

DECEMBER 16TH, 2025



GOVERNMENT OF  
ST. CHRISTOPHER  
(ST. KITTS) AND NEVIS

# ESTIMATES FOR THE YEAR 2026

## VOLUME 2

MINISTRY EXPENDITURE PLANS

ADOPTED BY  
THE NATIONAL ASSEMBLY ON THE  
16TH DECEMBER, 2025

**ST. CHRISTOPHER AND NEVIS**

**ESTIMATES**

**FOR THE YEAR**

**2026**

**VOLUME II**

**EXPENDITURE  
FINANCIAL SUMMARY  
BY  
MINISTRY**

**ST. KITTS AND NEVIS 2026 ESTIMATES  
FINANCIAL SUMMARY - RECURRENT EXPENDITURE**

Ministry Number	MINISTRY	2026 Estimates Projections \$
01	Governor General	1,874,224
02	Parliament	1,517,576
03	Audit	1,779,885
04	Justice and Legal Affairs	12,050,420
05	Prime Minister's Office	69,283,024
06	National Security, Citizenship and Immigration	84,083,661
07	International Trade, Industry, Commerce and Consumer Affairs	6,393,228
08	Finance	289,536,811
09	Social Development and Gender Affairs	38,328,264
10	Agriculture, Fisheries and Marine Resources	14,639,753
11	Tourism, Civil Aviation and International Transport	53,204,418
12	Public Infrastructure, Energy and Utilities	26,023,940
13	Education	108,327,852
14	Health and Social Security	83,836,847
15	Sports	7,190,089
16	Sustainable Development	9,088,350
17	Foreign Affairs	22,050,063
18	Office of the Attorney General	9,605,286
19	Employment and Labour	2,685,674
20	Housing, Human Settlement, Ecclesiastical and Faith-based Affairs	1,890,972
21	Environment, Climate Action and Constituency Empowerment	9,128,586
22	Information, Communication, Technology and Posts	12,594,756
23	Youth Empowerment, Ageing and Disabilities	3,038,712
24	Economic Development and Investment	2,842,353
25	Small Business, Entrepreneurship, Cooperatives and The Creative Economy	8,366,218
26	Domestic Transport	461,854
	<b>TOTAL RECURRENT EXPENDITURE</b>	<b>879,822,816</b>

**ST. KITTS AND NEVIS 2026 ESTIMATES  
FINANCIAL SUMMARY - CAPITAL EXPENDITURE**

Ministry Number	MINISTRY	2026 Estimates Projections \$
01	Governor General	150,000
02	Parliament	-
03	Audit	-
04	Justice and Legal Affairs	4,325,634
05	Prime Minister's Office	3,450,000
06	National Security, Citizenship and Immigration	13,200,000
07	International Trade, Industry, Commerce and Consumer Affairs	1,125,000
08	Finance	5,100,000
09	Social Development and Gender Affairs	1,850,000
10	Agriculture, Fisheries and Marine Resources	6,725,000
11	Tourism, Civil Aviation and International Transport	3,974,159
12	Public Infrastructure, Energy and Utilities	48,496,817
13	Education	14,770,000
14	Health and Social Security	14,975,000
15	Sports	15,328,000
16	Sustainable Development	10,226,823
17	Foreign Affairs	615,000
18	Office of the Attorney General	250,000
19	Employment and Labour	1,000,000
20	Housing, Human Settlement, Ecclesiastical and Faith-based Affairs	8,400,000
21	Environment, Climate Action and Constituency Empowerment	7,995,814
22	Information, Communication, Technology and Posts	3,650,000
23	Youth Empowerment, Ageing and Disabilities	152,450
24	Economic Development and Investment	630,000
25	Small Business, Entrepreneurship, Cooperatives and The Creative Economy	600,000
26	Domestic Transport	-
	<b>TOTAL CAPITAL EXPENDITURE</b>	<b>166,989,697</b>

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# **01 - Governor-General**

## **Report on Plans and Priorities for the Year 2026**

**Volume 2**

**December 2025**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

There are no Ministerial responsibilities.

### **1.2 Executive Summary**

As the Head of State, the Governor-General will execute the functions as outlined in the Constitution as required to support the policies and programme of the Government and People of the Federation of St. Kitts and Nevis. This includes:

1. Appoint the Ministers of the Cabinet
2. Host State events such as luncheons and receptions
3. Attend ceremonial parades
4. Appoint members of the Sundry Boards and Commissions, such as the Boundaries Commission and Planning Board
5. Accept Letters of Credence from Ambassadors
6. Responsible for the Service Commissions, appointments, discipline and operation of the Civil Service and Police Force

### **1.3 Management Representation Statement**

On behalf of the Office of the Governor-General, I present the Annual Report on Plans and Priorities for 2026.

The Office of the Governor-General continues to be committed to maintaining a high level of professionalism and efficiency in its administrative functions as it continues to make a meaningful contribution in support of the functioning of the Government.

The ongoing programme of preservation of the historic structure continues. This, coupled with a comprehensive maintenance schedule, should be able to restore the property to as close to its original state as possible.

The Office will continue to manage its operations to maximise effectiveness.

Charise Gumbs (Mrs.)  
Director of Government House

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To perform all required of the Governor-General as directed by the Constitution of St. Kitts and Nevis, firstly, as the representative of the King for all purposes of the Government and secondly, as a Federal Officer in discharging certain functions on behalf of the Government of the Federation of St. Kitts and Nevis.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The overall objective is to perform all functions required of the Governor-General as directed by the Constitution of St. Kitts and Nevis as representative of the King for all purposes of the Government and as a Federal Officer in discharging certain functions on behalf of the Government of the Federation of St. Kitts and Nevis.

1. Host official events as requested by the State
2. Represent the Crown at official functions

#### **2.2.2 Modifications to the Ministry's Strategic Directions During the Year**

There were no major modifications to the overall strategy of the Ministry during the year.

#### **2.2.3 Main Activities Contributing to the Annual Objectives**

The Governor-General will continue to provide protocol services as required by the people of St. Kitts and Nevis to officials and foreign dignitaries.

### **2.3 Capital Project Information**

#### **2.3.1 Project Judged Important**

1. Upgrade of Government House - Phase 2

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 01 - Represent the King</b>
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<b>Responsibility Centre</b> <b>01 - Governor-General</b>
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<b>Officer in Charge</b>	Governor-General
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<b>Goals/Global Objectives</b>
To perform all functions necessary by the Governor-General as directed by the Constitution of St. Kitts and Nevis, first as representative of the King for all purposes of the Government and second, as a Federal Officer in discharging certain functions on behalf of the Government of the Federation of St. Kitts and Nevis

#### Financial Summary

Programme	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
01001 - Manage General Administration	2,688	1,933	1,874	1,891	1,908
01001 - Invest in Government House	300	150	150	150	150
<b>Total</b>	<b>2,988</b>	<b>2,083</b>	<b>2,024</b>	<b>2,041</b>	<b>2,058</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 01 - Represent the King	
<b>Programme</b>	<b>01001 - Manage General Administration</b>	
<b>Responsibility Centre</b>	<b>01 - Governor-General</b>	
<b>Officer in Charge</b>	Governor-General	
<b>Goals/Global Objectives</b>	To perform all functions necessary by the Governor-General as directed by the Constitution of St. Kitts and Nevis, first as representative of the King for all purposes of the Government and second, as a Federal Officer in discharging certain functions on behalf of the Government of the Federation of St. Kitts and Nevis	
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To represent the Crown at official functions	20	Number of official functions hosted
	150	Number of official functions presided over
<b>Sub-Programme:</b>	00743 - Host Official Events 00744 - Represent the King in the Federation 00745 - Support Governor-General 03296 - Provide Telecommunication Service	

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	2,688	1,933	1,874	1,891	1,908
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>2,688</b>	<b>1,933</b>	<b>1,874</b>	<b>1,891</b>	<b>1,908</b>

<b>Portfolio</b>	E. 01 - Represent the King
<b>Programme</b>	<b>01001 - Invest in Government House</b>
<b>Responsibility Centre</b>	<b>01 - Governor-General</b>
<b>Officer in Charge</b>	Governor-General
<b>Goals/Global Objectives</b>	To renovate the Governor-General's residence and bring all related quarters to a habitable and functional condition
<b>Sub-Programme:</b>	0100110 - Upgrade of Government House - Phase II

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent					
Capital	300	150	150	150	150
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>300</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECT)

**C. 01 GOVERNOR GENERAL**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>01001</b>	<b>ADMINISTRATION</b>							
0100110	Upgrdae of Government House - Phase II	8,094,560	150,000	-	-	150,000	300,000	REVENUE
	<b>TOTAL</b>	<b>8,094,560</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>150,000</b>	<b>300,000</b>	

**Total Ministry \$150,000**



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## **02 - Parliament**

# **Report on Plans and Priorities for the Year 2026**

**Volume 2**

**December 2025**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

There is no ministerial portfolio for Parliament.

### **1.2 Executive Summary**

The National Assembly of St. Kitts and Nevis, or Parliament, is established under the Constitution of the Federation of Saint Christopher and Nevis (1983). Section 25 of the Constitution specifies that: There shall be for Saint Christopher and Nevis a Parliament which shall consist of His Majesty and a National Assembly.

The membership of the National Assembly consists of the Speaker, eleven (11) elected Members or Representatives - eight (8) from St. Kitts and three (3) from Nevis, and four (4) nominated Members or Senators. Three (3) of these Senators are on the Government benches and one (1) to the Opposition benches.

As the Legislative Branch of Government, the main functions of Parliament are to:

1. Enact and amend laws;
2. Scrutinise Government's revenue and expenditure; and
3. Debate Government's policies, programmes, and other significant public issues.

### **1.3 Management Representation Statement**

I am pleased to present Parliament's Annual Report on Plans and Priorities (RPP) for 2026. This report accurately reflects Parliament's strategic plans and priorities for the effective utilisation of resources in the upcoming year.

The preparation of this document was a collaborative and cooperative effort, involving dedicated personnel from the Office of the Speaker, the Office of the Clerk to the National Assembly and other staff members. Their contributions have been invaluable.

This document will serve as a crucial planning tool and operational guide for Parliament in 2026. It will provide strategic direction and will be used to evaluate Parliament's performance throughout the year.

Trevlyn Stapleton (Ms.)  
Clerk of the National Assembly

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To facilitate the making and changing of laws and the scrutiny of the policies, programmes and spending of all branches of Government, through meetings of the National Assembly, to maintain or enhance peace, order, and good governance in St. Kitts and Nevis.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

1. To provide administrative support to the Legislature
2. To ensure the timely remuneration of Parliamentarians
3. To provide financial support to the business of Parliament and the Legislature

#### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

1. To provide support to the Legislature
2. To ensure the timely remuneration of Parliamentarians
3. To provide financial support to the business of Parliament and the Legislature

#### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

There were no major modifications to the overall strategy of the Ministry during the year.

#### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. Remuneration of Parliamentarians
2. The establishment of an Office for the Leader of the Opposition

#### **2.2.5 Main Challenges to Achieve Annual Objectives**

There are no major foreseen challenges to achieving the annual objective.

### **2.3 Transfer Payment Information**

Commonwealth Parliamentary Association (CPA)

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 02 - Provide Legislative Services for the Federation</b>
<b>Responsibility Centre</b>	<b>02 - Parliament</b>
<b>Officer in Charge</b>	Clerk of the National Assembly

<b>Goals/Global Objectives</b>
To exercise the legislative functions of the Government as directed by the Constitution of St. Kitts and Nevis

#### Financial Summary

Programme	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
02011 - Provide Administrative Services	709	769	688	695	704
00964 - Remunerate Members of Parliament	543	767	748	748	748
01484 - Support the Office of the Opposition	462	108	81	82	82
<b>Total</b>	<b>1,714</b>	<b>1,644</b>	<b>1,517</b>	<b>1,525</b>	<b>1,534</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 02 - Provide Legislative Services for the Federation
<b>Programme</b>	<b>02011 - Provide Administrative Services</b>

<b>Responsibility Centre</b>
<b>02 - Parliament</b>

<b>Officer in Charge</b>	Clerk of the National Assembly
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<b>Goals/Global Objectives</b>
To exercise the legislative functions of the Government as directed by the Constitution of St. Kitts and Nevis

Objective(s) for 2026	Expected Results	Performance Indicators
1 To have an average of at least one sitting of the Assembly per month	18	Number of sittings of the House for the year

<b>Sub-Programme:</b>
00963 - Provide Administrative Support for Legislature
00965 - Support Public Accounts Committee
01842 - Commonwealth Parliamentary Association

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	648	728	647	654	663
Capital					
Transfer	61	41	41	41	41
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>709</b>	<b>769</b>	<b>688</b>	<b>695</b>	<b>704</b>

<b>Portfolio Programme</b>	E. 02 - Provide Legislative Services for the Federation <b>00964 - Remunerate Members of Parliament</b>		
<b>Responsibility Centre</b>	<b>02 - Parliament</b>		
<b>Officer in Charge</b>	Clerk of the National Assembly		
<b>Goals/Global Objectives</b>	To ensure that the members of the legislative council are remunerated in a timely manner		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To ensure that Parliamentarians are remunerated in a timely manner	12	Number of monthly payments made for remunerations	

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	543	767	748	748	748
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>543</b>	<b>767</b>	<b>748</b>	<b>748</b>	<b>748</b>

<b>Portfolio Programme</b>	E. 02 - Provide Legislative Services for the Federation <b>01484 - Support the Office of the Opposition</b>	
<b>Responsibility Centre</b>	02 - Parliament	
<b>Officer in Charge</b>	Clerk of the National Assembly	
<b>Goals/Global Objectives</b>	To provide office accommodations and support staff for the Opposition to facilitate the legislative process	
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To ensure that the Leader of the Opposition's Office is staffed and adequately provided for	12	Number of months wages, rent and sundry expenses are paid

#### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	462	108	81	82	82
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>462</b>	<b>108</b>	<b>81</b>	<b>82</b>	<b>82</b>



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## **03 - National Audit Office**

# **Report on Plans and Priorities for the Year 2026**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

There is no ministerial portfolio for Audit Office.

### **1.2 Executive Summary**

The National Audit Office plays a significant role in the Public Financial Management System of St. Kitts and Nevis. There is a constitutional mandate assigned to the Office of the Director of Audit to audit the Public Accounts of the country and determine whether monies that have been appropriated and disbursed by the Parliament have been applied to the purposes for which they were so appropriated, and that all expenditures conform to the governing authority. The Audit Act, Cap. 20.01, provides supporting legislation for this constitutional mandate, and further enhances the office's ability to carry out its critical functions, by outlining in greater detail, duties and powers of the office.

To continue to improve the execution of this mandate, the National Audit Office will continue to engage in Capacity Building Strategies and Activities. Through recruitment and an intensive employee training regimen, the National Audit Office will continue to build its capacity and further improve the quality of reports it provides to promote greater accountability in the Public Sector. The quality of reports is also expected to improve because there will be greater emphasis on the application of, and adherence to International Standards for Supreme Audit Institutions (ISSAIs).

The National Audit Office will seize networking opportunities with model Supreme Audit Institutions in the region to further improve its operations and adopt best practices in Public Sector Auditing. Similarly, training and collaboration opportunities that become available because of the Caribbean Organisation of Supreme Audit Institutions (CAROSAI) and International Organisation of Supreme Audit Institutions (INTOSAI) membership will be seized. Training will also be sought via the aegis of International Donor Agencies to further expand the pool of training opportunities available, with the aim of ensuring that audit staff receive training in the three audit streams - Financial Auditing, Compliance Auditing, and Performance/Value for Money Auditing; as well as training in other areas relevant to the execution of the mandate of the National Audit Office.

Ultimately, the National Audit Office will continue to develop and improve its outputs through these mechanisms. These improvements should further enhance and strengthen our Public Financial Management System and promote greater accountability in the Public Sector.

### **1.3 Management Representation Statement**

I submit for tabling in Parliament the Annual Report on the plans and priorities of the National Audit Office for the year 2026.

I do believe that this document fully represents the goals and objectives of the National Audit Office and will be used to plan the activities and operations of the Office.

Carla Berridge - Pike (Mrs.)  
Director of Audit

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To promote good governance, accountability and transparency by conducting independent audits and examinations.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The strategic objectives of the National Audit Office coincide with the Government of St. Kitts and Nevis' Public Financial Management (PFM) Reform Plan. The Office commits itself to the following broad strategic objectives:

1. Effective reporting
2. Compliance with International Standards
3. Obtaining professional staff

#### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

The annual objectives of the National Audit Office are derived from the broad strategic objectives listed above. In 2026, the Office plans to:

1. Recruit and train Staff for Compliance, Performance and Financial Audits to improve the quality of audit reports
2. Implement International Standards of Supreme Audit Institutions (ISSAI) in conducting Financial and Compliance audits

#### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

There were no major modifications to the overall strategy of the National Audit Office during the year.

#### **2.2.4 Main Activities Contributing to the Annual Objectives**

Achieving the annual objectives is critical to the success of the National Audit Office in carrying out its mandate. These are the main activities that would contribute to the achievement of the objectives:

1. Recruit qualified personnel
2. Provide training in Performance Auditing and International Standards of Supreme Audit Institutions (ISSAI)

#### **2.2.5 Main Challenges to Achieve Annual Objectives**

The main challenge to the achievement of the annual objectives is the access to the required number and quality of personnel necessary to carry out the functions of the Office.

#### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

The main challenge to the achievement of the annual objectives is the access to the required number and quality of personnel necessary to carry out the functions of the Office.

### **2.3 Transfer Payment Information**

The Audit Office makes annual contributions to the Caribbean Organisation of Supreme Audit Institutions (CAROSAI) and International Organisation of Supreme Audit Institutions (INTOSAI).

## SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 03 - Audit the Public Accounts</b>
<b>Responsibility Centre</b>	<b>03 - National Audit Office</b>
<b>Officer in Charge</b>	Director of Audit
<b>Goals/Global Objectives</b>	To report to Parliament and the public on the financial out-turn and the economic, efficient and effective utilisation of resources and processes to ensure proper accountability

### Financial Summary

<b>Programme</b>	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
03021 - Provide Administrative Support	581	910	759	768	777
03022 - Conduct Audits on Government's Operations	610	1,002	1,021	1,040	1,060
<b>Total</b>	<b>1,191</b>	<b>1,912</b>	<b>1,780</b>	<b>1,808</b>	<b>1,837</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 03 - Audit the Public Accounts
<b>Programme</b>	<b>03021 - Provide Administrative Support</b>
<b>Responsibility Centre</b>	03 - Audit Office <b>021 - Administration Division</b>
<b>Officer in Charge</b>	Director of Audit
<b>Goals/Global Objectives</b>	To provide direction and administrative support for the Office of the Director of Audit

<b>Sub-Programme:</b>
03021 - Manage General Administration
00987 - Manage the operations of the Audit Office
00988 - Associate with Regional and International Organisations Invest in Audit Office

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	575	738	746	755	764
Capital		159			
Transfer	6	13	13	13	13
Budgetary Grants					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>581</b>	<b>910</b>	<b>759</b>	<b>768</b>	<b>777</b>

<b>Portfolio</b>	E. 03 - Audit the Public Accounts		
<b>Programme</b>	<b>03022 - Conduct Audits on Government</b>		
<b>Responsibility Centre</b>	03 - Audit Office <b>022 - Audit Division</b>		
<b>Officer in Charge</b>	Director of Audit		
<b>Goals/Global Objectives</b>	To conduct Value for Money Audits and Financial and Compliance Audits on Government operations to ensure that due regard is paid to obtaining value for money and effective stewardship over public resources and to ensure compliance with financial and other regulations		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To increase Audit coverage	60%	Percentage of the total expenditures of the central government to be examined/audited and relevant material issues and systemic and control risks will be highlighted	
2 To increase the number of reports issued by the National Audit Office	4	Number of audit reports produced by the National Audit Office	
3 To train the staff	1	Number of training sessions on Performance Auditing	
	6	Number of in-house training sessions	

**Sub-Programme:**

00990 - Conduct Financial and Compliance Audits  
00991 - Conduct VFM and Programme Audits

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	610	1,002	1,021	1,040	1,060
Capital					
Transfer					
Budgetary Grants					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>610</b>	<b>1,002</b>	<b>1,021</b>	<b>1,040</b>	<b>1,060</b>



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## **04 - Ministry of Justice and Legal Affairs**

# **Report on Plans and Priorities for the Year 2026**

**Volume 2**

**December 2025**

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## **04 – MINISTRY OF JUSTICE AND LEGAL AFFAIRS**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

This has been a year of determined progress for the justice sector of our Federation. The Attorney General's Office and the Ministry of Justice and Legal Affairs have pressed forward with reforms, training, outreach, and international partnerships that together make justice more accessible, efficient, and rights based.

We have enacted laws that reshape the very foundation of our justice system. The Appropriation Act established the fiscal framework that underpins government delivery. The Plea Negotiations and Agreements Act created a modern and transparent process that allows matters to be resolved more quickly and fairly, bringing closure to victims while ensuring that accused persons are not left in prolonged uncertainty. The Judge Alone Trials (Amendment) Act enhanced judicial efficiency by clarifying when complex cases may be heard without a jury, while safeguarding fairness through written judgments and appeal rights. The Vehicles and Road Traffic (Amendment) Act strengthened road safety standards, requiring better compliance with protective measures and introduced penalties that reflect the value placed on human life.

The Extradition Act finally replaced outdated colonial provisions and equipped the Nation with a modern framework to meet international obligations while preserving sovereignty. Financial integrity has been bolstered through amendments to the Proceeds of Crime and Asset Recovery Act, the Anti-Terrorism Act, and the Anti-Proliferation Financing of Weapons of Mass Destruction Act. Property law was modernised with the Larceny Amendment, and through the Industrial Designs Act designers and manufacturers were given the tools to protect creativity and access international markets. Beyond the justice sector, Parliament also delivered social and economic measures that reinforce fairness in society: pensions for Government Auxiliary Workers were regularised, the Housing and Social Development Levy was adjusted to balance resilience with fairness, the Banking framework was updated for stronger oversight, and the Special Sustainability Zones Authorisation Act was introduced to guide sustainable investment under the Sustainable Island State (SIS) Agenda.

Our Intellectual Property Office has played a vital role in economic diversification and national identity. In 2024 alone, two hundred and thirty-five (235) new trademarks and three (3) patents were registered, revenues climbed above half a million dollars, and a backlog of applications stretching back years was finally cleared. Examination times that once took more than three (3) years are now reduced to less than nine (9) months. A modern Copyright Act and accompanying regulations were enacted, making St. Kitts and Nevis the first in the region to adopt model collective management organisation standards. Accession to six (6) major international treaties marked the return of the Federation as a serious and active participant in the global Intellectual Property (IP) system for the first time since 1996. These achievements are not theoretical; they mean that entrepreneurs can brand their products with confidence, young creators can protect their work, and innovators can connect to international markets. Intellectual property has become a living asset for families, businesses, and the wider economy.

Reforms are only as strong as the people who put them into practice, and so investment has been made in professionals. Magistrates' Court staff received training in emotional intelligence, assertiveness, team building, and case management, which directly improves how citizens experience frontline justice. Crown Counsels and private attorneys joined together for the first plea bargaining workshop, ensuring that the new law is applied consistently across the Bar. Ministry-wide training in Microsoft Office 365 is underway to strengthen communication and productivity, and preparations are being made to launch case management training under the PACE Justice Project to reduce delays and increase efficiency. A milestone was the three-day Planning, Monitoring and Evaluation training

with the United Nations Development Programme (UNDP), which will move the Ministry from anecdotal reporting to evidence-based management. Participants learned to design theories of change, establish SMART indicators, and apply dashboards and scorecards tailored to justice outcomes. They presented frameworks that will now shape how departments plan, monitor, and report on performance, ensuring that success is measured by real results for citizens.

The first segment of a regional workshop on torture prevention and rights-based justice was hosted, organised with the Convention against Torture Initiative, the UN Human Rights Office for the Caribbean Community (CARICOM), and the Organisation of Eastern Caribbean States (OECS). It was held at the Customs and Excise Department in Basseterre on 8<sup>th</sup> to 9<sup>th</sup> September 2025 and brought together officials from St. Kitts and Nevis, St. Lucia, and Dominica. Over two (2) days, participants deepened their understanding of international human rights treaties and the UN Convention Against Torture, examined safeguards against still-treatment in detention, and exchanged experiences on rights-compliant justice practices. This event strengthened collective administration of justice and demonstrated determination to ensure that the dignity of every person is always respected.

The Attorney General Office – Ministry of Justice and Legal Affairs (AGO-MJLA) Commons has provided a forum for building resilience and reinforcing the Ministry’s culture of cooperation. By engaging in the AGO-MJLA Commons, the Ministry has deepened its connective tissue. Staff were united into houses and engaged in activities that built pride and cohesion. Mount Liamuiga was climbed together, a symbol of resilience and collective achievement. Corridors came alive with colour and imagination during Spirit Week. Creativity flourished on “Anything But a Bag Day,” and a fun day was held, filled with laughter and camaraderie. These were not distractions; they were deliberate investments in morale, unity, and a sense of purpose that translate directly into better public service.

