI International Affairs Secretariat

- 1 Deputy Director
- 1 Assistant Secretary, External Affairs
- 1 Research Analyst
- 1 Senior Administrative Officer
- 1 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)

*One post of International Relations Coordinator transferred to Head 2220

BUDGET HEAD: 2228 BVI INTERNATIONAL AFFAIRS SECRETARIAT

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

(Specify the key strategies, priorities and initiatives aimed at improving programme performance in 2014)

- Sponsorships of conferences in emerging markets such as Brazil, Mexico, Panama
- Continued sponsorship of conferences in proven markets such as Hong Kong, China (and the rest of Asia)
- To successfully keep the name of the BVI as a jurisdiction of choice in the Financial Services Industry
- Promote and advertise our services and products by reputable media markets

PERFORMANCE INDICATORS

2012

2013

2014

2015

2016

Actual

Estimate

Target

Target

Target

Outputs

(The quantifiable outputs produced or services delivered by the programme (Budget Head).)

- Number of sponsorship given
- Number of advertisements done
- Number of promotional shows

Outcomes

(The quantifiable outcomes or impact achieved or planned by the programme (Budget Head) and its outputs with reference to the programme (Budget Head) Objective.

- Percentage increase in Financial Services Revenue
- Percentage increase in Visitor Arrivals
- Percentage increase in Ship registrations

MINISTRY OF FINANCE & DEPARTMENTS

SUMMARY OF BUDGET AND FORWARD ESTIMATES

MINISTRY SUMMARY

MINISTRY OF FINANCE

NATIONAL SECTOR GOALS/PRIORITIES

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|-------------|------------------------|--------|----------|-----------|-----------|-----------|-----------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |

RECURRENT

| | | | | | | | |
|------------------------------------|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 2329 | Ministry of Finance | 4,465,629 | 4,717,900 | 8,792,396 | 7,713,900 | 7,543,700 | 7,504,700 |
| 2330 | Customs | 4,899,555 | 5,114,500 | 5,198,412 | 5,073,600 | 4,856,100 | 4,847,900 |
| 2331 | Inland Revenue | 1,479,531 | 1,502,600 | 1,338,730 | 1,528,000 | 1,522,400 | 1,519,900 |
| 2332 | Internal Audit | 684,058 | 977,300 | 750,314 | 924,300 | 920,600 | 919,400 |
| 2333 | Post Office | 2,554,684 | 2,518,500 | 2,548,622 | 2,424,700 | 2,414,200 | 2,409,200 |
| 2334 | Treasury | 1,882,629 | 1,922,400 | 1,894,827 | 1,946,100 | 1,836,300 | 1,831,500 |
| 2335 | Department of Information Technology | 2,964,093 | 3,018,800 | 2,835,401 | 2,885,500 | 2,864,200 | 2,854,100 |
| Total Recurrent Expenditure | | 18,930,179 | 19,772,000 | 23,358,702 | 22,496,100 | 21,957,500 | 21,886,700 |

CAPITAL

CAPITAL ACQUISITIONS

2329 Ministry of Finance

| | | | | | | | |
|--------|-------------------------|---|--------|--------|---------|---|---|
| 112000 | Machinery and Equipment | - | 70,000 | 87,337 | 110,000 | - | - |
|--------|-------------------------|---|--------|--------|---------|---|---|

2330 Customs

| | | | | | | | |
|--------|-------------------------|---|---|--------|---|---|---|
| 112000 | Machinery and Equipment | - | - | 94,590 | - | - | - |
|--------|-------------------------|---|---|--------|---|---|---|

2331 Inland Revenue

| | | | | | | | |
|--------|-------------------------|---|---------|--------|---|---|---|
| 112000 | Machinery and Equipment | - | 113,000 | 55,084 | - | - | - |
|--------|-------------------------|---|---------|--------|---|---|---|

2333 Post Office

| | | | | | | | |
|--------|-------------------------|---|--------|--------|---|---|---|
| 112000 | Machinery and Equipment | - | 60,000 | 60,000 | - | - | - |
|--------|-------------------------|---|--------|--------|---|---|---|

2334 Treasury

| | | | | | | | |
|--------|-------------------------|---|---------|--------|---|---|---|
| 112000 | Machinery and Equipment | - | 100,000 | 70,429 | - | - | - |
|--------|-------------------------|---|---------|--------|---|---|---|

2335 Department of Information Technology

| | | | | | | | |
|--------|-------------------------|---|---|--------|---|---|---|
| 112000 | Machinery and Equipment | - | - | 57,474 | - | - | - |
|--------|-------------------------|---|---|--------|---|---|---|

| | | | | | | | |
|-----------------------------------|--|----------|----------------|----------------|----------------|----------|----------|
| Total Capital Acquisitions | | - | 343,000 | 424,914 | 110,000 | - | - |
|-----------------------------------|--|----------|----------------|----------------|----------------|----------|----------|

DEVELOPMENT PROJECTS

Other Funded

Funded from Carry Forward Balances

| | | | | | | | |
|---------|--|---|---------|--------|---|---|---|
| 3230100 | Post Office Infrastructure Development (CFB) | - | 150,000 | 84,712 | - | - | - |
|---------|--|---|---------|--------|---|---|---|

| | | | | | | | |
|---------------------------|--|----------|----------------|---------------|----------|----------|----------|
| Total Other Funded | | - | 150,000 | 84,712 | - | - | - |
|---------------------------|--|----------|----------------|---------------|----------|----------|----------|

Local Funded

| | | | | | | | |
|---------|--|-------|---|---|---------|---|---|
| 3230200 | Post Office Infrastructure Development (Local) | 3,500 | - | - | 200,000 | - | - |
|---------|--|-------|---|---|---------|---|---|

| | | | | | | | |
|---------|------------------------------------|---------|---------|--------|---|---|---|
| 3230300 | Customs Infrastructure Development | 110,630 | 200,000 | 19,062 | - | - | - |
|---------|------------------------------------|---------|---------|--------|---|---|---|

| | | | | | | | |
|---------------------------|--|----------------|----------------|---------------|----------------|----------|----------|
| Total Local Funded | | 114,130 | 200,000 | 19,062 | 200,000 | - | - |
|---------------------------|--|----------------|----------------|---------------|----------------|----------|----------|

| | | | | | | | |
|----------------------------------|--|----------------|----------------|----------------|----------------|----------|----------|
| Total Capital Expenditure | | 114,130 | 693,000 | 528,688 | 310,000 | - | - |
|----------------------------------|--|----------------|----------------|----------------|----------------|----------|----------|

BUDGET HEAD: 2329 MINISTRY OF FINANCE

OBJECTIVE

- To promote effective and efficient economic and financial management and monitoring which ensures the integrity of the Public Financial Management System.

| | | FINANCIAL RESOURCES | | | | | |
|----------|------------------------|---------------------|----------------------|--------------------|-----------------------|-----------------------|-----------------------|
| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |

RECURRENT

| | | | | | | | |
|--|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 1,941,442 | 2,216,900 | 2,444,917 | 2,617,200 | 2,627,200 | 2,627,200 |
| 512000 | Social Contributions | 129,623 | 164,200 | 257,798 | 219,800 | 219,800 | 219,800 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 492,329 | 635,700 | 729,399 | 703,100 | 703,100 | 703,100 |
| 522000 | Utilities | 154,775 | 180,300 | 211,547 | 215,000 | 210,800 | 209,000 |
| 523000 | Supplies | 203,231 | 147,000 | 75,842 | 196,100 | 192,100 | 190,400 |
| 524000 | Repairs and Maintenance (Minor) | 62,660 | 57,000 | 13,128 | 40,500 | 39,800 | 39,500 |
| 525000 | Travel | 492,749 | 208,500 | 739,582 | 503,000 | 493,000 | 488,100 |
| 526000 | Training | 64,485 | 64,800 | 165,131 | 85,000 | 83,300 | 82,500 |
| 528000 | Services | 847,124 | 924,100 | 4,080,927 | 2,913,700 | 2,855,500 | 2,827,200 |
| 529000 | Entertainment | 9,699 | 15,400 | 12,351 | 16,500 | 16,200 | 16,100 |
| Grants | | | | | | | |
| 551000 | Grants | 67,512 | 104,000 | 50,910 | 204,000 | 102,900 | 101,800 |
| Social Benefits | | | | | | | |
| 561000 | Social Assistance Benefits | - | - | 1,500 | - | - | - |
| Property and Other Expense | | | | | | | |
| 573000 | Miscellaneous Other Expense | - | - | 9,364 | - | - | - |
| PROGRAMME EXPENDITURE - RECURRENT | | 4,465,629 | 4,717,900 | 8,792,396 | 7,713,900 | 7,543,700 | 7,504,700 |

CAPITAL

Capital Acquisitions

| | | | | | | | |
|--|-------------------------|----------|---------------|---------------|----------------|----------|----------|
| 112000 | Machinery and Equipment | - | 35,000 | 31,699 | 110,000 | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | - | 35,000 | 31,699 | 110,000 | - | - |

TOTAL PROGRAMME EXPENDITURE

| | | | | | |
|------------------|------------------|------------------|------------------|------------------|------------------|
| 4,465,629 | 4,752,900 | 8,824,095 | 7,823,900 | 7,543,700 | 7,504,700 |
|------------------|------------------|------------------|------------------|------------------|------------------|

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Financial Secretary

Administration/Finance

| | | | |
|---|---|---|---|
| 2 | Deputy Financial Secretary | 3 | Office Generalist I/II/III |
| 2 | Policy Analyst I/II (one post of Budget Officer I/II upgraded) | | (Clerical Officer I/II/III renamed) |
| | | 1 | Office Generalist Trainee/Messenger (Clerical Trainee/Messenger renamed) |
| 1 | Finance and Planning Officer | | |
| 1 | Assistant Secretary | | |
| 2 | Senior Administrative Officer | 1 | Project Support Services Unit Director of Projects |
| 2 | Senior Administrative Assistant | | (one post of Policy Analyst I/II renamed) |
| 1 | Web Design Specialist/Coordinator | 1 | Manager, Project Support Services Unit |
| 1 | System Administrator I/II | 2 | Project Engineer |
| 1 | Accounts Manager | 2 | Senior Project Coordinator |
| 1 | Senior Executive Officer | 2 | Project Coordinator |
| 1 | Accounts Officer I/II | 1 | Project Administrator |
| 1 | Executive Officer | 1 | Senior Executive Officer |

BUDGET HEAD: 2329 MINISTRY OF FINANCE

STAFFING RESOURCES

POSITIONS

ESTABLISHED Cont'd

Macro Fiscal Unit

| | |
|---|--|
| 4 | Policy Analyst I/II |
| 2 | Financial Analyst |
| 2 | Economist I/II/III (one post of Budget Officer I/II renamed and one post of Economist I/II/III transferred from Head 2222) |

Human Resources Unit

| | |
|---|--|
| 1 | Human Resources Manager |
| 1 | Senior Assistant Human Resources Manager |
| 1 | Assistant Human Resources Manager |

SME Regional Office

| | |
|---|---|
| 1 | Business Development Manager (new post) |
| 1 | Senior Administrative Officer (new post) |
| 1 | Accounts Manager (new post) |
| 1 | Administrative Officer |
| 1 | Office Generalist I (Clerical Officer/Messenger renamed) (new post) |

Budgetary Unit

| | |
|---|--------------------------|
| 1 | Budget Coordinator |
| 1 | Budget Analyst |
| 5 | Budget Officer I/II |
| 1 | Senior Executive Officer |

Procurement/Planning Unit

| | |
|---|----------------------------|
| 1 | Procurement Coordinator |
| 1 | Senior Planning Officer |
| 1 | Senior Procurement Officer |
| 1 | Procurement Officer |
| 2 | Executive Officer |

International Tax Authority

| | |
|---|---|
| 1 | Director of International Tax Authority (new post) |
| 1 | Senior Research Analyst |
| 1 | Research Analyst |
| 2 | Research Officer |
| 1 | Assistant Research Officer (new post) |

NON-ESTABLISHED

| | |
|---|---|
| 1 | Office Generalist Trainee (Clerical Trainee renamed) |
| 1 | Cleaner |

Supernumerary and Temporary Staff

| | |
|---|---------------|
| 5 | Finance Cadet |
|---|---------------|

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

(Specify the key strategies, priorities and initiatives aimed at improving programme performance in 2014)

- Consolidate the application of rolling forward estimates to strengthen fiscal discipline and underpin a medium term fiscal plan.
- Enforcement of new budget allocation system.
- Revise procurement policy to increase transparency and accountability in processes.
- Establish Economic Advisory Board to enhance policy analysis and advice.

PERFORMANCE INDICATORS

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |

Outputs

- Number of policy papers, reports and briefings prepared for Minister and/or Cabinet
- Number of fiscal and economic forecasts and updates prepared
- Number of budget papers prepared
- Number of budget monitoring reports prepared
- Number of compensation claims processed
- Number of tenders processed

Outcomes

- Percentage of policy recommendations prepared for Cabinet consideration approved
- Percentage variation between actual and forecasted revenue and
- Percentage variation between approved budget and actual budget
- Percentage of compensation claims processed within two weeks
- Percentage of approved projects completed within budget

BUDGET HEAD: 2330 CUSTOMS

OBJECTIVE

- To closely monitor and supervise the activities of the Customs Department to ensure that Government's revenue is collected, protected and properly accounted for in an efficient, effective and timely manner.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|

RECURRENT

Employee Compensation

| | | | | | | | |
|--------|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 511000 | Personal Emoluments | 3,320,495 | 3,629,400 | 3,602,062 | 3,465,100 | 3,465,100 | 3,465,100 |
| 512000 | Social Contributions | 385,205 | 414,700 | 506,503 | 394,700 | 394,700 | 394,700 |

Goods and Services

| | | | | | | | |
|--------|---------------------------------|---------|---------|---------|---------|---------|---------|
| 521000 | Rent | 132,021 | 144,100 | 133,413 | 147,100 | 138,100 | 138,100 |
| 522000 | Utilities | 197,132 | 308,900 | 315,740 | 290,500 | 284,700 | 281,900 |
| 523000 | Supplies | 294,925 | 310,000 | 349,729 | 316,000 | 287,200 | 284,400 |
| 524000 | Repairs and Maintenance (Minor) | 269,804 | 85,000 | 134,036 | 81,700 | 80,000 | 79,300 |
| 525000 | Travel | 40,177 | 50,000 | 31,096 | 123,500 | 47,500 | 47,100 |
| 526000 | Training | 86,603 | 112,900 | 80,757 | 109,900 | 107,600 | 106,500 |
| 528000 | Services | 173,193 | 30,000 | 16,159 | 36,100 | 27,500 | 27,300 |
| 529000 | Entertainment | - | - | 13,514 | 95,000 | 9,800 | 9,700 |

Social Benefits

| | | | | | | | |
|--------|--------------------------|---|--------|--------|--------|--------|--------|
| 562000 | Employer Social Benefits | - | 29,500 | 15,403 | 14,000 | 13,900 | 13,800 |
|--------|--------------------------|---|--------|--------|--------|--------|--------|

| | | | | | | | |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|
| PROGRAMME EXPENDITURE - RECURRENT | | 4,899,555 | 5,114,500 | 5,198,412 | 5,073,600 | 4,856,100 | 4,847,900 |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|

CAPITAL

Capital Acquisitions

| | | | | | | | |
|--------|-------------------------|---|---|--------|---|---|---|
| 112000 | Machinery and Equipment | - | - | 94,590 | - | - | - |
|--------|-------------------------|---|---|--------|---|---|---|

Development Projects

Local Funded

| | | | | | | | |
|---------|------------------------------------|---------|---------|---|---|---|---|
| 3230300 | Customs Infrastructure Development | 110,630 | 200,000 | - | - | - | - |
|---------|------------------------------------|---------|---------|---|---|---|---|

| | | | | | | | |
|--|--|----------------|----------------|---------------|----------|----------|----------|
| PROGRAMME EXPENDITURE - CAPITAL | | 110,630 | 200,000 | 94,590 | - | - | - |
|--|--|----------------|----------------|---------------|----------|----------|----------|

| | | | | | | | |
|------------------------------------|--|------------------|------------------|------------------|------------------|------------------|------------------|
| TOTAL PROGRAMME EXPENDITURE | | 5,010,185 | 5,314,500 | 5,293,002 | 5,073,600 | 4,856,100 | 4,847,900 |
|------------------------------------|--|------------------|------------------|------------------|------------------|------------------|------------------|

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Commissioner of Customs

| | | | |
|----|---|---|--|
| 2 | Deputy Commissioner of Customs | 1 | Accounts Officer I/II |
| 3 | Assistant Commissioner of Customs | 1 | Executive Officer |
| 12 | Senior Customs Officer | 1 | Office Generalist Trainee |
| 2 | Programmer I/II (two posts of Customs Officer I/II upgraded) | 2 | (Clerical Trainee renamed) Data Processor |
| 61 | Customs Officer I/II/III | 1 | Assistant Senior Human Resources Manager |
| 1 | Finance Officer (Administrative Officer upgraded) | 1 | Intelligence Officer |
| 1 | Senior Administrative Officer | 2 | Data Entry Clerk |
| 1 | Accounts Supervisor (one post of Accounts Officer I/II upgraded) | 1 | Customs Guard |
| | | 9 | Customs Trainee |
| | | 1 | Cleaner |

BUDGET HEAD: 2330 CUSTOMS**STAFFING RESOURCES****NON-ESTABLISHED**

| | | | |
|---|--|---|---------|
| 6 | Customs Guard | 4 | Cleaner |
| 1 | Office Generalist I (Messenger renamed) | | |

PERFORMANCE INFORMATION**KEY STRATEGIES FOR 2014**

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety:

Upgrading Customs Business processes in an effort to improve trade facilitation through automation and training.

- Number of customers visiting the stations
- Number of satisfied customs
- Number of compliant vendors
- Number of processing time
- » Percentage improvement on customer satisfaction surveys
- » Percentage decrease of customers visiting stations
- » Percentage of non-compliant importers
- » Percentage decrease in processing time

Enforcing of import and export regulations

- Number of border control operations and policing
- Number of inspections of containers
- Number of passenger inspections.
- » Percentage increase in border patrols
- » Percentage of containers inspected
- » Percentage of Passengers inspected

Conduct Public Awareness Campaigns

- Number of awareness campaigns
- Number of training sessions with importers
- » Percentage of importers trained

BUDGET HEAD: 2331 INLAND REVENUE

OBJECTIVE

- To ensure that taxes are collected, protected and properly accounted for in an efficient, effective and timely manner in accordance with the relevant laws of the Virgin Islands.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 1,204,477 | 1,063,400 | 1,039,007 | 1,107,900 | 1,107,900 | 1,107,900 |
| 512000 | Social Contributions | 99,163 | 106,000 | 115,221 | 120,000 | 120,000 | 120,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | 600 | 1,623 | 1,600 | 1,600 | 1,600 |
| 522000 | Utilities | 19,192 | 24,700 | 21,079 | 22,100 | 21,800 | 21,700 |
| 523000 | Supplies | 50,534 | 211,200 | 103,625 | 169,800 | 166,500 | 165,000 |
| 524000 | Repairs and Maintenance (Minor) | 78,623 | 13,000 | 42,253 | 28,500 | 27,900 | 27,700 |
| 525000 | Travel | 16,542 | 3,700 | 5,382 | 20,900 | 20,500 | 20,300 |
| 526000 | Training | - | 70,000 | 5,306 | 41,000 | 40,200 | 39,800 |
| 528000 | Services | - | - | 1,672 | 2,700 | 2,700 | 2,700 |
| 529000 | Entertainment | - | - | 2,362 | 5,000 | 4,900 | 4,900 |
| 551000 | Grant | - | - | 543 | 1,000 | 1,000 | 1,000 |
| Property and Other Expenses | | | | | | | |
| 573000 | Miscellaneous Other Expense | 11,000 | 10,000 | 657 | 7,500 | 7,400 | 7,300 |
| PROGRAMME EXPENDITURE - RECURRENT | | 1,479,531 | 1,502,600 | 1,338,730 | 1,528,000 | 1,522,400 | 1,519,900 |

CAPITAL

Capital Acquisitions

| | | | | | | | |
|--|------------------------------|----------|----------------|---------------|----------|----------|----------|
| 112110 | Purchase/Sale Motor Vehicles | - | 38,000 | 39,500 | - | - | - |
| 112000 | Machinery and Equipment | - | 75,000 | - | - | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | - | 113,000 | 39,500 | - | - | - |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Commissioner of Inland Revenue

| | | | |
|---|---|---|--|
| 1 | Deputy Commissioner | 1 | Assistant Accounts Officer |
| 2 | Assistant Commissioner | 1 | Senior Executive Officer |
| 5 | Senior Tax Inspector | 2 | Executive Officer |
| 1 | Senior Collection Officer | | (one post of Revenue Officer I/II upgraded) |
| 4 | Tax Inspector | 3 | Revenue Officer I/II |
| 1 | Senior Auditor | 1 | Records Officer |
| 1 | Auditor | | (one post of Clerical Officer I/II/III upgraded) |
| 1 | Systems Administrator | 2 | Office Generalist I/II/III |
| 1 | Collection Officer | | (Clerical Officer I/II/III renamed) |
| 2 | Accounts Officer I/II | 2 | Office Generalist Trainee |
| | (one post of Revenue Officer I/II upgraded) | | (Clerical Trainee renamed) |
| | | 1 | Office Generalist Trainee/Messenger |
| | | | (Clerical Trainee/Messenger renamed) |

BUDGET HEAD: 2331 INLAND REVENUE

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Economic: - A fixed/improved economy:

Increased the number of inspection and audits throughout the territory

- Number of tax inspections conducted.
- Number of tax audits conducted
- » Percentage increase in new registration of taxpayer
- » Dollar value additional taxes uncovered as a result of audit

Seed Theme/Strategy: Direction/Governance: - A reformed public sector:

Increased compliance through awareness campaign

- Number of outreach activities
- » Percentage increase in revenue

To reduce outstanding tax arrears through prosecution for avoidance and non-payment of taxes

- Number of cases forwarded to Attorney General for prosecution
- » Percentage increase in revenue

BUDGET HEAD: 2332 INTERNAL AUDIT

OBJECTIVE

- To assist Ministry and Department managers to improve their ministries and departments operational efficiency, financial compliance and programmes performance by providing independent and objective risk assessments, operational analysis and consulting services.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| | Employee Compensation | | | | | | |
| 511000 | Personal Emoluments | 457,012 | 564,100 | 517,684 | 555,300 | 555,300 | 555,300 |
| 512000 | Social Contributions | 38,947 | 68,000 | 52,085 | 61,000 | 61,000 | 61,000 |
| | Goods and Services | | | | | | |
| 521000 | Rent | 58,336 | 110,400 | 100,004 | 125,000 | 125,000 | 125,000 |
| 522000 | Utilities | 32,356 | 75,050 | 44,671 | 67,500 | 66,100 | 65,600 |
| 523000 | Supplies | 48,929 | 31,000 | 12,547 | 22,400 | 21,900 | 21,900 |
| 524000 | Repairs and Maintenance (Minor) | 35,924 | 17,000 | 5,537 | 14,500 | 14,200 | 14,200 |
| 525000 | Travel | 12,554 | 2,250 | 530 | 2,300 | 2,300 | 2,300 |
| 526000 | Training | - | 36,000 | 10,260 | 20,000 | 19,600 | 19,400 |
| 527000 | Contributions to Professional Bodies | - | 3,000 | 1,690 | 3,000 | 2,900 | 2,900 |
| 528000 | Services | - | 70,500 | 5,306 | 53,300 | 52,300 | 51,800 |
| PROGRAMME EXPENDITURE - RECURRENT | | 684,058 | 977,300 | 750,314 | 924,300 | 920,600 | 919,400 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Director of Internal Audit

- 1 Deputy Director of Internal Audit
- 6 Internal Auditor I/II/III
- 1 Administrative Officer
- 1 Executive Officer
- 3 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)

NON-ESTABLISHED

- 1 Office Generalist I
(Messenger/Clerical Officer renamed)
- 1 Office Cleaner

BUDGET HEAD: 2332 INTERNAL AUDIT

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance: - A reformed public sector:

Acquire professional certification for all auditors at the level of CGAP or CIA to improve the quality and credibility of audit work

- Number of auditors acquiring professional qualification at a minimum the CGAP certification
- Competence level of auditors will be improved which will in turn improve the efficiency of engagement and the credibility

Increase awareness of Internal Audit's value-added services by conducting training with Accounting Officers

- Number of training sessions planned and executed with Accounting Officers and other Senior Managers
- » Greater understanding and acceptance of internal auditing as a value-added function which would foster greater utilization and cooperation towards the better management of Public Sector

Increase audit client's acceptance and implementation of audit recommendations

- Increase percentage of recommendations accepted and implemented by the audit client
- » Increase efficiency and economy in the operations of client departments and better mitigation and management of inherent

Improve the overall audit quality towards conforming to the IIA's International Professional Practices Framework in preparation for a peer review

- Conformance with at least six (6) performance and attribute standards as outlined in the Institute of Internal Auditors International Professional Practices Framework
- » Increase credibility of the internal audit function and advancement towards the successful completion of required

BUDGET HEAD: 2333 POST OFFICE

OBJECTIVE

- To supervise and monitor the operations of the Postal Services Department in collecting the full amount of postal charges due as well as improving and extending the postal communication network within and outside the Territory.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|

RECURRENT

Employee Compensation

| | | | | | | | |
|--------|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 511000 | Personal Emoluments | 1,249,612 | 1,325,900 | 1,406,169 | 1,297,600 | 1,297,600 | 1,297,600 |
| 512000 | Social Contributions | 112,264 | 111,800 | 156,924 | 111,800 | 111,800 | 111,800 |