Justice has also reached deep into the community. Partnerships were established with Zakers Affinity Causes to uplift women and children facing hardship, with the St. Christopher National Trust to protect and promote heritage, and with the Digital Land Administration and Information System to provide transparent, efficient, and accessible land services. The Regulated Medicinal Cannabis Authority was launched, ensuring that this emerging industry is responsible, job-creating, and internationally compliant. Through the work of the Intellectual Property Office, creativity and innovation are being translated into protected assets that can generate real economic security. Economic justice remains inseparable from legal justice. The Pensions Amendment secured dignity for workers who had given decades of service. The Housing Levy ensured fairness in contributions to the state. Banking reforms safeguarded financial stability, and the framework for sustainability zones connected investment to national priorities.

Intellectual property reforms empowered creators and entrepreneurs, while the Cannabis Authority expanded opportunities for farmers and small businesses. On the international stage, election to serve as Vice President of the UN Intergovernmental Negotiating Committee on International Tax Cooperation gave St. Kitts and Nevis a voice in drafting the world’s first framework convention on tax. In that role, the CARICOM position was delivered to protect the fiscal sovereignty of small states, to secure fair taxation of digital services, and to defend the revenues that fund pensions, social programmes, and responsible regulation. These are not abstract negotiations; they are directly tied to the livelihoods of the people and to the Sustainable Island State (SIS) Agenda that envisions prosperity shared by all.

The Nation’s voice has also carried onto other global platforms. A statement was delivered at the UN Commission on Crime Prevention and Criminal Justice to highlight reforms and to call for partnerships adapted to the realities of small systems. High-level dialogue was moderated at Europe Latin America Assistance Programme against Transnational Organised Crime (EL PAcCTO) in Peru, emphasising the importance of regional cooperation in tackling organised crime.

At the World Intellectual Property Organisation (WIPO), treaty accessions were deposited and a national statement delivered, while the Registrar represented St. Kitts and Nevis in discussions on artificial intelligence, gender equality, and frontier technologies. This international work coincides with what has been described as the most consequential high-level UN week in a generation. The humanitarian system is underfunded, overstretched, and under attack. In response, the Secretary-General has launched the UN80 Initiative and the humanitarian reset, which calls for simplification of processes, pooling of resources, elimination of duplication, speaking with one voice, and strengthening coordination at the country level.

The goal is to save lives, defend values and institutions, and ensure that humanitarian and development actors work seamlessly together. A direct parallel can be seen with our national justice transformation. Just as the UN is simplifying and pooling, the justice and legal sector is digitising registries, modernising statutes, and streamlining workflows. Just as the UN is cutting duplication, reporting is being consolidated and parallel paper trails eliminated. Just as the UN is speaking with one voice, police, prosecution, courts, corrections, and legal aid are being aligned into a coherent system that citizens can trust. And just as the UN is strengthening country-level coordination, justice coordinators are being empowered and collaboration across the justice chain is being built so that stabilisation and rebuilding occur together rather than in sequence.

The path forward is clear. Case-management rollouts under PACE will be completed, restorative and diversion programmes will be expanded, monitoring and evaluation will be embedded throughout the justice sector, and full digitalisation will be achieved by 2026. In doing so, national reforms are aligned with the humanitarian reset and the UN80 Initiative, guided by the same ethos of simplification, pooling of resources, coordination, and shared purpose.

The ambition is a justice system that is faster, fairer, and more predictable - a system that treats every person with dignity, protects victims, safeguards due process, creates opportunities for innovation, and strengthens the trust between people and institutions. The work is demanding, but it is worth it. Together, a justice system is being built for today's needs and tomorrow's promise.

Hon. Garth L. Wilkin  
Minister of Justice and Legal Affairs

## **1.2 Executive Summary**

In pursuit of the Nation's commitment to uphold the principles of justice, safeguard rights, and promote the rule of law, the Ministry of Justice and Legal Affairs continues to enhance its capacity to deliver efficient and equitable access to justice for all citizens, residents, and all other persons or entities engaged within the Federation. Efforts remain focused on improving the efficiency and effectiveness of the legal system. This work is aligned with the Sustainable Development Goals (SDGs), specifically SDG 16: Peace, Justice, and Strong Institutions, which emphasises accountable institutions and equal access to justice for all; SDG 5: Gender Equality, which underscores the imperative of ensuring that justice is inclusive and responsive to the needs of women and girls; and SDG 17: Partnerships for the Goals, which reinforces the importance of building effective regional and international cooperation to achieve reform. These commitments are also consistent with both the National Development Planning Framework (NDPF) and the Sustainable Island State (SIS) Agenda. Initiatives further draw on best practice from the OECS, CARICOM, and broader Commonwealth networks, adapted to reflect both regional and global justice reform priorities.

The wider international community is also pursuing institutional reforms designed to cut duplication, consolidate functions, and deliver services with greater efficiency. These developments serve as a reminder that small states must apply the same principles domestically to protect sovereignty, safeguard fiscal space, and deliver more responsive justice to citizens. Just as global institutions are

restructuring to remain relevant in today's world, the Ministry of Justice and Legal Affairs is streamlining processes, modernising registries, and building stronger coordination across the justice chain. By consolidating reporting requirements, digitising case management, and reducing parallel systems, the Ministry is ensuring that national resources are used wisely and that reforms produce tangible results for the people of St. Kitts and Nevis.

As reflection turns to the past year, the Ministry of Justice and Legal Affairs takes great pride in highlighting the significant achievements and impactful work that have been accomplished.

### ***Staffing***

The Ministry of Justice and Legal Affairs recognises that an empowered and skilled workforce is the cornerstone of its success. We remain committed to attracting, retaining, and developing the best talent, understanding that staffing is not merely a matter of numbers but a strategic investment in institutional capacity to meet evolving legal and societal challenges. This approach is consistent with regional strategies on strengthening the justice workforce across the OECS and international commitments to enhance institutional resilience.

### ***Capacity Building***

Investing in staff development through training, workshops, and continuing education programmes cultivates a workforce that remains current with legal trends, evolving technologies, and emerging challenges. In 2026, with the assistance of the training specialist in the Human Resource Management Department (HRMD), greater emphasis will be placed on local training opportunities, complemented by targeted regional and global exchanges. The goal is to improve efficiency, foster professionalism, and nurture an appreciation for the Ministry's critical role in safeguarding justice, in line with global best practices on continuous professional development.

### ***High Court***

The High Court is now operating from different locations. The Civil Court sits at the Glen Cove building, Fortlands, while the Criminal Court sits at the Police Training Complex. The Registry and Administrative staff are housed in the Law Library at the Sir Tapley Seaton Annex on East Independence Square Street. In 2026, the Ministry will continue to facilitate repairs to the Sir Lee L Moore Judicial Complex. Strong emphasis will be placed on advancing infrastructure and technology to ensure the justice system continues to meet the needs of our citizens. This will include the modernisation and outfitting of court facilities to provide a safer, more efficient environment; the deliberate strengthening of human capital through ongoing initiatives that encourage professional growth, collaboration, and innovation; and the introduction of clearly defined job descriptions to promote accountability and consistency across all departments. Together, these efforts will reinforce the Ministry's commitment to transparency, efficiency, and service excellence.

### ***Intellectual Property***

The Intellectual Property Office plays a central role in administering the country's Intellectual Property (IP) regime. Originally managed under the High Court Registry, IPOSKN was restructured in 2011 to function as a standalone department, enabling more focused and effective oversight of intellectual property matters. The IPOSKN is entrusted with a broad mandate to support innovation, creativity, and the protection of intellectual assets. Its key responsibilities include:

1. Administering all intellectual property laws in St. Kitts and Nevis
2. Processing and granting IP rights, including patents, trademarks, industrial designs, and copyrights
3. Conducting studies, programmes, and activities to develop the IP framework

4. Promoting creativity and inventiveness among citizens and residents
5. Raising public awareness about intellectual property rights and issues
6. Collaborating with national, regional, and international organisations - both public and private to advance development through science, culture, commerce, and the arts

Looking ahead to 2026, the IPOSKN is set to continue its modernisation efforts through a comprehensive digitisation initiative. This project will focus on:

1. Enabling online filings for intellectual property applications
2. Enhancing operational efficiency and service delivery
3. Improving the ease of doing business for both local and international stakeholders

This transformation reflects the Government's commitment to building a modern, accessible, and innovation-friendly IP ecosystem in St. Kitts and Nevis.

### ***Land Registry***

The Land Registry plays a vital role in supporting legal certainty, economic development, and land administration across both islands. To enhance service delivery and support national development goals, the Land Registry has been undergoing modernisation and digitisation efforts. These initiatives aim to improve the efficiency and reliability of land registration, reduce processing times, increase accessibility to records, and bolster data security. A well-functioning land registration system not only supports the legal rights of property owners but also plays a critical role in attracting investment, facilitating real estate development, and strengthening public trust in land administration.

### ***Access to Justice Agency***

The Access to Justice Agency of St. Kitts and Nevis (AJASKN) establishes a national framework to expand Legal Aid and Advice Clinics as a cornerstone of equitable justice delivery. The mandate is clear: ensure timely, professional, and consistent access to legal services for vulnerable and low-income citizens.

The way forward focuses on seven (7) priorities. Services will be standardised through unified protocols, while accessibility will be expanded via at least eight (8) community clinics annually and a 10% yearly increase in participation. Efficiency will be strengthened by logging and assigning cases within 24 hours, resolving half within four (4) months, and assessing most applicants within three (3) weeks. Quality will be measured through client satisfaction surveys and regular audits. Capacity will be built through continuous training in ethics, trauma-informed practice, and digital case management, alongside collaboration with Public Defenders and Mediation Officers. Services will be modernised with a secure case management platform integrated into Ministry reporting. Public awareness will be advanced through campaigns and workshops to increase knowledge of rights and available services.

### ***Public Defender***

The Public Defender Department will implement a structured system to ensure that all eligible clients receive timely and effective legal representation. From the point of intake, each client will undergo a standardised interview and receive a written explanation of their rights and possible outcomes.

### ***Mediation and Restorative Justice***

The Mediation and Restorative Justice Department will expand its role as a front-line mechanism to resolve disputes before they escalate to court. All mediation requests will be screened within 48 hours for suitability, with unsuitable matters redirected to appropriate services. Approved cases will

be scheduled within two (2) weeks, with a structured session plan reviewed to ensure readiness. Mediation sessions will be conducted in line with a conflict-sensitivity protocol, particularly for high-risk disputes, and follow-up checks will be made to confirm compliance with agreements. Agreements will be formally documented, signed, and stored in the secure case-management system, with summaries entered within 24 hours. Fees will be reconciled weekly, and outcome evaluations will be standardised through participant feedback surveys.

### ***The Office of Good Governance***

The Office of Good Governance provides citizens with an independent avenue to seek redress when public authorities fail to act fairly, lawfully, or efficiently. Complaints are logged in within 24 hours and acknowledged within 48 hours, with an initial assessment conducted within five working days. Priority cases are fast-tracked to ensure timely intervention in urgent or high-impact matters. Investigations are documented through detailed reports, and recommendations are shared with relevant authorities and complainants within thirty (30) days of case closure. Annual reports to Parliament ensure transparency, while select findings may be published to strengthen public accountability. Through impartial oversight, the Office of Good Governance reinforces integrity, fairness, and accountability in public administration.

### **1.3 Management Representation Statement**

As we enter the new fiscal year, the Ministry of Justice and Legal Affairs is guided by a clear commitment to strengthen the justice system, safeguard the rights and freedoms of all citizens, and modernise the services that support the functioning of our democracy. The budget for 2026 has been developed not only as a financial framework but as a strategic plan for transformation. It aligns with the priorities of the Government, responds to national needs, and supports the achievement and localisation of the 2030 Agenda for Sustainable Development.

The focus of this plan is twofold: ensuring fiscal responsibility while making targeted investments in infrastructure, technology, and human capital. These investments will allow for the upgrading of court facilities, the expansion of digital services, and the development of a workforce equipped to deliver justice in ways that are timely, transparent, and accessible. Recognising that democracy functions as the vital link between citizens and state institutions, the Ministry is committed to strengthening public trust through efficiency, accountability, and innovation.

The achievements of the past year demonstrate that even in the face of challenges, progress can be made. These achievements reflect the dedication and adaptability of the Ministry's staff, whose work continues to advance people-centred policies and legislative reform. Their contribution, together with the support of our stakeholders, has laid a strong foundation for the year ahead.

Looking forward, the Ministry will continue to pursue initiatives that reinforce the rule of law, strengthen institutional resilience, and ensure value for money in the delivery of justice services. Through careful planning, collaboration, and investment, we aim to create a justice system that not only meets current demands but also positions itself to respond to future challenges in a sustainable and equitable manner.

Nerissa Williams (Ms.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

The Ministry will advise and represent the Government of St. Kitts and Nevis and serve the people of the Federation within the confines and authority of the Constitution and Laws of the Federation so that the fundamental human rights and freedom of all citizens may be protected.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The Ministry endeavours to achieve the following broad strategic objectives:

1. To create greater efficiencies and effectiveness in the systems of the Ministry of Justice and Legal Affairs
2. To continue strengthening the Access to Justice Agency
3. To expand the work of the Land Registry
4. To promote and expand the work of the Law Library
5. To expand the work and responsibilities of the Law Commission
6. To expand the activities of the Mediation Unit within the High Court Registry
7. To continue expansion of the Magistrate's Department
8. To modernise the processes at the High Court, Magistrate Court, and DPP
9. To promote Ministry Compliance with SDG 16
10. To expand Criminal Justice Transformation
11. To strengthen and expand the Intellectual Property Office (IPO)

#### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

1. To create greater efficiencies and effectiveness in the systems of the Ministry of Justice and Legal Affairs.
2. To continue strengthening the Access to Justice Agency to deliver fair, timely, and accessible justice services.
3. To expand the work of the Land Registry
4. To promote and expand the role of the Law Library
5. To expand the work and responsibilities of the Law Commission
6. To enhance and broaden the activities of the Mediation Unit within the High Court Registry
7. To continue expansion of the Magistrate's Department
8. To modernise processes at the High Court, Magistrate Court, and the Office of the Director of Public Prosecutions
9. To promote compliance with Sustainable Development Goal 16
10. To expand criminal justice transformation
11. To strengthen and expand the Intellectual Property Office (IPO)
12. To modernise and strengthen the Electoral Office

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

1. Training in Microsoft Office 365 to boost productivity and collaboration
2. Training in Monitoring and Evaluation to strengthen evidence-based planning and performance tracking
3. Preparations for case management training under the PACE Justice Project
4. Execution of a regional workshop on torture prevention and rights-based justice, reinforcing international human rights standards
5. Execution of IPO outreach to schools, youth, and Diaspora to raise awareness of intellectual property as an economic asset
6. Expansion of the Mediation Unit within the High Court Registry to encourage alternative dispute resolution
7. Modernisation of processes at the High Court, and Magistrate Court, to improve efficiency and case management

### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. Introduction of technology solutions to the Ministry
2. Emphasis on greater fiscal prudence
3. Strengthening institutional capacity through training in Planning, Monitoring and Evaluation
4. Update of legislative frameworks
5. Expansion of regional and international partnerships
6. Policy development to support criminal justice transformation, land governance reform, and digital innovation across the Ministry
7. Strengthening public communication and stakeholder engagement
8. Human resource development through targeted professional training

### **2.2.5 Main Challenges to Achieve Annual Objectives**

1. Implementation of new work procedures and policies can cause resistance to change and a shift in the organisation culture
2. Lack of support from the Judiciary and the public in fully utilising the Law Library

### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

The long-term vision of the Ministry is anchored in building a modern, resilient, and citizen- focused justice system. Central to this vision is the construction of the Ministry of Justice and Legal Affairs Building, which will consolidate judicial and legal services under one roof, improve efficiency, enhance accessibility for the public, and provide a state-of-the-art working environment for judicial officers and staff.

The Ministry also envisions the employment of skilled and specialised staff, including Legal Researchers and Filing Specialists for both physical and electronic records. These professionals will not only support judges but also strengthen the work of legal practitioners across the Ministry by ensuring timely access to research, accurate case preparation, and streamlined record management. This in turn will improve the speed and quality of legal advice provided to government departments and enhance the overall responsiveness of the justice system.

Over the multi-year horizon, achievements will be measured not only in infrastructure and staffing but also in the modernisation of systems and culture. This includes embedding digital transformation through platforms such as the Land Administration Information System, expanding case management technology across all courts, and sustaining institutional reforms that promote transparency, accountability, and compliance with international standards.

Ultimately, the fulfillment of these strategic objectives will position the Ministry as a model of justice sector transformation in the Caribbean balancing tradition with innovation, strengthening public trust, and ensuring that every citizen can access justice that is timely, fair, and reliable.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. PACE Justice Reform Project
2. Rehabilitation of Judicial Complex – Phase II Project
3. Construction of Ministry of Justice and Legal Affairs Building
4. Legal Services Complex Configuration and Outfitting Project
5. Land Registry Integration System
6. Purchase of Fortlands Properties – Magistrates’ Court

### **2.3.2. Other Projects Judged Important**

1. Judicial Services Expansion Project

### **2.3.3 Status Report on Major Government Projects**

#### ***Legal Services Complex Configuration and Outfitting Project***

The Legal Services Complex Configuration and Outfitting Project encountered infrastructural challenges that required the relocation of the Land Registry Department from the former C & C Building. These experiences have guided ongoing planning and design, with a stronger emphasis on climate-resilient infrastructure, sustainable energy solutions, and compliance with regional standards for justice facilities. The overarching objective of the project is to modernise and enhance the infrastructure and capabilities of the Ministry of Justice and Legal Affairs, consolidating key departments such as the Land Registry, Intellectual Property, Electoral Office, and Access to Justice Agency into a single, purpose-built facility. The Complex will incorporate advanced technologies, including an Electronic Document Management System, expanded Case Management System, and AI-powered legal research and document analysis tools. Specialised areas will be created for mediation, arbitration, and training, alongside a modernised law library with both digital and physical resources.

### ***Judicial Services Expansion Project***

The Judicial Services Expansion Project – Phase II advances the Ministry’s commitment to modernising justice delivery by combining physical infrastructure with digital innovation. Building on the establishment of the Law Library, the project envisions the library as a catalyst for transformation, linking all nine departments into a cohesive legal ecosystem. Key components include the rollout of an Electronic Document Management System, expansion of the Case Management System, purpose-built spaces for court functions, and the development of an online platform providing access to e-laws and legal databases.

The project will also introduce AI-powered tools to support legal research, document automation, and predictive analytics, alongside secure communication systems to enable hybrid hearings and consultations. Supported by structured training for staff and practitioners, these investments align with the OECS Justice Reform Agenda, the Eastern Caribbean Supreme Court’s (ECSC) digitalisation strategy, and global commitments under SDG 16.

### ***Purchase of Properties at Fortlands for Magistrates’ Courts***

The Magistrates’ Courts in Basseterre have been operating from privately owned buildings at Fortlands since 2023 under rental arrangements secured to meet urgent needs. These premises currently house courtrooms, chambers, and administrative offices that are essential to the delivery of justice services. However, continued rental presents long-term challenges, including rising costs, limited control over structural improvements, and the risk of tenancy disruptions. To resolve these issues, the Ministry of Justice and Legal Affairs has initiated a lease-to-own acquisition of the Fortlands properties. Permanent ownership will enable the Ministry to strategically retrofit and upgrade the facilities to meet the specific requirements of court operations, including enhanced security systems, accessibility improvements for vulnerable groups, integration of digital case management tools, and provision for future expansion. It will also eliminate annual rent payments, converting recurring costs into a capital asset that strengthens the Government’s balance sheet. By securing these properties, the Government ensures stability for judicial officers, staff, and court users, while building a permanent foundation for accessible, professional, and technology-ready justice services.

## **2.4 Transfer Payment Information**

1. Eastern Caribbean Supreme Court
2. World Intellectual Property Office
3. International Criminal Court

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 04 - Facilitate Justice and Manage the Country's Legal Affairs</b>
<b>Responsibility Centre</b>	<b>04 - Ministry of Justice and Legal Affairs</b>
<b>Officer in Charge</b>	Permanent Secretary

#### Goals/Global Objectives

To provide legal advice to the Government of St. Kitts and Nevis within the confines of the authority of the laws of St. Kitts and Nevis and the Constitution to ensure that fundamental rights and freedom of all citizens are protected

#### Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2024	Estimated 2025	Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
04031 - Administer Justice and Legal Affairs	1,106	3,264	1,791	1,519	1,457
03987 - Law Commission	526	444	441	447	455
04033 - Manage the Access to Justice Agency	519	788	789	803	817
04034 - Manage Office of Good Governance	152	376	381	389	396
04059 - Register Legal Documents	6,997	7,861	10,539	10,259	9,330
04060 - Support the Judiciary	2,426	2,426	2,435	2,465	2,496
<b>Total</b>	<b>11,726</b>	<b>15,159</b>	<b>16,376</b>	<b>15,882</b>	<b>14,951</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
<b>Programme</b>	<b>04031 - Administer Justice and Legal Affairs</b>
<b>Responsibility Centre</b>	04 - Ministry of Justice and Legal Affairs <b>031 - Permanent Secretary's Office</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To manage the administration of the Ministry of Justice and Legal Affairs
<b>Sub-Programme:</b>	01205 - Manage General Administration 04031 - Invest in Legal Services 04031 - Manage Telecommunication Service

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	1,070	1,422	1,351	1,369	1,387
Capital	36	2,058	440	150	70
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,106</b>	<b>3,480</b>	<b>1,791</b>	<b>1,519</b>	<b>1,457</b>

<b>Portfolio</b>	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
<b>Programme</b>	<b>03987- Law Commission</b>
<b>Responsibility Centre</b>	
04 - Ministry of Justice and Legal Affairs 031 - Permanent Secretary's Office 071 - Administration <b>031-061 - Law Commission</b>	
<b>Officer in Charge</b>	Permanent Secretary

<b>Goals/Global Objectives</b> To review and update the Laws of the Federation		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To amend and review the legislation in accordance with the regional and international legal framework	3	Number of laws amended and reviewed in accordance with the regional and international framework

#### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	526	444	441	447	455
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>526</b>	<b>444</b>	<b>441</b>	<b>447</b>	<b>455</b>

<b>Portfolio</b>	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs		
<b>Programme</b>	<b>04031 - Provide Administrative Services</b>		
<b>Responsibility Centre</b>	04 - Ministry of Justice and Legal Affairs <b>031 - Permanent Secretary's Office</b>		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To provide legal advice, represent the Government in civil litigation and to institute and prosecute criminal cases to ensure an accessible and fair justice system		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To establish and manage effective multi-level and multi-actor projects for the localisation process of the 2030 Agenda for Sustainable Development	2	Number of innovative knowledge-sharing exercises focused on the 2030 Agenda	
2 To improve the turn around time for drafting legislation	1 month	The average time, in months, between request for drafts and provision of a draft bill	
3 To increase efficiency in the drafting of legislation	4	Number of consultations with Line Ministries to facilitate the drafting process	

<b>Portfolio</b>	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs		
<b>Programme</b>	04033 - Manage the Access to Justice Agency		
<b>Responsibility Centre</b>	04 - Ministry of Justice and Legal Affairs 031 - Permanent Secretary's Office		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To ensure fairness in the justice system by providing persons without means with adequate legal representation		
	<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1	To engage with legal practitioners about mediation and restorative justice	2	Number of engagements with legal practitioners
2	To increase access to and participation in Access to Justice Agency services	72	Number of visits to rural communities
		75%	Percentage increase in overall clients
3	To provide representation for all persons without the means to provide for legal defence against a capital charge	100%	Percentage of persons without the means that are represented
<b>Sub-Programme:</b> 01410 - Provide legal assistance to the public			

#### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	519	788	789	803	817
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>519</b>	<b>788</b>	<b>789</b>	<b>803</b>	<b>817</b>

<b>Portfolio</b>	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
<b>Programme</b>	<b>04034 - Manage Office of Good Governance</b>
<b>Responsibility Centre</b>	04 - Ministry of Justice and Legal Affairs <b>034 - Office of Good Governance</b>
<b>Officer in Charge</b>	Ombudsman

<b>Goals/Global Objectives</b> Protect and enforce the rights of citizens under the Constitution		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To investigate all complaints in an independent, impartial and thorough manner	100%	Percentage of complaints investigated and resolved
	4	Number of filed reports in accordance with Ombudsman Act Cap 3.22
2 To represent the Federation in meetings on international best practices on global standards of the Ombudsman Office	1	Number of international forums attended on governance and human rights related to SGD 16

<b>Sub-Programme:</b> 01242 - Protect and Enforce the Rights of Citizens
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**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	152	376	381	389	396
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>152</b>	<b>376</b>	<b>381</b>	<b>389</b>	<b>396</b>

<b>Portfolio</b>	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
<b>Programme</b>	<b>04059 - Register Legal Documents</b>

<b>Responsibility Centre</b>
04 - Ministry of Justice and Legal Affairs 031 - Permanent Secretary's Office <b>059 - Registrar's Office</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To register and process all legal documents for the public

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To process and register all documents in a timely manner	1 week	Average time to process and register a legal document
2	To increase the user access to registered legal documents through physical archives and/or digital platforms	85%	Percentage of users accessing the legal registered documents

<b>Portfolio</b>	E. 04 – Facilitate Justice and Manage the Country’s Legal Affairs
<b>Programme</b>	<b>04059 – Register Intellectual Property</b>

<b>Responsibility Centre</b>
04 – Ministry of Justice and Legal Affairs
031 – Permanent Secretary’s Office
<b>059 – Registrar’s Office</b>

<b>Officer in Charge</b>	Permanent Secretary
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**Goals/Global Objectives**

To modernise the intellectual property (IP) legislative framework, improve efficiency, intellectual property rights registration and to raise public awareness about intellectual property in St. Kitts and Nevis to facilitate greater protection of creativity and innovation

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To increase operational efficiency in receiving and processing trademark applications	15%	Percentage of 2026 trademark applications examined per quarter
		5%	Percentage of 2026 trademark applications completed per quarter
		75%	Percentage of pre-December 2025 trademark backlog cleared by December 2026
2	To modernise the IP legislative framework	1	Number of legislative or regulatory reforms enacted
3	To increase public awareness and education about intellectual property rights	2	Number of public awareness campaigns and training sessions in St. Kitts and Nevis
		30	Number of attendees at public awareness campaigns and training sessions in St. Kitts and Nevis

**Sub-Programme:**

- 01420 - Provide Representation for Murder Accused
- 01247 - Provide Administrative Support to the High Court
- 01248 - Support to High Court Judges
- 01257 - Register Property and Other Legal Documents
- 0405924 - Legal Services Complex Configuration and Outfitting Project
- 0405925 - Land Registry Integration System
- 01872 - Support to International Criminal Court
- 01582 - Register Intellectual Property
- 01583 - Support Registry of Lands and Properties
- 0405927 - Rehabilitation of the Judicial Complex - Phase II
- 01584 - Support to WIPO
- 04059 - Invest in Registrar's Office

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	4,768	4,547	4,977	5,047	5,118
Capital	96	750	3,886	3,536	2,536
Transfer	2,133	2,564	1,676	1,676	1,676
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>6,997</b>	<b>7,861</b>	<b>10,539</b>	<b>10,259</b>	<b>9,330</b>

<b>Portfolio</b>	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs		
<b>Programme</b>	<b>04060 - Support the Judiciary</b>		
<b>Responsibility Centre</b>	04 - Ministry of Justice and Legal Affairs <b>031 - Permanent Secretary's Office</b>		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To ensure the delivery of justice independently by competent officers in a prompt, just, efficient and effective manner		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To foster regional and international collaboration to improve judicial best practices	2	Number of judicial reforms implemented based on international collaboration	
2 To reduce the backlog of cases before the Supreme and Magistrate's Courts	15%	Percentage reduction in pending cases before the courts	
3 To reduce the backlog of warrants served	20%	Percentage reduction in pending cases before the courts	
4 To strengthen administrative support for the Courts to improve judicial work	2	Number of training sessions and protocol development for more efficient court operations	
<b>Sub-Programme:</b>			
01250 - Record court activities			
01370 - Provide administrative support to the Magistrate's Court			
04031 - Invest in the Courts			

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	2,426	2,426	2,435	2,465	2,496
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>2,426</b>	<b>2,426</b>	<b>2,435</b>	<b>2,465</b>	<b>2,496</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 04 MINISTRY OF JUSTICE AND LEGAL AFFAIRS**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total Expenditure		
<b>04031</b>	<b>ADMINISTRATION</b>							
0403123	Judicial Services Expansion Project	3,270,802	100,000	-	-	100,000	36,124	REVENUE
0403127	PACE Justice Reform Project	2,264,618	-	-	339,832	339,832	-	EU/UNDP
	<b>Subtotal</b>	<b>5,535,420</b>	<b>100,000</b>	<b>-</b>	<b>339,832</b>	<b>439,832</b>	<b>36,124</b>	
<b>04059</b>	<b>REGISTER LEGAL DOCUMENTS</b>							
0405924	Legal Services Complex Configuration and Outfitting Project	2,990,515	300,000	-	-	300,000	35,271	REVENUE
	<b>Subtotal</b>	<b>2,990,515</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>300,000</b>	<b>35,271</b>	
	<b>Total c/f</b>	<b>8,525,935</b>	<b>400,000</b>	<b>-</b>	<b>339,832</b>	<b>739,832</b>	<b>71,395</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
**(CAPITAL PROJECTS)**

**C. 04 MINISTRY OF JUSTICE AND LEGAL AFFAIRS**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total Expenditure		
	<b>Total b/f</b>	<b>8,525,935</b>	<b>400,000</b>	<b>-</b>	<b>339,832</b>	<b>739,832</b>	<b>71,395</b>	
<b>04059</b>	<b>REGISTER LEGAL DOCUMENTS</b>							
0405925	Land Registry Integration System	2,386,500	150,000	-	-	150,000	59,145	REVENUE
0405927	Rehabilitation of Judicial Complex - Phase II	1,943,418	300,000	-	-	300,000	1,673	REVENUE
0405928	Purchase of Fortlands Properties - Magistrates' Court	9,407,402	3,135,802	-	-	3,135,802	-	REVENUE
	<b>Subtotal</b>	<b>13,737,320</b>	<b>3,585,802</b>	<b>-</b>	<b>-</b>	<b>3,585,802</b>	<b>60,818</b>	
	<b>Total c/f</b>	<b>22,263,255</b>	<b>3,985,802</b>	<b>-</b>	<b>339,832</b>	<b>4,325,634</b>	<b>132,213</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
**(CAPITAL PROJECTS)**

**C. 04 MINISTRY OF JUSTICE AND LEGAL AFFAIRS**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total Expenditure		
	<b>Total b/f</b>	<b>22,263,255</b>	<b>3,985,802</b>	<b>-</b>	<b>339,832</b>	<b>4,325,634</b>	<b>132,213</b>	
	<b>Construction of Ministry of Justice and Legal Affairs Building</b>	<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,063,876</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>24,763,255</b>	<b>3,985,802</b>	<b>-</b>	<b>339,832</b>	<b>4,325,634</b>	<b>2,196,089</b>	

**Total Ministry \$4,325,634**



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**05 - Prime Minister's Office**

**Report on Plans and Priorities  
for the Year  
2025**

**Volume 2**

**December 2025**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 MINISTER'S MESSAGE**

As we prepare for 2026, we do so with a clear sense of direction and a deeper resolve to serve our people with purpose. The journey toward becoming a sustainable island state is not just a policy framework; it is a national commitment. It is about building a Federation where every citizen feels the impact of good governance, where opportunity is not abstract, and where progress in life is improved.

This year, the Prime Minister's Office (PMO) will continue to lead with clarity and compassion. We are strengthening the foundations of public administration, expanding access to services, and ensuring that the machinery of government works efficiently and transparently. But beyond systems and structures, our focus remains on people; on empowering communities; supporting families; and creating space for every Kittitian and Nevisian to thrive.

We are investing in the Public Service through training and modernisation, while cultivating a culture of accountability and innovation. We are expanding our reach in Nevis, deepening citizen engagement, and reinforcing the principle that government must be accessible, responsive, and inclusive.

In 2026, I will also have the honour of serving as Chairperson of CARICOM. This is a moment of pride and responsibility, as we work with regional partners to advance shared priorities from climate resilience and economic transformation to citizen empowerment and regional unity. It is an opportunity to elevate our voice and reaffirm our leadership on the Caribbean stage.

We will also continue to take bold steps to address citizen security, recognising violence as a public health concern and engaging communities in meaningful dialogue. We are expanding the ELEVATE Programme, modernising the Government Printery, and strengthening our communication platforms to ensure that citizens are informed, involved, and inspired. This year is about delivery. It is about translating plans into action and action into impact. The Prime Minister's Office will continue to serve as the engine room of Government: coordinating, guiding, and driving progress across ministries and sectors.

The Hon. Dr. Terrance M. Drew  
Prime Minister

### **1.2 EXECUTIVE SUMMARY**

The transformation of St. Kitts and Nevis into a sustainable island state continues to serve as the guiding vision of the Government. This transformation is anchored in seven key pillars of the Federation's Sustainable Island State (SIS) Agenda: food security, green energy transition, economic diversification, sustainable industries, the creative economy, Coronavirus disease 2019 (COVID-19) recovery, and social protection. As the Nation enters 2026, a pivotal year in its development journey, the Government is committed to deepening progress across these pillars and ensuring that every initiative delivers tangible benefits to the people. The focus for 2026 is on advancing a resilient, inclusive, and sustainable future that addresses the Nation's key economic, environmental, and social challenges while keeping citizens at the center of national transformation.

The Prime Minister's Office (PMO) remains dedicated to ensuring effective governance and the comprehensive management of the Federation's affairs. Through a deliberate focus on administrative modernisation, citizen engagement, and strategic leadership, the PMO will continue to strengthen

service delivery, enhance inter-ministerial collaboration, and improve the effectiveness of government programmes and initiatives.

In 2026, one of the major priorities of the PMO will be to strengthen administrative capacity and enhance the efficiency of the Public Service. Building on the foundation established in 2025, the Continuous Professional Development Programme will be expanded to include targeted training in leadership development, digital transformation, and performance management. This expansion aims to cultivate a results-oriented public service that operates with accountability and innovation. The impact of this initiative will be measured by an increase in the number of professional development sessions held annually, a significant rise in staff performance evaluations, and the introduction of a digital tracking system to monitor training and evaluation outcomes.

Another critical objective for 2026 is deepening public engagement on issues of citizen security and violence prevention. Recognising that citizen security is fundamental to national stability, the PMO will continue to advance the “Violence as a Public Health Concern” framework by organising national forums, community discussions, and targeted awareness campaigns. These sessions will provide opportunities for meaningful dialogue and policy input while fostering a culture of peace, prevention, and resilience across communities. Feedback and participation from these engagements will be documented through biannual reports to ensure that public perspectives directly inform policymaking.

The strengthening of the Federal Government’s presence and service delivery in Nevis remains a central priority for 2026. The modernisation of the Federal Office in Nevis will be completed, creating a modern, functional space that facilitates easier access to government services. A renewed promotional campaign, including a “Federal Services Week,” will be launched to increase public awareness of available services and encourage greater engagement. These efforts will reinforce the Government’s commitment to national unity and inclusiveness, ensuring that citizens on both islands benefit equitably from federal initiatives.

In pursuit of transparency and accountability, the PMO will also implement a comprehensive monitoring and evaluation framework for community assistance and grant-funded programmes. This system will ensure that Government-funded initiatives deliver meaningful outcomes for beneficiaries and align with national priorities. Regular programme assessments and performance reviews will be conducted throughout the year, with findings published to strengthen public accountability and trust. The emphasis will be on ensuring that public resources are used effectively to uplift communities and improve the quality of life for all citizens.

Inter-ministerial collaboration will remain a cornerstone of the PMO’s strategy in 2026. Through strengthened coordination, shared resources, and unified goals, ministries will work together to advance the Sustainable Island State (SIS) Agenda more efficiently. Special focus will be placed on initiatives that promote renewable energy, digital governance, youth empowerment, and inclusive economic growth. These collaborative efforts will ensure that government functions as one cohesive team, maximising impact and reducing duplication across sectors.

The ELEVATE Programme will continue to serve as a flagship initiative for citizen empowerment and social reintegration. In 2026, the Programme will expand its reach to additional communities and incorporate new modules in entrepreneurship and vocational training. The goal is to reduce recidivism, enhance self-sufficiency, and support participants in becoming productive members of society. Continuous evaluation and data collection will guide programme improvements and ensure that ELEVATE continues to make a measurable difference in the lives of those it serves.

The Government Printery will continue its modernisation process to improve efficiency, productivity, and service delivery. Upgrading printing equipment and systems will ensure that the office meets modern standards and continues to deliver high-quality publications, including the weekly Gazette, both in digital and print formats. The relocation to the newly constructed premises on Church Street will provide a better working environment and increased production capacity. These upgrades are expected to enhance turnaround times for printing official documents, promote sustainability through eco-friendly practices, and increase overall revenue generation.

The Cabinet Secretariat will maintain its focus on policy coordination, implementation, and public engagement. In 2026, efforts will intensify to strengthen the relationship between the Federal Cabinet and the Nevis Island Administration (NIA) through regular joint meetings and strategic consultations. Public engagement will also be expanded through quarterly consultations that allow citizens to contribute to national discussions and decision-making. The Cabinet will continue to monitor the timely implementation of its decisions, ensuring that ministries remain accountable and that national policies are executed efficiently. Cabinet retreats and leadership sessions will further enhance collective decision-making and strengthen the overall governance framework.

The Regional Integration and Diaspora Unit (RIDU) will continue to advance the Nation's regional and international engagement efforts. In 2026, the Unit will publish regular editions of the St. Kitts and Nevis Diaspora Digest and expand its digital platforms, including the unified RIDU portal at [ridu.gov.kn](http://ridu.gov.kn), to provide accessible, up-to-date information for nationals abroad. RIDU will conduct outreach missions to strengthen ties with diaspora organisations, encourage investment and knowledge exchange, and provide support for returning nationals to ensure smooth reintegration. These activities will help strengthen the Federation's global connections and reaffirm its commitment to every Kittitian and Nevisian, regardless of where they reside.

The Human Resource Management Department (HRMD) will continue to drive public sector transformation by investing in leadership development and institutional capacity building. Through the Civil Service Leadership and Innovation Programme, officers at all levels will receive targeted training designed to improve strategic thinking, management effectiveness, and innovation in public administration. The establishment of an online Civil Service Training Portal will allow officers to access learning resources on demand, fostering continuous professional growth and improving the overall efficiency of the public service.

The St. Kitts and Nevis Information Service (SKNIS) will remain central to the Government's communication strategy. In 2026, SKNIS will continue upgrading its broadcasting and digital systems to enhance production quality and reach. Ongoing training of technical staff will improve the quality of multimedia content, ensuring that information shared with the public is timely, factual, and engaging. By expanding its digital presence and leveraging multiple media platforms, SKNIS will ensure that citizens are consistently informed about government programmes, achievements, and opportunities for engagement.

In summary, 2026 represents a decisive year for St. Kitts and Nevis - a year of consolidation, action, and results. The PMO remains dedicated to ensuring effective governance and the comprehensive management of the Federation's affairs. Through a deliberate focus on administrative modernisation, citizen engagement, and strategic leadership, the PMO will continue to strengthen service delivery, enhance inter-ministerial collaboration, and improve the effectiveness of Government programmes and initiatives.

### **1.3 MANAGEMENT REPRESENTATION STATEMENT**

I submit for tabling in Parliament the Annual Report of Plans and Priorities of the Prime Minister's Office for the year 2026. I am satisfied that the document accurately reflects the vision of the Office and is premised on the principles of good governance and fiscal prudence. The document accurately portrays some of the achievements and plans of the Prime Minister's Office. It is also consistent with procedures and processes approved by the Ministry of Finance.

Dr. Marcus L. Natta  
Cabinet Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

The Prime Minister's Office (PMO) is the central coordinating body for executive governance in St. Kitts and Nevis. It oversees strategic national initiatives, public sector modernisation, inter-ministerial coordination, and international engagement. The PMO comprises several key departments and units, including the Human Resource Management Department (HRMD), Cabinet Secretariat, St. Kitts and Nevis Information Service (SKNIS), Government Printery, National Archives, Regional Integration and Diaspora Unit (RIDU), and the Federal Office in Nevis. The PMO plays a pivotal role in advancing the Sustainable Island State (SIS) Agenda and ensuring that government programmes are executed with efficiency, transparency, and citizen-centred impact.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The strategic objectives of the Prime Minister's Office (PMO) are designed to support and operationalise the Government's Sustainable Island State (SIS) Agenda, which is anchored in seven key pillars: food security, green energy transition, economic diversification, sustainable industries, the creative economy, COVID-19 recovery, and social protection.

To advance food security and economic diversification, the PMO will strengthen administrative capacity across the Public Service. This includes expanding professional development, modernising recruitment and performance management systems, and fostering a culture of accountability and innovation. These efforts will ensure that ministries are equipped to deliver high-quality services and implement development programmes effectively.

In support of the green energy transition and digital governance, the PMO will lead the continued modernisation of government operations. This includes the rollout of e-government platforms, digitisation of records, and the integration of technology into service delivery and internal communications. These initiatives will enhance operational efficiency and improve public access to services.

To promote sustainable industries and the creative economy, the PMO will enhance inter-ministerial coordination and strategic leadership. By fostering collaboration across sectors, the Office will ensure that Government functions as a unified entity, maximising impact and reducing duplication. This approach will support the development of innovative industries and creative enterprises.

In alignment with COVID-19 recovery and social protection matters, such as mental health; the PMO will deepen citizen engagement and public communication. Through targeted outreach, multimedia campaigns, and participatory forums, the Office will ensure that citizens are informed,

involved, and empowered to shape national policy. These efforts will reinforce public trust and promote inclusive governance.

The PMO will also strengthen national unity and inclusiveness by enhancing the Federal Government's presence in Nevis and expanding diaspora engagement through the Regional Integration and Diaspora Unit (RIDU). These initiatives will ensure equitable access to services and reaffirm the Government's commitment to all citizens, both at home and abroad.

Finally, the PMO will uphold transparency and accountability by implementing robust monitoring and evaluation systems for community assistance and grant-funded programmes. These systems will ensure that public resources are used effectively and that initiatives deliver measurable outcomes aligned with national development priorities.

### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

The annual objectives emphasise the streamlining of administrative processes towards greater efficiency through the development of strategic leadership instruments with the aim of strengthening the strategic nature of Government policy and enhancing the executive capacity of the Government. The aim is to encourage an inter-ministerial and leadership approach to governance, and to promote strategic cohesion in policy and financial processes. Through this approach we will achieve more effective implementation of Government programmes and other policy coordination; improve and strengthen joint Federal communications between St. Kitts and Nevis; as well as examine ways to harness information and dialogue through the involvement of community and specialist committees, who will provide a broader knowledge base in decision making, needed for better monitoring and management of sustainable goals and mandates.

During 2026, more emphasis would be placed on improving the efficiency and responsiveness of the Government as a means of making St. Kitts and Nevis more marketable and competitive globally. More focus will also be placed on developing opportunities for our citizens of all ages and walks of life to reduce reliance on public support while improving self-determination through the provision of jobs and strengthening services and initiatives that create sustainable solutions to existing and expectant socio-economic and development challenges.

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

Our major modification to the strategy of the Ministry is to increase transparency, accountability and provide fair and good governance practices in the upcoming year. Our goal is to review current and existing programmes and seek to be more responsive to the needs of our citizens and residents through the attainment of sustainable and strategic governance goals.

### **2.2.4 Main Activities Contributing to the Annual Objectives**

The Prime Minister's Office is critical to the achievement of the overall objectives of the Government of St. Kitts and Nevis as it lends support to the Head of Government and facilitates the Cabinet, which sits at the core of Government's functionality. The activities of the Ministry are therefore very critical to the attainment of progress of the country on a whole and its individual citizens and residents especially.

These are the main activities throughout the Ministry that would contribute most significantly to the achievement of the Ministry's annual objectives:

1. Continue the reform process recommended under the Enhanced Public Sector and Efficiency Project
2. Continue operationalisation of a training policy
3. Coordination of in-house training
4. Development of modern job descriptions, standardised across Ministries
5. Secure technical assistance to assist with the development of a Performance Management System
6. Utilise International Trade, development and business forums to promote St. Kitts and Nevis as a Financial Services Centre for the Northern Caribbean
7. Strengthen inter-sectoral collaboration between ministries and departments
8. Improve inter and intra-Caribbean and African financial, trade, educational, cultural and social relations
9. Increase areas of revenue generation within existing departments, such as the National Heroes Park and National Archives

#### **2.2.5 Main Challenges to Achieve Annual Objectives**

The main challenges to achieve 2026 objectives, having inherited a general attitude of dissidence and dependence on government programmes, the erosion of traditional values and employment systems has significantly affected the process of strengthening our capacity to deliver. Also, fiscal responsibility must be managed to eliminate overages and revert the exploitation of existing financial systems.

Notwithstanding these challenges, we are confident that the objectives of the Ministry are achievable through wise management of our fiscal and human resources and through proper planning and administration of our plans and goals.

#### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

To achieve the varying objectives of the Ministry will require not only human resources but the necessary supplies and funding to achieve these goals. However, it is imperative that plans be coordinated to be achievable over a multi-year time frame.

#### **Portfolio's Resource:**

Although resources are limited, for the most part the Ministry will utilise strategy and initiative, creativity and intuition to achieve more with less and to ensure that these minor challenges do not compromise the output that is necessary to provide quality service to all our clients.

#### **2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures**

There is no report on the impact of the previous year's results.

## **2.3 CAPITAL PROJECTS INFORMATION**

### **2.3.1 Major Capital Projects**

1. Renovation of Government Headquarters
2. Robert L. Bradshaw Museum
3. Construction of Printery Building
4. Digital Upgrade – HRMD
5. Purchase of Press Model and Equipment – Printery Building

### **2.3.2 Other Project Judged Important**

1. Upgrade of Equipment – SKNIS

## **2.4 TRANSFER PAYMENT INFORMATION**

1. The University of the West Indies, Economic Cost
2. The University of the Virgin Islands
3. Monroe College
4. CARICAD, Payment of Membership Fees
5. Council of Legal Education

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 05 - Manage the Affairs of the Federation</b>
<b>Responsibility Centre</b>	<b>05 - Prime Minister's Office</b>
<b>Officer in Charge</b>	Cabinet Secretary
<b>Goals/Global Objectives</b>	
To govern the affairs of the Nation to improve the quality of life of its citizens	

#### Financial Summary

<b>Programme</b>	<b>Expenditures</b>	<b>Expenditures</b>	<b>Expenditures</b>	<b>Expenditures</b>	<b>Expenditures</b>
	<b>Actual 2024</b>	<b>Estimated 2025</b>	<b>Planned 2026</b>	<b>Projected 2027</b>	<b>Projected 2028</b>
	(in thousands)				
05041 - Manage General Administration	122,171	58,654	56,913	56,248	56,387
05041 - Manage Diaspora Unit	534	747	1,261	1,269	1,277
05041 - Manage the National Archives and Records	190	363	361	368	375
05041 - Citizenship by Investment Unit	41,875				
05042 - Manage Human Resource Department	10,010	12,812	11,165	11,260	11,356
05043 - Provide Printing Services for the Government	1,152	1,261	1,251	1,271	1,291
05088 - Inform the Public on Government Activities and Create Public Awareness	1,529	1,839	1,782	1,810	1,839
<b>Total</b>	<b>177,461</b>	<b>75,676</b>	<b>72,733</b>	<b>72,226</b>	<b>72,525</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 05 - Manage the Affairs of the Federation		
<b>Programme</b>	<b>05041 - Manage General Administration</b>		
<b>Responsibility Centre</b>	05 - Prime Minister's Office <b>041 - Office of the Permanent Secretary</b>		
<b>Officer in Charge</b>	Cabinet Secretary		
<b>Goals/Global Objectives</b>	To provide effective administrative support to the Prime Minister's Office through sound policies and engaging public participation		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1	To encourage team building and address critical matters of national interest	4	Number of Cabinet Retreats held
2	To engage the public in dialogue on the economy and other issues of national importance	4	Number of quarterly public consultations
3	To enhance the functionality, efficiency and security of Cabinet meetings and documents	1	Number of 'Smart Cabinet Systems' implemented
4	To enhance the working relationship between the Federal Cabinet and the Nevis Island Administration	2	Number of joint Cabinet meetings held
5	To measure, monitor and evaluate the work of the Cabinet Secretariat towards strategic goals	1	Number of comprehensive strategic plans developed
6	To provide the necessary support services to the Cabinet and Cabinet sub-committees	52	Number of Cabinet Meetings held

**Sub-Programme:**

- 00818 - Provide administrative support
- 00814 - Provide administrative support for the Cabinet
- 00828 - Represent the Federation in Nevis
- 01359 - Provide support to Inter-ministerial, Communication and Policy Unit
- 05041 - Manage Telecommunication Service
- 05041 - Invest in National Assets
- 04277 - Support Independence Celebration
- 00820 - Security and Maintenance Unit
- 00822 - Manage National Heroes Park
- 00827 - Manage Electoral Constituency Boundaries Commission
- 00900 - Support to the Skills Training Empowerment Programme (S.T.E.P.)
- 00920 - Provide Support to Public Service Initiatives

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	15,041	13,489	11,463	11,598	11,737
Capital	22,933	4,275	3,450	2,650	2,650
Transfer	84,197	42,000	42,000	42,000	42,000
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>122,171</b>	<b>59,764</b>	<b>56,913</b>	<b>56,248</b>	<b>56,387</b>