Goods and Services

| | | | | | | | |
|--------|--------------------------------------|---------|---------|---------|---------|---------|---------|
| 521000 | Rent | 522,525 | 471,000 | 456,615 | 471,300 | 471,300 | 471,300 |
| 522000 | Utilities | 123,468 | 76,300 | 109,652 | 125,700 | 123,200 | 122,100 |
| 523000 | Supplies | 377,904 | 141,600 | 164,424 | 196,100 | 192,300 | 190,500 |
| 524000 | Repairs and Maintenance (Minor) | 57,843 | 82,400 | 39,338 | 23,000 | 22,500 | 22,300 |
| 525000 | Travel | 7,526 | 1,300 | 1,710 | 1,300 | 1,300 | 1,300 |
| 526000 | Training | 1,100 | 74,000 | 84,000 | 12,000 | 11,800 | 11,700 |
| 527000 | Contributions to Professional Bodies | - | - | 35,240 | | | |
| 528000 | Services | 80,309 | 173,400 | 72,704 | 159,000 | 155,800 | 154,300 |
| 529000 | Entertainment | - | - | 1,344 | 1,500 | 1,500 | 1,500 |

Grants

| | | | | | | | |
|--------|--------|--------|--------|--------|--------|--------|--------|
| 551000 | Grants | 22,028 | 59,400 | 20,220 | 24,000 | 23,700 | 23,400 |
|--------|--------|--------|--------|--------|--------|--------|--------|

Property and Other Expenses

| | | | | | | | |
|--------|-----------------------------|-----|-------|-----|-------|-------|-------|
| 573000 | Miscellaneous Other Expense | 105 | 1,400 | 282 | 1,400 | 1,400 | 1,400 |
|--------|-----------------------------|-----|-------|-----|-------|-------|-------|

| | | | | | | | |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|
| PROGRAMME EXPENDITURE - RECURRENT | | 2,554,684 | 2,518,500 | 2,548,622 | 2,424,700 | 2,414,200 | 2,409,200 |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|

CAPITAL

Capital Acquisitions

| | | | | | | | |
|--------|-------------------------|---|--------|--------|---|---|---|
| 112000 | Machinery and Equipment | - | 60,000 | 60,000 | - | - | - |
|--------|-------------------------|---|--------|--------|---|---|---|

Development Projects

Other Funded

Funded from Carry Forward Balances

| | | | | | | | |
|---------|--|---|---------|--------|---|---|---|
| 3230100 | Post Office Infrastructure Development | - | 150,000 | 84,712 | - | - | - |
|---------|--|---|---------|--------|---|---|---|

Local Funded

| | | | | | | | |
|---------|--|-------|---|---|---------|---|---|
| 3230200 | Post Office Infrastructure Development (Local) | 3,500 | - | - | 200,000 | - | - |
|---------|--|-------|---|---|---------|---|---|

| | | | | | | | |
|--|--|--------------|----------------|----------------|----------------|----------|----------|
| PROGRAMME EXPENDITURE - CAPITAL | | 3,500 | 210,000 | 144,712 | 200,000 | - | - |
|--|--|--------------|----------------|----------------|----------------|----------|----------|

| | | | | | | | |
|------------------------------------|--|------------------|------------------|------------------|------------------|------------------|------------------|
| TOTAL PROGRAMME EXPENDITURE | | 2,558,184 | 2,728,500 | 2,693,334 | 2,624,700 | 2,414,200 | 2,409,200 |
|------------------------------------|--|------------------|------------------|------------------|------------------|------------------|------------------|

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: Postmaster General

| | | | |
|---|------------------------------------|---|------------------------------------|
| 1 | Deputy Postmaster | 1 | Senior Accounts Officer |
| 1 | Security Coordinator (new post) | 1 | Postal Inspector |
| | | 2 | Postal Supervisor |
| 1 | Retail and Marketing Manager | 1 | Postal Executive |
| 1 | Assistant Postmaster | 1 | Support Services Manager |
| 1 | Philatelic Bureau Supervisor | 1 | Finance and Planning Officer |
| 2 | Senior Branch Postmaster | 1 | Administrative Officer (Marketing) |

BUDGET HEAD: 2333 POST OFFICE

STAFFING RESOURCES

ESTABLISHED (CONT'D)

| | | | |
|---|--------------------------|----|--|
| 1 | Express Mail Coordinator | 4 | Postman |
| 1 | Accounts Officer I/II | 18 | Office Generalist I/II/II (Clerical Officer I/II/III renamed) |
| 5 | Executive Officer | | |
| 1 | Branch Postmaster | 4 | Office Generalist Trainee (Clerical Trainee renamed) |
| 1 | Senior Postman | | |
| 1 | Sub Postmaster | | |

NON-ESTABLISHED

| | | | |
|---|---|---|--|
| 4 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) | 1 | Office Generalist I (Messenger renamed) |
| 1 | Office Generalist Trainee (Clerical Trainee renamed) | 2 | Sub Postmaster |
| | | 6 | Cleaner |

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | | | | | |
|--|-----------------------|-------------------------|-----------------------|-----------------------|-----------------------|
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | 2012 Actual | 2013 Estimate | 2014 Target | 2015 Target | 2016 Target |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance: - A reformed public sector:

The implementation of the partial automation of sorting for letters and small articles which will improve delivery standards

- Number of pieces processed and delivered annually
- » Percentage of mail delivered within delivery standards

To improve communication with other Postal Administrations through the exchange of data electronically

- Number of discrepancies rectified annually
- Number of discrepancies
- » Average processing time to rectify discrepancies
- » Average customer satisfaction rating

BUDGET HEAD: 2334 TREASURY

OBJECTIVE

- To use the resources of the department efficiently and effectively in the execution of accounting for public monies including financial reporting in accordance with statutory requirements as well as facilitating revenue collection throughout government, and payments for all services rendered to the government.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|

RECURRENT

Employee Compensation

| | | | | | | | |
|--------|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 511000 | Personal Emoluments | 1,132,299 | 1,207,400 | 1,090,794 | 1,211,900 | 1,211,900 | 1,211,900 |
| 512000 | Social Contributions | 88,941 | 135,000 | 117,413 | 134,600 | 134,600 | 134,600 |

Goods and Services

| | | | | | | | |
|--------|---------------------------------|---------|---------|---------|---------|---------|---------|
| 521000 | Rent | - | - | 679 | 200 | 200 | 200 |
| 522000 | Utilities | 15,496 | 21,000 | 15,385 | 13,800 | 13,600 | 13,500 |
| 523000 | Supplies | 70,998 | 63,500 | 60,457 | 144,500 | 43,700 | 43,300 |
| 524000 | Repairs and Maintenance (Minor) | 17,536 | 40,500 | 5,731 | 4,700 | 4,600 | 4,600 |
| 525000 | Travel | 47,854 | 5,000 | 333 | 800 | 800 | 800 |
| 528000 | Services | 509,505 | 450,000 | 574,701 | 434,900 | 426,200 | 421,900 |
| 529000 | Entertainment | - | - | 1,801 | 500 | 500 | 500 |
| 573000 | Miscellaneous Other Expense | - | - | 27,533 | 200 | 200 | 200 |

| | | | | | | | |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|
| PROGRAMME EXPENDITURE - RECURRENT | | 1,882,629 | 1,922,400 | 1,894,827 | 1,946,100 | 1,836,300 | 1,831,500 |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|

CAPITAL ACQUISITIONS

| | | | | | | | |
|--------|-------------------------|---|---------|---|---|---|---|
| 112000 | Machinery and Equipment | - | 100,000 | - | - | - | - |
|--------|-------------------------|---|---------|---|---|---|---|

| | | | | | | | |
|--|--|----------|----------------|----------|----------|----------|----------|
| PROGRAMME EXPENDITURE - CAPITAL | | - | 100,000 | - | - | - | - |
|--|--|----------|----------------|----------|----------|----------|----------|

| | | | | | | | |
|-----------------------------------|--|------------------|------------------|------------------|------------------|------------------|------------------|
| TOTAL PROGRAMME EXPENDITRE | | 1,882,629 | 2,022,400 | 1,894,827 | 1,946,100 | 1,836,300 | 1,831,500 |
|-----------------------------------|--|------------------|------------------|------------------|------------------|------------------|------------------|

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Accountant General

| | | | |
|---|---------------------------|----|----------------------------|
| 1 | Deputy Accountant General | 1 | Accounts Manager |
| 4 | Senior Accounts Officer | 1 | Senior Executive Officer |
| 1 | Operations Manager | 24 | Accounts Officer I/II |
| 1 | Management Accountant | 1 | Executive Officer |
| 1 | Financial Accountant | 1 | Assistant Accounts Officer |

NON-ESTABLISHED

| | |
|---|----------------|
| 1 | Office Cleaner |
|---|----------------|

BUDGET HEAD: 2334 TREASURY**PERFORMANCE INFORMATION****KEY STRATEGIES FOR 2014**

(Specify the key strategies, priorities and initiatives aimed at improving programme performance in 2014)

- Reduce payment processing time by gradually reducing the use of check payments to local vendors and customers and pay by direct deposit.
- Reduce level of arrears.
- Recording of all accounting transactions in accordance with the International Public Sector Accounting Standards (IPSAS).
- Enforce regulations requiring all purchasing officers to ensure funds are approved and available prior to entering into commitments or contracts for purchasing
- Undertake legal action against officers who unlawfully approve expenditure without prior approval that funds are available.

PERFORMANCE INDICATORS

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |

Outputs

(The quantifiable outputs produced or services delivered by the programme (Budget Head).)

- Number of payments processed weekly
- Number of payments rejected due to non-compliance
- Number of financial reports prepared
- Number of cash flow forecast prepared
- Number of cash flow statements prepared
- Amount of revenue collected
- Number of returned cheques

Outcomes

(The quantifiable outcomes or impact achieved or planned by the programme (Budget Head) and its outputs with reference to the programme (Budget Head) Objective.

- Average time to process transactions from time of receipt
- Percentage of payments paid on time
- Average time taken to submit financial reports (after close of accounting period)
- Number of sanctions imposed on officers failing to comply with regulations
- Percentage of payments processed electronically

BUDGET HEAD: 2335 DEPARTMENT OF INFORMATION TECHNOLOGY

OBJECTIVE

- To develop, implement, secure and maintain a modern information technology infrastructure and ensure that departments utilize IT Services to provide more efficient and effective services while meeting the Government's business strategy and national goals.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 1,486,043 | 1,480,500 | 1,507,008 | 1,537,100 | 1,537,100 | 1,537,100 |
| 512000 | Social Contributions | 121,951 | 165,800 | 167,451 | 193,300 | 193,300 | 193,300 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 87,900 | 86,300 | - | 3,600 | 3,600 | 3,600 |
| 522000 | Utilities | 76,399 | 66,300 | 79,545 | 104,600 | 102,500 | 101,600 |
| 523000 | Supplies | 991,875 | 993,100 | 824,479 | 444,400 | 435,500 | 431,300 |
| 524000 | Repairs and Maintenance (Minor) | 165,513 | 163,100 | 165,359 | 127,000 | 124,500 | 123,200 |
| 525000 | Travel | 24,212 | 3,700 | 210 | 3,700 | 3,700 | 3,700 |
| 526000 | Training | 10,200 | 60,000 | 14,775 | 52,000 | 50,900 | 50,400 |
| 528000 | Services | - | - | 18,374 | 333,500 | 326,800 | 323,600 |
| 571000 | Property Expenses | - | - | 58,200 | 86,300 | 86,300 | 86,300 |
| PROGRAMME EXPENDITURE - RECURRENT | | 2,964,093 | 3,018,800 | 2,835,401 | 2,885,500 | 2,864,200 | 2,854,100 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Director of Information Technology

Administration

- 1 Deputy Director of Information Technology
- 1 Senior Administrative Officer
- 1 Administrative Officer
- 1 Executive Officer
- 3 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)
(transferred from Head 2339)

Networking

- 1 Computing and Communications Officer
- 3 Network Administrator
- 3 Data and Security Analyst
(one post of Computer Systems Analyst upgraded)
- 2 Systems Administrator I/II
- 10 Computer Technician I/II

Technology Support Services

- 1 Technology Support Services Officer
- 1 Computer Training Coordinator
- 2 Business Systems Analyst
- 3 Programmer I/II/III

Information Systems Services

- 1 Information Systems Services Officer
- 5 Programmer I/II/III
- 1 Content Engineer
- 1 Assistant Computer Programmer

Planning and Quality Control

- 1 Planning and Quality Officer
- 1 Planning Officer

BUDGET HEAD: 2335 DEPARTMENT OF INFORMATION TECHNOLOGY

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Environment - Improved communications and infrastructure:

To enhance internet offerings and ensure Wi-Fi Network Services

- Number of wireless and Wi-Fi connections managed
- » Average level of user satisfaction

To continue implementation of DOCOVA Enterprise Content Management System

- Number of standard and custom software deployed, maintained and managed
- » Average level of user satisfaction

To virtualize central server room and upgrade Domain to Windows Server 2012

- Number of servers maintained
- » Percentage of servers maintenance and costs

**MINISTRY OF NATURAL
RESOURCES & LABOUR
& DEPARTMENTS**

SUMMARY OF BUDGET AND FORWARD ESTIMATES

MINISTRY SUMMARY

MINISTRY OF NATURAL RESOURCES AND LABOUR

NATIONAL SECTOR GOALS/PRIORITIES

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|-------------|------------------------|--------|----------|-----------|-----------|-----------|-----------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |

RECURRENT

| | | | | | | | |
|------------------------------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 2436 | Ministry of Natural Resources and Labour | 4,889,316 | 4,723,800 | 4,777,743 | 4,651,200 | 4,614,900 | 4,581,500 |
| 2437 | Agriculture | 2,871,015 | 2,848,100 | 2,874,379 | 2,638,700 | 2,629,400 | 2,625,500 |
| 2438 | BVI Fishing Complex | 1,437,052 | 1,599,200 | 1,459,726 | 1,468,900 | 1,448,200 | 1,438,300 |
| 2439 | Conservation and Fisheries Department | 1,808,982 | 2,014,200 | 1,788,905 | 1,888,300 | 1,880,900 | 1,878,000 |
| 2440 | Labour | 1,353,212 | 1,230,800 | 1,285,616 | 1,220,500 | 1,219,500 | 1,219,000 |
| 2441 | Land Registry | 443,011 | 451,000 | 438,439 | 439,700 | 439,000 | 439,000 |
| 2442 | Survey | 1,040,167 | 1,044,100 | 966,147 | 1,013,300 | 1,011,600 | 1,010,900 |
| Total Recurrent Expenditure | | 13,842,755 | 13,911,200 | 13,590,955 | 13,320,600 | 13,243,500 | 13,192,200 |

CAPITAL

Capital Acquisitions

2436 Ministry of Natural Resources and Labour

| | | | | | | | |
|--------|-------------------------|---|--------|---|---|---|---|
| 112000 | Machinery and Equipment | - | 50,500 | - | - | - | - |
|--------|-------------------------|---|--------|---|---|---|---|

2437 Agriculture

| | | | | | | | |
|--------|-------------------------|---|--------|--------|---|---|---|
| 112000 | Machinery and Equipment | - | 87,100 | 87,030 | - | - | - |
|--------|-------------------------|---|--------|--------|---|---|---|

2438 BVI Fishing Complex

| | | | | | | | |
|--------|-------------------------|---|--------|---|---|---|---|
| 112000 | Machinery and Equipment | - | 30,000 | - | - | - | - |
|--------|-------------------------|---|--------|---|---|---|---|

2439 Conservation and Fisheries

| | | | | | | | |
|--------|-------------------------|---|---|---|--------|---|---|
| 112000 | Machinery and Equipment | - | - | - | 15,000 | - | - |
|--------|-------------------------|---|---|---|--------|---|---|

2440 Labour

| | | | | | | | |
|--------|-------------------------|---|---|---|--------|---|---|
| 112000 | Machinery and Equipment | - | - | - | 24,000 | - | - |
|--------|-------------------------|---|---|---|--------|---|---|

| | | | | | | | |
|-----------------------------------|--|----------|----------------|---------------|---------------|----------|----------|
| Total Capital Acquisitions | | - | 167,600 | 87,030 | 39,000 | - | - |
|-----------------------------------|--|----------|----------------|---------------|---------------|----------|----------|

Development Projects

Loan Funded

| | | | | | | | |
|---------|--------------|---|-----------|---|---|---|---|
| 3240100 | Green Houses | - | 2,603,514 | - | - | - | - |
|---------|--------------|---|-----------|---|---|---|---|

| | | | | | | | |
|--------------------------|--|----------|------------------|----------|----------|----------|----------|
| Total Loan Funded | | - | 2,603,514 | - | - | - | - |
|--------------------------|--|----------|------------------|----------|----------|----------|----------|

Local Funded

| | | | | | | | |
|---------|----------------------------------|---|---------|--------|---------|---|---|
| 3240200 | Brandywine Bay Beach Development | - | 750,000 | 19,617 | 250,000 | - | - |
|---------|----------------------------------|---|---------|--------|---------|---|---|

| | | | | | | | |
|---------|------------------|---------|---------|-----|---|---|---|
| 3240300 | Purchase of Land | 190,556 | 400,000 | 850 | - | - | - |
|---------|------------------|---------|---------|-----|---|---|---|

| | | | | | | | |
|---------|--|---------|---------|---------|---------|---|---|
| 3240400 | Agriculture Infrastructure Development | 439,956 | 500,000 | 274,228 | 500,000 | - | - |
|---------|--|---------|---------|---------|---------|---|---|

| | | | | | | | |
|---------|------------------------------|---|---------|---|---------|---------|---|
| 3240500 | Fishing Industry Development | - | 250,000 | - | 900,000 | 600,000 | - |
|---------|------------------------------|---|---------|---|---------|---------|---|

| | | | | | | | |
|---------|----------------------------|-----------|-----------|-----------|-----------|---|---|
| 3240600 | MNR&L Development Projects | 1,531,322 | 1,330,000 | 1,998,689 | 2,500,000 | - | - |
|---------|----------------------------|-----------|-----------|-----------|-----------|---|---|

| | | | | | | | |
|---------------------------|--|------------------|------------------|------------------|------------------|----------------|----------|
| Total Local Funded | | 2,161,834 | 3,230,000 | 2,293,384 | 4,150,000 | 600,000 | - |
|---------------------------|--|------------------|------------------|------------------|------------------|----------------|----------|

| | | | | | | | |
|----------------------------------|--|------------------|------------------|------------------|------------------|----------------|----------|
| Total Capital Expenditure | | 2,161,834 | 6,001,114 | 2,380,414 | 4,189,000 | 600,000 | - |
|----------------------------------|--|------------------|------------------|------------------|------------------|----------------|----------|

BUDGET HEAD: 2436 MINISTRY OF NATURAL RESOURCES AND LABOUR

OBJECTIVE

- To formulate plans and policies to effectively manage and administer the natural resources of the Territory in a manner that ensures long term sustainability.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|-------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 933,304 | 1,121,900 | 1,065,565 | 1,076,800 | 1,076,800 | 1,076,800 |
| 512000 | Social Contributions | 65,471 | 72,500 | 112,139 | 87,800 | 87,800 | 87,800 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 29,265 | 45,900 | 45,900 | 45,900 |
| 522000 | Utilities | 28,275 | 28,800 | 31,899 | 34,300 | 33,600 | 33,300 |
| 523000 | Supplies | 37,046 | 19,100 | 32,702 | 15,800 | 15,600 | 15,500 |
| 524000 | Repairs and Maintenance (Minor) | 12,384 | 5,300 | 5,086 | 3,800 | 3,800 | 3,800 |
| 525000 | Travel | 99,403 | 107,800 | 117,199 | 85,600 | 83,900 | 83,100 |
| 526000 | Training | - | 4,000 | 1,320 | 4,000 | 3,900 | 3,900 |
| 527000 | Contribution to Professional Bodies | 13,521 | 14,000 | - | - | - | - |
| 528000 | Services | 45,030 | 58,900 | 36,930 | 109,300 | 107,200 | 106,100 |
| 529000 | Entertainment | 7,956 | 7,000 | 40,728 | 8,500 | 8,400 | 8,300 |
| Grants | | | | | | | |
| 551000 | Grants | 3,564,800 | 3,208,300 | 3,221,820 | 3,118,300 | 3,087,100 | 3,056,300 |
| Social Benefits | | | | | | | |
| 561000 | Social Assistance Benefits | 46,126 | 40,000 | 46,950 | 25,000 | 24,800 | 24,600 |
| Property and Other Expenses | | | | | | | |
| 571000 | Property Expense | 36,000 | 36,200 | 36,140 | 36,100 | 36,100 | 36,100 |
| PROGRAMME EXPENDITURE - RECURRENT | | 4,889,316 | 4,723,800 | 4,777,743 | 4,651,200 | 4,614,900 | 4,581,500 |

CAPITAL

Capital Acquisitions

| | | | | | | | |
|--------|-------------------------|---|--------|---|---|---|---|
| 112000 | Machinery and Equipment | - | 50,500 | - | - | - | - |
|--------|-------------------------|---|--------|---|---|---|---|

Development Projects

Loan Funded

| | | | | | | | |
|---------|--------------|---|-----------|---|---|---|---|
| 3240100 | Green Houses | - | 2,603,514 | - | - | - | - |
|---------|--------------|---|-----------|---|---|---|---|

Local Funded

| | | | | | | | |
|---------|--|-----------|-----------|-----------|-----------|---------|---|
| 3240200 | Brandywine Bay Beach Development | - | 750,000 | 19,617 | 250,000 | - | - |
| 3240300 | Purchase of Land | 190,556 | 400,000 | 850 | - | - | - |
| 3240400 | Agriculture Infrastructure Development | 439,956 | 500,000 | 274,228 | 500,000 | - | - |
| 3240500 | Fishing Industry Development | - | 250,000 | - | 900,000 | 600,000 | - |
| 3240600 | MNR&L Development Projects | 1,531,322 | 1,330,000 | 1,998,689 | 2,500,000 | - | - |

| | | | | | | | |
|--|--|------------------|------------------|------------------|------------------|----------------|----------|
| PROGRAMME EXPENDITURE - CAPITAL | | 2,161,834 | 5,884,014 | 2,293,384 | 4,150,000 | 600,000 | - |
|--|--|------------------|------------------|------------------|------------------|----------------|----------|

BUDGET HEAD: 2436 MINISTRY OF NATURAL RESOURCES AND LABOUR

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Permanent Secretary

Administration Unit

- 1 Deputy Secretary
- 1 Private Secretary
(Assistant Secretary/Private Secretary renamed)
- 1 Assistant Secretary
- 1 Human Resources Manager
- 1 Environmental Officer (Climate Change)
- 1 Senior Assistant Human Resources Manager
- 1 Senior Administrative Officer
- 1 Administrative Officer
- 1 Senior Executive Officer
- 1 Records Officer
- 1 Executive Officer
- 1 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)
- 1 Office Generalist Trainee/Receptionist
(Clerical Trainee/Receptionist renamed)
- 1 Office Generalist I
(Messenger/Driver renamed)

Finance and Planning Unit

- 1 Finance and Planning Officer
- 1 Accounts Supervisor
- 1 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)

Anegada Lands Unit

- 1 Senior Administrative Officer
- 1 Administrative Officer
- 1 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)

Lands Unit

- 1 Assistant Secretary
(one post of Senior Lands Officer upgraded)
- 1 Senior Lands Officer
- 1 Lands Officer
- 1 Administrative Officer
- 1 Senior Executive Officer

NON-ESTABLISHED

- 1 Secretary, Long Look Lands Commission

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

- **OUTPUTS** (The quantifiable outputs produced or services delivered by the programme (Budget Head).)
- » **OUTCOMES** (The quantifiable outcomes or impact achieved.)