<b>Portfolio</b>	E. 05 - Manage the Affairs of the Federation		
<b>Programme</b>	<b>05041 - Manage Diaspora Unit</b>		
<b>Responsibility Centre</b>	05 - Prime Minister's Office 041 - Permanent Secretary <b>041-095 - Regional Integration Diaspora Unit</b>		
<b>Officer in Charge</b>	Cabinet Secretary		
<b>Goals/Global Objectives</b>	To cover all assistance provided to citizens returning to reside in the Federation		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To assist returning nationals reintegrate in the Federation	20	Number of returning nationals receiving assistance	
2 To engage with national organisations in the diaspora	12	Number of activities to engage with national organisations in the diaspora	
3 To inform the Nation on regional integration matters	26	Number of broadcasts to inform the Nation on regional integration matters	
4 To keep citizens in the diaspora informed	4	Number of diaspora publications to inform citizens in the diaspora	

<b>Sub-Programme:</b>
01845 - Provide administrative support to Regional Integration and Diaspora Unit

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	534	747	1,261	1,269	1,277
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>534</b>	<b>747</b>	<b>1,261</b>	<b>1,269</b>	<b>1,277</b>

<b>Portfolio Programme</b>	E. 05 - Manage the Affairs of the Federation <b>05041 - Manage the National Archives and Records</b>
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<b>Responsibility Centre</b>	05 - Prime Minister's Office 041 - Permanent Secretary <b>041-097 - National Archives</b>
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<b>Officer in Charge</b>	Cabinet Secretary
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<b>Goals/Global Objectives</b>	To preserve the records of long-term value for the present and future generation
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<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To create and manage digital copies of the archived collection	5000	Number of pages of documents digitised
2	To repair and conserve damaged records	100	Number of pages conserved
3	To manage receiving and storage of records from various Government departments	10	Number of departments sending documents
3	To launch and manage the National Archives website	June 2026	Date website launched

<b>Sub-Programme:</b>	00833 - Preserve and archive records of importance
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### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	190	363	361	368	375
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>190</b>	<b>363</b>	<b>361</b>	<b>368</b>	<b>375</b>

<b>Portfolio Programme</b>	E. 05 - Manage the Affairs of the Federation <b>05042 - Manage Human Resources</b>
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<b>Responsibility Centre</b>	05 - Prime Minister's Office <b>042 - Human Resource Department</b>
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<b>Officer in Charge</b>	Chief Personnel Officer
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<b>Goals/Global Objectives</b>	To develop the Government's human resource management programme to ensure an effective Civil Service that is responsive to the needs of all stakeholders
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<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To assist employees with Health, Financial, Counseling and Work Performance issues	100	Number of persons receiving the assistance
2 To pursue and complete the digitisation of the HR registry	4 <sup>th</sup> quarter	Period the digitisation is completed
3 To commence the creation of HRIS	4 <sup>th</sup> quarter	Period to procure system and post TORs
4 To deliver training programmes and information sessions	12	Number of training programmes and information sessions delivered
5 To create and roll-out HR website	1 <sup>st</sup> quarter	Period the website is launched
6 To design and execute the Civil Service Recognition Programme	3 <sup>rd</sup> quarter	Period the first programme will be rolled out
7 To revise and update the scholarship assistance programme	2 <sup>nd</sup> quarter	Period the scholarship assistance programme is adopted
8 To provide scholarships to students of the Federation	100	Number of students supported by scholarships

<b>Sub-Programme:</b>
01361 - Manage Human Resources
01366 - Support the services Commissions
01367 - Reform the Public Service
01368 - Provide scholarships and bursaries to non-government students
05042 - Develop Human Resources
05042 - Invest in Human Resource Department
05-042 - Participation in Regional and International Organisations

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	6,645	6,300	6,370	6,465	6,561
Capital					
Transfer	3,365	6,512	4,795	4,795	4,795
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>10,010</b>	<b>12,812</b>	<b>11,165</b>	<b>11,260</b>	<b>11,356</b>

<b>Portfolio Programme</b>	E. 05 - Manage the Affairs of the Federation <b>05041 - Manage Citizenship by Investment Unit</b>
<b>Responsibility Centre</b>	05 - Prime Minister's Office <b>041 - Citizenship by Investment</b>
<b>Officer in Charge</b>	Chief Executive Officer

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	41,875				
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>41,875</b>				

<b>Portfolio Programme</b>	E. 05 - Manage the Affairs of the Federation <b>05043 - Provide Printing Services for the Government</b>		
<b>Responsibility Centre</b>	05 - Prime Minister's Office <b>043 - Government Printery</b>		
<b>Officer in Charge</b>	Director		
<b>Goals/Global Objectives</b>	To provide the printing and binding needs of the Government		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To produce documents and forms requested in a timely manner	2 weeks	Average turn around time for printing forms and documents for the Government	
2 To publish a weekly Gazette	52	Number of weekly Gazettes published	
<b>Sub-Programme:</b> 00824 - Print government documents			

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	1,152	1,261	1,251	1,271	1,291
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,152</b>	<b>1,261</b>	<b>1,251</b>	<b>1,271</b>	<b>1,291</b>

<b>Portfolio Programme</b>	E. 05 - Manage the Affairs of the Federation <b>05088 - Inform the Public on Government Activities and Create Public Awareness</b>		
<b>Responsibility Centre</b>	05 - Prime Minister's Office <b>088 - Information Department</b>		
<b>Officer in Charge</b>	Cabinet Secretary		
<b>Goals/Global Objectives</b>	To inform and educate the public on Government supported initiatives, activities and interests		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To increase access to Government information via television	1	Number of additional TV Programmes produced	
2 To increase effectiveness and quality of Government information	30%	Percentage reduction of post-production turn around to airtime	
3 To train technical staff in post-production and editing activities	80%	Percentage of technical staff trained in post-production and editing activities	

<b>Sub-Programme:</b>
01139 - Inform the Public and Create Public Awareness

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	1,529	1,839	1,782	1,810	1,839
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,529</b>	<b>1,839</b>	<b>1,782</b>	<b>1,810</b>	<b>1,839</b>



**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 05 PRIME MINISTER'S OFFICE**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>Total b/f</b>	<b>13,172,562</b>	<b>1,200,000</b>	<b>-</b>	<b>1,850,000</b>	<b>3,050,000</b>	<b>1,576,719</b>	
<b>05041</b>	<b>ADMINISTRATION CONT.</b>							
0504177	Purchase of Press Model and Equipment - Printery Building	1,429,552	400,000	-	-	400,000	-	REVENUE
	<b>Subtotal</b>	<b>1,429,552</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	
	<b>ELEVATE Programme</b>	<b>79,328,366</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,000,000</b>	REVENUE
	<b>TOTAL</b>	<b>93,930,480</b>	<b>1,600,000</b>	<b>-</b>	<b>1,850,000</b>	<b>3,450,000</b>	<b>20,576,719</b>	

**Total Ministry \$3,450,000**



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**06 - Ministry of National Security,  
Citizenship and Immigration**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

The Ministry of National Security, Citizenship and Immigration continues to build upon its past successes. Its strategic focus is centred on the overarching vision of a sustainable island state. Therefore, the Ministry is critically important to the advancement of national development, particularly the creation of safer and more secure communities.

The new fiscal year presents opportunities for greater collaboration among stakeholders, the strengthening of institutional structures and systems, and strategic use of resources. The development of robust policy frameworks will guide the successful implementation of the Ministry's plans. The Ministry continues to build out its crime fighting architecture with the expansion and upgrade of its Closed-Circuit Television (CCTV) Programme, capacity building initiatives, and intelligence-based decision-making. The new National Drug Policy will enhance our response to drug related issues and create a better understanding of the drug culture.

The new thrust of tackling crime and violence from a public health perspective continues to bear fruit as the Federation experiences a drastic reduction in violent crime. Nevertheless, the Ministry will continue to bolster its efforts through the implementation of anti-crime initiatives that strengthen collaboration within communities. This Government has also recognised that crime and violence cannot be treated solely as issues for the Police or Defence Force. Violence has root causes in social, economic, and behavioral conditions, and if we are to make lasting progress, we must treat those underlying conditions with the same seriousness as we treat the acts of violence themselves. It is for this reason that we have established the Citizen Security Secretariat within the Prime Minister's Office. This Secretariat has already begun its work through meaningful consultations with communities across our Federation, listening to the people, understanding their realities, and shaping interventions that are community-driven and sustainable.

Our success in this innovative approach has not gone unnoticed. Recently, the Government of Anguilla visited our Federation to learn first-hand about the progress we have made and to see how similar strategies could be adapted in their own jurisdiction. This is a testament to the effectiveness of our work, the success of our programmes, and affirms that we are on the right track, pioneering solutions that are not only keeping our citizens safe but also inspiring our neighbours in the region.

Cognisant that our men and women in uniform must be trained, equipped, and ready to confront threats that are constantly evolving, our officers have benefitted from specialised training opportunities offered by the Regional Security System (RSS), the International Law Enforcement Agency, and other distinguished partners. These training programmes have exposed our officers to the best international practices, enhanced their investigative skills, and strengthened their ability to detect, disrupt, and dismantle criminal networks.

The Royal St. Christopher and Nevis Police Force (RSCNPF) have strengthened its community policing programme. The visible presence of officers in our communities builds confidence, deters crime, and reassures the public that their safety is a national priority. They have demonstrated exceptional courage and commitment, working tirelessly to stem the tide of criminal activities. The partnership between the RSCNPF and the community has proven effective, fostering a sense of trust and collaboration that is essential for impactful policing. Their efforts have led to significant reductions in crime rates, yet we acknowledge that our journey is far from over. I am also pleased to report on progress in strengthening the infrastructure that supports our law enforcement officers. The Charlestown Police Station is now in its final stages of construction. This modernised facility will provide a safe, functional, and comfortable environment from which the officers can execute their duties.

Border security is integral to sustainability. The deployment of advanced border management systems and the enactment of supporting legislation have increased our capacity to protect our borders. The new state-of-the-art Border Management System with its Biometric Corridor and Passenger Information Unit has positioned St. Kitts and Nevis as a leader in border security within the region. Additionally, the installation of a coastal radar system will enhance our efforts in combatting human trafficking and the illicit trade in firearms and narcotics. The St. Kitts and Nevis Defense Force (SKNDF) continues to protect our borders against external threats and provide invaluable support to the RSCNPF.

In the new fiscal year, this Government will take another bold step in strengthening the social and human development side of national security. Construction will commence on the new Outreach Centre that will house the National Council on Drug Abuse and Prevention. This facility will serve as a hub for education, intervention, and rehabilitation, and it will be central to our mission of addressing the scourge of substance abuse in our society.

As a small island developing state, our richest and most valuable asset is our human resource. Our people are the drivers of growth, innovation, and national prosperity. It is therefore imperative that we safeguard them from the challenges that undermine their potential. Across the globe, we have seen how substance abuse is growing into a major social and public health problem. It destroys families, derails communities, and weakens societies. St. Kitts and Nevis cannot ignore this trend. We must therefore ensure that the necessary programmes are in place to educate our citizens, to identify those at risk, and to treat those who are struggling with substance abuse.

The new fiscal year holds great promise for the Ministry of National Security, Citizenship and Immigration. Each department will exercise fiscal prudence in the utilisation of budgeted funds to achieve their various policy goals and objectives.

I commend all personnel within the Ministry for their hard work and dedication to nation building. Your efforts and sacrifice are truly appreciated. We look forward to the future with confidence as we power progress.

The Hon. Dr. Terrance M. Drew  
Minister of National Security, Citizenship and Immigration

## 1.2 Executive Summary

Global economic uncertainty, diminishing overseas development assistance, intensifying natural disasters, increased networking of global criminal syndicates, and porous borders are constant challenges to national and regional security. These challenges, albeit complex, continue to inform the Ministry's strategic approach to the new fiscal year. This reality demands creativity and relentless pursuit of workable solutions for sustainable growth and development.

Public safety and security are a national imperative. The Ministry of National Security, Citizenship and Immigration is committed to strengthening partnerships with other ministries and key stakeholders to execute its mandate for protecting citizens and residents. It is only through cooperation and collaboration that real progress will be made in the fight against crime and violence.

There are eight (8) agencies operating under the aegis of the Ministry of National Security, Citizenship and Immigration. These include the Administration Department; the Royal St. Christopher and Nevis Police Force; the St. Kitts Fire and Rescue Services; the St. Kitts and Nevis Defense Force; the National Crimes Commission; the Department of Corrections; the National Emergency Management Agency; and the St. Kitts-Nevis Immigration Services Department.

The Ministry's Secretariat provides administrative support to each department to ensure that the Ministry's mandate is fulfilled. In 2026, the Secretariat will review existing policies that govern the processing of applications for Residency, Work Permits, Citizenship and Visitor's Visa, in order to improve service delivery to its customers. Additionally, there will be strengthening of our border security architecture, particularly the implementation of additional hardware to support Immigration and Coast Guard operations. The establishment of a Passenger Information Unit to process travelers to St. Kitts and Nevis has not only improved visitor experience but has also enhanced our border security. In 2026, additional training support will be provided to all departments as part of the Ministry's thrust to improve efficiency.

The National Emergency Management Agency (NEMA) continues to play a pivotal role in our country's disaster readiness. In 2025, the Agency signed a Memorandum of Understanding with Global Support and Development, A US-based humanitarian organisation, to strengthen the Federation's disaster preparedness and response capabilities. In 2026, the Agency will conduct further reviews of its administrative structures in line with its overall mandate and in support of the Comprehensive Disaster Management Approach. Furthermore, its human resource capacity will be strengthened through training in specialised areas to enhance service delivery.

The Royal St. Christopher and Nevis Police Force continues to excel in its mission to protect and to serve citizens and residents. In 2025, the Force achieved significant success in its crime reduction efforts. There have been significant decreases in all major crimes. The Federation is safer. The Force implemented and utilised new approaches to crime fighting, including the use of modern technology. In 2026, the RSCNPF will continue its community engagement programme, and training initiatives to build capacity and strengthen its war on crime. Its overall strategy will be built upon tackling crime and violence as a public health issue. Therefore, additional support will be given to its community engagement programme and the National Intervention Unit to bolster youth engagement.

The National Council on Drug Abuse Prevention will continue to deliver on programmes as mandated by its 2024 – 2028 National Drug Policy. These programmes include:

1. Completion of the National Drug Policy Communication Strategy
2. Completion of the consultations and proposal for the National Drug Prevention Programme

3. Appointment of representatives to the National Drug Policy Steering Committee to guide the work of the National Drug Policy
4. Revision of the Drug Act
5. Training of key stakeholders/frontline workers
6. Reintroduction of the Drug Information Network
7. Increase mass media and public awareness activities surrounding drug control

The SKN Fire and Rescue Services plays a critical role in protecting communities from multiple hazards and emergencies including fire and accidents. In 2026, the Department will provide requisite human resources to its various airport stations as mandated by the International Civil Aviation Organisation. To this end, new resources will be deployed at the Robert Llewellyn Bradshaw International Airport and the Vance Amory International Airport. The Department will also continue its revision of the Fire and Rescue Services Act to bring it in line with international standards and to better serve the public. Fire Officers will also be exposed to new training methodologies to keep the Department up to date with current trends and to strengthen its response capacity.

### **1.3 Management Representation Statement**

I am pleased to present the Annual Report on the targets and objectives of the Ministry of National Security, Citizenship, and Immigration for the 2026 fiscal year. The Ministry has a very optimistic outlook for 2026, given its achievements in 2025 and its plans and programmes for 2026. The protection of citizens and residents remains at the core of the Ministry's mission. Therefore, this Report provides a strategic guide for successful implementation of the goals and objectives of the Ministry.

Glenroy Blanchette (Mr.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To contribute to the overall safety, security, economic and social well-being of citizens and residents through the coordination of national security activities and by working with other Government Ministries, the private sector and community organisations to better secure the Federation from all threats.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The Ministry of National Security, Citizenship and Immigration has primary responsibility for border security to protect citizens and residents from harm. Therefore, a variety of programmes were initiated in 2025 to achieve the strategic objectives of the Ministry in line with Government's directions.

In 2025, the Ministry strengthened its efforts, based on available resources, to achieve departmental objectives. Some of these objectives includes, inter alia:

- i. Building human resource capacity through training initiatives

- ii. Strengthening immigration services through deployment of new technologies
- iii. Introducing legislative amendments to improve Immigration and Fire and Rescue Services
- iv. Reviewing the prison system to facilitate rehabilitation and reduction in recidivism

The Security Forces continue to fulfill its mandate to protect the Federation from all threats to citizens and residents. However, as new threats to national security arise, the Forces must develop new strategies to respond to those threats. The National Security Strategy (NSS) provides the blueprint for the response to national security issues. The Strategy falls in line with the Government's strategy of addressing crime and violence from a public health approach.

Training is a fundamental pathway for achieving the Ministry's strategic objectives. New training opportunities will be pursued to build capacity in the various departments to improve operational efficiency.

### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

In 2026, the Ministry shall seek to achieve the annual objectives in support of the Strategic Objectives. These include:

1. The continued upgrade of the fourth (4th) Generation Border Management, E-visa, and Passport Management Systems
2. Ongoing training to build the capacity within the Ministry
3. Continuous review of policies to improve service delivery
4. Complete the National Fire Code
5. Strengthen the Cadet Corp at the Defence Force
6. Review management systems at NEMA to improve overall disaster management

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

There were no modifications to the Ministry's strategic direction.

### **2.2.4 Main Activities Contributing to the Annual Objectives**

The main activities as outlined in the Executive Summary.

### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

The objectives will be achieved through vigorous implementation and adaptation of relevant policies. There will also be continuous evaluation of strategies to ensure that they are in line with the Ministry's mission.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Safety and Security Improvement Programme
2. Refurbishment of Police Stations
3. Closed-Circuit Television (CCTV) Surveillance and Traffic Management System
4. Relocation of Traffic Department
5. Purchase of Radios and Tactical Equipment
6. Demolition of Fire and Rescue Facility
7. Purchase of Vehicles/Equipment (Pumps, radio com., etc.)
8. Construction of Outreach Center
9. Construction and Refurbishment of Camp Springfield Barracks

### **2.3.2 Other Projects Judged Important**

1. National Security Technology Refresh
2. Disaster Resilience Improvement Project (DRIP)

### **2.3.3 Status Report on Major Government Projects**

Refurbishment of Charlestown Police Station is ongoing.

## **2.4 Transfer Payment Information**

Contributions are made to the following Agencies:

1. Regional Security System (RSS)
2. The Caribbean Community Implementation Agency for Crime and Security (CARICOM IMPACS)
3. International Criminal Police Organisation (INTERPOL)
4. Organisation for the Prohibition of Chemical Weapons (OPCW)
5. Association of Caribbean Commissioners of Police (ACCP)
6. Caribbean Disaster Emergency Management Agency (CDEMA)
7. Caribbean Association of Fire Chiefs (CAFC)
8. Association of Superintendents of Prisons (ASP)
9. Seismic Research Unit (SRU)

10. Comprehensive Nuclear - Test Ban Treaty Organisation
11. Convention on Cluster Munitions
12. Convention on Prohibition of Use, Stockpiling, Anti-pers, Mines etc
13. Arms Trade Treaty
14. Maintain Interpol System
15. Agency for the Prohibition of Nuclear Weapons in Latin America and the Caribbean (OPANAL)

## SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 06 - Provide National Security, Citizenship and Immigration</b>
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<b>Responsibility Centre</b>	<b>06 - Ministry of National Security, Citizenship and Immigration</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<p><b>Goals/Global Objectives</b></p> <p>To provide fire and rescue services and emergency services through the development of policies that are fair and accessible to the citizens of St. Kitts and Nevis. To foster and safeguard without prejudice, amicable employment relationships between employer and employees, endeavouring to promote general welfare and harmony with the Federation</p>
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### Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2024	Estimated 2025	Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
06051 - Provide Administrative Support	7,133	8,497	7,294	7,377	7,463
06052 - Manage Police Services	47,186	50,004	51,285	50,579	49,985
06053 - Provide Fire and Rescue Services	9,467	10,922	11,351	11,304	11,159
06054 - Provide National Defence and Regional Security Assistance	11,415	13,790	13,629	13,863	13,952
06055 - Provide Prison Services	5,770	5,941	5,696	5,800	5,907
06056 - Enhance Disaster Management in the Federation	1,732	2,303	2,227	2,146	2,064
06058 - Prevent and Reduce Drug Abuse	590	1,568	3,039	2,545	2,052
06059 - Provide Immigration Services	2,247	2,688	2,763	2,813	2,864
<b>Total</b>	<b>85,540</b>	<b>95,713</b>	<b>97,284</b>	<b>96,427</b>	<b>95,446</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio Programme</b>	E. 06 - Provide National Security, Citizenship and Immigration <b>06051 - Provide Administrative Support</b>
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<b>Responsibility Centre</b>
06 - Ministry of National Security, Citizenship and Immigration <b>051 - Permanent Secretary's Office</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To coordinate the provision of services to the public as they relate to public safety and the rights of citizenry, border security, law enforcement, disaster mitigation and management and drug rehabilitation

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To provide improved services to the public in terms of processing of applications for work permits, residency and citizenship	10%	Percentage reduction of application time
2	To process Passport applications in accordance with First World Standards	December 31, 2026	Date the online passport application will be introduced

**Sub-Programme:**

00703 - Manage the Ministry and Provide Administrative Services

00770 - Maintenance of Passport System - Canadian Bank Note (CBN)

00777 - Issue Work Permits, Citizenship, Visas and Residency Permits

00769 - Issue Travel Documents

01827 - Contributions to Foreign Institutions

003310 - Provide Telecommunication Services

06051 - Invest in Homeland Security

00771 - Provide Repatriation Assistance

06051 - Participation in Regional and International Organisations

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	6,967	8,322	7,144	7,252	7,363
Capital	166	175	150	125	100
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>7,133</b>	<b>8,497</b>	<b>7,294</b>	<b>7,377</b>	<b>7,463</b>

<b>Portfolio</b>	E. 06 - Provide National Security, Citizenship and Immigration	
<b>Programme</b>	<b>06052 - Manage Police Services</b>	
<b>Responsibility Centre</b>	06 - Ministry of National Security, Citizenship and Immigration <b>052 - Police</b>	
<b>Officer in Charge</b>	Permanent Secretary	
<b>Goals/Global Objectives</b>	To protect life and property, to prevent and detect crime and to prosecute offenders to preserve law and order in St. Kitts and Nevis. To deter foreign interference and provide manpower for regional responses and participate in national ceremonial duties. To enhance cooperation and intelligence sharing between law enforcement agencies	
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To implement photo radar technology to improve road safety	80%	Percentage reduction in road fatalities
2 To implement a crime fighting strategy to reduce gun related shootings	50%	Percentage reduction in gun related crimes
3 To improve relationship between the police and the public	50%	Percentage increase in community policing initiatives and media relations
4 To continue improvements in the discipline, welfare and general administration of the Force	80%	Percentage increase in staff morale and general operational efficiency of the Force

**Sub-Programme:**

00776 - Support Social Intervention Initiatives

06052121 - Manage the Police Department

06052122 - Maintain Law and Order

06052124 - Manage Strategic Research and Development

06052 - Participation in International and Regional Organisations

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	38,795	40,396	40,614	41,258	41,914
Capital	5,237	5,950	7,350	6,000	4,750
Transfer	3,154	3,658	3,321	3,321	3,321
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>47,186</b>	<b>50,004</b>	<b>51,285</b>	<b>50,579</b>	<b>49,985</b>

<b>Portfolio Programme</b>	E. 06 - Provide National Security, Citizenship and Immigration <b>06053 - Provide Fire and Rescue Services</b>
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<b>Responsibility Centre</b>	06 - Ministry of National Security, Citizenship and Immigration <b>053 - Fire and Rescue Services</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To provide fire prevention and control, and rescue services in order to protect life and property
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<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To continue education on the prevention of fires, safety practices and rescue operations	600	Number of media announcements to the public including community meetings held
2 To implement an effective community-based programme on safety in the Federation	52	Number of safety awareness sessions held in homes, corporations and public institutions, private schools, hospitals, companies and other places
3 To respond to fires in a timely manner	Less than 10 minutes	Average response time to a reported fire
4 To train Fire officers in accordance with International Civil Aviation (ICAD) Standards	8	Number of persons trained and their effectiveness in imparting knowledge and dealing with emergencies

<b>Sub-Programme:</b>
00748 - Provide Fire and Paramedic Services
01822 - Provide Medical Assistance for Fire Officers
01832 - Provide Refunds
00753 - Maintain Fire Vehicles
06053 - Invest in Fire and Rescue Services
04331 - Caribbean Association of Fire Chiefs (CAFC)

## Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	7,661	8,512	8,844	8,997	9,152
Capital	1,806	2,350	2,500	2,300	2,000
Transfer		60	7	7	7
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>9,467</b>	<b>10,922</b>	<b>11,351</b>	<b>11,304</b>	<b>11,159</b>

<b>Portfolio</b>	E. 06 - Provide National Security, Citizenship and Immigration
<b>Programme</b>	<b>06054 - Provide National Defence and Regional Security Assistance</b>

<b>Responsibility Centre</b>
06 - Ministry of National Security, Citizenship and Immigration
<b>054 - St. Kitts and Nevis Defence Force</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To defend the country and citizens against external threats, to protect national interests, to assist the police in safeguarding internal security, to support the National Emergency Management Agency in emergencies and disasters, to participate in national ceremonial duties

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To assist the Police in crime fighting	100	Number of focused, intelligence driven, joint planning and implemented activities geared to reduce crime across the Federation. To enhance the land-based intelligence capacity
2	To develop the knowledge, leadership and management capacities of middle management and junior ranks	10	Number of training sessions conducted during the year. Development of proper criteria for advancement based upon roles and responsibilities of the current Force
3	To ensure the safety of our borders from drug trafficking and smuggling	20%	Percentage increase in border patrols to build effective intelligence capacity, specifically focusing on the maritime environment

<b>Sub-Programme:</b>
00752 - Provide for Defence of the Federation
01829 - Provide Medical Assistance for Soldiers
00754 - Enforce Laws and treaties in Federation's Waters and Provide Emergency Assistance
01830 - Provide Medical Assistance for Coast Guard Officers
06054 - Invest in National Defence

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	11,189	13,520	13,279	13,513	13,752
Capital	226	200	350	350	200
Transfer		70			
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>11,415</b>	<b>13,790</b>	<b>13,629</b>	<b>13,863</b>	<b>13,952</b>

<b>Portfolio</b>	E. 06 - Provide National Security, Citizenship and Immigration
<b>Programme</b>	<b>06055 - Provide Prison Services</b>

<b>Responsibility Centre</b>
06 - Ministry of National Security, Citizenship and Immigration
<b>055 - Prison Department</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To provide security to the public from criminal offenders and to provide rehabilitation of prisoners to reduce the number of repeat offenders

<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To improve rehabilitation programmes for prisoners	10	Number of skills training sessions held and persons qualified at the accepted standard
2 To provide training for Prison Officers	20	Number of Officers that are trained and qualified in accordance with the accepted standard
3 To reduce recidivism through effective rehabilitation practices	4	Number of training and counseling sessions held with inmates, leading to certified rehabilitation and job suitability
4 To improve prison infrastructure and services	1	Number of improvements in CCTV coverage and introduction of a prisoner phone system

<b>Sub-Programme:</b>
00730 - Manage and support Prisons
00731 - Provide General Welfare Activities to Former Prisoners
06055 - Invest in Prisons
04332 - Associations of Superintendents of Prisons (ASP)
00733 - General Welfare Act to Prison Officers

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	5,662	5,876	5,692	5,796	5,903
Capital	108				
Transfer		65	4	4	4
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>5,770</b>	<b>5,941</b>	<b>5,696</b>	<b>5,800</b>	<b>5,907</b>

<b>Portfolio</b>	E. 06 - Provide National Security, Citizenship and Immigration		
<b>Programme</b>	<b>06056 - Enhance Disaster Management in the Federation</b>		
<b>Responsibility Centre</b>	06 - Ministry of National Security, Citizenship and Immigration <b>056 - National Emergency Management Agency</b>		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To coordinate and manage national disasters and emergencies		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1	To adopt the Model CDM Policy and legislation	August 2026	Date draft document submitted to Ministry/Government
2	To enhance NEMA Districts Volunteer System through orientation sessions (new and existing volunteers)	50	Number of new volunteers to establish an operational database and the volunteer committees
3	To establish a comprehensive Disaster Management Youth Ambassadors Group	50	Number of new Ambassadors recruited to establish the core group of volunteers (including cadets at high schools and explorers)
4	To train and recertify Community/Students Emergency Response Teams (CERTS/SERTS)	August 2026	Date of completion for volunteers to be certified (including explorers and Cadets' force concepts)

**Sub-Programme:**

00767 - Provide Disaster Management Services

06056 - Invest in NEMA

02066 - Seismic Research Unit (SRU)

04333 - Caribbean Disaster Emergency Management Agency (CDEMA)

00768 - NEMA Board

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	994	1,160	1,134	1,153	1,171
Capital	154	400	350	250	150
Transfer	584	743	743	743	743
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,732</b>	<b>2,303</b>	<b>2,227</b>	<b>2,146</b>	<b>2,064</b>

<b>Portfolio Programme</b>	E. 06 - Provide National Security, Citizenship and Immigration <b>06058 - Prevent and Reduce Drug Abuse</b>
<b>Responsibility Centre</b>	06 - Ministry of National Security, Citizenship and Immigration <b>058 - National Crimes Commission</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To develop policies and strategies to reduce drug use and abuse
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Objective(s) for 2026	Expected Results	Performance Indicators
1 To create awareness of drug use and abuse	5	Number of Public Service Announcements (PSAs) workshops conducted

<b>Sub-Programme:</b>
00782 - Programme to Prevent/Reduce drug abuse
06051 – Invest in National Crimes Commission

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	552	568	539	545	552
Capital	38	1,000	2,500	2,000	1,500
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>590</b>	<b>1,568</b>	<b>3,039</b>	<b>2,545</b>	<b>2,052</b>

<b>Portfolio</b>	E. 06 - Provide National Security, Citizenship and Immigration		
<b>Programme</b>	06059 - Provide Immigration Services		
<b>Responsibility Centre</b>	06 - Ministry of National Security, Citizenship and Immigration 059 - Immigration Department		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To prioritise upgrades of our border management to keep citizens, residents and visitors safe		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1	To build human resource capacity of staff	50%	Percentage of staff trained in new technologies
2	To improve travel experience of visitors	Less than 5 minutes	Average processing time of airport arrivals
<b>Sub-Programme:</b>	00775 - Provide Immigration Services		

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	2,247	2,688	2,763	2,813	2,864
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>2,247</b>	<b>2,688</b>	<b>2,763</b>	<b>2,813</b>	<b>2,864</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 06 MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>06051</b>	<b>ADMINISTRATION</b>							
0605131	National Security Technology Refresh	630,000	150,000	-	-	150,000	99,515	REVENUE
	<b>Subtotal</b>	<b>630,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>150,000</b>	<b>99,515</b>	
<b>06052</b>	<b>POLICE</b>							
0504411	Safety and Security Improvement Programme	25,912,510	5,000,000	-	-	5,000,000	1,039,278	REVENUE
0605215	Refurbishment of Police Stations	11,106,038	800,000	-	-	800,000	1,410,654	REVENUE
0605217	Closed-Circuit Television (CCTV) Surveillance and Traffic Management System	11,786,672	1,000,000	-	-	1,000,000	294,324	REVENUE
	<b>Subtotal</b>	<b>48,805,220</b>	<b>6,800,000</b>	<b>-</b>	<b>-</b>	<b>6,800,000</b>	<b>2,744,256</b>	
	<b>Total c/f</b>	<b>49,435,220</b>	<b>6,950,000</b>	<b>-</b>	<b>-</b>	<b>6,950,000</b>	<b>2,843,771</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 06 MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>\$ 49,435,220</b>	<b>\$ 6,950,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,950,000</b>	<b>\$ 2,843,771</b>	
<b>06052</b>	<b>POLICE CONT.</b>							
0605247	Relocation of Traffic Department	4,900,000	300,000	-	-	300,000	2,347,384	REVENUE
0605248	Purchase of Radios and Tactical Equipment	480,000	250,000	-	-	250,000	-	REVENUE
		<b>5,380,000</b>	<b>550,000</b>			<b>550,000</b>	<b>2,347,384</b>	
<b>06053</b>	<b>FIRE AND RESCUE SERVICES</b>							
0605310	Purchase of Vehicles/Equipment (Pumps, radio com, etc.)	28,244,214	1,900,000	-	-	1,900,000	1,806,371	REVENUE
0605320	Demolition of Fire and Rescue Facility	600,000	600,000	-	-	600,000	-	REVENUE
	<b>Subtotal</b>	<b>28,844,214</b>	<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>2,500,000</b>	<b>1,806,371</b>	
	<b>Total c/f</b>	<b>83,659,434</b>	<b>10,000,000</b>	<b>-</b>	<b>-</b>	<b>10,000,000</b>	<b>6,997,526</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 06 MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>\$ 83,659,434</b>	<b>\$ 10,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000,000</b>	<b>\$ 6,997,526</b>	
<b>06054</b>	<b>DEFENCE FORCE</b>							
0605410	Construction and Refurbishment of Camp Springfield Barracks	2,315,882	350,000	-	-	350,000	-	REVENUE
	<b>Subtotal</b>	<b>2,315,882</b>	<b>350,000</b>	<b>-</b>	<b>-</b>	<b>350,000</b>	<b>-</b>	
<b>06056</b>	<b>NEMA</b>							
0605620	Disaster Resilience Improvement Project (DRIP)	1,500,000	100,000	-	250,000	350,000	53,894	REVENUE/ REPUBLIC OF CHINA (TAIWAN)
	<b>Subtotal</b>	<b>1,500,000</b>	<b>100,000</b>	<b>-</b>	<b>250,000</b>	<b>350,000</b>	<b>53,894</b>	
	<b>Total c/f</b>	<b>87,475,316</b>	<b>10,450,000</b>	<b>-</b>	<b>250,000</b>	<b>10,700,000</b>	<b>7,051,420</b>	

ST. KITTS AND NEVIS ESTIMATES, 2026  
(CAPITAL PROJECTS)

C. 06 MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>\$ 87,475,316</b>	<b>\$ 10,450,000</b>	<b>-</b>	<b>\$ 250,000</b>	<b>\$ 10,700,000</b>	<b>\$ 7,051,420</b>	
<b>06058</b>	<b>National Drug Council</b>							
0605116	Construction of Outreach Center	5,051,145	2,500,000	-	-	2,500,000	37,720	REVENUE
	<b>Subtotal</b>	<b>5,051,145</b>	<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>2,500,000</b>	<b>37,720</b>	
	Construction of New Correctional Facility	88,000,000	-	-	-	-	99,515	REVENUE
	Purchase of Bedding, Gears and Equipment - Defence Force	2,070,000	-	-	-	-	106,455	REVENUE
	<b>Subtotal</b>	<b>90,070,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>205,970</b>	
	<b>TOTAL</b>	<b>182,596,461</b>	<b>12,950,000</b>	<b>-</b>	<b>250,000</b>	<b>13,200,000</b>	<b>7,295,110</b>	

ST. KITTS AND NEVIS ESTIMATES, 2026

(CAPITAL PROJECTS)

C. 06 MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>182,596,461</b>	<b>12,950,000</b>	<b>-</b>	<b>250,000</b>	<b>13,200,000</b>	<b>7,295,110</b>	
	Purchase of Bedding, Gears and Equipment - Police	1,738,805	-	-	-	-	65,250	REVENUE
	Upgrade Fire and Rescue Services Facilities	630,000	-	-	-	-	-	REVENUE
	Containerised Forensic Unit	5,018,705	-	-	-	-	79,407	REVENUE
	Motorpool Upgrade	120,000	-	-	-	-	119,990	REVENUE
	Prison Farm Nevis Refurbishment and Purchase of Equipment	859,478	-	-	-	-	-	REVENUE
	HMP Refurbishment and Purchase of Equipment	1,190,000	-	-	-	-	108,277	REVENUE
	13th Annual Caribbean Conference on Disaster Management	100,000	-	-	-	-	99,865	REVENUE
	<b>TOTAL</b>	<b>192,253,449</b>	<b>12,950,000</b>	<b>-</b>	<b>250,000</b>	<b>13,200,000</b>	<b>7,767,899</b>	

Total Ministry \$13,200,000



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**07 - Ministry of International Trade,  
Industry, Commerce and Consumer Affairs**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## **SECTION 1: MINISTER’S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

To the resilient people of St. Kitts and Nevis, the past year has underscored a powerful truth: our Nation's strength lies not in its size, but in its spirit of innovation and our unwavering commitment to each other. As your Minister, I am proud to report that our strategic focus on economic agility and empowered citizenship is forging a new path, one that transforms global challenges into tangible opportunities for our people. The days when we were merely market followers in a volatile global market has ended. We are more determined to be proactive architects of our destiny. Our work at the Ministry of International Trade, Industry, Commerce, and Consumer Affairs is driven by a single, clear objective: to build an economy that is diverse, shock-resistant, and rich with opportunity for every citizen.

In 2026, our international trade strategy will continue to be intensely focused on the Americas. We are not just reviewing but actively working on expanding the St. Kitts and Nevis-Brazil-Guyana Partial Scope Agreement but also engaging with our private sector to ensure its provisions are scalable and directly beneficial to our exporters. Simultaneously, we just concluded a second round of negotiations and planning for the third round of negotiations, on the Caribbean Community (CARICOM)-Colombia Trade Agreement. This pact is designed to break down technical barriers and open Southern markets for our goods and services. Furthermore, we are on the cusp of concluding a groundbreaking Economic Cooperation Agreement with the Republic of China (Taiwan), which will provide preferential market access, attract vital investment, and foster technical cooperation to upgrade our industrial capabilities. But agreements on paper are meaningless without the means to use them, that is why we are relentlessly modernising. Our push towards a fully digital, paperless trade system is revolutionising how our businesses operate, reducing bureaucratic delays and connecting our manufacturers and service providers to international partners with unprecedented speed and efficiency. This aligns with the implementation of the Trade Facilitation Agreement (TFA) and the Government’s initiative for digital transformation.

True prosperity, however, must be felt at home. We are deeply committed to empowering you, the consumer, with tools and information. The upcoming launch of the St. Kitts and Nevis (SKN) Smart Shopper App will put real-time price data in the palm of your hand, ensuring you can make informed choices and maximise your spending power. We are also strengthening our market oversight to vigorously combat unfair competition, ensuring a level playing field that rewards honest businesses and protects families. Additionally, we are unlocking the full potential of our regional community. We are intensifying efforts to ensure every skilled Kittitian and Nevisian can seize the career opportunities presented by the CARICOM Single Market and Economy, turning our entire region into a marketplace for talent and enterprise.

Our vision for industry is one of quality and sustainability. Through our National Manufacturing Strategy, we are incentivising innovation and guiding our businesses toward sustainable practices. This is complemented by the world-class work of the St. Kitts and Nevis Bureau of Standards, whose internationally accredited laboratories now guarantee that our products are not only competitive but also safe and of the highest quality, protecting our people and our environment.

Fellow citizens, the future we are building together is not a distant dream. It is taking shape today through strategic partnerships, digital innovation, and an unshakable belief in your potential. We are moving with purpose and agility, ensuring that St. Kitts and Nevis is not just navigating the new global landscape but is poised to thrive within it.

With ongoing commitment to our collective progress.

The Rt. Hon. Dr. Denzil Douglas

Senior Minister and Minister of International Trade, Industry, Commerce and Consumer Affairs

## 1.2 Executive Summary

In 2026, St. Kitts and Nevis will embark on a strategic path to strengthen economic resilience and growth through the proactive advancement of international trade, industry development, and consumer protection within a rapidly evolving global economy. The Ministry will aggressively diversify export markets, focusing on high-value niche goods and intensifying engagements with strategic partners in the Global South. A key priority remains the St. Kitts and Nevis-Brazil-Guyana Partial Scope Agreement; therefore, consultations remain ongoing to expand and scale its benefits for trade and investment. The CARICOM- Colombia Trade Agreement will also be finalised to enhance market access, technical cooperation, and sustainable development collaboration.

Amidst global challenges such as inflationary pressures, geopolitical tensions, and supply chain disruptions, this Ministry commits to leveraging Economic Partnership Agreements including the CARIFORUM-UK and CARIFORUM-EU EPAs. These efforts support adaptive trade frameworks to protect national interests and seize market opportunities. The Ministry is also advancing an Economic Cooperation Agreement with the Republic of China (Taiwan) to boost preferential market access, investment, and industrial upgrading, towards broadening the economic base beyond tourism. Regional integration remains fundamental, with emphasis on maximising benefits from the CARICOM Single Market and Economy, particularly in facilitating the free movement of skilled labour to enhance employment and skills transfer. Notably, the transition to paperless trade processes in partnership with the Commonwealth Secretariat, World Bank, and local digital units aims to modernise and streamline trade facilitation, reinforcing a competitive trade infrastructure.

Consumer trust and empowerment underpin ongoing market surveillance, with monitoring of price trends, minimum wage impacts, and VAT adjustments to protect purchasing power and social welfare. The new SKN Smart Shopper App will enable consumers to access real-time pricing for food basket items, empowering informed purchasing decisions. Expansion into addressing unfair competition is underway, with collaboration from regional competition commissions to enhance consumer protection and ensure fair market practices. The Department continues to digitise operations to enhance efficiency and data-driven policymaking.

The Government's National Manufacturing Strategy positions manufacturing as a growth sector, supported by renewable energy investments promising competitive energy costs - the lowest in CARICOM. Efforts focus on supporting manufacturers to break into international markets, eliminate trade barriers, diversify client bases, and adopt sustainable and innovative production practices. Strategic alignment is maintained with the United Nations Sustainable Development Goals (SDGs), fostering inclusive education, decent work, innovation, sustainable consumption, and partnerships for sustained growth. Start-ups and "born global" firms receive targeted support as drivers of innovation, job creation, and economic dynamism.

The St. Kitts and Nevis Bureau of Standards (SKNBS) plays a critical role safeguarding public health, environmental quality, and consumer safety through rigorous standards and testing. In 2025, the Bureau adopted key technical regulations which will be enforced in 2026, focusing on health and safety. Its internationally accredited laboratories provide advanced testing services, supporting food, water, soil and air quality analysis, as well as specialised public health functions. The Air Quality Department's lab stands as the sole internationally accredited facility for air testing in the Caribbean and Western Hemisphere. A full digital transformation for the Metrology Department and pursuit of ISO 9001 certification for non-laboratory functions is underway, enhancing efficiency and alignment with global quality management standards.

The Ministry of International Trade, Industry, Commerce, and Consumer Affairs remains steadfast in its commitment to fostering a resilient, diversified, and sustainable economy for St. Kitts and Nevis. Through strategic trade partnerships, regional integration, industry development, and consumer protection initiatives, the Ministry is positioned to transform challenges into opportunities for growth.

The continuous modernisation of trade infrastructure, support for innovation and manufacturing, and consumer empowerment underpin this vision.

As we advance in 2026, the Ministry calls upon all stakeholders to collaborate in realising these objectives. Together, we will build a dynamic economic landscape that not only withstands global uncertainties, but also unlocks new avenues for prosperity, inclusive development, and improved quality of life for all residents of our Federation.

### **1.3 Management Representation Statement**

The Annual Report of the Ministry of International Trade, Industry, Commerce, and Consumer Affairs provides a thorough overview of departmental activities for the fiscal year 2026. As a guiding document, it outlines the strategic direction undertaken by the Ministry, detailing how resources are allocated to meet established priorities. This comprehensive report serves as a critical tool for decision-making, ensuring that all initiatives and programmes directly support the Ministry's overarching vision.

By documenting the alignment of objectives with the Ministry's long-term goals, the Annual Report enables effective policy formulation and implementation. It supports the Ministry's efforts to drive economic growth and development, contributing significantly to the Government's broader mission of building a sustainable island state. Through its detailed presentation of plans and achievements, the report underscores the Ministry's commitment to fostering a resilient and prosperous economy for all citizens.

Sean Lawrence (Mr.)  
Permanent Secretary (Ag.)

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To facilitate socio-economic development through accommodative trading arrangements and a competitive and enterprising business sector anchored in a consumer-friendly environment.

#### *Value Statements:*

1. Our hallmark is pride in public service, and our mandate is to work towards economic prosperity and more sustainable and better jobs for our citizens
2. We will deliver excellence in client's service and satisfaction
3. We will develop partnerships with private and public stakeholders to reach and serve our clients
4. Our work must produce concrete results
5. We celebrate achievements and successes
6. Integrity and accountability are the foundation of our organisation
7. Creativity, learning, and change are integral to the quality of service and career development
8. Our officers and associates are respected, listened to, inspired and empowered
9. We cultivate an environment that nourishes growth as team players and as individuals

The Ministry's value statements are strategically aligned with the Government's economic goals, and therefore, its operations ensure that international interests match national objectives.

## **2.2 Planning Overview**

### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

#### **INTERNATIONAL TRADE**

1. The continued monitoring, evaluation and implementation of the CARIFORUM – UK Economic Partnership Agreement (EPA)
2. The continued evaluation and implementation of the Trade Facilitation Agreement (TFA) and the progress of the development of the National TFA Committee
3. Monitoring the development and implementation of St. Kitts and Nevis-Brazil-Guyana Partial Scope Agreement (PSA)
4. Strengthen the Ministry's efforts to advance the implementation of the CARICOM Single Market and Economy (CSME) and the movement of goods within the OECS Economic Union
5. Organise special capacity-building programmes and workshops for Officers
6. Continue to implement, monitor, and enforce Regional and International Trade Policy Obligations within the context of the OECS Economic Union and the CSME

#### **INDUSTRY AND COMMERCE**

1. Implement the National Manufacturing Strategy
2. The building and sustaining of relationships with key private sector business organisations and associations
3. Enhance collaboration with agro processors, carving out supportive policies for the development of this sector
4. Work with SKIPA to expand foreign investment and manufacturing at the enclave level
5. Work closely with the St. Kitts Bureau of Standards to coordinate training in labelling and other standards to meet the necessary local, regional and international requirements, ultimately resulting in export-ready enterprises
6. Collaborate with regional and international organisations geared toward the development of the services sector, export development, capacity and exposure of local manufacturers and agro processors
7. Collaborate with internal and external stakeholders on all trade-related matters that can foster the growth of the Industry Sector
8. Support the strengthening of the National Coalition of Service Providers

#### **BUREAU OF STANDARDS**

1. To prepare, promote and generally adopt standards on a national basis relating to structures, commodities, materials, articles, and other things offered to the public commercially
2. To prepare, frame, modify or amend specifications and codes of practice
3. To test precision instruments, gauges, and scientific equipment, for determining the accuracy and the calibration of standards used in industrial and commercial activities

4. To maintain testing laboratories for the purpose of testing and providing facilities for examining commodities, products, materials, processes, and practices, and in so doing to conduct such research and investigations as may be necessary
5. To act as custodian of the national mass, length, capacity, time, temperature, and electrical measurement standards
6. To certify those products, commodities, and processes that conform to the national standards
7. To control, in accordance with provisions of the Standards Act, the use of standardisation marks and distinctive marks
8. To collect and disseminate information on standards and related technical matters, nationally, regionally and internationally
9. To function as the National Enquiry/Focal Point

### **CONSUMER AFFAIRS**

1. Improving the public awareness campaign relating to educating businesses and consumers about their rights and responsibilities
2. The operationalisation of the Consumer Complaints Bureau and Competition Commission

#### **2.2.2 Modifications to the Ministry's Strategic Directions During the Year**

The Ministry's overall strategic direction remains unaltered vis-à-vis its mandate; some major activities were revised to reflect new international developments to ensure opportunities for advancement to every stratum of our society.

#### **2.2.3 Main Activities Contributing to the Annual Objectives**

1. Offer professional training for staff advancement
2. Solicitation of technical assistance from partnering countries and organisations
3. Continued Public Awareness and education programmes
4. Ensuring that the legislative framework is in place to smoothly implement trade policies and programmes
5. Strengthening the Ministry's relationship with the business community through seminars and development assistance
6. Encourage Line Ministries to assume their role in implementing trade policies and drafting new legislation (with supporting regulations) for passing in Parliament

#### **2.2.4 Main Challenges to Achieve Annual Objectives**

The main challenges to achieve annual objectives include the following but are not limited to:

1. Limited human resources
2. Delay in obtaining requested assistance from third parties
3. Inability to attend non-funded meetings
4. Competing for limited financial resources as most donor funds are directed to less developed /third-world states
5. Securing assistance for specific projects from donor countries and organisations

6. Late responses from Ministries regarding training opportunities or meetings
7. The widened gap between national and donor countries' priorities continues to be a challenge

### **2.2.5 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

The Ministry has outlined its strategic objectives with a three-year focus. Indeed, resources will be prudently and efficiently utilised to achieve the goals of each Department/Division of the Ministry.