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |

Seed Theme/Strategy: Social - An improved standard of living:

Creation of Land Policy

- Number of land leases negotiated and processed
- Number of land sales and transfers managed
- Policies formulated
- Better management of Crown Lands e.g. land usage, strategies for sustainable

Seed Theme/Strategy: Environment- Improved communications and infrastructure:

Oversee monitoring of seabed development

- Number of site visits conducted
- Number of seabed applications processed
- Percentage in the increase in applicants adherence to sustainable

Implementation of mooring system to protect coral reefs

- Number of moorings installed
- Improved health and resilience of reefs

Development of comprehensive Beach Policy

- Development of a comprehensive Beach Policy
- Sustainable beach communities with improved visitor ratings and reduced

BUDGET HEAD: 2437 AGRICULTURE
OBJECTIVE

- To provide the media to increase the agricultural production across the territory and also to inform and educate the populace on all agricultural developments like animal and public health, livestock and crop management, quarantine measures, abattoir processing, marketing and technical advice.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|

RECURRENT
Employee Compensation

| | | | | | | | |
|--------|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 511000 | Personal Emoluments | 1,969,914 | 2,013,100 | 2,010,261 | 1,970,500 | 1,970,500 | 1,970,500 |
| 512000 | Social Contributions | 144,625 | 146,400 | 211,679 | 165,000 | 165,000 | 165,000 |

Goods and Services

| | | | | | | | |
|--------|---------------------------------|---------|---------|---------|---------|---------|---------|
| 521000 | Rent | 4,750 | 3,975 | 7,416 | 6,300 | 6,300 | 6,300 |
| 522000 | Utilities | 131,869 | 186,100 | 165,391 | 178,300 | 174,900 | 173,300 |
| 523000 | Supplies | 350,786 | 356,475 | 284,828 | 166,100 | 162,900 | 161,600 |
| 524000 | Repairs and Maintenance (Minor) | 189,929 | 52,900 | 75,434 | 67,000 | 65,800 | 65,300 |
| 525000 | Travel | 31,189 | 19,950 | 8,259 | 7,000 | 6,900 | 6,800 |
| 526000 | Training | 5,184 | 7,000 | - | 1,500 | 1,500 | 1,500 |
| 528000 | Services | 24,383 | 19,800 | 75,038 | 56,900 | 55,800 | 55,500 |
| 529000 | Entertainment | 9,000 | 10,000 | 11,787 | 14,900 | 14,600 | 14,500 |

Social Benefits

| | | | | | | | |
|--------|----------------------------|-----|--------|--------|-------|-------|-------|
| 561000 | Social Assistance Benefits | 286 | 24,300 | 24,286 | 2,700 | 2,700 | 2,700 |
|--------|----------------------------|-----|--------|--------|-------|-------|-------|

Property and Other Expenses

| | | | | | | | |
|--------|-----------------------------|-------|-------|---|-------|-------|-------|
| 573000 | Miscellaneous Other Expense | 9,100 | 8,100 | - | 2,500 | 2,500 | 2,500 |
|--------|-----------------------------|-------|-------|---|-------|-------|-------|

| | | | | | | | |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|
| PROGRAMME EXPENDITURE - RECURRENT | | 2,871,015 | 2,848,100 | 2,874,379 | 2,638,700 | 2,629,400 | 2,625,500 |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|

CAPITAL ACQUISITIONS

| | | | | | | | |
|--------|-------------------------|---|--------|--------|---|---|---|
| 112000 | Machinery and Equipment | - | 87,100 | 87,030 | - | - | - |
|--------|-------------------------|---|--------|--------|---|---|---|

| | | | | | | | |
|--|--|----------|---------------|---------------|----------|----------|----------|
| PROGRAMME EXPENDITURE - CAPITAL | | - | 87,100 | 87,030 | - | - | - |
|--|--|----------|---------------|---------------|----------|----------|----------|

STAFFING RESOURCES
POSITIONS
ESTABLISHED

| | | | |
|---|---|---|---|
| Accounting Officer: The Chief Agricultural Officer | | 2 | Executive Officer |
| 1 | Deputy Chief Agricultural Officer | 2 | Tractor Driver |
| 1 | Marketing, Research and Extension Officer | | (transferred from Non-Established) |
| 2 | Veterinary Officer I/II | 2 | Office Generalist I/II/III |
| 5 | Veterinary Assistant (one post of Livestock Assistant upgraded) | | (Clerical Officer I/II/III renamed) |
| 1 | Senior Assistant Human Resources Manager | 1 | Farm Tradesman (Floor Supervisor/Maintenance Engineer renamed) |
| 6 | Agricultural Officer I/II | 1 | Office Generalist I |
| 1 | Abattoir Manager | | (Clerical Officer/Messenger renamed) |
| 1 | Livestock Officer | 1 | Labourer |
| 3 | Agricultural Assistant I/II | 1 | Handyman |
| 2 | Plant Quarantine Assistant I/II | 1 | Maintenance Worker |
| 1 | Mechanic I/II | 3 | Slaughterman |
| 1 | Accounts Officer I/II (one post of Livestock Assistant upgraded) | | (two posts transferred from Non-Established) |
| 1 | Senior Executive Officer | 6 | Agricultural Trainee (one post of Labourer upgraded, two post of Labourer/ Field and one post of Labourer/Livestock renamed and transferred from Non-Established and one post of Agricultural Trainee transferred from Non-Established) |
| 1 | Administrative Officer | | |
| 1 | Storekeeper | | |
| 1 | Foreman | | |

BUDGET HEAD: 2437 AGRICULTURE

STAFFING RESOURCES

NON-ESTABLISHED

| | | |
|---|--|---|
| <p>3 Agricultural Trainee (two post of Labourer/Field and one post of Labourer/Livestock renamed)</p> <p>5 Labourer/Livestock</p> <p>1 Livestock Assistant</p> <p>6 Labourer/Crops</p> <p>3 Labourer/General</p> <p>3 Labourer/Field</p> <p>1 Tractor Driver</p> <p>1 Slaughterman (two posts transferred to Established)</p> | <p>6</p> <p>2</p> <p>1</p> <p>3</p> <p>1</p> <p>1</p> <p>1</p> | <p>Watchman (one post of Field Assistant upgraded and one post of Sprayman renamed)</p> <p>Office Cleaner</p> <p>Abattoir Assistant (one post of Agricultural Representative renamed)</p> <p>Agricultural Representative</p> <p>Maintenance Worker</p> <p>Field Assistant</p> <p>Handyman</p> |
|---|--|---|

*One post of Foreman and three posts of Agricultural Trainee transferred to Established

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | | | | | |
|--|-------------------------------|---------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <p>• OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).)</p> <p>» OUTCOMES (The quantifiable outcomes or impact achieved.)</p> | <p>2012 Actual</p> | <p>2013 Estimate</p> | <p>2014 Target</p> | <p>2015 Target</p> | <p>2016 Target</p> |
|--|-------------------------------|---------------------------------|-------------------------------|-------------------------------|-------------------------------|

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety:

Provision of veterinary services

- Number of veterinary cases attended to
- » Percentage increase in yield

Provision of animal and plant quarantine services at ports of entry and other entities

- Number of import permits issued
- » Percentage increase in registered farmers

Provision of animal control services throughout the territory

- Number of animals collected
- » Percentage reduction in complaints

Seed Theme/Strategy: Economic - A fixed/improved economy:

Provision of crop development services

- Number of farm visits
- » Percentage increase in registered farmers

BUDGET HEAD: 2438 BVI FISHING COMPLEX

OBJECTIVE

- To form a meaningful and trusting business relationship with local fisherman and stakeholders by communicating our vision, meeting our customer service objectives, enhancing the physical beauty of the Complex and establishing health and safety policies.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 382,049 | 499,100 | 370,647 | 386,100 | 386,100 | 386,100 |
| 512000 | Social Contributions | 37,530 | 49,700 | 46,755 | 49,700 | 49,700 | 49,700 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 145 | 400 | 400 | 400 |
| 522000 | Utilities | 99,475 | 73,800 | 126,308 | 158,300 | 155,200 | 153,700 |
| 523000 | Supplies | 895,822 | 945,100 | 838,883 | 782,300 | 766,600 | 759,000 |
| 524000 | Repairs and Maintenance (Minor) | 11,176 | 19,300 | 16,875 | 19,300 | 18,900 | 18,800 |
| 525000 | Travel | 2,744 | 900 | - | 900 | 900 | 900 |
| 528000 | Services | 8,256 | 11,300 | 60,113 | 71,900 | 70,400 | 69,700 |
| PROGRAMME EXPENDITURE - RECURRENT | | 1,437,052 | 1,599,200 | 1,459,726 | 1,468,900 | 1,448,200 | 1,438,300 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Manager, BVI Fishing Complex

- 1 Assistant Manager
- 1 Fish Technologist
- 3 Accounts Officer I/II
- 1 Floor Supervisor
- 2 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)
- 1 Office Generalist I
(Messenger renamed)
- 1 Fish Processor I/II

NON-ESTABLISHED

- 1 Supervisor (Fish Processor)
- 5 Fish Processor I/II
- 1 Handyman
- 1 Fish Handler
- 1 Cleaner

BUDGET HEAD: 2438 BVI FISHING COMPLEX

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Economic - A fixed/improved economy:

Increase frequency with which fish is landed

- Number of pounds of fish landed
- » Percentage increased in sales

BUDGET HEAD: 2439 CONSERVATION AND FISHERIES DEPARTMENT

OBJECTIVE

- To promote sustainable fisheries and ensure management of natural resources in the Virgin Islands.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|

RECURRENT

Employee Compensation

511000 Personal Emoluments 1,356,209 1,466,500 1,326,490 1,319,900 1,319,900 1,319,900

512000 Social Contributions 115,855 120,100 156,331 163,800 163,800 163,800

Goods and Services

521000 Rent 152,359 152,800 152,002 176,700 173,200 171,500

522000 Utilities 55,406 124,600 78,825 93,700 91,800 91,100

523000 Supplies 30,521 83,700 32,544 69,000 67,800 67,500

524000 Repairs and Maintenance (Minor) 81,295 42,500 20,743 35,100 34,600 34,400

525000 Travel 8,982 2,900 2,710 8,100 8,100 8,100

526000 Training 3,122 9,200 5,850 5,000 5,000 5,000

527000 Contributions to Professional Bodies - 600 600 600 600 600

528000 Services 5,233 10,300 11,899 11,800 11,600 11,600

529000 Entertainment - 1,000 861 3,800 3,700 3,700

573000 Miscellaneous Other Expense - - 50 800 800 800

PROGRAMME EXPENDITURE - RECURRENT 1,808,982 2,014,200 1,788,905 1,888,300 1,880,900 1,878,000

CAPITAL

Capital Acquisitions

112000 Machinery and Equipment - - - 24,000 - -

PROGRAMME EXPENDITURE - CAPITAL - - - 24,000 - -

TOTAL PROGRAMME EXPENDITURE 1,808,982 2,014,200 1,788,905 1,912,300 1,880,900 1,878,000

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Chief Conservation and Fisheries Officer

| | | | |
|---|---|---|--|
| 1 | Deputy Chief Conservation and Fisheries Officer | 1 | Senior Assistant Human Resources Manager |
| 1 | Environmental Officer | 1 | Administrative Officer |
| 2 | Marine Biologist | 1 | Accounts Officer I/II |
| 1 | Fisheries Officer | 2 | Executive Officer |
| 2 | Assistant Fisheries Officer (Surveillance) | 1 | Marine Biologist Assistant |
| 1 | Fisheries Assistant | 1 | Office Generalist I/II/III |
| 2 | Assistant Conservation Officer (Surveillance) | | (Clerical Officer I/II/III renamed) |
| 2 | Environmental Education Officer | 1 | Conservation Assistant |
| 1 | Geographical Information Systems Officer | 1 | Fisheries Extension Assistant |
| 1 | Laboratory Technician | 3 | Beach Warden |
| 1 | Laboratory Assistant | | (two posts transferred from Non-Established) |

NON-ESTABLISHED

| | | | |
|---|--------------------------------|----|--|
| 6 | Conservation/Fisheries Trainee | 13 | Beach Warden |
| 1 | Fisheries Extension Assistant | | (two posts transferred to Established) |
| 1 | Office Cleaner | | |

BUDGET HEAD: 2439 CONSERVATION AND FISHERIES DEPARTMENT

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Environment - Improved communications and infrastructure

Develop and implement procedures to process fishing license applications

- Number of fishing license applications processed
- » Percentage of licensed fishermen

Review Virgin Islands Fisheries Act and Regulations to include management of invasive species

- Number of reviews of legislation
- Number of species management plans developed
- » Percentage in the increase and percentage in decrease of species

Update present CITES legislation to International Standards

- Number of applications processed in accordance with updated legislation
- » Percentage of areas/sections of legislation in compliance

Establish monitoring programmes to inform decision-making

- Number of species management plans developed
- Number of projects monitored
- » Percentage of projects in compliance with environmental laws

Implement a more aggressive Fisheries Extension Programme

- Number of fisheries extension meetings held
- » Percentage of licensed fishermen
- » Percentage of fishermen in compliance with fisheries laws

BUDGET HEAD: 2440 LABOUR

OBJECTIVE

- To provide good Labour/ Management practices at workplaces to ensure stable and harmonious labour relations between employers/employees to improve the utilization of human resources by providing a range of employment services to meet wages, working conditions, safety, health and welfare of workers, both in the private and public sectors, through enforcement of the British Virgin Islands Labour Laws.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 864,580 | 882,000 | 900,746 | 912,300 | 912,300 | 912,300 |
| 512000 | Social Contributions | 73,062 | 55,300 | 101,542 | 52,500 | 52,500 | 52,500 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 193,536 | 193,500 | 193,536 | 193,500 | 193,500 | 193,500 |
| 522000 | Utilities | 57,893 | 37,600 | 47,321 | 43,600 | 42,800 | 42,400 |
| 523000 | Supplies | 103,683 | 39,400 | 26,078 | 11,700 | 11,500 | 11,400 |
| 524000 | Repairs and Maintenance (Minor) | 46,780 | 8,000 | 8,814 | 2,000 | 2,000 | 2,000 |
| 525000 | Travel | 12,178 | 11,400 | 1,950 | 1,300 | 1,300 | 1,300 |
| 528000 | Services | 1,500 | 3,600 | 5,629 | 3,600 | 3,600 | 3,600 |
| PROGRAMME EXPENDITURE - RECURRENT | | 1,353,212 | 1,230,800 | 1,285,616 | 1,220,500 | 1,219,500 | 1,219,000 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Labour Commissioner

| | | | |
|------------------------|-----------------------------|---|---|
| 1 | Deputy Labour Commissioner | 3 | Labour Dispute Officer |
| 3 | Senior Labour Officer | 1 | Accounts Supervisor |
| 1 | Employment Services Manager | 1 | Administrative Officer |
| 1 | Senior Labour Inspector | 4 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 4 | Labour Officer | | |
| 3 | Labour Inspector | 1 | Office Generalist Trainee (Clerical Trainee renamed) |
| NON-ESTABLISHED | | | |
| 2 | Office Cleaner | 1 | Officer Generalist I (Clerical Officer/Messenger renamed) |

BUDGET HEAD: 2440 LABOUR

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety:

To develop regulations in support of 2010 Labour Code

- Draft set of regulations and submit to Cabinet by the 3rd Quarter of 2014
- Ability to implement the law effectively
- Having a set of uniformed procedures

To increase staff complement at such a time when monies are allocated form vacant posts to be filled

- Number of work permits processed
- Number of inspections performed
- Number of labour disputes received and processed
- Number of work permits processed within a two (2) week
- Amount of business that passed inspection
- Amount of disputes settled

To implement a fee to activate the re-issuance of Labour Clearance Certificates, and to increase work permit fees

- Increase in revenue through reissuance of Labour Clearance Certificates
- Increase in revenue through work permit fees
- Amount of revenue generated

To bring the 2nd floor of the building up to the same standards by which others are inspected

- Partial completion of renovations by the end of 2014
- Percentage increase in registered farmers
- Fewer dangers encountered at the workplace
- Decrease in employee absenteeism due to office health issues
- Creation of a safe, healthy and comfortable environment whereby the level of efficiency and productivity are improved
- A professional environment where the members of the public will receive a higher level of service

BUDGET HEAD: 2441 LAND REGISTRY

OBJECTIVE

- To provide modern and professional services that guarantee registered holdings in land, and facilitates efficient property transactions that are easier for all.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 346,604 | 378,100 | 375,234 | 378,200 | 378,200 | 378,200 |
| 512000 | Social Contributions | 25,260 | 21,700 | 40,310 | 21,700 | 21,700 | 21,700 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | 400 | 105 | 500 | 500 | 500 |
| 522000 | Utilities | 8,215 | 11,900 | 8,195 | 11,900 | 11,700 | 11,700 |
| 523000 | Supplies | 34,189 | 26,500 | 12,366 | 15,400 | 15,200 | 15,200 |
| 524000 | Repairs and Maintenance (Minor) | 25,942 | 8,300 | 2,081 | 7,900 | 7,700 | 7,700 |
| 525000 | Travel | 2,801 | 4,100 | 98 | 4,100 | 4,000 | 4,000 |
| 528000 | Services | - | - | 50 | - | - | - |
| PROGRAMME EXPENDITURE - RECURRENT | | 443,011 | 451,000 | 438,439 | 439,700 | 439,000 | 439,000 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Chief Registrar of Lands

- 1 Registrar of Lands
- 1 Senior Administrative Officer
- 1 Administrative Officer
- 2 Senior Executive Officer
- 2 Executive Officer
- 2 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)
- 1 Bailiff

BUDGET HEAD: 2441 LAND REGISTRY

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety:

To improve the lead time in providing certified copies of requested land documents to the public

- Number of certified copies processed within stipulated time
- » Percentage of certified copies processed within the stipulated

To improve the accuracy of land information

- Number of rectifications made
- » Percentage reductions in rectification of land matters

To increase public awareness on land registration matters/processes

- Number of public awareness campaigns
- » Percentage of returned documents

To increase electronic data records

- Number of scanned documents
- » Percentage of scanned documents

BUDGET HEAD: 2442 SURVEY

OBJECTIVE

- To deliver consistently, high quality mapping products and services that satisfies the developing needs of the British Virgin Islands.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 737,892 | 847,000 | 748,164 | 778,000 | 778,000 | 778,000 |
| 512000 | Social Contributions | 60,421 | 71,500 | 82,384 | 76,400 | 76,400 | 76,400 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 75,324 | 75,700 | 77,166 | 76,600 | 76,600 | 76,600 |
| 522000 | Utilities | 45,580 | 34,300 | 40,713 | 51,800 | 50,600 | 50,100 |
| 523000 | Supplies | 38,321 | 10,400 | 11,827 | 15,000 | 14,700 | 14,600 |
| 524000 | Repairs and Maintenance (Minor) | 73,131 | 3,200 | 2,050 | 12,000 | 11,800 | 11,700 |
| 525000 | Travel | 9,498 | 2,000 | 2,700 | 3,000 | 3,000 | 3,000 |
| 526000 | Training | - | - | 18 | 500 | 500 | 500 |
| 528000 | Entertainment | - | - | 1,125 | - | - | - |
| PROGRAMME EXPENDITURE - RECURRENT | | 1,040,167 | 1,044,100 | 966,147 | 1,013,300 | 1,011,600 | 1,010,900 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Chief Surveyor

| | | | |
|---|-------------------------------|---|---|
| 1 | Deputy Chief Surveyor | 1 | CAD Trainee |
| 1 | Senior Surveyor | 1 | Senior Executive Officer |
| 5 | Surveyor I/II | 3 | Trainee Surveyor |
| 1 | Assistant Surveyor | | (one post of Chainman I/II upgraded and transferred from Non-Established) |
| 1 | CAD Specialist | | |
| 1 | CAD Technician | 1 | Executive Officer |
| 1 | Cadastral Information Manager | 2 | Office Generalist I/II/II |
| | | | (Clerical Officer I/II/III renamed) |

NON-ESTABLISHED

| | | | |
|---|------------------|---|----------------|
| 1 | Field Supervisor | 6 | Chainman I/II |
| 3 | Field Assistant | 1 | Office Cleaner |

*One post of Chainman I/II upgraded and transferred to Established.

BUDGET HEAD: 2442 SURVEY

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety:

Upgrade The Land Survey Ordinance and Regulation

- The number of plans submitted
- » Percentage of plans approved
- » Percentage deduction in processing time

Seed Theme/Strategy: Social - An improved standard of living:

Conduct surveys for MNR&L, Ministries Internal and External Agencies

- The number of surveys requested
- » Percentage in processing time

To improve the efficiency of land mutation process

- The number of application processed
- To reduce processing time

**MINISTRY OF EDUCATION
& CULTURE
& DEPARTMENTS**

SUMMARY OF BUDGET AND FORWARD ESTIMATES

MINISTRY SUMMARY

MINISTRY OF EDUCATION AND CULTURE

NATIONAL SECTOR GOALS/PRIORITIES

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|------------------------------------|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| 2543 | Ministry of Education and Culture | 22,440,929 | 20,357,200 | 22,629,898 | 20,152,100 | 19,398,300 | 19,278,400 |
| 2544 | Youth Affairs and Sports | 1,105,644 | 1,203,800 | 1,310,793 | 1,238,100 | 1,307,300 | 1,304,800 |
| 2545 | Education (Administration) | 3,919,059 | 3,245,000 | 2,849,175 | 2,529,800 | 2,520,900 | 2,517,100 |
| 2546 | Education (Primary and Pre-Primary) | 9,436,794 | 9,638,500 | 9,926,755 | 9,668,500 | 9,658,000 | 9,652,900 |
| 2547 | Department of Culture | 2,105,467 | 1,079,300 | 2,017,417 | 1,067,100 | 1,056,600 | 1,049,500 |
| 2548 | Education (Other Secondary Schools) | 3,175,433 | 3,560,000 | 3,272,930 | 3,360,000 | 3,352,300 | 3,348,900 |
| 2549 | Education (Elmore Stouff High School) | 9,486,344 | 8,825,000 | 8,926,351 | 7,808,200 | 7,789,600 | 7,780,700 |
| 2550 | Library Services | 1,276,375 | 1,387,900 | 1,332,510 | 1,314,200 | 1,309,900 | 1,308,100 |
| 2551 | Prison | 3,347,951 | 3,234,700 | 3,402,487 | 3,354,500 | 3,338,800 | 3,331,000 |
| Total Recurrent Expenditure | | 56,293,996 | 47,908,800 | 50,933,319 | 50,492,500 | 49,731,700 | 49,571,400 |

CAPITAL

Capital Acquisitions

Local Funded

2549 Education (Elmore Stouff High School)

| | | | | | | | |
|-----------------------------------|-------------------------|----------|----------------|---------------|---------------|----------|----------|
| 112000 | Machinery and Equipment | - | 50,000 | - | 75,000 | - | - |
| 2551 Prison | | | | | | | |
| 112000 | Machinery and Equipment | - | 50,000 | 48,000 | - | - | - |
| Total Capital Acquisitions | | - | 100,000 | 48,000 | 75,000 | - | - |

Development Projects

Local Funded

| | | | | | | | |
|----------------------------------|-----------------------------------|------------------|------------------|------------------|------------------|----------------|----------|
| 3250100 | Schools Rehabilitation and Design | - | 1,100,000 | 502,463 | 2,100,000 | - | - |
| 3250200 | AO Shirley Recreation Grounds | 26,400 | 250,000 | 73,536 | - | - | - |
| 3250300 | Greenland Playing Field | 477,068 | - | - | - | - | - |
| 3250400 | ME&C Development Projects | 2,359,237 | 1,500,000 | 1,969,745 | 950,000 | - | - |
| 3250800 | Her Majesty's Prison Expansion | - | - | - | 250,000 | 500,000 | - |
| Total Local Funded | | 2,862,705 | 2,850,000 | 2,545,744 | 3,300,000 | 500,000 | - |
| Total Capital Expenditure | | 2,862,705 | 2,950,000 | 2,593,744 | 3,375,000 | 500,000 | - |

BUDGET HEAD: 2543 MINISTRY OF EDUCATION AND CULTURE
OBJECTIVE

- To redefine the education philosophy of the Virgin Islands by aiming to produce functional citizens that aptly meet the needs of the labour and business development force of the Territory.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
|----------|------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|

RECURRENT
Employee Compensation

| | | | | | | | |
|--------|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 511000 | Personal Emoluments | 1,170,297 | 1,293,300 | 1,224,974 | 1,315,700 | 1,315,700 | 1,315,700 |
| 512000 | Social Contributions | 71,711 | 87,000 | 115,124 | 119,000 | 119,000 | 119,000 |

Goods and Services

| | | | | | | | |
|--------|--------------------------------------|---------|---------|----------|---------|---------|---------|
| 521000 | Rent | 268,616 | 269,100 | 325,263 | 254,100 | 254,100 | 254,100 |
| 522000 | Utilities | 55,127 | 44,800 | 94,367 | 91,500 | 89,800 | 89,000 |
| 523000 | Supplies | 45,631 | 61,400 | 349,294 | 290,500 | 167,900 | 166,600 |
| 524000 | Repairs and Maintenance (Minor) | 165,383 | 971,800 | 662,582 | 846,500 | 271,000 | 268,400 |
| 525000 | Travel | 62,880 | 115,000 | 124,918 | 203,500 | 199,400 | 197,500 |
| 526000 | Training | 536,800 | 50,000 | 3,237 | 25,000 | 24,500 | 24,300 |
| 527000 | Contributions to Professional Bodies | 523,807 | 256,000 | (69,927) | - | - | - |
| 528000 | Services | 579,128 | 595,600 | 726,712 | 970,000 | 950,600 | 941,200 |
| 529000 | Entertainment | 18,570 | 22,000 | 76,322 | 17,000 | 16,700 | 16,600 |

Grants

| | | | | | | | |
|--------|--------|------------|------------|------------|------------|------------|------------|
| 551000 | Grants | 11,817,727 | 10,660,800 | 12,088,313 | 10,466,900 | 10,362,200 | 10,258,600 |
|--------|--------|------------|------------|------------|------------|------------|------------|

Property and Other Expenses

| | | | | | | | |
|--------|-----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 571000 | Property Expenses | 60,000 | 110,000 | 120,000 | 90,000 | 90,000 | 90,000 |
| 572000 | Assistance Grants | 7,065,252 | 5,820,400 | 6,778,420 | 5,462,400 | 5,537,400 | 5,537,400 |
| 573000 | Miscellaneous Other Expense | - | - | 10,299 | - | - | - |

| | | | | | | | |
|--|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| PROGRAMME EXPENDITURE - RECURRENT | | 22,440,929 | 20,357,200 | 22,629,898 | 20,152,100 | 19,398,300 | 19,278,400 |
|--|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

CAPITAL
Local Funded

| | | | | | | | |
|---------|-----------------------------------|-----------|-----------|-----------|-----------|---------|---|
| 3250100 | Schools Rehabilitation and Design | - | 1,100,000 | 502,463 | 2,100,000 | - | - |
| 3250200 | AO Shirley Recreation Grounds | 26,400 | 250,000 | 73,536 | - | - | - |
| 3250300 | Greenland Playing Field | 477,068 | - | - | - | - | - |
| 3250400 | ME&C Development Projects | 2,359,237 | 1,500,000 | 1,969,745 | 950,000 | - | - |
| 3250800 | Her Majesty's Prison Expansion | - | - | - | 250,000 | 500,000 | - |

| | | | | | | | |
|--|--|------------------|------------------|------------------|------------------|----------------|----------|
| PROGRAMME EXPENDITURE - CAPITAL | | 2,862,705 | 2,850,000 | 2,545,744 | 3,300,000 | 500,000 | - |
|--|--|------------------|------------------|------------------|------------------|----------------|----------|