### **2.2.6 Impact of Previous Year's Results on the Current Year's Expenditures**

Policy changes and unforeseen circumstances affected the overall operations of the Ministry, and therefore, affected the Ministry's 2025 expenditure.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Enhancing the National Quality Infrastructure and Equipment Upgrade
2. Fish Toxin Detection Equipment and Laboratory Extension
3. Metrology Capacity Enhancement through Digital Transformation

### **2.3.2 Status Report on Major Government Projects**

1. The Bureau of Standards Lab accreditation, quality infrastructure and equipment upgrade continues in 2026 building on significant achievements in 2025

## **2.4 Transfer Payment Information**

The Ministry makes annual contributions to the following:

1. World Trade Organisation (WTO)
2. CARICOM Competition Commission (CCC)
3. Caribbean Export Development Agency (CEDA)
4. CARICOM Regional Organisation for Standards and Quality (CROSQ)
5. International Organisation for Standardisation (IOS)
6. Office for Trade Negotiations (OTN)
7. Office for Trade Negotiations (OTN) - Canada
8. Pan American Standards Commission - COPANT
9. Bureau International (BIE)
10. Caribbean Consumer Council
11. Support to Inter-american Metrology System

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 07 - Support International Trade, Industry, Commerce and Consumer Affairs</b>
<b>Responsibility Centre</b>	<b>07 - Ministry of International Trade, Industry, Commerce and Consumer Affairs</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To provide opportunities for economic development through small business formulation and industrial development. To provide a range of programmes aimed at promoting fair and accessible trade. To develop a competitive consumer sensitive domestic market and economy

#### Financial Summary

<b>Programme</b>	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
07074 - Provide Administrative Support	2,361	2,412	2,398	2,426	2,455
07075 - Establish and Monitor Standards	2,493	3,215	3,256	3,290	3,300
07076 - Industry and Commerce	380	513	690	702	714
07117 - Manage Consumer Affairs	999	1,117	1,174	1,191	1,208
<b>Total</b>	<b>6,233</b>	<b>7,257</b>	<b>7,518</b>	<b>7,609</b>	<b>7,677</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 07 - Support International Trade, Industry, Commerce and Consumer Affairs		
<b>Programme</b>	<b>07074 - Provide Administrative Support</b>		
<b>Responsibility Centre</b>	07 - Ministry of International Trade, Industry, Commerce and Consumer Affairs <b>074 - International Trade</b>		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To provide effective administrative support for International Trade		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To conduct consultations with stakeholders on matters related to St. Kitts and Nevis' obligations and benefits under the various trade agreements provisions	18	Number of consultations conducted	
2 To conduct workshops on trade-related matters and agreements	4	Number of workshops conducted	
3 To continue to negotiate new trade agreements	30%	Percentage increase in new trade agreements completed	
4 To create an enabling environment to foster the professional development of staff	4 Sessions	Number of quarterly staff development activities	
5 To secure technical cooperation from international organisations on trade agreement provision implementation	4	Number of initiatives undertaken to build technical capacity for both the private and public sector	
<b>Sub-Programme:</b>	<p>01315 - Provide administrative support</p> <p>01542 - Manage General Administration of International Trade</p> <p>07074 - Promote and Implement International Trade Policies</p> <p>07074 - Manage Telecommunications Service</p> <p>04515 - Participation in Regional and International Organisations</p>		

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	2,141	2,063	2,050	2,077	2,106
Capital					
Transfer	220	349	348	348	348
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>2,361</b>	<b>2,412</b>	<b>2,398</b>	<b>2,425</b>	<b>2,454</b>

<b>Portfolio</b> E. 07 - Support International Trade, Industry, Commerce and Consumer Affairs			
<b>Programme</b> 07075 - Establish and Monitor Standards			
<b>Responsibility Centre</b> 07 - Ministry of International Trade, Industry, Commerce and Consumer Affairs 075-293 - Bureau of Standards			
<b>Officer in Charge</b> Director			
<b>Goals/Global Objectives</b> To establish standards in the Federation based on international and regional requirements and monitor for compliance			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To achieve accreditation for labs	March 2026	Date for achieving ISO 17025 for Chemistry and Microbiology
2	To attain certification of Bureau of Standards	March 2026	Date for attaining ISO 9001 certification for the Bureau of Standards
3	To conduct staff training	March 2026	Date to complete training for gambling standards
		March 2026	Date to complete food safety training
4	To construct the extension for the Bureau	December 2026	Date for tendering of project
5	To implement regulation for tires and vehicle inspection for labelling	December 2026	Date to implement regulation for use in the Federation

**Sub-Programme**

01355 - Provide administrative support

01357 - Provide laboratory services and monitor health concerns in respect to quality

01386 - Provide Technical Support and Quality

01387 - Support to Inter-American Metrology System (SIMS)

07075 - Invest in Bureau of Standards

01388 - Compliance Department

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	1,959	2,140	2,139	2,163	2,198
Capital	534	1,075	1,125	1,125	1,100
Transfer			2	2	2
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>2,493</b>	<b>3,215</b>	<b>3,256</b>	<b>3,290</b>	<b>3,300</b>

<b>Portfolio</b>	E. 07 - Support International Trade, Industry, Commerce and Consumer Affairs		
<b>Programme</b>	07076 - Industry and Commerce		
<b>Responsibility Centre</b>	07 - Ministry of International Trade, Industry, Commerce and Consumer Affairs 076-296 - Industry and Commerce		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To administer Department of Industry and Commerce		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1	To ascertain the level of skills in the manufacturing sector	100	Number of human resources in the Manufacturing Sector completed
2	To conduct increased engagement with manufacturers	40	Number of meetings held with manufacturers
3	To increase the global manufacturing competitiveness of the Federation	20	Number of trainings organised for manufacturers in the areas of product pricing and costing; packaging; labelling and record-keeping

**Sub-Programme:**

01409 - Provide Administrative Support

01410 - National Manufacturing Competitiveness Council

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	380	513	690	702	714
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>380</b>	<b>513</b>	<b>690</b>	<b>702</b>	<b>714</b>

<b>Portfolio</b>	E. 07 - Support International Trade, Industry, Commerce and Consumer Affairs
<b>Programme</b>	<b>07117 - Manage Consumer Affairs</b>

<b>Responsibility Centre</b>
07 - Ministry of International Trade, Industry, Commerce and Consumer Affairs <b>117-511 - Consumer Affairs Division</b>

<b>Officer in Charge</b>	<b>Permanent Secretary</b>
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<b>Goals/Global Objectives</b>
To educate consumers and businesses on their rights and responsibilities and to enforce the laws covering consumer rights and responsibilities

<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To process and mediate written consumer complaints in a timely manner	5 days	Average processing time to resolve a complaint
	4	Number of quarterly reports relating to complaints and resolved cases
	75%	Percentage of action initiated within three (3) days
2 To ensure that all food items sold are fit for human consumption	12	Number of field verification visits
	192	Number of quality inspections conducted at shops and supermarkets
3 To create public awareness surrounding issues of consumer interest	24	Number of Consumer Corner segments produced
	15	Number of media events, brochures and workshops conducted to inform consumers and businesses
4 To train staff to improve their skills in handling competition and consumer issues	5	Number of staff training exercises conducted
5 To ensure that price-controlled food items are being sold within the specified markup ranges	100%	Percentage of establishments expected to be complying
	4	Number of quarterly reports relating to complaints reported and resolved cases
	75%	Percentage of action initiated within three (3) days
6 To conduct consultations with businesses to highlight their obligations under the Consumer Protection Act	4	Number of consultations conducted with businesses

**Sub-Programme:**

01389 - Provide Administrative Support

01390 - Educate Consumers and Businesses

01391 - Respond to Consumer Complaints

511 - Manage Licencing and Price Controls

01392 - Consumer Protection Board

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	999	1,117	1,174	1,191	1,208
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>999</b>	<b>1,117</b>	<b>1,174</b>	<b>1,191</b>	<b>1,208</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 07 MINISTRY OF INTERNATIONAL TRADE, INDUSTRY, COMMERCE AND CONSUMER AFFAIRS**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>07075</b>	<b>BUREAU OF STANDARDS</b>							
0707516	Enhancing the National Quality Infrastructure and Equipment Upgrade	6,513,669	750,000	-	-	750,000	493,803	REVENUE
0707117	Metrology Capacity Enhancement through Digital Transformation	364,560	175,000	-	-	175,000	39,715	REVENUE
0707518	Fish Toxin Detection Equipment and Laboratory Extension	350,000	200,000	-	-	200,000	-	REVENUE
	<b>TOTAL</b>	<b>7,228,229</b>	<b>1,125,000</b>	<b>-</b>	<b>-</b>	<b>1,125,000</b>	<b>533,518</b>	

**Total Ministry \$1,125,000**



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**08 - Ministry of Finance**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

St. Kitts and Nevis through deliberate action has been placed on a path to building resilience across critical sectors. The Sustainable Island State (SIS) Agenda remains the underpinning mechanism that charts the course for the sustainable development of our Nation towards 2040 entwining sustainability and progress with our people as the critical focus. In May 2025 we invited the global community to the Federation to be a part of our own Global Sustainable Island Summit (GSIS) where we further introduced leaders, innovators and stakeholders from island nations to our vision for resilient development. The importance of the systemic changes encapsulated in this ambitious Agenda continues to be obvious to small island states such as ours as the impact of climate change remains an existential threat. The global community has indicated that it is incumbent upon countries to mobilise critical resources, both public and private, to undertake the required transition to build resilience. The harsh reality is that the effects of climate change bring with it stronger hurricanes and other natural disasters which can destroy years of growth and development overnight, and result in the loss and disruption of lives and livelihoods.

In addition, prevailing downside risks such as tariff wars, restrictive immigration policies and geopolitical tensions, which have now impacted the Caribbean region, presents an ever evolving and fragile environment in which we endeavour to find a balance between care and durability. The 2026 Estimates has been formulated as the engine that will further accelerate the policies, programmes and projects designed to deliver on the seven (7) pillars of our Sustainable Island State (SIS) Agenda namely; energy transition; water security; food and nutrition security; sustainable industries; sustainable settlements; the circular economy; and health and social protection which are critical components of our overarching National Development Planning Framework (NDPF).

The Ministry of Finance continues to lead by providing critical fiscal and debt management advice to ensure that the Government's performance in both respects remains on a positive trajectory. In keeping with this commitment, the Ministry continues to produce the Medium-Term Fiscal Framework (MTFF) which provides guidance which is increasingly important to the decision-making process and supports the 2026 plans and priorities. The Ministry remains vigilant in the monitoring of the global economic conditions. The World Economic Outlook, issued by the International Monetary Fund (IMF) in October 2025, projected that global economic growth will be 3.2% in 2025, with a slight slowdown of 0.1 percentage points anticipated in 2026, with economic output recording growth of 3.1%. An assessment of the national economy predicts a growth rate of 1.1% by the end of 2025. Economic performance in 2025 is expected to be buttressed by continued growth in key sectors such as, Construction; Wholesale and Retail Trade; Hotels and Restaurants; Transportation, Storage and Communication; and Financial Services.

Although the contribution to economic growth by the Agricultural Sector is currently small there is evidence that the sector will expand, recording an average growth rate of 6.8% as we accelerate investment to increase food and nutrition security through enhanced food systems to supply the local and external markets. Over the period 2026-2030 the economy will expand by an average of 2.5%. An assessment of the Revenue and Expenditure plans proposed for 2026 reveals a Recurrent Account Deficit of \$24.1 million, an Overall Deficit of \$152.3 million and a Primary Deficit of \$129.2 million. The Ministry remains vigilant in terms of the sustainable management of the Government's fiscal and debt position. As we enter 2026 fiscal and structural measures will continue to be assessed to ensure that St. Kitts and Nevis achieves sustainable fiscal and debt performance outcomes.

At the end of September 2025, the Total Public Sector Debt of St. Kitts and Nevis was \$1,706.2 million. A comparison to the corresponding period in 2024 revealed an increase of \$47.2 million or 2.8%. The growth in the debt stock was mainly attributed to a rise in the debt held by the Central Government in the amount of \$74 million or 11.9%. Conversely, the debt categorised as Non-Central Government debt declined by \$26.8 million. As a result of the Ministry's commitment to ensuring our debt sustainability, the debt to GDP ratio has remained below the Eastern Caribbean Central Bank's debt target of 60.0% at 58.7% as at September 2025. It is anticipated that by the end of 2025 the debt to GDP ratio will remain at the September 2025 level.

The Ministry of Finance continues to play a leadership role in an environment where the proceeds of the Citizenship By Investment Programme have reduced. Considering this change in 2026 the Ministry will intensify efforts to undertake the necessary engagement with key stakeholders regarding the plans for additional tax reform measures and to gain critical input on possible changes to the tax regime. The Ministry recognises that an important element in fostering voluntary compliance by taxpayers is ensuring a fair tax system that provides a mechanism for due process which will provide an impartial dispute resolution via a tax appeals process. As a result, in keeping with the relevant legislation the Tax Appeals Commission has been instituted providing a mechanism for redress when there is disappointment with the outcome of an assessment or decision rendered by the Inland Revenue Department.

In addition, the Valuation Review Board has been appointed in keeping with the provisions of the Property Tax Act (2006) which provides a means by which appeals and objections filed by property owners can be properly adjudicated. Through these mechanisms we hope to foster greater partnership and transparency as we aim to improve revenue collections that will aid in financing the pillars of the Sustainable Island State (SIS) Agenda. As the Ministry takes steps to maximise our revenue resources to foster greater resilience, the identification of additional funding sources at low cost remains critical. In so doing the Ministry continues to be an important voice in the integration of the Multi-dimensional Vulnerability Index (MVI) regarding funding availability and allocation. This model considers susceptibility, and the weight and exposure to shocks that small island states such as ours experience. This Index moves past the long-standing measure of Gross National Income (GNI) per capita. Although some progress has been made in the integration of this measure there is still need for full implementation by international financial institutions. The Ministry remains committed to the integration of the Multi-dimensional Vulnerability Index (MVI) and the use of Climate Resilient Debt Clauses (CRDCs) in the advancement of its mandate which supports a vibrant, resilient economy which offers opportunities for the improvement of the standard of living and well-being of our people.

The Ministry's Strategic Plan will continue to align with the Constitution, the Finance Administration Act, the Procurement and Contracts (Administration) Act, the Tax Administration and Procedures Act and other related legislation and policies of the Government. At this time, I would like to express my profound appreciation to the staff of the Ministry of Finance which include the Office of the Financial Secretary, Treasury Department, the Inland Revenue Department (IRD), the Customs and Excise Department, the Centralised Purchasing Unit (CPU) and the Financial Intelligence Unit (FIU) for their high level of professionalism and commitment to ensuring a strong foundation is maintained to support the transformational change to the lives and livelihoods of our citizens and residents.

Hon Dr. Terrance M. Drew  
Minister of Finance

## 1.2 Executive Summary

The global environment remains uncertain as St. Kitts and Nevis, like other small island states, face the challenge of the effects of climate change, tariff wars, restrictive immigration policies and geopolitical tensions. As we traverse this tenuous economic landscape the Ministry of Finance continues to undertake steps that will support sustainable economic and fiscal policies and high-quality programmes that will redound to a resilient economy that provides sustainable livelihoods for our citizens and residents. To this end, the Ministry continues to ensure the Government maintains a stable financial position within an ever-evolving landscape. A critical document that supports these goals is the development of the Medium-Term Fiscal Framework (MTFF) 2026-2028 which provides updated information and perspectives on the current macroeconomic landscape. The MTFF provides credible guidance to the Government in the formulation of the 2026 Estimates and the determination of the broad fiscal and economic policy direction over the medium term.

In advancement of the mandate of the Ministry to provide high quality programmes and activities which accompany a prudent regulatory framework which offers opportunities for the improvement of the standard of living of citizens and residents the Ministry is providing leadership which will enable St. Kitts and Nevis to be the second country in the Eastern Caribbean Currency Union (ECCU) to launch a Retail Bond as part of the Regional Government Securities Market (RGSM). It is anticipated that our Retail Bond will be launched in 2026. This initiative aims to encourage citizens and residents to become investors and not merely savers in the financial system by bringing investment options directly to individuals who would not normally participate in the RGSM.

In 2025, the Inland Revenue Department (IRD) continued the rollout of features that form part of the enhanced Tax Management System further strengthening real-time data analysis, compliance monitoring and taxpayer service delivery. In addition, to having the requisite technology it is important to ensure that personnel are provided with the necessary training to enhance their capacity. As a result, officers within the Department were provided with the opportunity to access training in the areas of data analytics, professional accounting, risk management and certified fraud examination. In 2026, work will continue to facilitate the operationalisation of the business intelligence dashboard and risk-based audit modules to enhance efficiency in fostering a closer collaboration between the Department and taxpayers that require increased assessment and support to meet the required obligations under the tax legislations. Steps will be taken to facilitate the implementation of the electronic interface between the Land Registry and the Inland Revenue Department (IRD). This will enable the Department to access real-time property information which will support the property valuation process which includes a commercial property valuation initiative which will commence in 2026.

In 2025, the Customs and Excise Department introduced two (2) training modules as part of its efforts to enhance human capacity namely, the Customs Vessels Boarding, Search and Rummage and the Customs Leadership and Supervisory Courses. In 2026, the Department, will seek the support of our national Accreditation Board to commence the certification of these courses over a twenty-four (24) month period, to ensure the training programme is of a high and recognised standard. During 2025, to curb the illicit movement of restricted and prohibited goods the Department has deployed the required technological support to enhance its detection capabilities.

In 2026, the Department will utilise enhanced technology and data analytics to effectively detect illicit goods, boost revenue collections and enhance business operations to enable the expedited processing of both goods and individuals. The upgrade of the Courier Risk Management System (CRMS) and the full adoption of the Electronic Travel Authorisation System is predicted to reduce our processing time by a conservative 15%.

The Department will continue its ongoing collaboration with the Ministry of International Trade, Industry, Commerce and Consumer Affairs in the coming year to further effectively implement measures outlined in reference to the European Union Economic Partnership Agreement (EPA) and the World Trade Organisation (WTO) Trade Facilitation Agreement (TFA). Work will continue in collaboration with CARICOM to facilitate the introduction of the CARICOM Customs Act. The Department will continue to explore membership in the World Customs Organisation (WCO) to access additional training opportunities to enhance the capacity of personnel and modernisation initiatives.

The Ministry's plans and priorities will be underpinned by the following core values of increased professionalism, service excellence, teamwork and results focus. These will guide the Ministry providing critical advice and guidance to public and private sector partners as we collaborate to support the attainment of a sustainable island state.

### **1.3 Management Representation Statement**

On behalf of the Ministry of Finance, I present the Annual Report on the Plans and Priorities for 2026. The document provides an accurate representation of the Ministry's plans and priorities for the use of the resources which the Ministry has been provided for 2026.

It is my view that the document will serve as a very important planning tool and a working guide for the Ministry's Work Plan for 2026 and to some extent the medium term. This Report provides strategic direction for the Ministry and will facilitate monitoring and evaluation of the Ministry's performance.

Carlton Pogson (Mr.)  
Financial Secretary (Ag.)

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To provide sustainable economic and fiscal policies: high quality programs and activities to accompany a prudent regulatory framework that supports a vibrant, resilient economy which offers opportunities for the improvement of the standard of living and well-being of the citizens and residents of St. Kitts and Nevis.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

Government's policy direction for the Ministry is:

1. To foster a competitive, vibrant environment that promotes a conducive investment climate and economic growth
2. To continue the transformation of the economy to a sustainable island state driven mainly by tourism, agriculture, renewable energy, construction, information communication technologies (ICTs) and financial services.

#### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

The Annual Objectives for the Ministry are:

1. To strengthen Public Financial Management
2. To reduce Public Sector debt to a sustainable level
3. To strengthen the management of Government's debt
4. To establish conditions for sustained economic growth
5. To ensure compliance with the international standards on tax transparency and exchange of information
6. To improve the medium-term orientation of the Budget

#### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

There were no major modifications to the strategy of the Ministry during 2025.

#### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. Continue to strengthen Government Public Financial Management Procedures
2. Coordinate activities in respect of Exchange of Information (EOI) agreements and the Base Erosion and Profit Sharing (BEPS) Inclusive Framework
3. Implement Government wide Online Payment System
4. Implement activities to strengthen the technical and human capacity of the Ministry of Finance
5. Continue to develop policies and implement measures to support the advancement of the Sustainable Island State (SIS) Development Agenda

### **2.2.5 Main Challenges to Achieve Annual Objectives**

1. Limited access to adequately trained human resources
2. Competing with the Private Sector for persons with financial skills and/or background in economics
3. Downside risks presented from developments in the global economy

### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

Resources will be used to meet the Long-term Strategic Objectives of the Ministry of Finance.

### **2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures**

It is anticipated that the implementation of the Sustainable Island State (SIS) Agenda will accelerate as critical capital and capacity building initiatives will roll out in 2026 to support the building of sustainability and resilience. The Government's fiscal space has narrowed over the past year due primarily to the notable reduction in CBI flows, increased spending on Goods and Services and an uptick in transfers. Additional efforts would be required in 2026 to stabilize the Government's fiscal operations and resume building up of fiscal buffers.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Pre-Investment Fund
2. Customs and Excise Enforcement Compound
3. Upgrade/Rehabilitation of Government Buildings
4. Institutional Strengthening and Support
5. Customs IT Infrastructure Upgrade
6. Buildings Renovation (John Gumbs/MoF)

### **2.3.2 Other Projects Judged Important**

1. Customs Headquarters Renovation
2. National K9 Training Facility
3. Penetration Testing Upgrade

## **2.4 Transfer Payment Information**

The following are Transfer Payments to be made by the Ministry of Finance:

Contributions will be made to the following Local, Regional and International Organizations

1. Organization for the Economic Co-operation and Development (OECD)
2. Caribbean Financial Action Task Force (CFATF)
3. Caribbean Regional Technical Assistance Centre (CARTAC)

4. International Finance Corporation (IFC)
5. Caribbean Development Bank (CDB)
6. St. Kitts-Nevis-Anguilla National Bank (SKNANB)
7. CARICOM Development Fund (CDF)
8. Nevis Island Administration (NIA)
9. Commonwealth Secretariat
10. Commonwealth Association of Tax Administrators (CATA)
11. Caribbean Customs Law Enforcement Council (CCLEC)
12. Egmont

## SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 08 - Manage Finance</b>
<b>Responsibility Centre</b>	<b>08 - Ministry of Finance</b>
<b>Officer in Charge</b>	Financial Secretary
<b>Goals/Global Objectives</b>	
To take leadership in the development and implementation of an overall economic and fiscal strategy aimed at promoting financial and economic stability and growth towards the improvement of the standard of living and well-being of all citizens of St. Kitts and Nevis	

### Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2024	Estimated 2025	Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
08081 - Administer Government Finances and Policies	97,144	146,108	145,640	144,862	144,187
08082 – Manage Government Accounts	117,542	138,644	147,026	156,771	156,968
08083 - Manage Collection of Inland Revenue Department	19,353	15,666	11,498	11,684	11,874
08084 - Manage Collection of Customs and Excise Department Revenue and Enforce Border Security	18,115	17,856	17,602	17,739	17,881
08090 - Provide Counter Measures to Money Laundering and Terrorist Financing	246	848	860	875	891
08081 - Net Lending		250	250	250	250
<b>Total</b>	<b>252,400</b>	<b>319,372</b>	<b>322,876</b>	<b>332,181</b>	<b>332,051</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio Programme</b>	E. 08 - Manage Finance <b>08081 - Administer Government Finances and Policies</b>		
<b>Responsibility Centre</b>	08 - Ministry of Finance <b>081 - Financial Secretary's Office</b>		
<b>Officer in Charge</b>	Financial Secretary		
<b>Goals/Global Objectives</b>	To formulate Government's fiscal and economic policies to ensure that Government's financial and economic plans, programs and activities are implemented in the most effective and efficient manner to improve the social, financial and well-being of the citizens of St. Kitts and Nevis		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1	To develop a Fiscal Strategy that would guide the formulation of the Budget for the medium term	June 2026	Date by which the Medium-term Fiscal Framework is updated
		December 2026	Date by which the proposed Medium-term Fiscal Framework is presented to Cabinet
2	To ensure Government's financing requirements are met at lowest possible risk cost with prudent degree of risk	December 2026	Date by which Medium-term Debt Management Strategy is updated
3	To foster a competitive, vibrant environment that produces economic growth	48 hours	Number of hours taken to process business licenses/respond to application
4	To improve accountability in Government Ministries	At least 90%	Percentage of Government Ministries submitting Annual Reports to the Ministry of Finance
5	To monitor and report on Budget Expenditure Performance	4	Number of reports on the Budgetary Expenditure
6	To monitor and report on the Financial Performance of State-Owned Entities	2 each	Number of reports on the Financial Performance of monitored State-Owned Entities
7	To monitor and report on the Fiscal and Debt Performance of the Government in a timely manner	4	Number of Investment Portfolio Analyses
		1	Number of Debt Sustainability Analyses
		11	Number of Fiscal Review Reports
		12	Number of Monthly Fiscal Data Reports
		4	Number of Quarterly Ministry Reports

Objective(s) for 2026		Expected Results	Performance Indicators
		4	Number of Public Debt and Statistics Bulletins
		4	Number of Debt Summary Reports
		1	Number of Debt Portfolio Reviews
8	To prepare a timely Budget consistent with Government's strategic plans and objectives	December 2026	Date by which Government's 2026 Budget is submitted to Parliament

<b>Sub-Programme:</b>	
301	- Provide Administration Services
302	- Fiscal, Policy, Investment and Debt Management Division
303	- Provide Budgeting Services
08081	- Invest in Financial Secretary's Office
08081	- Manage Telecommunication Service