STAFFING RESOURCES
POSITIONS
ESTABLISHED
Accounting Officer: The Permanent Secretary

| | | | |
|---|---------------------------------|---|---|
| 1 | Deputy Secretary | 1 | Administrative Officer |
| 1 | Private Secretary | 1 | Senior Executive Officer |
| 2 | Assistant Secretary | 2 | Executive Officer |
| 1 | Secretary General (UNESCO) | 1 | Accounts Officer I/II |
| 1 | Human Resources Manager | 4 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 1 | Finance and Planning Officer | 1 | Office Generalist I (Clerical Officer/Messenger renamed) |
| 3 | Senior Administrative Officer | 1 | Office Generalist I (Messenger renamed) |
| 1 | Senior Administrative Assistant | | |
| 1 | Senior Accounts Officer | 1 | Office Generalist I (Messenger renamed) |
| 1 | Human Resources Assistant | | |

(One post of Curriculum Development Coordinator and one post of Deputy Curriculum Development Coordinator transferred to Head 2545)

BUDGET HEAD: 2543 MINISTRY OF EDUCATION AND CULTURE

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - A strengthened educational sector:

Revise the scholarship process from application to completion to ensure efficiency, effectiveness and seamless experience

- Number of recipients completing within the bonded time
- Implementation of a scholarship policy
- Number of recipients returning upon completion of studies
- Percentage of scholarship/grants awarded utilizing the policy

Seed Theme/Strategy: Environment - Improved communications and infrastructure/Social - A strengthened educational sector:

To create and implement maintenance plans for all government infrastructure under the Ministry

- Number of schools accredited
- Number of maintenance inspections completed
- Number of maintenance calls executed
- Average satisfaction by users of the facilities

BUDGET HEAD: 2544 YOUTH AFFAIRS AND SPORTS

OBJECTIVE

- To cultivate an environment through policy formation, programme development and community partnership where every Virgin Islands young person is equipped and empowered to be a healthy and active contributing member of society; and to coordinate a holistic Virgin Islands national sports and recreation development programme through policy formation, programme development and community partnership.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| | Employee Compensation | | | | | | |
| 511000 | Personal Emoluments | 680,621 | 769,100 | 929,604 | 717,400 | 717,400 | 717,400 |
| 512000 | Social Contributions | 56,009 | 77,100 | 57,209 | 77,100 | 77,100 | 77,100 |
| | Goods and Services | | | | | | |
| 521000 | Rent | 21,500 | 21,600 | 18,268 | 32,300 | 32,000 | 31,900 |
| 522000 | Utilities | 44,263 | 50,500 | 56,807 | 50,700 | 49,800 | 49,400 |
| 523000 | Supplies | 61,966 | 78,400 | 74,795 | 91,600 | 160,500 | 159,200 |
| 524000 | Repairs and Maintenance (Minor) | 18,959 | 34,700 | 2,243 | 3,300 | 3,300 | 3,300 |
| 525000 | Travel | 29,226 | 28,900 | 18,743 | 25,300 | 24,800 | 24,600 |
| 528000 | Services | 2,500 | 3,000 | 38,870 | 47,500 | 46,700 | 46,300 |
| 529000 | Entertainment | 35,000 | 35,500 | 22,154 | 27,900 | 27,700 | 27,600 |
| | Property and Other Expenses | | | | | | |
| 572000 | Assistance Grants | 155,600 | 105,000 | 92,100 | 165,000 | 168,000 | 168,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 1,105,644 | 1,203,800 | 1,310,793 | 1,238,100 | 1,307,300 | 1,304,800 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Permanent Secretary

- 1 Assistant Director of Youth Affairs
- 1 Assistant Director of Sports
- 1 Programme Officer
- 2 Sports Officer I/II
- 1 Youth Officer I/II
- 1 Senior Administrative Officer
- 1 Accounts Officer I/II
- 1 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)

NON-ESTABLISHED

- 1 Office Cleaner

BUDGET HEAD: 2544 YOUTH AFFAIRS AND SPORTS

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

(Specify the key strategies, priorities and initiatives aimed at improving programme performance in 2014)

- Draft national youth policy
- Revitalize the BVI National Youth Council
- Implement youth employment programme
- Establish a mechanism for a public and private sector partnership in developing and sponsoring community-based youth development activities
- Implement an annual awards programme that highlights youth excellence
- Mobilize and facilitate the education process of athletes, sport administrators, officials and the general public territory wide
- Implement the newly approved sports policy
- Facilitate the capacity building of territorial amateur athletics associations and federations to effectively manage their internal affairs, access funding and other resources
- Promote the development of local clubs; provide training opportunities for officials and coaches, and to produce world class and sporting teams
- Implement an annual awards programme that promotes excellence in sports

PERFORMANCE INDICATORS

| 2012 | 2013 | 2014 | 2015 | 2016 |
|--------|----------|--------|--------|--------|
| Actual | Estimate | Target | Target | Target |

Outputs

(The quantifiable outputs produced or services delivered by the programme (Budget Head).)

- Number of businesses registered with the programme
- Number of persons nominated to receive awards
- Number of associations/federations participating in awards programme
- Number of persons participating in seminars and training opportunities
- Number of staff attending training and other development activities

Outcomes

(The quantifiable outcomes or impact achieved or planned by the programme (Budget Head) and its outputs with reference to the programme (Budget Head) Objective.

- Percentage of participants hired full time after work experience
- Percentage of recipient indicating appreciation and value of awards
- Percentage of stakeholders indicating awards' value
- Percentage of staff exposed to training and development activities
- Percentage of youth participating in youth programmes

BUDGET HEAD: 2545 EDUCATION (ADMINISTRATION)

OBJECTIVE

- To provide financial and administrative, supply and equipment purchase, maintenance, payroll and personnel records through a network of education officers focused on student assessment, special needs students access to education and teacher's performance.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 2,075,899 | 2,019,100 | 2,094,515 | 1,705,800 | 1,705,800 | 1,705,800 |
| 512000 | Social Contributions | 172,932 | 218,300 | 213,007 | 188,000 | 188,000 | 188,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 7,960 | 139,400 | 154,808 | 110,800 | 110,800 | 110,800 |
| 522000 | Utilities | 29,062 | 91,300 | 41,661 | 91,400 | 89,700 | 88,900 |
| 523000 | Supplies | 76,079 | 71,700 | 24,587 | 44,700 | 43,600 | 43,500 |
| 524000 | Repairs and Maintenance (Minor) | 810,418 | 30,300 | 14,008 | 15,000 | 14,700 | 14,600 |
| 525000 | Travel | 22,247 | 71,900 | 8,905 | 35,200 | 34,500 | 34,200 |
| 526000 | Training | 457,893 | 261,700 | 148,589 | 118,600 | 116,200 | 115,000 |
| 527000 | Contributions to Professional Bodies | - | 300 | 299 | 300 | 300 | 300 |
| 528000 | Services | 232,077 | 258,300 | 134,946 | 121,000 | 118,700 | 117,600 |
| 529000 | Entertainment | - | 1,000 | 12,350 | 24,000 | 23,600 | 23,400 |
| Grants | | | | | | | |
| 551000 | Grants | 34,492 | 81,700 | - | - | - | - |
| Property and Other Expense | | | | | | | |
| 572000 | Assistance Grants | - | - | 1,500 | 75,000 | 75,000 | 75,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 3,919,059 | 3,245,000 | 2,849,175 | 2,529,800 | 2,520,900 | 2,517,100 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Chief Education Officer

| | | | |
|----|---|---|---|
| 1 | Curriculum Coordinator (Curriculum Development Coordinator transferred from Head 2543 and regraded) | 1 | Administrative Officer |
| 1 | Deputy Chief Education Officer | 2 | Truancy Officer |
| 11 | Education Officer I/II (one post of Deputy Curriculum Development Coordinator (transferred from Head 2543 and regraded)) | 1 | Senior Accounts Officer |
| 1 | Educational Psychologist | 3 | Administrative Officer |
| 1 | Maintenance Manager | 1 | Accounts Supervisor II |
| 1 | School Maintenance Officer | 1 | Senior Executive Officer |
| 1 | Human Resources Manager | 2 | Accounts Officer I/II |
| 1 | Senior Assistant Human Resources Manager | 5 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 1 | Assistant Human Resources Manager | 1 | Office Generalist I (Messenger/Driver renamed) |
| | | 1 | Machine Technician/Stores Clerk |
| | | 1 | Learning Support Assistant |
| | | 2 | Maintenance Worker |

NON-ESTABLISHED

4 Maintenance Worker

BUDGET HEAD: 2545 EDUCATION (ADMINISTRATION)

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - A strengthened educational sector

Devise a Territorial Examination and Inspection Board that is responsible for the management of all national and key state assessments.

- Number of assessments per term
- » Percentage decrease in complaints about implementation of exams.
- » Percentage of school population sitting the exams

Develop a plan to rectify the exclusion of students with special needs for equitable access to education (Education Act, 2004)

- Number of facilities inspected
- » Percentage of facilities approved for use

Provide professional development for Education Officers in an effort to create a culture of excellence in the education system

- Number of education officers trained
- » Percentage of officers reaching the required competency annually

Implementation of accreditation

- Collect, collate and develop policies for the education system
- » Aligning the standard of teaching and learning in the secondary schools with the International Standards of the Middle States

BUDGET HEAD: 2546 EDUCATION (PRIMARY AND PRE-PRIMARY SCHOOLS)

OBJECTIVE

- To provide quality education for the primary students of the Territory of the Virgin Islands through best educational practices and by providing conducive learning environments.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 8,005,608 | 8,172,300 | 8,323,059 | 8,207,200 | 8,207,200 | 8,207,200 |
| 512000 | Social Contributions | 618,693 | 641,900 | 910,274 | 927,000 | 927,000 | 927,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | 1,500 | 7,091 | - | - | - |
| 522000 | Utilities | 423,785 | 295,800 | 348,246 | 261,000 | 255,800 | 253,300 |
| 523000 | Supplies | 187,373 | 193,200 | 158,039 | 159,800 | 156,800 | 155,300 |
| 524000 | Repairs and Maintenance (Minor) | 59,515 | 33,200 | 10,920 | 33,200 | 32,500 | 32,200 |
| 525000 | Travel | 73,692 | 73,100 | 64,710 | 61,500 | 60,300 | 59,700 |
| 526000 | Training | 3,925 | 38,400 | 13,322 | - | - | - |
| 528000 | Services | 19,853 | 45,800 | 64,258 | 18,800 | 18,400 | 18,200 |
| 529000 | Entertainment | - | 20,000 | 26,836 | - | - | - |
| Grants | | | | | | | |
| 551000 | Grants | 44,350 | 123,300 | - | - | - | - |
| PROGRAMME EXPENDITURE - RECURRENT | | 9,436,794 | 9,638,500 | 9,926,755 | 9,668,500 | 9,658,000 | 9,652,900 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Chief Education Officer

| | | | |
|----|-----------------------------|----|-------------------|
| 16 | Principal | 12 | Teacher Grade III |
| 2 | Assistant Principal | 58 | Teacher Grade II |
| 6 | Guidance Officer | 7 | Teacher Grade I |
| 1 | Speech Language Pathologist | 1 | Executive Officer |
| 90 | Teacher Grade IV | 1 | Cleaner |
| 3 | Foreign Language Teacher | 1 | Janitor |
| 3 | Special Education Teacher | | |

NON-ESTABLISHED

| | | | |
|----|--|------------------------|---|
| 1 | Supervisor - Custodial Worker | | |
| 22 | Janitor (full-time) | | |
| 1 | Office Generalist I/II/II (Clerical Officer I/II/III renamed) | | |
| | | Temporary Staff | |
| | | 15 | Teacher Trainee |
| | | 2 | Foreign Language Teacher |
| | | 5 | Learning Support Assistant (Data Entry Clerk upgraded) |

BUDGET HEAD: 2546 EDUCATION (PRIMARY AND PRE-PRIMARY SCHOOLS)

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - A strengthened educational sector

Early intervention

- Number of students receiving early intervention
- » Percentage of students functioning after early intervention

Key-stage Testing

- Number of students tested (key-stage and national primary assessment)
- » Percentage increase in students' competency

To improve literacy and achieve it early

- Number of students requiring assistance with reading
- » Percentage of students that can read at grade level

BUDGET HEAD: 2547 DEPARTMENT OF CULTURE

OBJECTIVE

- To coordinate the identification, preservation, development and promotion of culture in the Virgin Islands.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 244,851 | 254,500 | 259,146 | 260,600 | 258,600 | 258,600 |
| 512000 | Social Contributions | 23,094 | 23,900 | 27,561 | 22,800 | 22,800 | 22,800 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 510,152 | 3,500 | 3,500 | 3,500 |
| 522000 | Utilities | 5,063 | 6,600 | 3,736 | 9,100 | 8,900 | 8,900 |
| 523000 | Supplies | 43,400 | 36,900 | 14,119 | 37,700 | 37,100 | 36,800 |
| 524000 | Repairs and Maintenance (Minor) | 40 | 500 | 75 | 500 | 500 | 500 |
| 525000 | Travel | 14,033 | 11,200 | 10,233 | 14,000 | 13,700 | 13,700 |
| 526000 | Training | - | 500 | - | 500 | 500 | 500 |
| 528000 | Services | 72,681 | 27,200 | 16,720 | 23,200 | 22,700 | 22,500 |
| 529000 | Entertainment | 57,852 | 22,500 | 8,378 | 15,500 | 15,200 | 15,000 |
| Grants | | | | | | | |
| 551300 | Grants | 1,235,821 | 640,500 | 1,128,200 | 655,500 | 649,000 | 642,600 |
| Property and Other Expenses | | | | | | | |
| 572000 | Assistance Grants | 408,632 | 55,000 | 38,953 | 23,700 | 23,600 | 23,600 |
| 573000 | Miscellaneous Other Expense | - | - | 144 | 500 | 500 | 500 |
| PROGRAMME EXPENDITURE - RECURRENT | | 2,105,467 | 1,079,300 | 2,017,417 | 1,067,100 | 1,056,600 | 1,049,500 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Permanent Secretary, Ministry of Education and Culture

- 1 Director of Culture
- 1 Deputy Director of Culture
- 1 Administrative Officer
- 2 Senior Executive Officer

NON-ESTABLISHED

- 1 Office Cleaner
- 2 Dance/Drama Instructor

BUDGET HEAD: 2547 DEPARTMENT OF CULTURE

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - A strengthened educational sector:

Promote the awareness of local museums

- Number of visitors
- » Percentage satisfaction with museum offerings

Produce a TV programme

- Number of viewers and participants
- » Percentage of satisfaction with TV programmes

Increase schools participation in Festival

- Number of schools participation
- » Percentage increase in students participation in Festival

Seed Theme/Strategy: Social - An improved standard of living:

Promote Festival and Fairs

- Number of visitors and participants (internal and external)
- » Percentage increase in visitors and participants (internal and

BUDGET HEAD: 2548 EDUCATION (OTHER SECONDARY)

OBJECTIVE

- To provide quality education for all secondary students within the Education System of the Territory of the Virgin Islands

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 2,360,994 | 2,549,500 | 2,398,739 | 2,448,800 | 2,448,800 | 2,448,800 |
| 512000 | Social Contributions | 177,080 | 328,200 | 251,800 | 292,500 | 292,500 | 292,500 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 271,377 | 108,900 | 240,600 | 241,800 | 241,800 | 241,800 |
| 522000 | Utilities | 100,327 | 137,900 | 116,489 | 121,700 | 119,100 | 117,900 |
| 523000 | Supplies | 57,822 | 167,300 | 64,511 | 85,900 | 84,200 | 83,500 |
| 524000 | Repairs and Maintenance (Minor) | 25,644 | 41,500 | 4,695 | 13,000 | 12,700 | 12,600 |
| 525000 | Travel | 16,258 | 88,200 | 18,486 | 19,000 | 18,600 | 18,500 |
| 526000 | Training | - | - | 2,500 | - | - | - |
| 528000 | Services | 165,931 | 136,500 | 167,126 | 135,500 | 132,800 | 131,500 |
| 529000 | Entertainment | - | 2,000 | 1,684 | 1,800 | 1,800 | 1,800 |
| Property and Other Expense | | | | | | | |
| 571000 | Property Expense | - | - | 6,300 | - | - | - |
| PROGRAMME EXPENDITURE - RECURRENT | | 3,175,433 | 3,560,000 | 3,272,930 | 3,360,000 | 3,352,300 | 3,348,900 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Chief Education Officer

| | |
|----|---|
| 1 | Principal, Bregado Flax Educational Centre |
| 1 | Assistant Principal |
| 1 | Guidance Officer |
| 1 | School Librarian |
| 1 | Administrative Officer |
| 1 | Office Generalist Trainee (Clerical Trainee renamed) |
| 18 | Teacher Grade IV |
| 7 | Teacher Grade III |
| 5 | Teacher Grade II |

BVI Technical/Vocational Institute

| | |
|----|---------------------|
| 1 | Principal |
| 1 | Assistant Principal |
| 1 | Guidance Officer |
| 1 | Secretary I/II |
| 12 | Teacher Grade IV |
| 2 | Teacher Grade III |
| 2 | Teacher Grade II |
| 1 | Teacher Trainee |

NON-ESTABLISHED

| | |
|---|---------------------|
| 5 | Cleaner |
| 5 | Teacher (Part-time) |

BUDGET HEAD: 2548 EDUCATION (OTHER SECONDARY)

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - A strengthened educational sector:

Completion of an academic programme for the students of the newly introduced Technical School

- Number of students attending BVI TVI
- » Percentage of students showing improvement in academics

Implementation of the National Citizen Service Award in secondary schools

- Number of students receiving good reports for the Citizenship Programme
- » Percentage of students achieving honours status

Administration of the CXC CSEC to all secondary students

- Number of secondary students sitting the CXC CSEC examinations
- » Percentage of students passing the CXC CSEC examinations

BUDGET HEAD: 2549 EDUCATION (ELMORE STOUTT HIGH SCHOOL)

OBJECTIVE

- To embrace a vision of quality education that will equip students morally, socially and academically to assume their role as productive citizens.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|------------------|----------------------|--------------------|-----------------------|-----------------------|-----------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 6,695,696 | 7,020,600 | 6,909,749 | 6,371,700 | 6,371,700 | 6,371,700 |
| 512000 | Social Contributions | 498,658 | 510,000 | 741,045 | 500,000 | 500,000 | 500,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | 5,000 | 3,172 | 4,000 | 4,000 | 4,000 |
| 522000 | Utilities | 936,561 | 203,000 | 194,029 | 191,000 | 187,200 | 185,400 |
| 523000 | Supplies | 367,737 | 335,400 | 332,067 | 382,000 | 374,300 | 370,700 |
| 524000 | Repairs and Maintenance (Minor) | 267,151 | 80,000 | 16,847 | 16,000 | 15,700 | 15,500 |
| 525000 | Travel | 5,916 | 50,000 | 22,977 | 15,000 | 14,700 | 14,600 |
| 526000 | Training | - | - | 3,083 | 6,300 | 6,200 | 6,100 |
| 528000 | Services | 714,625 | 606,000 | 699,811 | 322,000 | 315,600 | 312,500 |
| 529000 | Entertainment | - | 15,000 | 3,571 | 200 | 200 | 200 |
| PROGRAMME EXPENDITURE - RECURRENT | | 9,486,344 | 8,825,000 | 8,926,351 | 7,808,200 | 7,789,600 | 7,780,700 |

CAPITAL ACQUISITIONS

| | | | | | | | |
|--|-------------------------|----------|---------------|----------|---------------|----------|----------|
| 112000 | Machinery and Equipment | - | 50,000 | - | 75,000 | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | - | 50,000 | - | 75,000 | - | - |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Principal, Elmore Stoutt High School

| | | | |
|---|---|-----|--------------------------------|
| 1 | Deputy Principal | 108 | Teacher Grade IV |
| 3 | Assistant Principal | 11 | Teacher Grade III |
| 4 | Guidance Officer | 18 | Teacher Grade II |
| 1 | Senior Administrative Officer | 1 | Maintenance Officer I/II |
| 1 | School Nurse | | (one post of Plumber upgraded) |
| 1 | School Librarian | 1 | Janitor |
| 1 | Administrative Officer | 1 | Janitor/Messenger |
| 1 | Executive Officer | 2 | Janitor |
| 2 | Office Generalist I/II/III | | (two post of Cleaner upgraded) |
| | (Clerical Officer I/II/III renamed) | 1 | Office Generalist Trainee |
| | (one post of Clerical Trainee upgraded) | | (Clerical Trainee renamed) |

NON-ESTABLISHED

| | | | |
|---|---|---|-----------------------------------|
| 2 | Maintenance Officer I/II | 1 | Laboratory Assistant |
| | (one post of Senior Tradesman and one post of Carpenter/Mason upgraded) | 1 | Store Clerk |
| | | 1 | Custodial Supervisor |
| 1 | Clerk of Works | 8 | Janitor |
| | (one post of Store Clerk upgraded) | | (eight posts of Cleaner upgraded) |

BUDGET HEAD: 2549 EDUCATION (ELMORE STOUTT HIGH SCHOOL)

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - A strengthened educational sector:

Recruitment of qualified teachers and training for current teachers

- Improvement in learning outcomes a 95% pass rate across grade 8 through 12
- Improved quality of classroom learning experiences

Increase parental involvement through PTAs and other activities

- See an increase in the number of parents involved in school activities
- Improvement in academic achievement (*studies show this to be true that parental involvement correlates with student achievement*)

To enrich students educational experiences by offering tutorial and extra-curricula activities

- Number of students that participate
- More positive association with institution as shown by participation in non-mandatory activities

To make the school campus more appealing and a safe place to learn

- Updated classrooms with modern technology that allows students to compete in the global economy (*50 classrooms to be*)
- More proficient students competent and better equipped for college and or world of work

BUDGET HEAD: 2550 LIBRARY SERVICES

OBJECTIVE

- To provide globally competitive information through technology and various formats to meet the educational, historical, recreational and cultural needs of the Virgin Islands.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 666,921 | 711,600 | 719,993 | 743,100 | 743,100 | 743,100 |
| 512000 | Social Contributions | 59,840 | 68,600 | 77,530 | 68,600 | 68,600 | 68,600 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 282,360 | 282,400 | 286,745 | 284,600 | 284,600 | 284,600 |
| 522000 | Utilities | 86,570 | 109,700 | 82,596 | 97,600 | 95,600 | 94,800 |
| 523000 | Supplies | 92,847 | 143,700 | 85,795 | 61,000 | 59,900 | 59,300 |
| 524000 | Repairs and Maintenance (Minor) | 27,056 | 15,500 | 20,545 | 6,700 | 6,500 | 6,500 |
| 525000 | Travel | 9,366 | 13,200 | 8,413 | 12,700 | 12,400 | 12,300 |
| 528000 | Services | 51,415 | 37,200 | 39,008 | 38,300 | 37,600 | 37,300 |
| 529000 | Entertainment | - | 6,000 | 11,885 | 1,600 | 1,600 | 1,600 |
| PROGRAMME EXPENDITURE - RECURRENT | | 1,276,375 | 1,387,900 | 1,332,510 | 1,314,200 | 1,309,900 | 1,308,100 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Chief Librarian

| | | | |
|---|---|---|---|
| 1 | Deputy Chief Librarian | 1 | Senior Executive Officer |
| 1 | Systems Librarian | 9 | Library Assistant I/II |
| 1 | Librarian I/II/III (one post of Senior Library Assistant upgraded) | 1 | Library Assistant I/II/Driver |
| 6 | Senior Library Assistant | 1 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 1 | Senior Accounts Officer | 1 | Library Trainee (part-time) |

NON-ESTABLISHED

| | |
|---|----------------|
| 7 | Office Cleaner |
| 1 | Book Repairman |

BUDGET HEAD: 2550 LIBRARY SERVICES

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - A strengthened educational sector:

To improve public awareness of the library's programmes and services

- Number of active/registered library patrons
- Number of public awareness activities undertaken
- » Percentage of registered users

To improve the library's operations through an automated library system

- Number of inaccuracies of returned
- » Percentage of accurate filing
- » Decrease in patrons time to locate items or materials in the collection

To enhance the quality of the after school programme

- Number of children enrolled
- » Percentage of children enrolled
- » Percentage of books borrowed

BUDGET HEAD: 2551 PRISON

OBJECTIVE

- To provide the necessary guidance, supervision, and direction for the safe and humane custody and rehabilitation of persons committed to prison.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 2,086,550 | 2,301,100 | 2,304,858 | 2,292,600 | 2,292,600 | 2,292,600 |
| 512000 | Social Contributions | 259,527 | 251,900 | 355,573 | 251,900 | 251,900 | 251,900 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 340 | 100 | 100 | 100 |
| 522000 | Utilities | 330,014 | 232,600 | 274,724 | 261,200 | 256,000 | 253,500 |
| 523000 | Supplies | 370,907 | 303,700 | 349,549 | 306,300 | 300,200 | 297,300 |
| 524000 | Repairs and Maintenance (Minor) | 278,424 | 20,800 | 12,852 | 132,400 | 129,800 | 128,500 |
| 525000 | Travel | 11,595 | 11,500 | 594 | 10,500 | 10,300 | 10,200 |
| 526000 | Training | 2,158 | 12,200 | 1,120 | 4,000 | 3,900 | 3,900 |
| 528000 | Services | - | 87,600 | 94,179 | 57,500 | 56,400 | 55,800 |
| Social Benefits | | | | | | | |
| 561000 | Social Assistance Benefits | 8,776 | 13,200 | 8,698 | 36,000 | 35,600 | 35,200 |
| 562000 | Employer Social Benefits | - | 100 | - | 2,000 | 2,000 | 2,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 3,347,951 | 3,234,700 | 3,402,487 | 3,354,500 | 3,338,800 | 3,331,000 |

CAPITAL ACQUISITIONS

| | | | | | | | |
|--|-------------------------|----------|---------------|---------------|----------|----------|----------|
| 112000 | Machinery and Equipment | - | 50,000 | 48,000 | - | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | - | 50,000 | 48,000 | - | - | - |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Superintendent of Prison

| | | | |
|------------------------|------------------------------------|----|---|
| 1 | Deputy Superintendent of Prison | 1 | Prison Counselor |
| 1 | Teacher Grade III | 64 | Prison Officer I/II |
| 1 | Assistant Superintendent of Prison | 2 | Registered Nurse |
| 1 | Rehabilitation Officer | 1 | Accounts Officer I/II |
| 1 | Matron | 1 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 8 | Principal Officer | 1 | Chaplain |
| NON-ESTABLISHED | | | |
| 11 | Prison Officer I | 1 | Maintenance Officer |
| 1 | Laundress | 6 | Cook |

BUDGET HEAD: 2551 PRISON

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Directions/Governance:

Initiate an adequate training programme that meets the needs of inmates

- Number of educational programmes
- » Percentage of trained inmates

Improve process to ensure inmates receive initial risk assessment

- Number of assessment made
- » Percentage of treatment plans completed by inmates

Mandatory training for Prison Officers

- Number of prison officers trained
- » Percentage of incident reports and compliance reports

Protocols are in place for customers service

- Number of satisfied customers
- » Percentage of satisfied customers

Ensure prison officers are in compliance with SOP

- Number of trained officers
- » Percentage of prison officers in compliance with SOP

Health/Safety/Security

- Number of well inmates
- Compliance with human rights including medical needs

**MINISTRY OF HEALTH
& SOCIAL DEVELOPMENT
& DEPARTMENTS**

SUMMARY OF BUDGET AND FORWARD ESTIMATES

MINISTRY SUMMARY

MINISTRY OF HEALTH AND SOCIAL DEVELOPMENT

NATIONAL SECTOR GOALS/PRIORITIES

- To provide leadership that promotes health, social well-being and a safe environment as positive resources for living and sustainable development

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|------------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| 2652 | Ministry of Health and Social Development | 25,826,799 | 27,987,100 | 28,286,877 | 26,962,500 | 26,927,400 | 26,915,600 |
| 2653 | Adina Donovan Home | 1,051,396 | 1,126,900 | 1,128,792 | 1,159,400 | 1,157,000 | 1,156,000 |
| 2654 | Department of Waste Management | 4,641,415 | 4,542,400 | 4,753,797 | 4,504,600 | 4,458,600 | 4,435,900 |
| 2655 | Social Development Department | 4,389,051 | 4,871,700 | 4,372,427 | 4,602,700 | 4,592,500 | 4,579,600 |
| Total Recurrent Expenditure | | 35,908,661 | 38,528,100 | 38,541,893 | 37,229,200 | 37,135,500 | 37,087,100 |

RECURRENT

CAPITAL

Loan Funded

| | | | | | | | |
|--------------------------|--------------|-------------------|-------------------|-------------------|------------------|------------------|----------|
| 3260100 | New Hospital | 11,306,554 | 25,000,000 | 22,328,170 | 4,050,000 | 3,150,000 | - |
| Total Loan Funded | | 11,306,554 | 25,000,000 | 22,328,170 | 4,050,000 | 3,150,000 | - |

Local Funded

| | | | | | | | |
|----------------------------------|----------------------------|-------------------|-------------------|-------------------|------------------|------------------|------------------|
| 3260200 | New Hospital (Local) | 808,152 | 4,000,000 | 2,361,328 | 450,000 | 350,000 | - |
| 3260300 | Adina Donovan Home | - | 500,000 | 100 | 1,875,000 | 3,000,000 | 500,000 |
| 3260500 | BVI Services | - | 1,000,000 | 2,688 | - | - | - |
| 3260600 | Social Housing | 67,226 | 100,000 | - | 300,000 | - | - |
| 3260700 | MH&SD Development Projects | 4,701,169 | 3,100,000 | 2,408,394 | 1,750,000 | 3,000,000 | 1,500,000 |
| Total Local Funded | | 5,576,547 | 8,700,000 | 4,772,510 | 4,375,000 | 6,350,000 | 2,000,000 |
| Total Capital Expenditure | | 16,883,101 | 33,700,000 | 27,100,680 | 8,425,000 | 9,500,000 | 2,000,000 |

BUDGET HEAD: 2652 MINISTRY OF HEALTH AND SOCIAL DEVELOPMENT
OBJECTIVE

- To advise on health policies and regulations to support informed decision-making, environmental protection and care for vulnerable populations thus ensuring sustainable development.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 2,498,956 | 2,750,400 | 2,876,997 | 2,645,300 | 2,645,300 | 2,645,300 |
| 512000 | Social Contributions | 186,002 | 157,000 | 305,743 | 157,000 | 157,000 | 157,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 316,901 | 358,378 | 440,924 | 374,100 | 363,300 | 363,300 |
| 522000 | Utilities | 108,906 | 83,430 | 154,775 | 134,900 | 133,000 | 132,000 |
| 523000 | Supplies | 129,949 | 145,460 | 150,013 | 260,300 | 255,500 | 253,300 |
| 524000 | Repairs and Maintenance (Minor) | 117,177 | 85,822 | 65,467 | 86,100 | 84,400 | 83,700 |
| 525000 | Travel | 107,867 | 114,200 | 107,075 | 161,600 | 158,600 | 157,100 |
| 526000 | Training | 59,986 | 66,680 | 24,016 | 26,000 | 25,600 | 25,500 |
| 528000 | Services | 381,278 | 379,130 | 419,595 | 370,900 | 361,500 | 358,200 |
| 529000 | Entertainment | 6,865 | 5,900 | 9,253 | 13,500 | 13,300 | 13,200 |
| Grants | | | | | | | |
| 551000 | Grants | 21,126,222 | 23,140,800 | 23,124,654 | 22,040,800 | 22,040,400 | 22,040,000 |
| Social Benefits | | | | | | | |
| 561000 | Social Assistance Benefits | 252,918 | 236,300 | 190,249 | 260,000 | 257,500 | 255,000 |
| Property and Other Expenses | | | | | | | |
| 572000 | Assistance Grants | 533,772 | 463,600 | 420,135 | 432,000 | 432,000 | 432,000 |
| 573000 | Miscellaneous Other Expense | - | - | (2,019) | - | - | - |
| PROGRAMME EXPENDITURE - RECURRENT | | 25,826,799 | 27,987,100 | 28,286,877 | 26,962,500 | 26,927,400 | 26,915,600 |
| CAPITAL | | | | | | | |
| Loan Funded | | | | | | | |
| 3260100 | New Hospital (Loan) | 11,306,554 | 25,000,000 | 22,328,170 | 4,050,000 | 3,150,000 | - |
| Local Funded | | | | | | | |
| 3260200 | New Hospital | 808,152 | 4,000,000 | 2,361,328 | 450,000 | 350,000 | - |
| 3260600 | Social Housing | 67,226 | 100,000 | - | 300,000 | - | - |
| 3260700 | MH&SD Development Projects | 4,701,169 | 3,000,000 | 2,392,692 | 1,750,000 | 3,000,000 | 1,500,000 |
| PROGRAMME EXPENDITURE - CAPITAL | | 16,883,101 | 32,100,000 | 27,082,190 | 6,550,000 | 6,500,000 | 1,500,000 |

BUDGET HEAD: 2652 MINISTRY OF HEALTH AND SOCIAL DEVELOPMENT

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Permanent Secretary

Administration

| | |
|---|---|
| 2 | Deputy Secretary |
| 2 | Assistant Secretary |
| 1 | Assistant Secretary/Private Secretary |
| 1 | Human Resources Manager |
| 1 | Assistant Human Resources Manager |
| 1 | Finance and Planning Officer |
| 2 | Senior Administrative Officer |
| 1 | Communications Officer I/II |
| 1 | Finance Officer |
| 2 | Administrative Officer |
| 1 | Information Officer II |
| 1 | Programme Supervisor |
| 1 | Accounts Officer I/II |
| 1 | Records Officer |
| 3 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |

Gender Affairs

| | |
|---|---|
| 1 | Gender Affairs Coordinator |
| 1 | Administrative Officer |
| 1 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |

Sandy Lane Centre

| | |
|---|-------------------------------------|
| 1 | Manager, Drug Rehabilitation Centre |
| 1 | Residential Manager (Evenings) |
| 3 | Addiction Counselor I/II |
| 1 | Executive Officer |

Technical Unit

| | |
|---|--|
| 1 | Chief Medical Officer |
| 1 | Medical Officer of Health |
| 1 | Chief of Drugs and Pharmaceutical Services |
| 1 | Chief Nursing Officer |
| 1 | Coordinator of Health Promotion Services |
| 1 | National Aids Coordinator |
| 5 | Public Health Officer I/II |
| 1 | Senior Administrative Officer |
| 1 | Senior Executive Officer |
| 1 | Public Health Communications Specialist |

Environmental Health

| | |
|----|--|
| 1 | Chief Environmental Health Officer |
| 1 | Deputy Chief Environmental Health Officer |
| 11 | Environmental Health Officer |
| 3 | Environmental Health Trainee |
| 3 | Vector Control Officer (Aedes Aegypti Inspector renamed) |
| 1 | Vector Control Supervisor (Programme Supervisor (Mosquito Spraying) renamed) |
| 1 | Assistant Vector Control Supervisor (Assistant Mosquito Eradication Supervisor renamed) |
| 1 | Administrative Officer |

*One post of Assistant Addiction Counselor transferred to Head 2654, renamed and regraded.

BUDGET HEAD: 2652 MINISTRY OF HEALTH AND SOCIAL DEVELOPMENT

STAFFING RESOURCES

NON-ESTABLISHED

Administration

- 9 Burial Ground Manager
- 1 Gardener
- 1 Office Generalist I
(Messenger renamed)
- 3 Cleaner

Environmental Health

- 5 Vector Control Officer
(Aedes Aegypti Inspector renamed)
- 2 Cleaners

Sandy Lane Centre

- 1 Assistant Addiction Counselor

BUDGET HEAD: 2652 MINISTRY OF HEALTH AND SOCIAL DEVELOPMENT

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - An Improved standard of living:

Develop and enforce regulatory policies and procedures that would protect and promote public health and safety

- Number of policy paper, reports and briefings prepared
- Number of policy paper submitted to Cabinet
- Number of research and development studies conducted
- » Percentage of policy recommendation approved by Cabinet
- » Percentage of draft instructions prepared for legislation implemented
- » Percentage of research recommendations implemented

Seed Theme/Strategy: Social - Improved overall social services programmes and healthcare :

Develop and implement health reform policies to improves systems performance and ensure sustainable financing

- Number of policy paper, reports and briefings prepared
- Number of policy paper submitted to Cabinet
- Number of research and development studies conducted
- Number of public consultations/media events
- » Percentage of policy recommendation approved by Cabinet
- » Percentage of draft instructions prepared for legislation implemented
- » Percentage of research recommendations implemented

Seed Theme/Strategy: Social - Improved overall social services programmes and healthcare:

Modernize and expand the healthcare infrastructure to increase access to quality care

- Number of research and development studies conducted
- Number of public consultations/media events
- Number of infrastructure projects
- » Percentage of research recommendations implemented
- » Percentage of infrastructural projects completed

Seed Theme/Strategy: Social - An improved standard of living:

Restructure the social services delivery systems and infrastructure to provide enhanced protection to vulnerable groups

- Number of policy paper, reports and briefings prepared
- Number of policy paper submitted to Cabinet
- » Percentage of policy recommendation approved by Cabinet
- » Percentage of draft instructions prepared for legislation implemented

BUDGET HEAD: 2653 ADINA DONOVAN HOME FOR THE ELDERLY

OBJECTIVE

- To provide institutional residential care to seniors within the Virgin Islands who do not possess the ability to care for themselves at a standard of excellence which embraces the principles of quality care in such a facility.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| | Employee Compensation | | | | | | |
| 511000 | Personal Emoluments | 819,766 | 892,800 | 891,596 | 936,100 | 936,100 | 936,100 |
| 512000 | Social Contributions | 69,886 | 73,100 | 95,694 | 81,300 | 81,300 | 81,300 |
| | Goods and Services | | | | | | |
| 522000 | Utilities | 53,060 | 52,900 | 45,413 | 37,500 | 36,900 | 36,700 |
| 523000 | Supplies | 91,747 | 93,200 | 67,044 | 73,700 | 72,300 | 71,700 |
| 524000 | Repairs and Maintenance (Minor) | 14,308 | 10,500 | 13,079 | 6,800 | 6,700 | 6,700 |
| 525000 | Travel | 354 | 1,400 | - | 1,000 | 1,000 | 1,000 |
| 529000 | Entertainment | 2,275 | 3,000 | 2,451 | 3,000 | 2,900 | 2,900 |
| | Social Benefits | | | | | | |
| 561000 | Social Assistance Benefits | - | - | 13,515 | 20,000 | 19,800 | 19,600 |
| PROGRAMME EXPENDITURE - RECURRENT | | 1,051,396 | 1,126,900 | 1,128,792 | 1,159,400 | 1,157,000 | 1,156,000 |

CAPITAL

Local Funded

| | | | | | | | |
|--|--------------------|----------|----------------|------------|------------------|------------------|----------------|
| 3260300 | Adina Donovan Home | - | 500,000 | 100 | 1,875,000 | 3,000,000 | 500,000 |
| PROGRAMME EXPENDITURE - CAPITAL | | - | 500,000 | 100 | 1,875,000 | 3,000,000 | 500,000 |

TOTAL PROGRAMME EXPENDITURE

| | | | | | |
|------------------|------------------|------------------|------------------|------------------|------------------|
| 1,051,396 | 1,626,900 | 1,128,892 | 3,034,400 | 4,157,000 | 1,656,000 |
|------------------|------------------|------------------|------------------|------------------|------------------|

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Manager, Adina Donovan Home for the Elderly

| | | | |
|----|---|---|---------------------|
| 1 | Assistant Manager/Nurse | 1 | Cook |
| 2 | Registered Nurse | 1 | Housekeeper |
| 1 | Accounts Officer I/II | 1 | Maintenance Officer |
| 1 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) | 1 | Orderly |
| 2 | Assistant Nurse | 2 | Laundress |
| 11 | Geriatric Aide I/II | 1 | Cleaner |

NON-ESTABLISHED

| | | | |
|---|------------------------|---|---|
| 1 | Part-time Cook | 1 | Cleaner |
| 2 | Assistant Cook | 1 | Laundress |
| 9 | Geriatric Aide I/II | 1 | Office Generalist I (Driver/Messenger renamed) |
| 1 | Senior Assistant Nurse | 1 | Attendant |

BUDGET HEAD: 2653 ADINA DONOVAN HOME FOR THE ELDERLY

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - Improved overall social services programmes and healthcare :

Develop and implement formal recreational programmes suitable to the resident's individual capabilities

- Number of recreational programmes developed.
- » Percentage improvement in Patient Overall Health on a scale

Provide holistic care for residents with the provision of nursing care, family and other civic groups participation.

- Number of family visits.
- Number of group community visits.
- Number of trained nurses.
- » Percentage increase in community group visits.
- » Percentage increase in family visits.
- » Percentage increase in qualified nurses.

Improve the structure of the building for residents.

- Number of improvements made to building structure.
- » Percentage reduction in medical incidents.

BUDGET HEAD: 2654 DEPARTMENT OF WASTE MANAGEMENT

OBJECTIVE

- To enhance the natural beauty of the Territory by utilizing state of the art waste management technology to ensure timely collection, disposal and where possible, recycling of waste.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| | Employee Compensation | | | | | | |
| 511000 | Personal Emoluments | 1,871,502 | 2,137,900 | 1,991,421 | 2,019,100 | 2,019,100 | 2,019,100 |
| 512000 | Social Contributions | 151,368 | 160,000 | 219,846 | 160,000 | 160,000 | 160,000 |
| | Goods and Services | | | | | | |
| 521000 | Rent | 36,430 | 31,400 | 15,345 | 10,900 | 10,900 | 10,900 |
| 522000 | Utilities | 248,066 | 437,500 | 400,968 | 410,500 | 402,500 | 398,300 |
| 523000 | Supplies | 53,646 | 165,600 | 111,274 | 177,100 | 173,700 | 172,100 |
| 524000 | Repairs and Maintenance (Minor) | 569,456 | 234,900 | 328,608 | 353,000 | 346,000 | 342,500 |
| 525000 | Travel | 11,992 | 7,500 | 10,079 | 20,100 | 19,700 | 19,500 |
| 528000 | Services | 1,698,955 | 1,367,600 | 1,676,081 | 1,353,700 | 1,326,500 | 1,313,300 |
| 573000 | Miscellaneous Other Expenses | - | - | 175 | 200 | 200 | 200 |
| PROGRAMME EXPENDITURE - RECURRENT | | 4,641,415 | 4,542,400 | 4,753,797 | 4,504,600 | 4,458,600 | 4,435,900 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Manager, Department of Waste Management

| | | | |
|---|---|---|---|
| 1 | Assistant Manager, Department of Waste Management | 1 | Senior Plant Operator/Technician |
| 1 | Incinerator Plant Manager | 2 | Waste Management Officer |
| 1 | Administrative Officer | 1 | Waste Management Trainee |
| 1 | Senior Executive Officer | 1 | General Foreman |
| 3 | Plant Operator/Technician | 1 | Accounts Officer |
| 1 | Executive Officer | 1 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 1 | Assistant Programme Supervisor | 4 | Sanitation Officer (one post of Labourer upgraded) |
| 1 | Programme Supervisor | | |
| 1 | Litter Warden | | |

NON-ESTABLISHED

| | | | |
|----|---|---|---|
| 43 | Sanitation Officer (five posts of Labourer upgraded) | 2 | Assistant Programme Supervisor |
| | | 1 | Plant Maintenance Programme Supervisor |
| 11 | Heavy Equipment Operator I/II/III (three posts of Truck Driver and six posts of Loader Operator upgraded and one post of Assistant Addiction Counselor transferred from Head 2652regraded and renamed) | 4 | Plant Maintenance Officer |
| | | 1 | Office Generalist I (Messenger/Driver renamed) |
| | | 1 | Office Cleaner |
| 2 | Recycling Officer | 1 | Custodian |

BUDGET HEAD: 2654 DEPARTMENT OF WASTE MANAGEMENT

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Environment - Improved communications and infrastructure:

Recycling of glass, aluminum cans, metal and yard waste

- Volume/weight of recycled material removed from waste
- Percentage reduction of waste that is feed into the incinerator

Seed Theme/Strategy: Environment - Improved communications and infrastructure:

Establish a waste sorting program

- Number of categorize of waste sorted form waste stream
- » Percentage reduction of waste that is feed into the incinerator

Seed Theme/Strategy: Environment - Improved communications and infrastructure:

To reduce open burning, by closing dumpsites on Sister Islands

- Number of existing dumpsites
- » Reduction of air pollution
- » Reduction of public complaints

Seed Theme/Strategy: Environment - Improved communications and infrastructure:

To improve the efficiency and effectiveness of waste collection

- Number of collection points
- » Reduction of complaints external and internal

BUDGET HEAD: 2655 SOCIAL DEVELOPMENT DEPARTMENT

OBJECTIVE

- To improve the social conditions/standards and the individual well being of vulnerable population groups in the Virgin Islands.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|-------------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 2,601,234 | 2,886,300 | 2,850,848 | 2,772,100 | 2,782,400 | 2,782,400 |
| 512000 | Social Contributions | 216,831 | 264,700 | 306,003 | 279,700 | 279,700 | 279,700 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 68,808 | 70,000 | 74,718 | 85,300 | 85,000 | 84,900 |
| 522000 | Utilities | 77,548 | 180,300 | 159,884 | 188,500 | 184,600 | 183,100 |
| 523000 | Supplies | 339,933 | 421,700 | 140,089 | 216,700 | 212,700 | 210,900 |
| 524000 | Repairs and Maintenance (Minor) | 178,149 | 66,900 | 65,297 | 105,600 | 103,700 | 102,800 |
| 525000 | Travel | 19,112 | 77,200 | 5,320 | 77,400 | 76,000 | 75,300 |
| 526000 | Training | - | 10,000 | 1,205 | 1,000 | 1,000 | 1,000 |
| 527000 | Contribution to Professional Bodies | - | 400 | - | - | - | - |
| 528000 | Services | 81,453 | 81,600 | 119,313 | 89,000 | 87,600 | 86,900 |
| 529000 | Entertainment | - | 25,000 | 19,310 | 31,300 | 30,700 | 30,400 |
| Social Benefits | | | | | | | |
| 561000 | Social Assistance Benefits | 216,499 | 225,300 | 448,735 | 704,600 | 697,600 | 690,700 |
| Property and Other Expenses | | | | | | | |
| 572000 | Assistance Grants | 589,484 | 562,300 | 181,705 | 51,500 | 51,500 | 51,500 |
| PROGRAMME EXPENDITURE - RECURRENT | | 4,389,051 | 4,871,700 | 4,372,427 | 4,602,700 | 4,592,500 | 4,579,600 |
| CAPITAL | | | | | | | |
| Local Funded | | | | | | | |
| 3260500 | BVI Services | - | 1,000,000 | 2,688 | - | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | - | 1,000,000 | 2,688 | - | - | - |
| TOTAL PROGRAMME EXPENDITURE | | 4,389,051 | 5,871,700 | 4,375,115 | 4,602,700 | 4,592,500 | 4,579,600 |

BUDGET HEAD: 2655 SOCIAL DEVELOPMENT DEPARTMENT

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Chief Social Development Officer

- 1 Deputy Chief Social Development Officer
- 15 Social Worker I/II/III
- 1 Senior Administrative Officer
- 1 Administrative Officer (Accounts)
- 2 Executive Officer
- 1 Senior Probation Officer
- 1 Parole Officer
(one post of Registered Nurse upgraded)
- 2 Probation Officer
- 1 Superintendent, Rainbow Children Home
- 1 Deputy Superintendent, Rainbow Children Home
- 1 Accounts officer II
- 1 Senior House Parent
(transferred from Non-Established)
- 4 House Parent
- 1 Community Development Officer
- 4 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)
- 1 Community Development Assistant
- 1 Office Generalist I
(Driver/Messenger renamed)
- 1 Programme Director

BVI Services

- 1 Office Generalist I/II/II
(Clerical Officer I/II/III renamed)
- 2 Social Welfare Officer

Senior Citizens Programme

- 2 Manager/Senior Citizen Programme
- 1 Cook
- 1 Assistant Cook

Virgin Gorda

- 1 Social Welfare Officer
(Social Welfare Worker renamed)
- 1 Social Worker I/II/III
- 1 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)
- 1 Community Development Assistant
- 1 Registered Nurse
- 1 Geriatric Aide I/II

BUDGET HEAD: 2655 SOCIAL DEVELOPMENT DEPARTMENT

STAFFING RESOURCES

POSITIONS

NON-ESTABLISHED

Administration

4 Manager Community Centre
1 Home Supervisor
1 Infirmary Attendant/Almshouse
1 Craft Instructor
4 Office Cleaner
1 Handyman

Virgin Gorda

2 Geriatric Aide I/II
1 Handyman
1 Office Generalist I
(Driver/Messenger renamed)
1 Cleaner
1 Cook

BVI Services

1 Product Assistant

Senior Citizens Programme

6 Manager/Senior Citizen Programme
7 Cook
7 Maid

Children's Home

1 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)
1 Cook
3 Senior House Parent
(one post transferred to Established)
1 Assistant Cook
1 Maid
1 Cleaner

Domestic Home Care

25 Geriatric Aide I/II
1 Driver

BUDGET HEAD: 2655 SOCIAL DEVELOPMENT DEPARTMENT

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Social - Improve overall social services programmes and healthcare:

To develop an electronic system to gather client data

- A system to collect data
- Number of persons accessing services
- Number of territory wide needs assessments conducted
- Number of clients' activities being tracked and monitored
- Number of new and existing clients expediently
 - » Percentage of existing clients
 - » Percentage of new clients
 - » Percentage of reports submitted
 - » Percentage of clients served
 - » Percentage of satisfied clients
 - » Percentage of services delivered

Seed Theme/Strategy: Social -An improved standard of living/Improve overall social services programmes and healthcare:

Promote cross-agency collaboration to improve services delivery and sustainability

- Number of consultations carried out
 - » Number of referrals
- Number of new professional relationships developed
 - » Percentage of collaboration among agencies
 - » Percentage of referrals

Seed Theme/Strategy: Social - Improve overall social services programmes and healthcare:

The monitoring and evaluation of existing programmes

- Number of programmes conducted
- Number of programmes monitored
 - » Number of programmes evaluated
 - » Percentage of satisfactory rate of participants