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	28,050	65,658	59,469	59,716	59,966
Capital	2,101	4,200	4,000	2,975	2,050
Transfer	66,993	76,250	82,171	82,171	82,171
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>97,144</b>	<b>146,108</b>	<b>145,640</b>	<b>144,862</b>	<b>144,187</b>

<b>Portfolio</b>	E. 08 - Manage Finance
<b>Programme</b>	<b>08082 - Manage Government</b>

<b>Responsibility Centre</b>
08 - Ministry of Finance
<b>082 - Accountant General's Department</b>

<b>Officer in Charge</b>	Accountant General
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<b>Goals/Global Objectives</b>
To ensure that all government transactions are recorded and reported in keeping with acceptable government accounting policies and principles

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To disburse all payments in an efficient manner	Less than 5%	Percentage of customer complaints
2	To disburse salaries and wages to public officers by the scheduled dates	0	Number of times the monthly and weekly payrolls are late
3	To manage risks and internal controls within Government Ministries and Departments	4	Number of risk-based audits completed per year
4	To monitor Government Departments for compliance and efficiency	100%	Percentage of high-risk Departments that are audited during the year
5	To pay all Government debt obligations by the scheduled dates	0	Number of times the debt service payments are late
6	To pay pensions and gratuities by the scheduled dates	0	Number of times the approved pensions and gratuities are late
7	To produce timely annual Financial Statements	June 2026	Date that annual Financial Statements are submitted to the Director of Audit as required by law
8	To provide Government with a reliable computerised accounting system	Less than 20 hours	Number of downtime hours in the year
9	To strengthen and support department's ability to identify and manage risk and other challenges	2	Number of training sessions per year

<b>Sub-Programme:</b>
311 - Provide Financial Control and Treasury Management
312 - Provide Funds Management Services
313 - Provide Systems Support
315 - Monitor and Repay Public Debt
01147 - Provide Internal Audit Services
01144 - Provide Accounting and Reporting Services
08082 - Invest in Accountant General's Department

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	96,569	106,242	119,037	121,948	120,808
Capital					
Transfer					
Budgetary Grant					
Principal Repayment	20,973	32,402	27,989	34,823	36,160
Net Lending					
<b>Total</b>	<b>117,542</b>	<b>138,644</b>	<b>147,026</b>	<b>156,771</b>	<b>156,968</b>

<b>Portfolio</b>	E. 08 - Manage Finance
<b>Programme</b>	<b>08083 - Manage Collection of Inland Revenue Department Revenue</b>

<b>Responsibility Centre</b>
08 - Ministry of Finance
<b>083 - Inland Revenue Department</b>

<b>Officer in Charge</b>	Comptroller of Inland Revenue
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<b>Goals/Global Objectives</b>
To administer the tax laws in an efficient and equitable manner, to promote voluntary compliance, and to maximise revenue

<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 Enhance Audit Compliance	65%	Percentage of audits completed.
2 Improve Collections and Enforcement Operations	65%	Percentage of enforced collection cases closed
3 Improve Information Technology Capability	65%	Percentage of information systems deployed
4 Improve Returns Processing Operations	85%	Percentage of returns processed by tax type
5 Improved Taxpayer Services	85%	Percentage of new taxpayers registered by tax type
6 Meet Projected Revenue Targets	100%	Percentage of revenue collected broken down by tax, penalty and interest
7 To meet projected revenue targets	0%	Percentage variation between actual collections and budgeted targets

<b>Sub-Programme:</b>
08083 - Provide Support in the Collection of Revenue and the Administration of Taxes
00998 - Provide Taxpayer Service including Registration
00999 - Assess Tax Liability and Process Tax Declarations
01000 - Collect Taxes and Enforce Collections
01001 - Audit the Application of Taxes
01002 - Provide Property Valuation Services
08083 - Invest in the Collection of Domestic Revenue

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	15,633	11,878	11,272	11,458	11,648
Capital	3,694	3,700	200	200	200
Transfer	26	88	26	26	26
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>19,353</b>	<b>15,666</b>	<b>11,498</b>	<b>11,684</b>	<b>11,874</b>

<b>Portfolio Programme</b>	E. 08 - Manage Finance <b>08084 - Manage Collection of Customs and Excise Department Revenue and Enforce Border Security</b>		
<b>Responsibility Centre</b>	08 - Ministry of Finance <b>084 - Customs and Excise Department</b>		
<b>Officer in Charge</b>	Comptroller of Customs		
<b>Goals/Global Objectives</b>	To serve our citizens, collect and protect all our revenues with fairness, efficiency and integrity and enforce compliance laws at our borders		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To meet projected revenue targets	0%	Percentage variation between actual collections and budgeted targets	
2 To redesign the process flow to enhance customer service	5%	Percentage reduction in clearance and processing time	

<b>Sub-Programme:</b>
01422 - Administer the Customs Function
01423 - Examine and Evaluate Cargo
01424 - Enforce and Monitor the Implementation of the Legislation
01425 - Provide Processing and Collection Services
02006 - Provide Refunds
08084 - Invest in the Collection of Customs Revenue
04276 - Liquid Petroleum Gas (LPG)

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	17,255	16,956	16,671	16,883	17,100
Capital	833	900	900	825	750
Transfer	27		31	31	31
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>18,115</b>	<b>17,856</b>	<b>17,602</b>	<b>17,739</b>	<b>17,881</b>

<b>Portfolio Programme</b>	E. 08 - Manage Finance <b>08090 - Provide Counter Measures to Money Laundering and Terrorist Financing</b>
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<b>Responsibility Centre</b>	08 - Ministry of Finance <b>090 - Financial Intelligence Unit</b>
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<b>Officer in Charge</b>	Director
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<b>Goals/Global Objectives</b>	To restrict and prevent money laundering and terrorist financing in the Federation
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<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To continue to retain competent and motivated staff	6	Number of Training Sessions
2 To improve Feedback to Reporting Sector	0	Late distribution of Status Reports
	100%	Status Reports distributed
3 To increase AML/CFT awareness level of the reporting sector	4	Number of Workshops/Seminars conducted
	2	Number of Literature distributed
4 To produce Typologies	2	Number of Typologies produced
5 To produce reports in a timely manner	Every 3 months	Timeframe in which quarterly reports are submitted
	December 2026	Time frame in which annual report is submitted
6 To reduce the time taken in forwarding reports to law enforcement	Within 10 days	Number of days taken to forward reports

<b>Sub-Programme:</b>
00874 - Provide Counter Measures to Money Laundering and Terrorist Financing
01354 - Contribute to International Organisations

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	228	834	846	861	877
Capital					
Transfer	18	14	14	14	14
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>246</b>	<b>848</b>	<b>860</b>	<b>875</b>	<b>891</b>

<b>Portfolio</b>	E. 08 - Manage Finance
<b>Programme</b>	<b>08081 - Net Lending</b>
<b>Responsibility Centre</b>	08 - Ministry of Finance <b>081 - Financial Secretary's Office</b>
<b>Officer in Charge</b>	Financial Secretary
<b>Goals/Global Objectives</b>	To provide for funds lent to Statutory Corporations etcetera

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent					
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending		250	250	250	250
<b>Total</b>		<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 08 MINISTRY OF FINANCE**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>08081</b>	<b>ADMINISTRATION</b>	\$	\$	\$	\$	\$		
0808121	Pre-Investment Fund	5,065,036	500,000	-	-	500,000	22,000	REVENUE
0808127	Upgrade/Rehabilitation of Government Buildings	10,184,078	1,500,000	-	-	1,500,000	582,776	REVENUE
0808330	Buildings Renovation (John Gumbs/MoF)	7,000,000	1,000,000	-	-	1,000,000	1,495,825	REVENUE
	<b>Subtotal</b>	<b>22,249,114</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>3,000,000</b>	<b>2,100,601</b>	
	<b>Total c/f</b>	<b>22,249,114</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>3,000,000</b>	<b>2,100,601</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 08 MINISTRY OF FINANCE**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>22,249,114</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>3,000,000</b>	<b>2,100,601</b>	
<b>08081</b>	<b>ADMINISTRATION CONT.</b>							
	Institutional Strengthening and Support Project	5,000,000	1,000,000	-	-	1,000,000	-	REVENUE
	<b>Subtotal</b>	<b>5,000,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	
<b>08083</b>	<b>INLAND REVENUE DEPARTMENT</b>							
	Penetration Testing Upgrade	850,000	200,000	-	-	200,000	195,279	REVENUE
	<b>Subtotal</b>	<b>850,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>195,279</b>	
	<b>Total c/f</b>	<b>28,099,114</b>	<b>4,200,000</b>	<b>-</b>	<b>-</b>	<b>4,200,000</b>	<b>2,295,880</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 08 MINISTRY OF FINANCE**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>Total b/f</b>	<b>28,099,114</b>	<b>4,200,000</b>	<b>-</b>	<b>-</b>	<b>4,200,000</b>	<b>2,295,880</b>	
<b>08084</b>	<b>CUSTOMS AND EXCISE DEPARTMENT</b>							
	Customs and Excise Enforcement Compound	5,687,718	250,000	-	-	250,000	63,545	REVENUE
0808422	Customs IT Infrastructure Upgrade	983,425	300,000	-	-	300,000	220,329	REVENUE
0808427	Customs Headquarters Renovation	1,200,000	200,000	-	-	200,000	68,899	REVENUE
0808428	National K9 Training Facility	2,500,000	150,000	-	-	150,000	-	REVENUE
0808431	<b>Subtotal</b>	<b>10,371,143</b>	<b>900,000</b>	<b>-</b>	<b>-</b>	<b>900,000</b>	<b>352,773</b>	
	<b>Total c/f</b>	<b>38,470,257</b>	<b>5,100,000</b>	<b>-</b>	<b>-</b>	<b>5,100,000</b>	<b>2,648,653</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 08 MINISTRY OF FINANCE**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>38,470,257</b>	<b>5,100,000</b>	<b>-</b>	<b>-</b>	<b>5,100,000</b>	<b>2,648,653</b>	
	<b>Purchase of Pallet Scanners</b>	<b>1,981,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>479,885</b>	<b>REVENUE</b>
	<b>Tax Collection and Analysis IT System</b>	<b>12,015,206</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,499,180</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>52,466,463</b>	<b>5,100,000</b>	<b>-</b>	<b>-</b>	<b>5,100,000</b>	<b>6,627,718</b>	

**Total Ministry \$5,100,000**



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**09 - Ministry of Social Development and  
Gender Affairs**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## **SECTION 1: MINISTER’S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

For the year 2026, the Ministry of Social Development and Gender Affairs will continue to focus on the fundamentals – people, programming and partnerships. The Ministry refers to both our internal and external clients, our staff and the public. Capitalising on the improved civil service performance evaluation framework where staff complete a personal assessment as well as a professional development plan, the results of these will be used to create a comprehensive training and capacity development plan for the Ministry, which is driven by the needs of our staff.

As it relates to our external customers and stakeholders, while we remain focused on the mission of the Ministry, it is imperative that we engage our clients and stakeholders to understand how we present and engage with them in the performance of our duties. As such, for 2026, a major activity will be stakeholder engagement and customer feedback mechanisms to drive change and deliver improvements.

In the area of programming, there are key programmes and activities that are performed by each department. These include but are not limited to an annual Summer Camp by Probation and Child Protection Services, National Family Month activities by Community Development and Social Services and the Boys Mentorship Programme by the Department of Gender Affairs. For 2026, the focus will be on reviewing all the existing programmes for full performance impact. This requires improvement in the utilisation of evaluation tools for participants to share feedback and monitor the impact of the event.

In relation to public-private partnership, the Ministry will be pursuing a three-prong plan. Firstly, the first tenet is to build linkages with other government, non-governmental agencies and other partners to increase the knowledge of available programmes and services. This expanded network of services and programmes would allow for improved referrals of clients to opportunities to meet their needs.

Secondly, the second tenet is to connect the individual Departments with their regional counterparts to discuss similar issues and challenges and share best practices. Two such examples for 2025 were the hosting of the Permanent Secretary and representatives of the Ministry of Social and Community Development, Housing and Gender Affairs within the Government of Grenada as facilitated by United Nations Children’s Fund (UNICEF). This opportunity focused on shock responsive social protection learning from the experience of the Government of Grenada because of the experience with Hurricane Beryl. The second opportunity was facilitated by the Caribbean Development Bank (CDB) where the Ministry hosted the Permanent Secretary and representatives of the state-run juvenile institutions of the Ministry of Equity, Social Justice and Empowerment within the Government of St. Lucia. The team visited the New Horizons Juvenile Rehabilitation Center to learn of its operations and systems as that Ministry explores the construction of a new co-ed juvenile facility.

The final tenet refers to our continued engagement with our regional and international partners such as the CDB, the Organisation of the Eastern Caribbean State (OECS) Commission, United Nations Children Fund (UNICEF), United Women (UN) Women, United Nation Scientific and Cultural Organisation (UNESCO) and many others. The technical and financial support provided by these agencies is critical to the continued advancement and performance of the Ministry and its individual departments.

I use this opportunity to express our continued gratitude and thanks to our regional and international partners who continue to support the work of the individual Departments of the Ministry. These partners include, but are not limited to the CDB, the Government of the Republic of China (Taiwan), UNICEF, Pan America Health Organisation (PAHO), UN Women, UNESCO, United Nations Economic Commission for Latin America and the Caribbean (UN-ECLAC) and the OECS Commission.

I also pause to place on record our profound thanks to our local partners Paediatric Assistance League (PALS), A Time for Us Foundation, The Garden of Rebirth, The Children's Home, Business and Professional Women (BPW), The Rotary Clubs of St. Kitts and Nevis, the National Association for Persons with Disabilities, our Gender Champions and the numerous other individuals and agencies who donated their time, skills and resources to the care and support of the most vulnerable in our society.

The Ministry's motto is "*empowering lives, transforming communities*" and this is our commitment to the people of the Federation of St. Kitts and Nevis.

Hon. Isalean Phillip  
Junior Minister of Social Development and Gender Affairs

## 1.2 Executive Summary

The Ministry of Social Development continues the implementation of activities in keeping with its inaugural five-year strategic plan under the theme "*The Season of Growth: to Reflect, Reform and Forge Ahead.*" Of note and accomplishments are the following:

### 1. *Policy Development:*

Through the support of UNICEF, the National Social Protection Policy, Action Plan and Monitoring and Evaluation Framework has been concluded. The Ministry has intentions to have this document tabled for approval by the Federal Cabinet by the first quarter of 2026.

### 2. *Development of the Information Management System:*

Through the support of UNICEF, the Ministry has been able to build information management systems on the Microsoft 365 platform. This provides a synergised platform for staff to access, refer and service clients who have applied for services across the Ministry.

### 3. *Increased collaborations:*

The National Social Protection Strategy called for the Ministry to serve as the central authority for determining eligibility for social protection programmes. In 2025, the Ministry of Education transferred the application and determination responsibility for the following programmes: Early Childhood Subvention, Caribbean Examination Council (CXC) Fee Waiver and High School Book Loan. Combined with the School Uniform Assistance Programme already managed by the Ministry, the School Based Assistance Programme was launched allowing parents to utilise one portal to apply for various school-based assistance.

In 2026, the Administrative Division will focus on client feedback and stakeholder engagement. It is imperative that we assess how clients experience the services and engagement with staff while developing new relationships and expanding networks to serve the needs of the most vulnerable.

The Department of Gender Affairs will focus on improving the National Gender Machinery, which is made up of the management teams for both Departments in the Federation. Through improved communication and planning, the programmes and services can be mainstreamed and expanded to ensure a true federal approach to gender equity.

The Department of Community Development and Social Services will focus on capacity building of community based non-profit organisations which are the cornerstone of community cohesion and citizen security.

The National Counselling Centre will focus on operations through the creation of an Operational Manual for the Family Matters Programme. Originally implemented as part of the United States Agency for International Development (USAID) which funded Youth Empowerment through Skills (YES) Programme. The Family Matters Programme has undergone local adaptation which requires documentation.

With the return of the New Horizons Juvenile Rehabilitation Centre to the Harris' location, the focus will be on the return of certified technical and vocational courses for the residents. Such programmes resonate with the residents as they afford them practical skills which can be applied upon reintegration as a livelihood.

The Department of Probation and Child Protection Services will focus directly on engaging communities about their challenges as it relates to the protection of children as well as providing information about available services and programmes. This exercise will be supported by the Child Rights Ambassadors and other government departments.

Finally, the Ministry will focus on improving customer experience from the initial point of contact to the receipt of a decision. It is critical that the Ministry ensures a standard for customer experience which is equally applied across all the departments noting the populations serviced.

### **1.3 Management Representation Statement**

On behalf of the Ministry of Social Development and Gender Affairs, it is my duty to submit for tabling in Parliament the Annual Report on Plans and Priorities (RPP) complete with the objectives and expected outcomes for 2026 for the Ministry of Social Development and Gender Affairs.

The information presented is a result of consultations with the Ministry's Management Team, staff, and partners. As such, it can serve as a working guide for the operations and as a critical instrument tool for the assessment of the Ministry's performance in 2026.

The Ministry therefore stands committed to implementing the initiatives and programmes using all resources available to us as we strive towards child protection, poverty alleviation, gender equality and the creation of communities where vulnerable persons including children, women, men, older persons, and persons living with disabilities can say with pride that the Federation is the best place to grow up and age.

Azilla Clarke (Ms.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

The Ministry of Social Development and Gender Affairs is committed to providing impactful social protection interventions and facilitating opportunities for all persons to transform their lives and sustain their livelihoods.

## **2.2 Planning Overview**

### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The Ministry of Social Development and Gender Affairs provides comprehensive social protection services to all citizens, nationals and legal residents to protect against or rebound from risk, shocks and vulnerabilities. Focus is placed on children, women, seniors and persons in need of medical assistance, income support and social welfare assistance.

This is in keeping with the Government's directive to protect the most vulnerable amongst us; support the dreams and aspiration of each person; restore the units of community; and provide support to empower and build a resilient and self-efficacious population that embodies our national motto of Country above Self!

### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

- 1 Establish and sustain systems (policies, procedures, standards and guidelines) for the professional, ethical, customer focused and rights-based delivery of social protection services
- 2 Build, restore and strengthen relationships, networks and coordination between agencies for the efficient and effective delivery of social protection services with particular focus on women and children
- 3 Increase the use of psycho-social and clinical tools to inform care plans and interventions for beneficiaries with particular focus on children
- 4 Increased visibility, access and information sharing about the mandate, services and programmes of the Ministry
- 5 Increased streamlining of gender across stakeholder ministries, private sector entities and civil society organisations

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

The following policies, guidelines and conventions will continue to guide the work of the Ministry in 2025:

- 1 Universal Declaration of Human Rights
- 2 United Nations Sustainable Development Goals (SDGs)
- 3 Convention on the Rights of the Child (CRC)
- 4 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
- 5 Convention on the Rights of Persons with Disabilities
- 6 Inter-American Convention on the Prevention and Eradication of Violence Against Women (Belem Do Para)
- 7 United Nations Guidelines for the Prevention of Juvenile Delinquency (Riyadh Guidelines)
- 8 United Nations Minimum Standard Rules for the Administration of Juvenile Justice (Beijing Rules)

#### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. Continued implementation of the Ministry of Social Development and Gender Affairs' Strategic Plan (2024-2028)
2. Continued implementation of the National Gender Equality Action Plan and supporting SOPs
3. Approval of the National Social Protection Policy and Action Plan
4. Continued implementation, monitoring and reporting on the Cabinet approved Protocols: Child Protection and Domestic Violence
5. Compliance and adherence to national legislations
6. Compliance, adherence and regular reporting to regional and international entities on conventions acceded to

#### **2.2.5 Main Challenges to Achieve Annual Objectives**

1. ***Inadequate office space:*** The office spaces currently occupied by staff are inadequate to comfortably accommodate the full slate of officers. The Ministry continues to be challenged to provide adequate spaces to serve people with disabilities and confidential spaces for intake, case management and meetings with clients and stakeholders.
2. ***Gaps in service delivery:*** The most requested service remains housing support. The Ministry will continue to collaborate with the Ministry of Housing and Human Settlement to request the provision of social housing for victims and survivors of domestic violence and clients with various circumstances that resulted in inadequate shelter.
3. ***Availability of current data to inform programming, policy development and to comply with reporting requirements:*** The experience of the CEDAW reporting process underscored the need for the utilisation of Memoranda of Understandings with state agencies to provide data that would be used to inform programming, assist with policy development and ensure our Federation's compliance with its international reporting requirements

#### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

1. ***Staffing:*** It is critical that the Ministry ensures that the full staff complement of qualified, experienced, and emotionally intelligent professionals is in place.
2. ***Incorporation of data systems complete with monitoring and evaluation frameworks:*** Capacity building will be prioritised to improve our data collection, analysis and reporting along with the monitoring and evaluation of systems and programmes to ensure efficiency and efficacy.
3. ***Expansion of the Research and Reporting component of the Ministry:*** Capacity must be built and harnessed to improve the research and reporting requirements of the Ministry.

#### **2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures**

1. Expansion of digital payment options for social protection systems will be explored to enhance the efficiency of the delivery of social assistance.
2. The return of the New Horizons Juvenile Rehabilitation Centre to the Harris' location will facilitate the resumption of rehabilitative and academic programmes to enable readiness of the residents to reintegrate into the community and acquire sustainable livelihoods.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Upgrade of Community Centres
2. New Horizons Upgrade and Enhancement
3. Construction of New Administration Building for Social Development and Gender Affairs

### **2.3.2 Status Report on Major Government Projects**

#### **1. *Upgrade of Community Centres:***

In 2025, the Ministry prioritised the cleaning and servicing of emergency water tanks and cisterns at five (5) community centres, the replacement of windows at three (3) community centres, roof repair at three (3) community centres, and general maintenance while completing the works at the Cayon Community Centre to facilitate its re-opening.

#### **2. *New Horizons Centre Upgrade:***

In 2025, a series of repairs and upgrades were undertaken at the Harris' location to support the return of the facility. The work included roof maintenance, metal work fabrication, the construction of a platform to house the emergency water tanks and water pump shed, construction of walkways to enable the ease of traversing the property, replacement of windows across the facility and upgrades to the Assessment Centre.