**MINISTRY OF
COMMUNICATIONS & WORKS
& DEPARTMENTS**

SUMMARY OF BUDGET AND FORWARD ESTIMATES

MINISTRY SUMMARY

MINISTRY OF COMMUNICATIONS AND WORKS

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|---|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| 2756 | Ministry of Communications and Works | 5,311,607 | 4,508,400 | 5,025,515 | 4,673,000 | 4,328,000 | 4,306,600 |
| 2757 | Facilities Management | 2,610,388 | 2,703,200 | 2,563,383 | 2,532,300 | 2,502,600 | 2,488,500 |
| 2758 | Civil Aviation | 141,065 | 127,600 | 95,799 | 312,300 | 299,400 | 299,400 |
| 2759 | Fire Services | 2,526,308 | 2,707,900 | 2,691,887 | 2,633,400 | 2,625,900 | 2,622,100 |
| 2760 | Water and Sewerage | 22,592,764 | 12,395,000 | 19,630,812 | 11,984,100 | 11,761,900 | 11,678,600 |
| 2761 | Department of Motor Vehicles | 961,553 | 934,200 | 959,791 | 845,300 | 842,500 | 842,300 |
| 2762 | Public Works | 8,413,889 | 7,349,600 | 7,388,722 | 7,874,400 | 7,839,300 | 7,822,400 |
| 2763 | Telephone Services Management | 1,034,084 | 985,100 | 1,017,675 | 949,600 | 943,600 | 941,000 |
| Total Recurrent Expenditure | | 42,557,574 | 30,725,900 | 38,355,909 | 30,854,800 | 30,199,600 | 30,059,900 |
| CAPITAL | | | | | | | |
| Capital Acquisitions | | | | | | | |
| 2759 | Fire Services | | | | | | |
| 112000 | Machinery and Equipment | - | 100,000 | - | - | - | - |
| 2760 | Water and Sewerage | | | | | | |
| 112000 | Machinery and Equipment | - | - | 81,211 | - | - | - |
| 2762 | Public Works | | | | | | |
| 112000 | Machinery and Equipment | - | - | - | 1,045,000 | - | - |
| Total Capital Acquisitions | | - | 100,000 | 81,211 | 1,045,000 | - | - |
| Development Projects | | | | | | | |
| Loan Funded | | | | | | | |
| 3270100 | National Sewerage Project | 2,396,452 | - | - | 6,000,000 | 4,800,000 | - |
| 3270200 | Road Infrastructure | - | 8,000,000 | - | 15,377,700 | - | - |
| 3271000 | Road Town Ferry Dock Development (Loan) | - | - | - | - | 1,800,000 | - |
| 3271100 | Virgin Gorda Dock Development (Loan) | - | - | - | - | 1,350,000 | - |
| Total Loan Funded | | 2,396,452 | 8,000,000 | - | 21,377,700 | 7,950,000 | - |
| Funded from Carry Forward Balances | | | | | | | |
| 3270300 | National Sewerage Project (CFB) | - | 5,750,000 | 1,042,161 | - | - | - |
| 3270400 | Road Construction (CFB) | - | 1,350,000 | 81,150 | - | - | - |
| 3270500 | Civil Works Mitigation (CFB) | - | 900,000 | 1,150,462 | - | - | - |
| TNIF Funded | | | | | | | |
| 3270600 | Road Construction | 1,128,422 | 2,000,000 | 87,445 | - | - | - |
| 3270700 | Road Infrastructure | - | 1,000,000 | - | - | - | - |
| Total Other Funded | | 1,128,422 | 11,000,000 | 2,361,218 | - | - | - |
| Local Funded | | | | | | | |
| 3270800 | Road Town Ferry Dock Development (Local) | - | - | - | - | 200,000 | 1,000,000 |
| 3270900 | Virgin Gorda Dock Development (Local) | - | - | - | - | 150,000 | 500,000 |
| 3271000 | Road Infrastructure | - | - | 146,666 | 2,500,000 | - | - |
| 3271100 | Water Network Improvement | - | - | - | 3,000,000 | - | - |
| 3271200 | Road Town Improvement | - | - | - | 1,000,000 | - | - |
| 3271900 | Civil Works Mitigation | 1,256,603 | 100,000 | - | 1,800,000 | - | - |
| 3272000 | MC&W Development Projects | 6,756,929 | 1,000,000 | 2,327,790 | 250,000 | - | - |
| 3272200 | National Sewerage Project | - | - | - | 2,800,000 | 2,368,000 | 3,000,000 |
| Total Local Funded | | 8,013,532 | 1,100,000 | 2,474,456 | 11,350,000 | 2,718,000 | 4,500,000 |
| Total Capital Expenditure | | 11,538,406 | 20,200,000 | 4,916,885 | 33,772,700 | 10,668,000 | 4,500,000 |

BUDGET HEAD: 2756 MINISTRY OF COMMUNICATIONS AND WORKS
OBJECTIVE

- To have an organization with a highly motivated and continuously trained staff that partner with the relevant stakeholders to ensure that the Virgin Islands enjoy the highest standards of internationally acceptable public infrastructure, utilities, communications and transportation network within its means.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 1,352,790 | 1,451,600 | 1,524,878 | 1,662,400 | 1,662,900 | 1,662,900 |
| 512000 | Social Contributions | 104,480 | 99,300 | 172,727 | 119,100 | 119,100 | 119,100 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 57,800 | 58,000 | 70,097 | 58,500 | 58,500 | 58,500 |
| 522000 | Utilities | 2,722,984 | 1,054,500 | 1,911,797 | 1,078,200 | 1,056,700 | 1,046,200 |
| 523000 | Supplies | 33,484 | 88,300 | 82,787 | 128,200 | 125,700 | 124,600 |
| 524000 | Repairs and Maintenance (Minor) | 32,886 | 25,400 | 48,242 | 24,100 | 20,700 | 20,500 |
| 525000 | Travel | 86,534 | 127,200 | 95,830 | 134,700 | 132,100 | 130,800 |
| 526000 | Training | 27,256 | 60,000 | (6,125) | 70,000 | 68,600 | 67,900 |
| 528000 | Services | 687,972 | 814,900 | 696,524 | 568,400 | 557,100 | 551,600 |
| 529000 | Entertainment | 27,524 | 48,200 | 19,963 | 65,800 | 64,500 | 63,900 |
| Grants | | | | | | | |
| 551000 | Grants | 171,897 | 675,000 | 401,785 | 454,500 | 153,000 | 151,500 |
| Property and Other Expenses | | | | | | | |
| 571000 | Property Expense | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| 572000 | Assistance Grants | - | - | - | 303,100 | 303,100 | 303,100 |
| 573000 | Miscellaneous Other Expense | - | - | 1,010 | - | - | - |
| PROGRAMME EXPENDITURE - RECURRENT | | 5,311,607 | 4,508,400 | 5,025,515 | 4,673,000 | 4,328,000 | 4,306,600 |

CAPITAL
Loan Funded

| | | | | | | | |
|---------|---------------------------|-----------|-----------|---|------------|-----------|---|
| 3270100 | National Sewerage Project | 2,396,452 | - | - | 6,000,000 | 4,800,000 | - |
| 3270200 | Road Infrastructure | - | 8,000,000 | - | 15,377,700 | - | - |
| 3270900 | Ferry Dock Development | - | - | - | - | 3,150,000 | - |

Other Funded
Funded from Carry Forward Balances

| | | | | | | | |
|---------|---------------------------|---|-----------|-----------|---|---|---|
| 3270300 | National Sewerage Project | - | 5,750,000 | 1,042,161 | - | - | - |
| 3270400 | Road Construction | - | 1,350,000 | 81,150 | - | - | - |
| 3270500 | Civil Works Mitigation | - | 900,000 | 1,150,462 | - | - | - |

TNIF Funded

| | | | | | | | |
|---------|---------------------|-----------|-----------|--------|---|---|---|
| 3270600 | Road Construction | 1,128,422 | 2,000,000 | 87,445 | - | - | - |
| 3270700 | Road Infrastructure | - | 1,000,000 | - | - | - | - |

Local Funded

| | | | | | | | |
|--|-----------------------------------|-------------------|-------------------|------------------|-------------------|-------------------|------------------|
| 3270800 | National Sewerage Project (Local) | - | - | - | 2,800,000 | 2,368,000 | 3,000,000 |
| 3271000 | Ferry Dock Development | - | - | - | - | 150,000 | 500,000 |
| 3271100 | Water Network Improvement | - | - | - | 3,000,000 | - | - |
| 3271200 | Road Infrastructure | - | - | 146,666 | 2,500,000 | - | - |
| 3271900 | Civil Works Mitigation | 1,256,603 | 100,000 | 1,064,384 | 1,800,000 | - | - |
| 3272000 | MC&W Development Projects | 6,756,929 | 1,000,000 | 2,327,790 | 250,000 | - | - |
| 3272200 | Road Town Improvement | - | - | - | 1,000,000 | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | 11,538,406 | 20,100,000 | 5,900,058 | 32,727,700 | 10,468,000 | 3,500,000 |

BUDGET HEAD: 2756 MINISTRY OF COMMUNICATIONS AND WORKS

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Administration Unit

- 1 Chief of Infrastructural Planning, Research and Development
- 2 Deputy Secretary
- 1 Assistant Secretary
- 1 Assistant Secretary/Private Secretary
- 3 Senior Administrative Officer
- 1 Administrative Officer
- 1 Way Leave Officer
- 2 Senior Executive Officer
- 1 Executive Officer
- 1 Office Generalist I/II/III
(Clerical Officer I/II/II renamed)

Human Resources Unit

- 1 Human Resources Manager
- 1 Senior Assistant Human Resources Manager
(Assistant Human Resources Manager upgraded)
- 1 Human Resources Assistant
- 1 Human Resources Clerk I/II/III
(one post of Clerical Officer I/II/III upgraded)

NON-ESTABLISHED

- 1 Electrical Assistant
- 1 Office Generalist I
(Messenger renamed)
- 1 Cleaner (Electrical Inspection Unit)

Accounting Unit

- 1 Finance and Planning Officer
- 1 Finance Officer
- 2 Senior Accounts Officer

Project Unit

- 1 Senior Project Coordinator
- 1 Project Coordinator
- 1 Quantity Surveyor
- 1 Finance Officer

Records Management Unit

- 1 Records Officer
- 2 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)

Electrical Inspection Unit

- 1 Electrical Engineer
- 3 Electrical Inspector
- 1 Electrical Assistant

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

- **OUTPUTS** (The quantifiable outputs produced or services delivered by the programme (Budget Head).)
- » **OUTCOMES** (The quantifiable outcomes or impact achieved.)

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |

Seed Theme/Strategy: Environment - Improved communications and infrastructure

Develop an efficient, modern and safe roadway network with supporting infrastructure

- Miles of new/existing roads maintained in accordance with int'l standards
- » Miles of safe roadways constructed or upgraded

Optimize traffic operations throughout the Territory.

- Number of programmes implemented to improve the flow of traffic
- » Percentage of measures completed to improve traffic

Develop policies to establish environmentally friendly standards to guide the development of property

- Number of policy papers, reports and briefings prepared for Cabinet
- » Percentage of policy papers approved
- » Percentage reduction in requests for retaining walls

Facilitate initiatives that yield a reduction in the Territory's vulnerability to the impacts of flood related hazards

- Number of bridges/drains/roads/ghuts/jetties/parking structures maintained
- » Number of recovery measures conducted for infrastructural components

BUDGET HEAD: 2757 FACILITIES MANAGEMENT

OBJECTIVE

- To build and maintain a safe, secure and clean working environment for the occupants and visitors of the Central Administration Complex

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 921,180 | 965,300 | 863,039 | 746,300 | 746,300 | 746,300 |
| 512000 | Social Contributions | 77,402 | 101,000 | 99,288 | 101,000 | 101,000 | 101,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | 3,000 | 170 | 2,000 | 2,000 | 2,000 |
| 522000 | Utilities | 934,349 | 951,800 | 933,048 | 950,100 | 931,000 | 921,800 |
| 523000 | Supplies | 25,541 | 48,000 | 176,114 | 147,500 | 144,600 | 143,300 |
| 524000 | Repairs and Maintenance (Minor) | 453,703 | 409,600 | 162,822 | 231,400 | 226,800 | 224,600 |
| 526000 | Training | - | 20,000 | 3,000 | 20,000 | 19,600 | 19,400 |
| 528000 | Services | - | - | 126,935 | 130,000 | 127,400 | 126,200 |
| 529000 | Entertainment | - | 3,500 | 5,058 | 3,000 | 2,900 | 2,900 |
| Property and Other Expense | | | | | | | |
| 571000 | Property Expenses | 198,213 | 201,000 | 193,909 | 201,000 | 201,000 | 201,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 2,610,388 | 2,703,200 | 2,563,383 | 2,532,300 | 2,502,600 | 2,488,500 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Facilities Manager

| | | | |
|---|---|---|---|
| 1 | Maintenance Supervisor | 7 | Security Guard |
| 1 | Administrative Officer | 2 | Cleaner |
| 1 | Accounts Officer I/II | 2 | Electrician I/II |
| 1 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) | | (one post of Electrical Assistant upgraded) |
| | | 1 | Plumber |
| 1 | Security Supervisor | 1 | Handyman |
| 1 | Deputy Security Supervisor | | |
| 1 | Custodial Supervisor | | |

NON-ESTABLISHED

| | | | |
|---|----------------------------------|----|-----------------------|
| | | 3 | Handyman |
| 5 | Security Guard | 20 | Cleaner |
| 2 | Security Guard/Parking Attendant | 1 | Foreman |
| 1 | Groundsman | | (Chargehand upgraded) |

BUDGET HEAD: 2757 FACILITIES MANAGEMENT

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Environment - Improved communications and infrastructure

Develop and implement comprehensive emergency plan to ensure a safe working environment.

- Number of emergency drills carried out
- » Percentage of occupants and visitors of the Central Administration Complex who are knowledgeable of emergency procedures.

Formalize and integrate sustainability and energy conservation into all aspect of operation in support of the ministries effort to reduce energy consumption.

- Number of energy initiatives undertaken
- » Percentage reduction in electricity bills

Implementation of a comprehensive preventative maintenance programme

- Number of maintenance checks being carried out
- » Average response and execution time of tasks

Seed Theme/Strategy: Environment - Improved communications and infrastructure

Enforcement of cleaning guidelines in accordance to Occupational Safety and Health Administration (OSHA) standards.

- Number of clean up procedures carried out (cleaning of vents, fogging, etc.)
- » Improvement of air quality by a Environmentalist Company

Seed Theme/Strategy: Direction/Governance - A reformed public sector

Upgrade CAC security system and ensure security procedures/standards are executed.

- Number of security upgrades carried out.
- » Percentage of occupants and visitors complying with security procedures/standards.

Provide continuous training and development of staff to improve productivity in all areas of the Unit.

- Number of training carried out in maintenance, security and custodial.
- » Percentage of staff trained and developed in security, maintenance and custodial.

BUDGET HEAD: 2758 CIVIL AVIATION

OBJECTIVE

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 129,305 | 117,600 | 86,129 | 149,300 | 155,000 | 155,000 |
| 512000 | Social Contributions | 9,470 | 7,000 | 9,536 | 31,200 | 31,200 | 31,200 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | - | 60,000 | 60,000 | 60,000 |
| 522000 | Utilities | 562 | 1,100 | 134 | 19,450 | 19,100 | 19,100 |
| 523000 | Supplies | - | 500 | - | 34,750 | 34,100 | 34,100 |
| 524000 | Repairs and Maintenance (Minor) | - | - | - | 7,200 | 7,100 | 7,100 |
| 525000 | Travel | 1,728 | 1,400 | - | 1,000 | 1,000 | 1,000 |
| 528000 | Services | - | - | - | 7,900 | 7,800 | 7,800 |
| 529000 | Entertainment | - | - | - | 1,500 | 1,500 | 1,500 |
| PROGRAMME EXPENDITURE - RECURRENT | | 141,065 | 127,600 | 95,799 | 312,300 | 299,400 | 299,400 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Director of Civil Aviation

| | | | |
|---|---|---|--------------------------------------|
| 1 | Deputy Director of Civil Aviation | 2 | Security Inspector |
| 1 | Senior Executive Officer | 1 | Aviation Technical Staff Coordinator |
| 2 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) | 1 | Aviation Secretary |
| 1 | Air Traffic Services Inspector | 1 | Web Administrator |
| 1 | Aerodrome Inspector | 1 | Accounts Officer I/II |

BUDGET HEAD: 2758 CIVIL AVIATION

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

(Specify the key strategies, priorities and initiatives aimed at improving programme performance in 2014)

PERFORMANCE INDICATORS

2012

2013

2014

2015

2016

Actual

Estimate

Target

Target

Target

Outputs

(The quantifiable outputs produced or services delivered by the programme (Budget Head).)

Outcomes

(The quantifiable outcomes or impact achieved or planned by the programme (Budget Head) and its outputs with reference to the programme (Budget Head) Objective.)

BUDGET HEAD: 2759 FIRE SERVICES

OBJECTIVE

- To maintain a trained, effective Fire Services Department that provide quality emergency response functions to serve the Territory of the Virgin Islands.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|------------------|----------------------|--------------------|-----------------------|-----------------------|-----------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 1,878,433 | 2,077,300 | 2,015,458 | 2,054,000 | 2,054,000 | 2,054,000 |
| 512000 | Social Contributions | 231,338 | 240,000 | 305,001 | 196,100 | 196,100 | 196,100 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 15 | 100 | 100 | 100 |
| 522000 | Utilities | 153,912 | 95,000 | 121,337 | 122,700 | 120,200 | 119,000 |
| 523000 | Supplies | 67,357 | 76,100 | 88,101 | 88,700 | 87,000 | 86,000 |
| 524000 | Repairs and Maintenance (Minor) | 143,745 | 172,000 | 114,196 | 111,600 | 109,400 | 108,300 |
| 525000 | Travel | 30,009 | 28,500 | 16,600 | 22,900 | 22,400 | 22,200 |
| 528000 | Services | - | - | 15,404 | 17,800 | 17,400 | 17,300 |
| 529000 | Entertainment | - | - | 6,208 | 1,000 | 1,000 | 1,000 |
| Social Benefits | | | | | | | |
| 562000 | Employer Social Benefits | 21,514 | 19,000 | 9,567 | 18,500 | 18,300 | 18,100 |
| PROGRAMME EXPENDITURE - RECURRENT | | 2,526,308 | 2,707,900 | 2,691,887 | 2,633,400 | 2,625,900 | 2,622,100 |

CAPITAL

Capital Acquisitions

| | | | | | | | |
|--|-------------------------|----------|----------|----------|----------|----------|----------|
| 112000 | Machinery and Equipment | - | - | - | - | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | - | - | - | - | - | - |

| | | | | | | | |
|------------------------------------|--|------------------|------------------|------------------|------------------|------------------|------------------|
| TOTAL PROGRAMME EXPENDITURE | | 2,526,308 | 2,707,900 | 2,691,887 | 2,633,400 | 2,625,900 | 2,622,100 |
|------------------------------------|--|------------------|------------------|------------------|------------------|------------------|------------------|

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Chief Fire Officer

| | | | |
|----|---------------------------|---|---|
| 1 | Deputy Chief Fire Officer | 1 | Fire Officer/ Mechanic I/II |
| 3 | Station Officer | 1 | Accounts Officer I/II |
| 9 | Sub Officer | 1 | Senior Executive Officer |
| 4 | Leading Fire Officer | 1 | Maintenance Officer |
| 38 | Fire Officer | 2 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |

NON-ESTABLISHED

| | |
|---|---------|
| 3 | Cleaner |
|---|---------|

BUDGET HEAD: 2759 FIRE SERVICES

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - Protected borders and enhanced law, order and public safety

Identify and assign overall health and Safety Officer for the Fire Services

- Number of incidents reported by Health and Safety Officer
- Number of officers trained in health and safety
- » Percentage reduction in injuries
- » Percentage increase in subsequent competency tests

Effectively manage the collaboration with BVI Health Services Authority to staff and deploy ambulances from East End and West End Fire Stations

- Number of specialized emergency response vehicles added to the fleet
- » Percentage reduction in response time to medical emergencies

Minimize costs of overall emergency response

- Number of cost saving initiatives implemented
- Number of equipment purchased at reduced cost
- » Percentage reduction in utility bills
- » Percentage reduction in maintenance costs
- » Percentage reduction in equipment costs

Improve the quality of customer service by enhancing the reception area.

- Number of customer complaints
- » Percentage reduction in customer complaints

Implement department-wide electronic document processing to increase officers' level of competency and lower the cost of purchasing paper goods.

- Number of paper goods purchased
- Number of officers with enhanced computer skills
- » Percentage reduction in handwritten documents
- » Percentage reduction in stationery cost

BUDGET HEAD: 2760 WATER AND SEWERAGE

OBJECTIVE

- To ensure the provision of a continuous supply of safe potable water and an environmentally sound sewerage disposal to all residents of the British Virgin Islands, efficiently, effectively at affordable rates

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 2,802,300 | 3,076,500 | 3,024,443 | 3,043,800 | 3,044,800 | 3,044,800 |
| 512000 | Social Contributions | 226,585 | 252,600 | 330,394 | 313,000 | 313,000 | 313,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 12,832 | 23,800 | 18,890 | 13,100 | 13,100 | 13,100 |
| 522000 | Utilities | 18,295,998 | 7,443,100 | 14,899,756 | 7,461,500 | 7,312,300 | 7,239,200 |
| 523000 | Supplies | 215,854 | 298,400 | 282,788 | 161,600 | 158,300 | 156,800 |
| 524000 | Repairs and Maintenance (Minor) | 780,028 | 975,500 | 557,276 | 678,500 | 665,000 | 658,400 |
| 525000 | Travel | 21,176 | 21,600 | 13,830 | 13,000 | 12,800 | 12,700 |
| 526000 | Training | 2,015 | 7,000 | - | 4,000 | 3,900 | 3,900 |
| 528000 | Services | 216,575 | 277,000 | 481,524 | 270,100 | 213,300 | 211,300 |
| 529110 | Entertainment | - | - | 2,511 | 3,000 | 2,900 | 2,900 |
| Property and Other Expenses | | | | | | | |
| 571000 | Property Expense | 19,401 | 19,500 | 19,400 | 22,500 | 22,500 | 22,500 |
| PROGRAMME EXPENDITURE - RECURRENT | | 22,592,764 | 12,395,000 | 19,630,812 | 11,984,100 | 11,761,900 | 11,678,600 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Director, Water and Sewerage

| | | | |
|---|--|---|--|
| 1 | Deputy Director | 2 | GIS Technician |
| 2 | Superintendent | | (one post of Trainee Engineer and one post of Senior Draughtsman upgraded) |
| 1 | GIS Analyst (one post of Engineer I/II/III renamed) | 1 | Senior Storekeeper |
| 3 | Engineer I/II/III | 2 | Storekeeper |
| 1 | Engineer I/II/III (Wastewater) | 8 | Chargehand |
| 1 | Senior Administrative Officer | 2 | Mechanic I/II |
| 1 | Administrative Officer | 4 | Systems Operator I/II (three posts of Waterworks Operative I/II and one Sewerage Works Operative I/II upgraded) |
| 1 | Senior Assistant Human Resource Manager | 3 | Heavy Equipment Operator I/II/III |
| 3 | Accounts Supervisor I/II | 2 | Construction and Maintenance Works Operative I/II |
| 9 | Accounts Officer I/II | 1 | Senior Pump Technician |
| 1 | Assistant Human Resources Manager | 1 | Pump Technician |
| 4 | Foreman | 3 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 1 | Senior Executive Officer | 1 | Meter Reader/Service Man I/II |
| 1 | Laboratory Technician | | |
| 1 | Executive Officer | | |
| 1 | Records Officer | | |

BUDGET HEAD: 2760 WATER AND SEWERAGE

STAFFING RESOURCES

POSITIONS

NON-ESTABLISHED

| | | | |
|----|---|---|--|
| 4 | Heavy Equipment Operator I/II/III | 3 | Construction and Maintenance Works Operative |
| 17 | Systems Operator I/II (thirteen posts of Waterworks Operative I/II and four post of Sewerage Works Operative upgraded) | 6 | Meter Reader/Service Man I/II |
| | | 2 | Chargehand |
| 1 | Office Generalist Trainee/Messenger (Clerical Trainee/Messenger renamed) | 1 | Groundsman |
| | | 1 | Custodian |
| 1 | Electrician I/II | | |

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|--------|----------|--------|--------|--------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Environment - Improved communications and infrastructure

Enhanced Customer Confidence, communication and perception

- Number of customer complaints receive
- » Percentage of customer complaints addressed within 2 days

Enhanced revenue collection which improves financial stability and sustainability

- Number of customers billed accurately and in a timely manner
- » Percentage increase in revenue

Reduce the Unaccounted For Water (UFW) expense

- Number of investigations conducted toward the reduction of UFW
- Number of pumps maintained
- » Percentage of pumps repaired according to schedule
- » Percentage change in UFW

Enhance operating excellence in water and sewerage, through innovation and adoption of best practices

- Number of water samples tested for compliance with WHO water standards
- » Percentage of water samples in compliance

Develop and enhance water conservation activities

- Number of pumps maintained
- » Percentage of water samples in compliance

Build technical resource capacity to effectively plan, monitor and regulate the water and sewerage sector

- Number of workshops, trainings and seminars
- » Percentage of technical staff who attend workshops, training and seminars

BUDGET HEAD: 2761 DEPARTMENT OF MOTOR VEHICLES

OBJECTIVE

- To improve road safety and ensure collection of fees by maintaining a complete and accurate register of vehicles in BVI.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 | 2013 | 2013 | 2014 | 2015 | 2016 |
|--|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | | Actual | Approved | Estimated | Budget | Budget | Budget |
| | | Exp | Budget | Exp | Estimates | Estimates | Estimates |
| RECURRENT | | | | | | | |
| | Employee Compensation | | | | | | |
| 511000 | Personal Emoluments | 517,121 | 520,000 | 548,080 | 504,800 | 504,800 | 504,800 |
| 512000 | Social Contributions | 37,622 | 44,800 | 59,193 | 44,800 | 44,800 | 44,800 |
| | Goods and Services | | | | | | |
| 521000 | Rent | 148,800 | 153,100 | 148,870 | 153,100 | 153,100 | 153,100 |
| 522000 | Utilities | 130,968 | 66,300 | 76,476 | 65,700 | 64,400 | 64,400 |
| 523000 | Supplies | 110,289 | 91,500 | 70,355 | 69,800 | 68,400 | 68,200 |
| 524000 | Repairs and Maintenance (Minor) | 5,065 | 53,900 | 50,480 | 4,100 | 4,000 | 4,000 |
| 525000 | Travel | 11,688 | 4,600 | 4,307 | 3,000 | 3,000 | 3,000 |
| 528000 | Services | - | - | 2,030 | - | - | - |
| PROGRAMME EXPENDITURE - RECURRENT | | 961,553 | 934,200 | 959,791 | 845,300 | 842,500 | 842,300 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Commissioner of Motor Vehicles

- 1 Deputy Commissioner of Motor Vehicles
- 4 Mechanical Inspector I/II
- 2 Administrative Officer
- 1 Executive Officer
- 4 Office Generalist I/II/III
(Clerical Officer I/II/III renamed)
- 3 Accounts Officer I/II

NON-ESTABLISHED

- 2 Office Cleaner

BUDGET HEAD: 2761 DEPARTMENT OF MOTOR VEHICLES

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Direction/Governance - Protected borders and enhance law, order and public safety:

Education increased public knowledge of road safety and traffic

- All media outlets
- » Customers with fewer questions at the office

Administrating/Testing/Inspecting and Issuance of drivers license

- Number of drivers licensed
- Number of registration
- Number of vehicles licensed
- Number of test administered
- » Average number of drivers license issued
- » Average number of vehicles inspected and licensed

Improved customer service thru electronic service and more efficient process

- Website with forms to avoid office visits
- Reduced customers time (Automated Response System)
- Number of visit per customer
- » Percentage decrease in dissatisfied customers

Specialty vehicles (taxi, livery, bulldozers, truck, trailers)

- Number of licensed vehicles
- Number of authorized drivers
- » Percentage decrease in non-compliant drivers
- » Percentage decrease in dissatisfied customers

BUDGET HEAD: 2762 PUBLIC WORKS

OBJECTIVE

- To economically and efficiently develop, maintain and administer all public roads and highways and other specific physical infrastructure relating to air, sea and land transport, drainage and public buildings. To create an environment to facilitate a viable construction industry.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 5,504,316 | 5,588,600 | 5,599,515 | 5,663,200 | 5,663,200 | 5,663,200 |
| 512000 | Social Contributions | 454,635 | 423,000 | 652,400 | 423,000 | 423,000 | 423,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | 18,000 | 18,000 | 5,027 | 1,400 | 1,400 | 1,400 |
| 522000 | Utilities | 193,300 | 177,400 | 282,719 | 172,000 | 168,600 | 166,900 |
| 523000 | Supplies | 155,392 | 98,900 | 135,087 | 94,400 | 92,500 | 91,900 |
| 524000 | Repairs and Maintenance (Minor) | 1,765,637 | 897,000 | 505,284 | 1,393,700 | 1,366,000 | 1,352,300 |
| 525000 | Travel | 48,587 | 13,700 | 10,397 | 9,000 | 8,900 | 8,800 |
| 528000 | Services | 274,022 | 133,000 | 177,469 | 98,500 | 96,500 | 95,700 |
| 529000 | Entertainment | - | - | 2,824 | 1,200 | 1,200 | 1,200 |
| Property and Other Expenses | | | | | | | |
| 571000 | Property Expenses | - | - | 18,000 | 18,000 | 18,000 | 18,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 8,413,889 | 7,349,600 | 7,388,722 | 7,874,400 | 7,839,300 | 7,822,400 |

BUDGET HEAD: 2762 PUBLIC WORKS

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer: The Director, Public Works

Engineering and Roads

| | | | |
|----|--|---|---|
| 3 | Deputy Director of Public Works | 1 | Roads Officer |
| 10 | Civil Engineer I/II/III (three posts of Engineer I/II/III upgraded) | 1 | Assistant Roads Officer |
| | | 6 | Roads Foreman |
| 3 | Project Manager I/II/III | 2 | Technician I/II/III (transferred from Non-Established) |
| 2 | Assistant Engineer | | |
| 1 | Structural Engineer | 1 | Senior Planning Officer |
| 1 | Graduate Land Surveyor | 1 | Traffic Light Technician |
| 1 | Quantity Surveyor I/II/III | 1 | Building Foreman |
| 2 | Surveyor I/II/III | 1 | Trainee Surveyor |
| 1 | Superintendent (Anegada) | 1 | Trainee Technician |
| 1 | Superintendent (Virgin Gorda) | | |

Design and Building

| | | | |
|---|-------------------------------|---|-------------------------|
| 6 | Architect I/II/III | 2 | CAD Technician I/II/III |
| 1 | Building Inspector Supervisor | 1 | Senior Draughtsman |
| 1 | Building Supervisor | 1 | Draughtsman I/II |
| 2 | Building Inspector I/II | 1 | Trainee Draughtsman |
| 1 | Clerk of Works | | |

Administration and Accounts

| | | | |
|---|-------------------------------|---|---|
| 1 | Human Resources Manager | 1 | Secretary I/II |
| 1 | Senior Administrative Officer | 1 | Human Resources Assistant |
| 1 | Accounts Supervisor I/II | 1 | Senior Executive Officer |
| 1 | Administrative Officer | 1 | Assistant Accounts Officer |
| 1 | Senior Accounts Officer | 2 | Executive Officer |
| 1 | Procurement Officer | 1 | Human Resources Clerk I/II/III |
| 2 | Accounts Officer I/II | 8 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |

Workshops and Stores

| | | | |
|---|-----------------------------------|---|---|
| 1 | Store/Workshop Manager | 1 | Paver Assistant |
| 1 | Workshop Foreman | 1 | Electrician I/II |
| 5 | Mechanic I/II | 1 | Carpenter |
| 1 | Senior Storekeeper | 6 | Labourer |
| 2 | Store Clerk | 3 | Chargehand |
| 1 | Maintenance Officer | 1 | Mason |
| 9 | Heavy Equipment Operator I/II/III | 2 | Painter |
| 1 | Bodyman/Welder | 1 | Plumber |
| 1 | Handyman | 1 | Senior Laboratory Technician Supervisor |
| 1 | Plumbing Inspector | 1 | Engineer Technician I/II/III |

BUDGET HEAD: 2762 PUBLIC WORKS

STAFFING RESOURCES

POSITIONS

NON-ESTABLISHED

| | | | |
|---|--|----|---|
| 2 | Building Foreman | 20 | Labourer |
| 3 | Chargehand | 4 | Office Generalist I/II/III (Clerical Officer I/II/III renamed) |
| 1 | Tire Repairman | | |
| 5 | Mechanic | 3 | Chainman I/II |
| 5 | Carpenter | 7 | Technician I/II/III (two posts transferred to Established) |
| 3 | Mason | | |
| 1 | Painter | 1 | Electrician I/II |
| 1 | Handyman | 1 | Survey Technician I/II |
| 3 | Trainee Draughtsman | 3 | Trainee Technician |
| 1 | Tool Storeman | 3 | Trainee Technician |
| 1 | Store Clerk | 1 | Air-condition Repairman |
| 3 | Office Cleaner | 4 | Mechanic Helper |
| 1 | Groundsman | 16 | Heavy Equipment Operator I/II/III |
| 2 | Trainee Engineer | 2 | Assistant Maintenance Worker |
| 1 | Labourer (Asphalt) | 1 | Assistant Compressor Operator |
| 1 | Maintenance Worker | 2 | Engineering Laboratory Technician I/II |
| 1 | Office Generalist I (Messenger/Clerk renamed) | 1 | Asphalt Plant Supervisor |

BUDGET HEAD: 2762 PUBLIC WORKS

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

(Specify the key strategies, priorities and initiatives aimed at improving programme performance in 2014)

- Provide high quality and timely advice to the Minister of Communications and Works on infrastructure policy and legislation as well as it's relationship to national economic and social issues
- Plan, design, develop, coordinate, administer and implement projects and programmes in line with legislation and in accordance with industrial and professional regulatory codes and specification designed to provide, improve and maintain a high quality infrastructure
- Provide emergency assistance of technical personnel and equipment during and after natural disasters
- Develop and manage a comprehensive, accurate and accessible information base on Government's infrastructure decisions.
- Work in partnership with other Government agencies and the community to achieve infrastructure improvements.

PERFORMANCE INDICATORS

2012

2013

2014

2015

2016

Actual

Estimate

Target

Target

Target

Outputs

(The quantifiable outputs produced or services delivered by the programme (Budget Head).)

- Number of repairs and maintenance to government vehicles
- Number of architectural and landscaping designs done to for government agencies
- Number of construction projects supervised
- Number of yards of roads, patched/resurfaced/paved
- Number of building permits issued
- Number of building inspections conducted
- Number of drains maintained
- Number of yards of roadside trimmed
- Number of docks/jetties repaired

Outcomes

(The quantifiable outcomes or impact achieved or planned by the programme (Budget Head) and its outputs with reference to the programme (Budget Head) Objective.

- Value of variations to Bill of Quantities
- Percentage of building construction projects constructed in accordance with relevant codes and standards
- Average response time of Emergency Response Team
- Average satisfaction rating from Government Agencies for work done to vehicles
- Average response time for roads to be cleared of obstructive verges for road safety
- Percentage of territorial development in adherences to Building Regulations 199 (CAP 234)
- Number of yards of smooth traversable roads through the territory

BUDGET HEAD: 2763 TELEPHONE SERVICES MANAGEMENT UNIT

OBJECTIVE

- To develop implement and manage the telecommunications infrastructure of the Government.

FINANCIAL RESOURCES

| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
|--|---------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | 521,230 | 556,600 | 537,442 | 560,200 | 560,200 | 560,200 |
| 512000 | Social Contributions | 42,647 | 78,600 | 60,056 | 78,600 | 78,600 | 78,600 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 733 | 2,500 | 2,500 | 2,500 |
| 522000 | Utilities | 312,495 | 207,100 | 313,386 | 188,100 | 184,400 | 182,700 |
| 523000 | Supplies | 70,757 | 76,000 | 87,234 | 62,400 | 61,200 | 60,700 |
| 524000 | Repairs and Maintenance (Minor) | 64,743 | 31,400 | 5,393 | 29,000 | 28,400 | 28,200 |
| 525000 | Travel | 6,078 | 700 | 530 | 3,000 | 3,000 | 3,000 |
| 526000 | Training | 1,066 | 3,900 | - | 3,600 | 3,500 | 3,500 |
| 528000 | Services | 15,068 | 30,800 | 11,901 | 21,200 | 20,800 | 20,600 |
| 529000 | Entertainment | - | - | 1,000 | 1,000 | 1,000 | 1,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 1,034,084 | 985,100 | 1,017,675 | 949,600 | 943,600 | 941,000 |

STAFFING RESOURCES

POSITIONS

ESTABLISHED

Accounting Officer:

| | | | |
|---|-----------------------------------|---|-------------------------------------|
| 1 | Telephone Services Manager | 1 | Executive/Accounts Officer |
| 1 | Deputy Telephone Services Manager | 4 | Telephone Technician |
| 2 | System Administrator I/II | 4 | Telephone Services Representative |
| 1 | Accounts Supervisor I/II | 2 | Office Generalist I/II/III |
| 1 | Accounts Officer I/II | | (Clerical Officer I/II/III renamed) |

BUDGET HEAD: 2763 TELEPHONE SERVICES MANAGEMENT UNIT

PERFORMANCE INFORMATION

KEY STRATEGIES FOR 2014

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|-----------------|---------------|---------------|---------------|
| | Actual | Estimate | Target | Target | Target |
| • OUTPUTS (The quantifiable outputs produced or services delivered by the programme (Budget Head).) | | | | | |
| » OUTCOMES (The quantifiable outcomes or impact achieved.) | | | | | |

Seed Theme/Strategy: Environment - Improved communications and infrastructure:

To identify and provide that least expensive connections and educate Public Officers to utilize the internal network. Provide quarterly reports

- Reduce land and mobile cost
- Increase use of internal network
- Overall Government cost reduction

To implement the usage of audio/video conferencing solution

- Reduce travel expenses by Public Officers
- To save on travel costs

To install Paging System to accompany voice over Internet Protocol (VoIP) Phones

- Danger warnings and public announcements
- Provide safety and more communications among public officers

BUDGET HEAD: 4100 PENSIONS AND GRATUITIES

| FINANCIAL RESOURCES | | | | | | | |
|--|------------------------|-------------------|----------------------|--------------------|-----------------------|-----------------------|-----------------------|
| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 512000 | Social Contributions | 774,466 | 4,410,000 | 4,845,233 | 4,790,000 | 4,790,000 | 4,790,000 |
| Social Benefits | | | | | | | |
| 562200 | Pensions | 12,192,562 | 7,708,500 | 9,494,239 | 8,210,000 | 8,210,000 | 8,210,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 12,967,028 | 12,118,500 | 14,339,472 | 13,000,000 | 13,000,000 | 13,000,000 |

Accounting Officer: The Accountant General

BUDGET HEAD: 4200 MISCELLANEOUS

| FINANCIAL RESOURCES | | | | | | | |
|--|-----------------------------|------------------|----------------------|--------------------|-----------------------|-----------------------|-----------------------|
| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
| RECURRENT | | | | | | | |
| Employee Compensation | | | | | | | |
| 511000 | Personal Emoluments | - | 3,110,200 | 21,517 | 1,438,000 | 2,264,000 | 2,264,000 |
| Goods and Services | | | | | | | |
| 521000 | Rent | - | - | 34,650 | - | - | - |
| 522000 | Utilities | - | - | 300 | - | - | - |
| 523000 | Supplies | - | - | 2,986 | - | - | - |
| 525000 | Travel | - | - | 45,598 | 45,000 | 45,000 | 45,000 |
| 528000 | Services | 486,899 | 1,350,000 | 470,510 | 540,000 | 637,200 | 635,800 |
| 529000 | Entertainment | - | - | 3,000 | - | - | - |
| Grants | | | | | | | |
| 551000 | Grants | - | - | 500 | - | - | - |
| Social Benefits | | | | | | | |
| 561000 | Social Assistance Benefits | - | - | 47,000 | 27,000 | 27,000 | 27,000 |
| Property and Other Expense | | | | | | | |
| 572000 | Assistance Grants | - | - | 261,806 | 138,000 | 138,000 | 138,000 |
| 573000 | Miscellaneous Other Expense | 8,936,004 | 950,000 | 701,561 | 1,200,000 | 1,200,000 | 1,200,000 |
| PROGRAMME EXPENDITURE - RECURRENT | | 9,422,903 | 5,410,200 | 887,867 | 3,388,000 | 4,311,200 | 4,309,800 |

CAPITAL

| | | | | | | | |
|--|--------------------|----------------|------------------|----------------|------------------|----------------|----------------|
| Local Funded | | | | | | | |
| 3280100 | CDB Share Capital | 140,856 | 71,000 | 70,210 | 71,000 | 71,000 | 71,000 |
| 3280200 | CDB SDF Assessment | 302,615 | 175,000 | - | 175,000 | 175,000 | 175,000 |
| 3280300 | Special Projects | 410,784 | 2,650,000 | 134,203 | 2,350,000 | - | - |
| PROGRAMME EXPENDITURE - CAPITAL | | 854,255 | 2,896,000 | 204,413 | 2,596,000 | 246,000 | 246,000 |

| | | | | | | |
|------------------------------------|-------------------|------------------|------------------|------------------|------------------|------------------|
| TOTAL PROGRAMME EXPENDITURE | 10,277,158 | 8,306,200 | 1,092,280 | 5,984,000 | 4,557,200 | 4,555,800 |
|------------------------------------|-------------------|------------------|------------------|------------------|------------------|------------------|

Accounting Officer: The Financial Secretary

BUDGET HEAD: 4300 PUBLIC DEBT

| FINANCIAL RESOURCES | | | | | | | |
|--|----------------------------|-------------------|----------------------|--------------------|-----------------------|-----------------------|-----------------------|
| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
| RECURRENT | | | | | | | |
| Goods and Services | | | | | | | |
| 528000 | Services | 25,000 | 25,000 | 120 | 25,000 | 25,000 | 25,000 |
| Interest | | | | | | | |
| 531100 | Domestic Interest Payments | 4,529,289 | 6,080,000 | 4,072,847 | 3,660,000 | 3,660,000 | 3,660,000 |
| 531200 | Foreign Interest Payments | 602,573 | 1,711,500 | 549,739 | 1,233,500 | 1,233,500 | 1,233,500 |
| Principal | | | | | | | |
| 211000 | Domestic Liabilities | 8,883,438 | 8,473,100 | 8,389,912 | 8,337,600 | 8,337,600 | 8,337,600 |
| 212000 | Foreign Liabilities | 3,086,122 | 2,881,900 | 2,695,855 | 2,743,900 | 2,743,900 | 2,743,900 |
| PROGRAMME EXPENDITURE - RECURRENT | | 17,126,422 | 19,171,500 | 15,708,473 | 16,000,000 | 16,000,000 | 16,000,000 |

Accounting Officer: The Financial Secretary

BUDGET HEAD: 4400 FUNDS CONTRIBUTION

| FINANCIAL RESOURCES | | | | | | | |
|--|--|-------------------|----------------------|--------------------|-----------------------|-----------------------|-----------------------|
| Sub Head | Details of Expenditure | 2012 Actual Exp | 2013 Approved Budget | 2013 Estimated Exp | 2014 Budget Estimates | 2015 Budget Estimates | 2016 Budget Estimates |
| RECURRENT | | | | | | | |
| | Contribution to the Development Fund | 14,161,100 | 21,430,800 | - | 26,986,000 | 10,614,000 | 7,746,000 |
| | Contribution to the Pension Fund | - | - | - | - | 7,100,000 | 7,100,000 |
| | Contribution to the Reserve Fund | 18,000,000 | 12,000,000 | 12,000,000 | 15,500,000 | 18,000,000 | 15,000,000 |
| | Contribution to the Emergency/Disaster Fund | - | - | - | - | - | - |
| | Contribution to the Contingencies Fund | - | - | - | - | - | - |
| | Contribution to the Repairs and Renewal Fund | - | - | - | - | - | - |
| | Contribution to the National Health Insurance Scheme | - | - | - | - | 18,573,300 | 20,614,700 |
| PROGRAMME EXPENDITURE - RECURRENT | | 32,161,100 | 33,430,800 | 12,000,000 | 42,486,000 | 54,287,300 | 50,460,700 |

Accounting Officer: The Financial Secretary

APPENDICIES

SALARY GRADES & SALARY SCALES

Job Titles Listed by Grade

GRADE 1
\$16,643 - \$22,835

Assistant Maintenance Officer
Beach Warden
Chainman I
Office Generalist Trainee
Office Generalist Trainee/Messenger
Conservation/Fisheries Trainee
Custodial Worker I
Fish Processor I
Library Trainee
Litter Warden
Office Cleaner
Trainee Technician

GRADE 2
\$17,435 - \$23,915

Agricultural Trainee
Assistant Cook
Assistant Laundress
Assistant Compressor Operator
Book Repairman
CAD Trainee
Cemeteries Officer
Chainman II
Custodial Worker II
Customs Trainee
Field Assistant
Fish Handler
Fish Processor II
Groundsman
Handyman
Human Resources Clerk I
Immigration Trainee
Labourer
Learning Support Assistant
Legal Assistant I
Maid
Office Generalist I
Photo Assistant
Postal Officer I
Sanitation Officer
Sewerage Works Operative I
Teacher Trainee
Telephone Services Representative
Tool Store man
Trainee Engineer
Trainee Mechanic
Trainee Surveyor
Training Clerk I

GRADE 3
\$18,367 - \$27,471

Agricultural Trainee
Assistant Accounts Officer
Computer Technician I
Court Clerk II
Craft Instructor
Dance/Drama Instructor
Data Entry Clerk
Data Processor
Environmental Health Trainee
Field Supervisor
Fish Processor Supervisor
Fisheries Extension Assistant
Heavy Equipment Operator I
Human Resources Clerk II
Intake/Officer Manager
Laboratory Technician I
Laundress
Legal Assistant II
Meter Reader / Serviceman I
Office Generalist II
Paver Assistant
Planning Assistant
Plant Operator II
Plant Quarantine Assistant I
Postal Officer II
Postman
Revenue Officer I
Secretary I
Senior Tradesman
Sewerage Works Operative II
Supervisor (Fish Processor)
Survey Technician I
Tractor Driver (Operator)
Training Clerk II
Trainee Draughtsman
Vector Control Officer
Veterinary Assistant I
Waste Management Trainee
Waterworks Operative I

GRADE 4
\$19,440 - \$29,088

Aides Aegypti Inspectors
Air Condition Repairman
Assistant Laboratory Technician
Assistant Marine Officer
Assistant Programme Supervisor
Assistant Statistical Officer
Assistant Surveyor

GRADE 4
\$19,440 - \$29,088

Body man/Welder
CAD Technician I
Carpenter
Construction and Maintenance Works Operative I
Custodial Supervisor
Customs Guard
Customs Officer I
Draughtsman I
Electrical Assistant
Electrician I
Engineer Technician I
Engineering Laboratory Technician I
Geographic Information Systems Technician/Assistant
Geriatric Aide I
Guest Relations/Housekeeping Officer
Heavy Equipment Operator II
House Parent
Human Resources Clerk III
Immigration Officer I
Infirmary Attendant/Almshouse
Kitchen Assistant
Laboratory Technician II
Legal Assistant III
Library Assistant I
Library Assistant I (Driver)
Library Records Officer
Loader Operator
Manager Community Centre
Manager Community Centre-Belle Vue
Manager Community Centre-East End/Long Look
Manager Community Centre-Long Trench
Manager Community Centre-Sea Cow's Bay
Mason
Mechanic I
Mechanical Inspector I
Meter Reader / Serviceman II
Museum Supervisor
Office Generalist III
Painter
Plant Maintenance Officer
Plumber
Postal Officer III
Product Assistant
Pump Technician
Recycling Officer
Revenue Officer II
Secretary II
Security Guard

GRADE 4
\$19,440 - \$29,089

Senior Postman
Spray man
Stores Clerk
Sub Officer
Supervisor - Custodial Worker
Survey Technician II
Training Clerk III
Watchman
Waterworks Operative II

GRADE 5
\$21,287 - \$33,827

Accounts Officer I
Agricultural Assistant I
Assistant Auditor
Assistant Budget Officer
Assistant Research Officer
Assistant Vector Control Supervisor
Auxiliary Police Officer
Baliff
Charge hand
Construction and Maintenance Works Operative II
Deputy Security Supervisor
Electrician II
Engineer Technician II
Engineering Laboratory Technician II
Executive Officer
Fisheries Assistant
Geriatric Aide II
Graphic Artist I
Heavy Equipment Operator III
Housekeeper
Human Resources Records Clerk
Legal Executive Officer
Library Assistant II
Library Assistant II (Driver)
Livestock Assistant I
Marine Biologist Assistant
Office & Housing Services Technician
Orderly
Personal Assistant
Plant Maintenance Programme Supervisor
Plant Operator/Technician
Production Technician I
Programme Supervisor
Records Officer
Senior House Parent
Senior Store Clerk
Teacher Grade I
Training Assistant I

GRADE 6
\$22,770 - \$36,184

Asphalt Plant Supervisor
Assistant Addiction Counselor
Assistant Computer Programmer
Assistant Information Officer
Assistant Nurse
Senior Bailiff
Building Foreman
CAD Technician II
Chaplain
Computer Technician II
Cook
Chef
Customs Officer II
Draughtsman II
Fireman
Fireman/Mechanic II
Foreman
Head Gardener
Immigration Officer II
Intelligence Officer
Laboratory Assistant
Livestock Assistant II
Machine Technician/Stores Clerk
Maintenance Officer
Mechanic II
Photographer
Planning Assistant II
Prison Officer I
Probationary Constable
Roads Foreman
Security Supervisor
Senior Draughtsman
Senior Plant Operator/Technician
Slaughter man
Vector Control Supervisor
Telephone Technician

GRADE 7
\$24,485 - \$38,906

Abattoir Assistant
Accounts Officer II
Agricultural Assistant II
Agricultural Representative
Agricultural Technician
Assistant Engineer
Assistant Roads Officer
Branch Postmaster
CAD Technician III
Collection Officer

GRADE 7
\$24,485 - \$38,906

Community Development Assistant
Conservation Assistant
Engineer Technician III
Graphic Artist II
Home Supervisor
Human Resources Assistant
Incinerator Plant Foreman
Labour Officer
Laboratory Technician I
Leading Fire Officer
Major Crime Administrator
Manager of Senior Citizen Programme
Mechanical Inspector II
Plant Quarantine Assistant II
Postal Executive
Plumbing Inspector
Production Technician II
Senior Assistant Nurse
Senior Pump Technician
School Librarian
School Maintenance Officer
Scopist
Senior Executive Officer
Senior Laboratory Technician Supervisor
Senior Legal Executive Officer
Senior Library Assistant
Social Welfare Officer
Statistical Officer
Sub Postmaster
Superintendent (Anegada)
Superintendent (Virgin Gorda)
Superintendent, W&S
Surveillance Assistant
Training Assistant II
Veterinary Assistant II

GRADE 8
\$26,492 - \$42,091

CAD Specialist
Case Manager
Clerk of Works
Customs Officer III
Detective
District Officer
Express Mail Coordinator
Floor Supervisor/Maintenance Engineer
Labour Officer
Labour Inspector
Philatelic Bureau Supervisor
Postal Supervisor

GRADE 8
\$26,492 - \$42,091

Prison Officer II
Senior Branch Postmaster
Sub Officer (Fire & Rescue)
Teacher Grade II
Trade Inspector
Veterinary Assistant III
Workshop Foreman

GRADE 9
\$28,818 - \$45,785

Accounts Supervisor I
Administrative Officer
Agricultural Officer I
Architect I
Assistant Postmaster
Assistant Human Resources Manager
Assistant Training Manager
Aviation Technical Staff Coordinator
Budget Officer I
Business Systems Analyst
Civil Engineer I
Communications Specialist
Community Development Officer
Court Reporter I
Crime Scene Technician
Economist I
Electrical Inspector
Emergency Communications Officer
Engineer I
Finance Cadet
Fish Technologist
Geographic Information Systems Officer (TCP)
Graphic Artist III
Incinerator Plant Manager
Information Officer I
Laboratory Technician II
Lands Officer
Legal Research Officer
Maintenance Supervisor
Matron (Prison)
Physical Planner I
Planning Officer
Production Technician III
Procurement Officer
Programmer I
Project Administrator
Project Manager I
Quantity Surveyor
Rehabilitation Programme Coordinator (Prison)
Research Officer

GRADE 9
\$28,818 - \$45,785

Roads Officer
Senior Accounts Officer
Station Officer
Statistician I
Stores/Workshop Manager
Surveyor I
Systems Administrator I
Tax Inspector
Technical Planning Officer
Traffic Light Technician
Training Officer
Waste Management Officer
Web Administrator

GRADE 10
\$31,523 - \$50,086

Abattoir Manager
Accounts Manager
Accounts Supervisor II
Addiction Counsellor I
Assistant Conservation Officer
Assistant Fisheries Officer
Assistant Superintendent of Prisons
Auditor
Budget Officer I
Building Inspector I
Building Supervisor
Computer Training Coordinator
Court Reporter II
Deputy Superintendent, Children's Home
Environmental Health Officer
Guidance Officer I
Internal Auditor I
Labour Dispute Officer
Marine Officer
Parole Officer
Postal Inspector
Principal Officer
Probation Officer
Programmer II
Registered Nurse
Residential Manager
Salaries Officer
Senior Court Administrator
Senior Customs Officer
Senior Immigration Officer
Senior Labour Inspector
Senior Labour Officer
Sergeant
Sergeant-at-Arms/Protection Officer

GRADE 10
\$31,523 - \$50,086

Social Worker I
Sports Officer I
Systems Administrator II
Teacher Grade III
Way Leave Officer
Youth Officer I

GRADE 11
\$34,634 - \$55,040

Addiction Counsellor II
Aerodrome Inspector
Agricultural Officer II
Air Traffic Services Inspector
Air Worthiness Inspector
Architect II
Assistant Commissioner of Customs
Assistant Manager, BVI Fishing Complex
Assistant Marine Surveyor
Budget Officer II
Cadastral Information Manager
Civil Engineer II
Communications Officer I
Consumer Officer
Crime Analyst
Data and Security Analyst
EAP Counsellor I
Economist II
Education Officer I
Emergency Communications Manager
Engineer II
Environmental Education Officer
Environmental Officer
Finance Officer
Financial Accountant
Fisheries Officer
Flight Operations Inspector
Graphic Supervisor
Guidance Officer II
Immigration Officer (Surveillance)
Information Manager
Information Officer II
Inspector
Internal Auditor II
Livestock Officer
Marine Biologist
Marketing, Research and Extension Officer
Media Relations Coordinator
Network Administrator
Operations Manager
Physical Planner II

GRADE 11
\$34,634 - \$55,040

Planning and Preparedness Manager
Prison Counsellor
Production Supervisor
Programme Officer
Project Manager II
Public Health Officer I
Public Relations Officer
Quantity Surveyor II
Research Analyst
Retail and Marketing Manager
School Nurse
Senior Administrative Assistant
Senior Auditor
Senior Collections Officer
Senior Programmer
Senior Tax Inspector
Senior Training Officer
Social Worker II
Sports Officer II
Statistician II
Surveyor II
Teacher Grade IV
Truancy Officer
Youth Officer II

GRADE 12
\$38,269 - \$60,803

Architect III (Senior Architect)
Assistant Chief Immigration Officer
Assistant Commissioner of Inland Revenue
Assistant Director of Central Statistics
Assistant Director of Sports
Assistant Director of Youth Affairs
Assistant Manager/Nurse
Assistant Manager, Waste Management
Assistant Principal, Primary
Budget Analyst
Building Inspector II
Civil Engineer III
Communications Officer II
Deputy Chief Environmental Health Officer
Deputy Chief Information Officer
Deputy Commissioner of Motor Vehicle
Deputy Principal
Deputy Telephone Services Manager
Economist III
Employment Services Manager
Engineer III
Financial Accountant
Financial Comptroller

GRADE 12
\$38,269 - \$60,803

Geographical Information Systems Officer
Graduate Land Surveyor
Guidance Officer III
Hansard Editor
Internal Auditor III
Management Accountant
Programmer III
Project Manager III
Public Health Communications Specialist
Public Health Officer II
Quantity Surveyor III
Senior Administrative Officer
Senior Assistant Human Resources Manager
Senior Court Reporter
Senior Lands Officer
Senior Planning Officer
Senior Probation Officer
Senior Procurement Officer
Senior Project Coordinator
Senior Technical Planning Manager
Senior Trade Licensing Officer
Senior Training Officer
Social Worker III
Special Education Teacher
Special Projects Officer
Statistician III
Structural Engineer
Superintendent, Children's Home
Surveyor III
Systems Librarian
Training Manager
Veterinary Officer I
Web Design Specialist/Coordinator

GRADE 13
\$42,486 - \$67,509

Assistant Principal, Secondary
Audit Manager
Aviation Secretary
Budget Analyst
Chief Inspector
Computing and Communications Officer
Crown Counsel
Deputy Chief Agricultural Officer
Deputy Chief Fire Officer
Deputy Chief Librarian
Deputy Chief Surveyor
Deputy Clerk, House of Assembly
Deputy Director Civil Aviation
Deputy Director of Culture

GRADE 13
\$42,486 - \$67,509

Deputy Director of Internal Audit
Deputy Superintendent of Prison
Deputy Registrar
EAP Counsellor II
Education Officer II
Facilities Manager
Information Systems Services Officer
Information Technology Manager
Judicial Assistant
Legislative Counsel
Manager, Adina Donovan Home
Manager, BVI Fishing Complex
Planning and Quality Officer
Principal, Primary
Project Engineer
Registrar of Lands
Security Coordinator
Senior Research Analyst
Support Services Manager
Technology Support Services Officer
Veterinary Officer II

GRADE 14
\$47,371 - \$75,282

Archivist
Assistant Cabinet Secretary
Assistant Secretary
Cabinet Recording Secretary
Chief Information Officer
Chief Training Officer
Deputy Accountant General
Deputy Chief Conservation and Fisheries Officer
Deputy Chief Immigration Officer
Deputy Chief Planner
Deputy Chief Social Development Officer
Deputy Director of Central Statistics
Deputy Commissioner of Customs
Deputy Commissioner of Inland Revenue
Deputy Director of Information Technology
Deputy Director of Public Works
Deputy Director of Trade and Consumer Affairs
Deputy Director of Water & Sewerage
Deputy Labour Commissioner
Deputy Postmaster General
Educational Psychologist
Electrical Engineer
Finance and Planning Officer
Financial Analyst
Gender Affairs Coordinator
Coordinator of Health Promotion Services

GRADE 14
\$47,371 - \$75,282

Human Resources Manager
Manager of Project Support Services Unit
Marine Surveyor
Marketing Manager
National Aids Coordinator
Private Secretary
Procurement Coordinator
Secretary General (UNESCO)
Sister Island Programme Coordinator
Superintendent of Police
Trade Promotion Officer

GRADE 15
\$51,069 - \$81,146

Assistant Parliamentary Counsel
Budget Coordinator
Chief Environmental Health Officer
Chief Records Management Officer/Archives Coordinator
Chief Surveyor
Clerk, House of Assembly
Court Manager
Commissioner of Motor Vehicles
Deputy Auditor General
Deputy Chief Education Officer
Deputy Commissioner of Police
Deputy Director of VI Shipping Registry
Deputy Registrar of Supreme Court
Director of Communications
Director of Culture
Director of Youth Affairs and Sports
Manager, Drug Rehabilitation Centre
Manager, Waste Management
Policy Analyst I
Principal, Bregado Flax Educational Centre
Principal, BVI High School
Senior Crown Counsel
Senior Legislative Counsel
Telephone Services Manager

GRADE 16
\$55,772 - \$83,436

Chief Agricultural Officer
Chief of Drugs and Pharmaceutical Services
Chief Fire Officer
Chief Librarian
Chief Nursing Officer
Chief Operations Officer
Chief Social Development Officer
Curriculum Coordinator
Deputy Cabinet Secretary
Deputy Director of Human Resources
Deputy Director, International Finance Centre

GRADE 16
\$55,772 - \$83,436

Deputy Secretary
Director of Civil Aviation
Director of Disaster Management
Director of Information Technology
Director of Trade & Consumer Affairs
Magistrate
Medical Officer of Health
Postmaster General
Superintendent of Prison
Supervisor of Elections

GRADE 17
\$62,900 - \$92,150

Accountant General
Chief Conservation and Fisheries Officer
Chief of Infrastructural Planning, Research and Development
Chief Education Officer
Chief Immigration Officer
Chief Planner
Chief Registrar of Lands
Commissioner of Inland Revenue
Commissioner of Customs
Director of Internal Audit
Director of International Affairs Secretariat
Director of International Tax Authority
Director of Virgin Islands Shipping Registry
Director of Projects
Director of Public Works
Director of Water & Sewerage
Labour Commissioner
Parliamentary Counsel
Policy Analyst II
Policy Analyst/Strategic Advisor
Principal Crown Counsel
Registrar General
Registrar of Supreme Court
Senior Magistrate

GRADE 18
\$68,764 - \$100,744

Auditor General
Chief Medical Officer
Chief Parliamentary Counsel
Commissioner of Police
Deputy Financial Secretary
Director of Central Statistics
Director, Human Resources

GRADE 19
\$78,043 - \$107,071

Cabinet Secretary
Chairman, Law Reform Commission
Complaints Commissioner
Director of Public Prosecutions

GRADE 19
\$78,043 - \$107,071

Executive Director of BVI International Finance Centre
Permanent Secretary
Solicitor General

GRADE 20
\$88,794 - \$116,324

Attorney General
Financial Secretary

GRADE 21
\$101,254 - \$129,505

Deputy Governor

**REVISED STANDARED SALARY SCALES
STEPS 1 -10**

| INCREMENT PER ANNUM | STEPS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | STEPS |
|------------------------|-------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------|
| | GRADE | | | | | | | | | | | GRADE |
| \$3,139 | G21A | \$101,254 | \$104,393 | \$107,532 | \$110,671 | \$113,810 | \$116,949 | \$120,088 | \$123,227 | \$126,366 | \$129,505 | G21 |
| \$1,570 | G21B | | \$102,824 | \$105,963 | \$109,102 | \$112,241 | \$115,380 | \$118,519 | \$121,658 | \$124,797 | \$127,936 | G21B |
| \$2,753 | G20A | \$88,794 | \$91,547 | \$94,300 | \$97,053 | \$99,806 | \$102,559 | \$105,312 | \$108,065 | \$110,818 | \$113,571 | G20 |
| \$1,377 | G20B | | \$90,171 | \$92,924 | \$95,677 | \$97,053 | \$99,806 | \$103,936 | \$106,689 | \$109,442 | \$110,818 | G20B |
| \$2,419 | G19A | \$78,043 | \$80,462 | \$82,881 | \$85,300 | \$87,719 | \$90,138 | \$92,557 | \$94,976 | \$97,395 | \$99,814 | G19 |
| \$1,210 | G19B | | \$79,253 | \$81,672 | \$84,091 | \$86,510 | \$88,929 | \$91,348 | \$93,767 | \$96,186 | \$98,605 | G19B |
| \$2,132 | G18A | \$68,764 | \$70,896 | \$73,028 | \$75,160 | \$77,292 | \$79,424 | \$81,556 | \$83,688 | \$85,820 | \$87,952 | G18 |
| \$1,066 | G18B | | \$69,830 | \$71,962 | \$74,094 | \$76,226 | \$78,358 | \$80,490 | \$82,623 | \$84,754 | \$86,886 | G18B |
| \$1,950 | G17A | \$62,900 | \$64,850 | \$66,800 | \$68,750 | \$70,700 | \$72,650 | \$74,600 | \$76,550 | \$78,500 | \$80,450 | G17 |
| \$975 | G17B | | \$63,875 | \$65,825 | \$67,775 | \$69,725 | \$71,675 | \$73,625 | \$75,575 | \$77,525 | \$79,475 | G17B |
| \$1,729 | G16A | \$55,772 | \$57,501 | \$59,230 | \$60,959 | \$62,688 | \$64,417 | \$66,146 | \$67,875 | \$69,604 | \$71,333 | G16 |
| \$865 | G16B | | \$56,637 | \$58,366 | \$60,095 | \$61,824 | \$63,553 | \$65,282 | \$67,011 | \$68,740 | \$70,469 | G16B |
| \$1,583 | G15A | \$51,069 | \$52,652 | \$54,235 | \$55,818 | \$57,401 | \$58,984 | \$60,567 | \$62,150 | \$63,733 | \$65,316 | G15 |
| \$792 | G15B | | \$51,861 | \$53,444 | \$55,027 | \$56,610 | \$58,193 | \$59,776 | \$61,359 | \$62,942 | \$64,525 | G15B |
| \$1,469 | G14A | \$47,371 | \$48,840 | \$50,309 | \$51,778 | \$53,247 | \$54,716 | \$56,185 | \$57,654 | \$59,123 | \$60,592 | G14 |
| \$735 | G14B | | \$48,106 | \$49,575 | \$51,044 | \$52,513 | \$53,982 | \$55,451 | \$56,920 | \$58,389 | \$59,858 | G14B |
| \$1,317 | G13A | \$42,486 | \$43,803 | \$45,120 | \$46,437 | \$47,754 | \$49,071 | \$50,388 | \$51,705 | \$53,022 | \$54,339 | G13 |
| \$659 | G13B | | \$43,145 | \$44,462 | \$45,779 | \$47,096 | \$48,413 | \$49,730 | \$51,047 | \$52,364 | \$53,681 | G13B |
| \$1,186 | G12A | \$38,269 | \$39,455 | \$40,641 | \$41,827 | \$43,013 | \$44,199 | \$45,385 | \$46,571 | \$47,757 | \$48,943 | G12 |
| \$593 | G12B | | \$38,862 | \$40,048 | \$41,234 | \$42,420 | \$43,606 | \$44,792 | \$45,978 | \$47,164 | \$48,350 | G12B |
| \$1,074 | G11A | \$34,634 | \$35,708 | \$36,782 | \$37,856 | \$38,930 | \$40,004 | \$41,078 | \$42,152 | \$43,226 | \$44,300 | G11 |
| \$537 | G11B | | \$35,171 | \$36,245 | \$37,319 | \$38,393 | \$39,467 | \$40,541 | \$41,615 | \$42,689 | \$43,763 | G11B |
| | STEPS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | STEPS |
| \$977 | G10A | \$31,523 | \$32,500 | \$33,477 | \$34,454 | \$35,431 | \$36,408 | \$37,385 | \$38,362 | \$39,339 | \$40,316 | G10 |
| \$489 | G10B | | \$32,012 | \$32,989 | \$33,966 | \$34,943 | \$35,920 | \$36,897 | \$37,874 | \$38,851 | \$39,828 | G10B |
| \$893 | G9A | \$28,818 | \$29,711 | \$30,604 | \$31,497 | \$32,390 | \$33,283 | \$34,176 | \$35,069 | \$35,962 | \$36,855 | G9 |
| \$447 | G9B | | \$29,265 | \$30,158 | \$31,051 | \$31,944 | \$32,837 | \$33,730 | \$34,623 | \$35,516 | \$36,409 | G9B |
| \$821 | G8A | \$26,492 | \$27,313 | \$28,134 | \$28,955 | \$29,776 | \$30,597 | \$31,418 | \$32,239 | \$33,060 | \$33,881 | G8 |
| \$411 | G8B | | \$26,903 | \$27,724 | \$28,545 | \$29,366 | \$30,187 | \$31,008 | \$31,829 | \$32,650 | \$33,471 | G8B |
| \$759 | G7A | \$24,485 | \$25,244 | \$26,003 | \$26,762 | \$27,521 | \$28,280 | \$29,039 | \$29,798 | \$30,557 | \$31,316 | G7 |
| \$380 | G7B | | \$24,865 | \$25,624 | \$26,383 | \$27,142 | \$27,901 | \$28,660 | \$29,419 | \$30,178 | \$30,937 | G7B |
| \$706 | G6A | \$22,770 | \$23,476 | \$24,182 | \$24,888 | \$25,594 | \$26,300 | \$27,006 | \$27,712 | \$28,418 | \$29,124 | G6 |
| \$353 | G6B | | \$23,123 | \$23,829 | \$24,535 | \$25,241 | \$25,947 | \$26,653 | \$27,359 | \$28,065 | \$28,771 | G6B |
| \$660 | G5A | \$21,287 | \$21,947 | \$22,607 | \$23,267 | \$23,927 | \$24,587 | \$25,247 | \$25,907 | \$26,567 | \$27,227 | G5 |
| \$330 | G5B | | \$21,617 | \$22,277 | \$22,937 | \$23,597 | \$24,257 | \$24,917 | \$25,577 | \$26,237 | \$26,897 | G5B |
| \$603 | G4A | \$19,440 | \$20,043 | \$20,646 | \$21,249 | \$21,852 | \$22,455 | \$23,058 | \$23,661 | \$24,264 | \$24,867 | G4 |
| \$302 | G4B | | \$19,742 | \$20,345 | \$20,948 | \$21,551 | \$22,154 | \$22,757 | \$23,360 | \$23,963 | \$24,566 | G4B |
| \$569 | G3A | \$18,367 | \$18,936 | \$19,505 | \$20,074 | \$20,643 | \$21,212 | \$21,781 | \$22,350 | \$22,919 | \$23,488 | G3 |
| \$285 | G3B | | \$18,652 | \$19,221 | \$19,790 | \$20,359 | \$20,928 | \$21,497 | \$22,066 | \$22,635 | \$23,204 | G3B |
| \$540 | G2A | \$17,435 | \$17,975 | \$18,515 | \$19,055 | \$19,595 | \$20,135 | \$20,675 | \$21,215 | \$21,755 | \$22,295 | G2 |
| \$270 | G2B | | \$17,705 | \$18,245 | \$18,785 | \$19,325 | \$19,865 | \$20,405 | \$20,945 | \$21,485 | \$22,025 | G2B |
| \$516 | G1A | \$16,643 | \$17,159 | \$17,675 | \$18,191 | \$18,707 | \$19,223 | \$19,739 | \$20,255 | \$20,771 | \$21,287 | G1 |
| \$258 | G1B | | \$16,901 | \$17,417 | \$17,933 | \$18,449 | \$18,965 | \$19,481 | \$19,997 | \$20,513 | \$21,029 | G1B |
| | STEPS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | STEPS |

**REVISED STANDARDIZED SALARY SCALES
STEPS 11 - 20**

| INCREMENT PER ANNUM | STEPS | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | STEPS |
|------------------------|-------|-----------|-----------|-----------|----------|----------|-----------|----------|----------|----------|----------|-------|
| | GRADE | | | | | | | | | | | GRADE |
| \$3,139 | G21A | | | | | | | | | | | G21 |
| \$1,570 | G21B | | | | | | | | | | | G21B |
| \$2,753 | G20A | \$116,324 | | | | | | | | | | G20 |
| \$1,377 | G20B | \$114,948 | | | | | | | | | | G20B |
| \$2,419 | G19A | \$102,233 | \$104,652 | \$107,071 | | | | | | | | G19 |
| \$1,210 | G19B | \$101,024 | \$103,443 | \$105,862 | | | | | | | | G19B |
| \$2,132 | G18A | \$90,084 | \$92,216 | \$94,348 | \$96,480 | \$98,612 | \$100,744 | | | | | G18 |
| \$1,066 | G18B | \$89,018 | \$91,150 | \$93,282 | \$95,414 | \$97,546 | \$99,678 | | | | | G18B |
| \$1,950 | G17A | \$82,400 | \$84,350 | \$86,300 | \$88,250 | \$90,200 | \$92,150 | | | | | G17 |
| \$975 | G17B | \$81,425 | \$83,375 | \$85,325 | \$87,275 | \$89,225 | \$91,175 | | | | | G17B |
| \$1,729 | G16A | \$73,062 | \$74,791 | \$76,520 | \$78,249 | \$79,978 | \$81,707 | \$83,436 | | | | G16 |
| \$865 | G16B | \$72,198 | \$73,927 | \$75,656 | \$77,385 | \$79,114 | \$80,843 | \$82,572 | | | | G16B |
| \$1,583 | G15A | \$66,899 | \$68,482 | \$70,065 | \$71,648 | \$73,231 | \$74,814 | \$76,397 | \$77,980 | \$79,563 | \$81,146 | G15 |
| \$792 | G15B | \$66,108 | \$67,691 | \$69,274 | \$70,857 | \$72,440 | \$74,023 | \$75,606 | \$77,189 | \$78,772 | \$80,355 | G15B |
| \$1,469 | G14A | \$62,061 | \$63,530 | \$64,999 | \$66,468 | \$67,937 | \$69,406 | \$70,875 | \$72,344 | \$73,813 | \$75,282 | G14 |
| \$735 | G14B | \$61,327 | \$62,796 | \$64,265 | \$65,734 | \$67,203 | \$68,672 | \$70,141 | \$71,610 | \$73,079 | \$74,548 | G14B |
| \$1,317 | G13A | \$55,656 | \$56,973 | \$58,290 | \$59,607 | \$60,924 | \$62,241 | \$63,558 | \$64,875 | \$66,192 | \$67,509 | G13 |
| \$659 | G13B | \$54,998 | \$56,315 | \$57,632 | \$58,949 | \$60,266 | \$61,583 | \$62,900 | \$64,217 | \$65,534 | \$66,851 | G13B |
| \$1,186 | G12A | \$50,129 | \$51,315 | \$52,501 | \$53,687 | \$54,873 | \$56,059 | \$57,245 | \$58,431 | \$59,617 | \$60,803 | G12 |
| \$593 | G12B | \$49,536 | \$50,722 | \$51,908 | \$53,094 | \$54,280 | \$55,466 | \$56,652 | \$57,838 | \$59,024 | \$60,210 | G12B |
| \$1,074 | G11A | \$45,374 | \$46,448 | \$47,522 | \$48,596 | \$49,670 | \$50,744 | \$51,818 | \$52,892 | \$53,966 | \$55,040 | G11 |
| \$537 | G11B | \$44,837 | \$45,911 | \$46,985 | \$48,059 | \$49,133 | \$50,207 | \$51,281 | \$52,355 | \$53,429 | \$54,503 | G11B |
| | STEPS | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | STEPS |
| \$977 | G10A | \$41,293 | \$42,270 | \$43,247 | \$44,224 | \$45,201 | \$46,178 | \$47,155 | \$48,132 | \$49,109 | \$50,086 | G10 |
| \$489 | G10B | \$40,805 | \$41,782 | \$42,759 | \$43,736 | \$44,713 | \$45,690 | \$46,667 | \$47,644 | \$48,621 | \$49,598 | G10B |
| \$893 | G9A | \$37,748 | \$38,641 | \$39,534 | \$40,427 | \$41,320 | \$42,213 | \$43,106 | \$43,999 | \$44,892 | \$45,785 | G9 |
| \$447 | G9B | \$37,302 | \$38,195 | \$39,088 | \$39,981 | \$40,874 | \$41,767 | \$42,660 | \$43,553 | \$44,446 | \$45,339 | G9B |
| \$821 | G8A | \$34,702 | \$35,523 | \$36,344 | \$37,165 | \$37,986 | \$38,807 | \$39,628 | \$40,449 | \$41,270 | \$42,091 | G8 |
| \$411 | G8B | \$34,292 | \$35,113 | \$35,934 | \$36,755 | \$37,576 | \$38,397 | \$39,218 | \$40,039 | \$40,860 | \$41,681 | G8B |
| \$759 | G7A | \$32,075 | \$32,834 | \$33,593 | \$34,352 | \$35,111 | \$35,870 | \$36,629 | \$37,388 | \$38,147 | \$38,906 | G7 |
| \$380 | G7B | \$31,696 | \$32,455 | \$33,214 | \$33,973 | \$34,732 | \$35,491 | \$36,250 | \$37,009 | \$37,768 | \$38,527 | G7B |
| \$706 | G6A | \$29,830 | \$30,536 | \$31,242 | \$31,948 | \$32,654 | \$33,360 | \$34,066 | \$34,772 | \$35,478 | \$36,184 | G6 |
| \$353 | G6B | \$29,477 | \$30,183 | \$30,889 | \$31,595 | \$32,301 | \$33,007 | \$33,713 | \$34,419 | \$35,125 | \$35,831 | G6B |
| \$660 | G5A | \$27,887 | \$28,547 | \$29,207 | \$29,867 | \$30,527 | \$31,187 | \$31,847 | \$32,507 | \$33,167 | \$33,827 | G5 |
| \$330 | G5B | \$27,557 | \$28,217 | \$28,877 | \$29,537 | \$30,197 | \$30,857 | \$31,517 | \$32,177 | \$32,837 | \$33,497 | G5B |
| \$603 | G4A | \$25,470 | \$26,073 | \$26,676 | \$27,279 | \$27,882 | \$28,485 | \$29,088 | | | | G4 |
| \$302 | G4B | \$25,169 | \$25,772 | \$26,375 | \$26,978 | \$27,581 | \$28,184 | \$28,787 | | | | G4B |
| \$569 | G3A | \$24,057 | \$24,626 | \$25,195 | \$25,764 | \$26,333 | \$26,902 | \$27,471 | | | | G3 |
| \$285 | G3B | \$23,773 | \$24,342 | \$24,911 | \$25,480 | \$26,049 | \$26,618 | \$27,187 | | | | G3B |
| \$540 | G2A | \$22,835 | \$23,375 | \$23,915 | | | | | | | | G2 |
| \$270 | G2B | \$22,565 | \$23,105 | \$23,645 | | | | | | | | G2B |
| \$516 | G1A | \$21,803 | \$22,319 | \$22,835 | | | | | | | | G1 |
| \$258 | G1B | \$21,545 | \$22,061 | \$22,577 | | | | | | | | G1B |
| | STEPS | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | STEPS |