## **2.4 Transfer Payment Information**

The Ministry of Social Development and Gender Affairs makes annual contributions to the following entities:

1. International Organisation for Migration
2. St. Christopher Children's Home
3. Support to Shelter Services
4. UN WOMEN
5. United Fund for Population Activity (UNFPA)
6. Support to Mental Health

## SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 09 - Promote Social Development and Gender Affairs</b>
<b>Responsibility Centre</b>	<b>09 - Ministry of Social Development and Gender Affairs</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b> <p>To provide human services which facilitate and encourage family wellness, gender mainstreaming, full participation and involvement in national development and the promotion of child rights to enhance the quality of life for all people and to foster an enabling environment to empower youths and provide for their sustainable growth and development</p>	

### Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2024	Estimated 2025	Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
09101 - Provide General Administration	29,821	1,505	26,421	26,442	26,464
09102 - Manage Community Development and Social Services	5,659	36,643	8,217	7,618	7,020
09103 - Gender Affairs Department	526	753	639	649	659
09104 - Provide Care and Protection for Children	1,641	2,224	2,164	2,191	2,218
09105 - Provide Probationary Services at New Horizon Co-Ed Centre	2,106	2,612	2,737	2,778	2,820
<b>Total</b>	<b>39,753</b>	<b>43,737</b>	<b>40,178</b>	<b>39,678</b>	<b>39,181</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 09 - Promote Social Development and Gender Affairs
<b>Programme</b>	<b>09101 - Provide General Administration</b>

<b>Responsibility Centre</b>
<b>09 - Ministry of Social Development and Gender Affairs</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To provide policy directive, value-added expertise and capacity building while optimising physical resources, financial assets, and human capital

<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To conduct satisfaction surveys with clients at the various Departments of the Ministry	100	Number of satisfaction surveys received by clients of the various departments
2 To engage stakeholders regarding the surveys	10	Number of engagements held with stakeholders where information on services is relayed

<b>Sub-Programme:</b>
00285 - Provide Administrative and Policy Support
09101 - Manage Telecommunication Service
09101 - Invest in Administration
09101 - Participate in International and Regional Organisations

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	29,821	1,504	26,408	26,429	26,451
Capital					
Transfer		1	13	13	13
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>29,821</b>	<b>1,505</b>	<b>26,421</b>	<b>26,442</b>	<b>26,464</b>

**Portfolio** E. 09 - Promote Social Development and Gender Affairs  
**Programme** 09102 - Manage Community Development and Social Services

**Responsibility Centre**

09 - Ministry of Social Development and Gender Affairs

**Officer in Charge**

Permanent Secretary

**Goals/Global Objectives**

To enhance and increase existing services and protection for vulnerable groups and provide opportunities for individuals and communities and meet their social and economic responsibilities

Objective(s) for 2026	Expected Results	Performance Indicators
1 To prepare, design and distribute brochure summarising the services offered by the Department of Community Development and Social Services	400	Number of brochures distributed directly to clients and other stakeholders
2 To devise and distribute an E-survey to Community-based Organisations (CBOs) to assess their capacity building needs and any other support needs	May 2026	Date by which the survey will be completed by the Community-based Organisations (CBOs)
	July 2026	Date the report on the results of the survey will be prepared
3 To execute 'Mindfulness in the Park' – an event to be undertaken in collaboration with the St. Kitts Mental Health Association	40	Number of targeted attendees
4 To create an Organisation Manual for the Family Matters Programme that will govern the procedures of Family Matters Counsellors	September 2026	Date the Manual is approved

**Sub-Programme:**

09102 - Provide Social Assistance

09102 - Invest in Community Development and Social Services

## Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	5,151	34,643	6,345	6,396	6,448
Capital	508	2,000	1,850	1,200	550
Transfer			22	22	22
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>5,659</b>	<b>36,643</b>	<b>8,217</b>	<b>7,618</b>	<b>7,020</b>

<b>Portfolio</b>	E. 09 - Promote Social Development and Gender Affairs
<b>Programme</b>	<b>09103 - Gender Affairs Department</b>

<b>Responsibility Centre</b>	<b>09 - Ministry of Social Development and Gender Affairs</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	Ensuring that policies and programmes of the State take into consideration the impact on men and women sharing equally in society
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<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To conduct meeting of the National Gender Machinery for the Federation - collaboration between the offices on St. Kitts and Nevis	4	Number of meetings successfully convened
2	To enhance capacity building of Girls and Boys of Excellence Awardees for 2026	3	Number of training and capacity building opportunities organised for the Girls and Boys of Excellence Awardees

<b>Sub-Programme:</b>	00349 - Facilitate Gender Awareness
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### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	526	753	639	649	659
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>526</b>	<b>753</b>	<b>639</b>	<b>649</b>	<b>659</b>

<b>Portfolio</b>	E. 09 - Promote Social Development and Gender Affairs
<b>Programme</b>	<b>09104 - Provide Care and Protection for Children</b>

<b>Responsibility Centre</b>	<b>09 - Ministry of Social Development and Gender Affairs</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To serve children and their families through a dynamic and passionate staff to create safe and stable communities to build a stronger Nation
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Objective(s) for 2026	Expected Results	Performance Indicators
1 To organise Community-walk through held in collaboration with Child Rights Ambassadors and stakeholders (internal and external)	4	Number of districts where walk through occurred
2 To implement a Risk Assessment tool to be used for all new cases referred to the Department	April 2026	Date the tool is introduced

<b>Sub-Programme:</b>
00351 - Provide Child Care and Protection Services
00352 - Support the Children's Home
00354 - Provide for Foster Care Allowance
00355 - Support Services for Foster Children
02742 - Child Welfare Board Payments
00359 - Provide Support for Adoption Matters

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	1,581	1,766	2,104	2,131	2,158
Capital					
Transfer	60	458	60	60	60
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,641</b>	<b>2,224</b>	<b>2,164</b>	<b>2,191</b>	<b>2,218</b>

<b>Portfolio</b>	E. 09 - Promote Social Development and Gender Affairs
<b>Programme</b>	<b>09105 - Provide Probationary Services at New Horizon Co-Ed Center</b>

<b>Responsibility Centre</b>	<b>09 - Ministry of Social Development and Gender Affairs</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To provide a safe and secure therapeutic environment for children ordered to reside at the facility, by providing comprehensive care to rehabilitate and re-integrate children as productive citizens
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Objective(s) for 2026	Expected Results	Performance Indicators
1 To create and distribute video infomercial on the New Horizons Juvenile Rehabilitation Centre	April 2026	Date the infomercial is created
2 To reintroduce TVET course offerings	April 2026	Date the courses commence

<b>Sub-Programme:</b>	00357 - Manage New Horizons Co-Ed Training Centre 00358 - Support Services for Youths at Risk
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### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	2,106	2,612	2,737	2,778	2,820
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>2,106</b>	<b>2,612</b>	<b>2,737</b>	<b>2,778</b>	<b>2,820</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 09 MINISTRY OF SOCIAL DEVELOPMENT AND GENDER AFFAIRS**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>09102/112</b>	<b>SOCIAL DEVELOPMENT</b>							
0910286	Upgrade of Community Centres	2,986,033	500,000	-	-	500,000	349,355	REVENUE
0911226	Construction of New Administration Building for Social Development and Gender Affairs	7,000,000	1,000,000	-	-	1,000,000	-	REVENUE
0911227	New Horizons Upgrade and Enhancement Project	2,192,000	350,000	-	-	350,000	158,984	REVENUE
	<b>TOTAL</b>	<b>12,178,033</b>	<b>1,850,000</b>	<b>-</b>	<b>-</b>	<b>1,850,000</b>	<b>508,339</b>	

**Total Ministry \$1,850,000**



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**10 - Ministry of Agriculture, Fisheries and  
Marine Resources**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## **10 - MINISTRY OF AGRICULTURE, FISHERIES AND MARINE RESOURCES**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

The Ministry of Agriculture, Fisheries and Marine Resources continues to lead with innovation and resilience as we transform our primary sectors to be more productive, sustainable, and inclusive. The 2026 Budget is a strategic step forward in achieving our national goals of food security and economic diversification, pillars that remain essential to the long-term well-being and prosperity of our Federation.

In 2025, the Ministry made notable progress in expanding local food production, supporting farmers and fishers, and introducing climate smart practices across all subsectors. With the increasing volatility of global markets and the growing impact of climate change, our local response has been proactive, and purpose driven. Key initiatives included:

1. The continued implementation of our Food Import Reduction Programme, with focus crops such as bananas, plantains, vegetables and fruits, seeing increased acreage and productivity through the thrust of the 25 x 30 Agenda
2. Progress on the revitalisation of the agro processing sector, including facility upgrades and technical support to increase value added production
3. Advancement of our marine resource management agenda, ensuring that our fisheries remain viable, regulated, and sustainably harvested through training and innovation to the sector

Looking ahead to 2026, we will accelerate investments in key infrastructure such as water and storage facilities; support the transition to digital agriculture; enhance extension services through drone technology; and strengthen our research partnerships to ensure evidence-based decision making. Emphasis will also be placed on youth engagement, entrepreneurship, and gender equity in agriculture and fisheries through greenhouse cultivation and beekeeping.

This year's budget reflects our commitment to building a resilient agri-food system that secures the right to safe and healthy food for all citizens while creating sustainable livelihoods, increasing national revenue, and preserving our natural resources. We will continue to work in close collaboration with local stakeholders, regional partners, and international agencies to position St. Kitts and Nevis as a leader in modern agriculture and blue economy development.

The cannabis industry represents a new frontier for economic growth, agricultural diversification, and export development in St. Kitts and Nevis. Over the past year, we have advanced the operational framework for the sector through the Cannabis Authority, developed regulations aligned with international best practices, and engaged stakeholders to ensure a transparent and equitable licensing process.

On behalf of the Ministry, I extend heartfelt appreciation to our farmers, fishers, technical officers, and partners who continue to make invaluable contributions. Together, we will ensure that agriculture and fisheries not only survive but thrive as drivers of inclusive growth and national development.

Hon. Samal Duggins  
Minister of Agriculture, Fisheries and Marine Resources

## 1.2 Executive Summary

The Ministry of Agriculture, Fisheries and Marine Resources continues to play a pivotal role in safeguarding the food security, health, and livelihoods of the people of St. Kitts and Nevis. As we advance into 2026, our priorities remain firmly anchored in building a sustainable, resilient, and innovative agricultural sector that supports economic diversification, reduces food import dependence, and empowers farmers, fishers, and agro-processors across the Federation.

Food security remains a critical national priority. The lessons of recent years have underscored the vulnerability of small island developing states like ours to external shocks, from climate change to global market disruptions. The Government, through the Ministry, is committed to ensuring that every citizen has access to safe, affordable, and nutritious food. This commitment is reflected in our strengthened partnerships with the Food and Agriculture Organisation (FAO), the Inter-American Institute for Cooperation on Agriculture (IICA), Organisation of the Eastern Caribbean States (OECS), the Caribbean Agricultural Research and Development Institute (CARDI), and other regional and international stakeholders. Together, we are implementing programmes that modernise production, improve resilience, and enhance capacity through training and technical assistance.

In 2026, the Ministry will increase investment in education and training for farmers, fishers, and agro-processors. By leveraging local expertise and regional collaborations, we aim to equip stakeholders with modern skills in sustainable farming techniques, fisheries management, digital agriculture, and business development. Special emphasis will be placed on youth and women, as the future of our food systems depends on inclusive participation and innovation.

Infrastructure development remains a central priority, with continued upgrades to storage facilities, processing plants, and irrigation systems to improve efficiency, reduce post-harvest losses, and support year-round production. These investments will also create stronger linkages between production and markets, ensuring that local produce can compete in quality and consistency with imported goods.

A greater focus on research will be rolled out in 2026, with emphasis on climate-smart agriculture, pest and disease management, soil and water conservation, and the diversification of crops and livestock breeds. This research will provide farmers with the tools and knowledge necessary to adapt to changing conditions and increase productivity sustainably.

The Ministry will also intensify marketing initiatives, promoting local agricultural and fisheries products both domestically and regionally. Efforts will be made to increase the presence of agro-processed goods, linking producers with hotels, supermarkets, and export opportunities, while also encouraging healthier dietary practices within the Federation. By working hand-in-hand with small businesses and entrepreneurs, we will foster innovation in product development and create new value-added opportunities that support job creation and improve livelihoods.

The Ministry further recognises the importance of strengthening governance and coordination across the sector. Our policies and programmes will continue to be guided by evidence, stakeholder consultation, and alignment with the Sustainable Development Goals (SDGs), particularly those addressing hunger, health, and climate action.

As we present the 2026 Budget, the Ministry reaffirms its commitment to building a food system that is productive, inclusive, and resilient. With sustained investment in infrastructure, training, research, marketing, and entrepreneurship, and with the steadfast support of our partners at home and abroad, we are confident that the agriculture, fisheries, and marine resources sectors will continue to contribute meaningfully to national development, food security, and the well-being of every citizen of St. Kitts and Nevis.

### **1.3 Management Representation Statement**

On behalf of the Ministry of Agriculture, Fisheries and Marine Resources, I present the Annual Report on the Plan and Priorities for 2026. This submission was done using a collaborative approach with senior officers, allied institutions, and our farmers and fishers.

It is my view that this document will serve as an important planning instrument, a working guide, and a significant strategic tool for the operations of the various departments in the Ministry of Agriculture, Fisheries and Marine Resources.

Miguel Flemming (Mr.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To create a diversified agricultural sector through sustainability, modernisation, and commitment, through an inclusive and participatory approach thus ensuring a high level of productivity resulting in food security for a transformed society.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The Government is firmly committed to the transformation and sustainable development of the sector. The agricultural policies, therefore, are designed to transform the sector into a modern, more efficient, and competitive economic engine that will contribute to the overall economic transformation of the economy and improve the economic and social well-being of the population.

The Government's agricultural policies have twelve broad objectives:

1. Promote sustainable development of the agricultural sector
2. Increase the competitiveness of the agricultural sector
3. Accelerate diversification of production-based systems
4. Strengthen inter-sectoral linkages
5. Improve income distribution and contribute to poverty alleviation
6. Increase food production, enhance food and nutrition and food safety
7. Create an environment for Agri-business to be more productive and profitable via capacity building and innovation
8. Assist in the development of the agriculture value chain and value-added products
9. Develop and strengthen appropriate institutional structures, mechanisms, and human resource capacities
10. Create an environment to attract and retain youth and women's involvement in agriculture and marine resources
11. Improve an Integrated Water Resource Management approach
12. Reduce crop and livestock losses

### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

1. Improve management of the Ministry's various medium-term plans
2. Conduct training in programme planning and project writing
3. Publish Quarterly Agriculture and Fisheries Statistics Digest
4. Promote the transformation of learning of agricultural science and agribusiness management at all levels in the school curriculum
5. Enhance data collection and record-keeping
6. Facilitate training in target commodities
7. Formalise links with teaching institutions to enhance the outcomes of agricultural training
8. Train a greater proportion of staff and other stakeholders
9. Promote the use of protected agriculture structures
10. Increase adoption of Good Agricultural Practices on farms and along the supply chain
11. Increase the development of orchards nationwide
12. Improve post-harvest handling of produce, product development and marketing
13. Reduce the occurrence of market gluts and shortages
14. Meet the domestic, regional, and international market requirements by adhering to quality grades and standards established by the market for agricultural products
15. Facilitate research in product development
16. Develop export market for select commodities
17. Strengthening the linkages with demand centres (tourism, agro-processing, food service industries) inclusive of a Market Information System
18. Promote a greater level of collaboration, monitoring, and accountability among key agriculture stakeholders
19. Establish collaborative links with regional and international partners for information sharing, investing, and marketing collaboration
20. Enhance institutional capacities, in the areas of planning, policy analysis and formulation, project management, and results-based performance monitoring
21. Create an enabling environment to increase the involvement and retain youth and women in agriculture
22. Facilitate credit access by youth and women
23. Provide training for fishers in modern fishing techniques
24. Expand the range of value-added fish products at the Basseterre Fisheries Complex
25. Develop the Federation of St. Kitts and Nevis Marine Management Area (SKNMMA)

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

There were no modifications to the overall strategy of the Ministry during the year.

### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. Increase crop production through the implementation of new technologies
2. Conduct internal review and planning meetings in each department
3. Publish Quarterly Agriculture and Fisheries Statistics Digest
4. Conduct a review of existing emergency preparedness and response plans
5. Offer technical assistance to the education sector
6. Introduction of Greenhouse Villages to increase crop production
7. Improve cattle breeding programme through artificial insemination
8. Develop new research initiatives with allied institutions
9. Start the pig breeding programme at the Bayfords Livestock Centre of Excellence
10. Increase educational programmes for farmers, new entrants especially youth through the Communication and Extension Unit
11. Increase training in the manufacturing of value-added products
12. Increase farmer training in agronomic practices for specific crops
13. Provide training for staff in human resource development and regulatory procedure
14. Commission of the Veterinary Laboratory
15. Operate and maintain real-time weather data stations to assist with hurricane mitigation and best planting time
16. Expand the goat breeding programme
17. Training related to the factors of production, the market forces, and the marketing process
18. Promote the development of beekeeping
19. Liaise with stakeholders to deliver radio programmes
20. Liaise with allied institutions to deliver programmes for the benefit of the sector
21. Increase fish landings with a focus on underutilised species
22. Purchase the necessary safety equipment for sale to fishers
23. Train fishers in improved fishing techniques
24. Continue the sale of value-added products at the Basseterre Fisheries Complex
25. Work with stakeholders to develop the St. Kitts and Nevis Marine Management Area (SKNMMA)
26. Ensure food safety standards are maintained at the Fisheries Complex
27. Strengthen collaboration with the fish farmers

### **2.2.5 Main Challenges to Achieve Annual Objectives**

1. Poor animal husbandry practices by farmers
2. Climate and natural disasters
3. Poor infrastructure
4. High incidence of dog attacks
5. Lack of technical staff
6. Weak sectoral linkage
7. Crop damage caused by monkeys and stray animals
8. The absence of water for supplemental irrigation
9. Lack of business approach by farmers
10. High incidence of Praedial larceny
11. Vulnerability to land erosion during heavy rainfall

### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

1. Import reduction
2. More efficient and profitable farm businesses
3. Better trained and serviced farmers, fishers, and cooperatives
4. Increase in food production
5. Development of the infrastructure of Bayford's Livestock Centre of Excellence to support livestock diversity and production
6. Expand storage capacity for a consistent supply of specific produce
7. Construction of greenhouses for protected agriculture

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

The Ministry of Agriculture, Fisheries and Marine Resources will continue to implement and monitor the following capital projects:

1. Improvement and Expansion of Basseterre Abbatoir and Public Market
2. Upgrade of Small Farmers Machinery Pool/Agricultural Mechanisation
3. Bayford's Livestock Centre of Excellence
4. Agriculture Support Project
5. Greenhouse Villages/Storage Facility

6. Water Security for Food Security
7. Rehabilitation of Old Road/Dieppe Bay Fisheries Complex
8. SKN Nature Project

### **2.3.2 Other Projects Judged Important**

1. Improvement of Fisheries Management
2. Pest Control Programme
3. Purchase of Equipment for Veterinary Laboratory
4. Basseterre Fisheries Complex Rehabilitation and Development

### **2.3.3 Status Report on Major Government Projects**

#### **1. *Dieppe Bay Fisheries Complex***

Drawings and Bill of Quantities completed, and construction will start in 2026.

#### **2. *Purchase of Equipment for the Veterinary Laboratory***

The Veterinary Laboratory is almost fully outfitted and will be fully operational in the first quarter of 2026.

#### **3. *Bayfords Livestock Centre of Excellence***

Major upgrades were done on the weaners holding pen, breeding section and remedial work is being done on the pump house to fully operationalise in the first quarter of 2026.

#### **4. *Greenhouse Villages/Storage Facility***

Construction is ongoing and by the end of the first quarter of 2026 there will be at least 30 operational greenhouses.

## **2.4 Transfer Payment Information**

The Ministry facilitates payment of annual contributions to the following regional and international Institutions:

1. Food and Agriculture Organisation (FAO)
2. Caribbean Agricultural Research and Development Institute (CARDI)
3. Inter-American Institute for Cooperation on Agriculture (IICA)
4. Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
5. Caribbean Agriculture Health and Food Safety Agency (CAHFSA)
6. Rotterdam Convention
7. Caribbean Regional Fisheries Mechanism (CRFM)
8. International Whaling Commission (IWC)

9. United Nations International Seabed Authority (ISA)
10. International Law of the Sea (ITLOS)
11. International Atomic Energy Agency (IAEA)

## SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 10 - Manage Agriculture, Fisheries and Marine Resources</b>
<b>Responsibility Centre</b>	10 - Ministry of Agriculture, Fisheries and Marine Resources 111 - Permanent Secretary's Office
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To apply the science to transform the sector that will ensure the improvement of livelihoods, social and environmental outcomes and overcome old and new challenges

### Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2024	Estimated 2025	Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
10111 - Provide General Administration Support	2,884	2,989	2,909	2,945	2,982
10112 - Development of Agriculture Services	18,035	27,278	14,671	14,217	12,191
10115 - Manage Marine Resources	2,866	3,999	3,785	3,271	3,108
<b>Total</b>	<b>23,785</b>	<b>34,266</b>	<b>21,365</b>	<b>20,433</b>	<b>18,281</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 10 - Manage Agriculture, Fisheries and Marine Resources
<b>Programme</b>	<b>10111 - Provide General Administration Support</b>

<b>Responsibility Centre</b>
10 - Ministry of Agriculture, Fisheries and Marine Resources
<b>111 - Permanent Secretary's Office</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To develop a resilient and inclusive agrifood system while supporting the various departments for agricultural productivity and income growth, food import reduction, food and nutrition security, decent employment and livelihoods, and sustainable ecosystems

Objective(s) for 2026		Expected Results	Performance Indicators
1	To achieve the short-term goals of the St. Kitts and Nevis Agricultural Transformation and Growth Strategy 2022-2031	5	Positive results for the five impact areas
2	To increase the number of women and youth in agriculture	50	Number of persons receiving assistance through land distribution, fisheries training, and leasing of constructed greenhouses
3	Introduce new policies for strengthening and improving the management of various units within the sector	5	Number of new policies developed
4	Greater collaboration with the various Line Ministries	5	Number of collaborative activities introduced

<b>Sub-Programme:</b>
00008 - Provide Policy Support
00043 - Rewards and Incentives
00051 - Support Administrative Support
03322 - Provide Telecommunication Expenses

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousand)				
Recurrent	2,884	2,963	2,909	2,945	2,982
Capital					
Transfer		26			
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>2,884</b>	<b>2,989</b>	<b>2,909</b>	<b>2,945</b>	<b>2,982</b>

<b>Portfolio Programme</b>	E. 10 - Manage Agriculture, Fisheries and Marine Resources <b>10112 - Development of Agriculture Services</b>
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<b>Responsibility Centre</b>
10 - Ministry of Agriculture, Fisheries and Marine Resources 111 - Permanent Secretary's Office <b>112 - Department of Agriculture</b>

<b>Officer in Charge</b>	Permanent Secretary
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**Goals/Global Objectives**  
To establish a productive, competitive, and resilient agricultural sector that reduces import dependence and strengthens food security by improving the quality and output of priority commodities, advancing livestock genetics, and promoting innovations from climate-smart production to post-harvest systems, value addition, market access, capacity building, and digital integration

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>																		
1	To increase (by pounds) and improve production of priority commodities under the 25x30 Initiative	100% of annual pound target	Percentage increase in meeting the annual pound target for each priority commodity:  <table border="1"> <thead> <tr> <th><u>Commodity</u></th> <th><u>Annual Pound Target</u></th> </tr> </thead> <tbody> <tr> <td>Sweet Pepper</td> <td>- 64</td> </tr> <tr> <td>Tomato</td> <td>- 60</td> </tr> <tr> <td>Honey Drew/Cantaloupe</td> <td>- 14</td> </tr> <tr> <td>Watermelon</td> <td>- 45</td> </tr> <tr> <td>Pork</td> <td>- 53</td> </tr> <tr> <td>Mutton</td> <td>- 15</td> </tr> <tr> <td>Chevon</td> <td>- 15</td> </tr> <tr> <td>Beef</td> <td>- 71</td> </tr> </tbody> </table>	<u>Commodity</u>	<u>Annual Pound Target</u>	Sweet Pepper	- 64	Tomato	- 60	Honey Drew/Cantaloupe	- 14	Watermelon	- 45	Pork	- 53	Mutton	- 15	Chevon	- 15	Beef	- 71
<u>Commodity</u>	<u>Annual Pound Target</u>																				
Sweet Pepper	- 64																				
Tomato	- 60																				
Honey Drew/Cantaloupe	- 14																				
Watermelon	- 45																				
Pork	- 53																				
Mutton	- 15																				
Chevon	- 15																				
Beef	- 71																				
2	To enhance the genetic quality of livestock species through the expansion of artificial insemination	10%	Percentage of offspring produced from artificial insemination programmes																		
3	To expand the adoption of climate-smart agriculture technologies and practices	10	Number of protected/agro-environmental structures established																		

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
4	To strengthen post-harvest handling and value addition to improve product quality and competitiveness	10%	Percentage reduction in post-harvest losses for targeted commodities
		40	Number of farmers trained in post-harvest handling and quality standards
		10	Number of agro-processed products developed or improved
5	To facilitate greater access to local and regional markets for agricultural products	10	Number of farmers/agro-processors linked to new market outlets (local/regional)
6	To build the capacity of farmers, extension officers, and agri-entrepreneurs, with emphasis on youth and women inclusion	15	Number of training sessions conducted
7	To increase the use of digital technologies and data management in agriculture	3	Number of digital agriculture systems or tools implemented and maintained

**Sub-Programme:**

- 00014 - Provide Administrative Service
- 00020 - Technical Support for Small Farmers Machinery Pool
- 00021 - Agricultural Small Farmers Supplies
- 00023 - Provide Technical Support for Animal Husbandry
- 00025 - Technical Support to Allied Institution
- 00026 - Veterinary Mobile
- 00027 - Support to Pesticide and Toxic Chemicals Board
- 00825 - Manage Cannabis Authority
- 00028 - Support to Veterinary Board and Veterinary Board Appeal Tribunal
- 10112 - Invest in Agriculture
- 03994 - Support the Development of Animal Pounds
- 03995 - Land Conservative Unit
- 112462 - Provide Technical Support to the Farmers
- 10461 - To Participate in Regional and International Organisation

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	13,054	13,413	8,840	8,961	9,085
Capital	4,550	13,475	5,375	4,800	2,650
Transfer	431	390	456	456	456
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>18,035</b>	<b>27,278</b>	<b>14,671</b>	<b>14,217</b>	<b>12,191</b>

<b>Portfolio Programme</b>	E. 10 - Manage Agriculture, Fisheries and Marine Resources <b>10115 - Manage Marine Resources</b>
<b>Responsibility Centre</b>	10 - Ministry of Agriculture, Fisheries and Marine Resources 111 - Permanent Secretary's Office <b>115 - Department of Marine Resources</b>
<b>Officer in Charge</b>	Permanent Secretary

**Goals/Global Objectives**  
To increase the resilience of our fisheries sector by implementing marine management measures, assessing the state of our marine ecosystems and building the capacity of our staff and fisherfolk

Objective(s) for 2026	Expected Results	Performance Indicators
1 To conduct monitoring of marine habitats	30	Number of marine ecosystems monitored
2 To conduct a training programme on modern fishing techniques	50	Number of registered fishers trained
3 To deploy Fish Aggregating Devices (FADs) in the Exclusive Economic Zone (EEZ)	10	Number of fish aggregating devices (FADs) deployed
4 To conduct the installation of biodegradable fish pot panels in the existing fish pots used by fishers to mitigate ghost fishing	500	Number of fish pots that will have biodegradable fish pot panels installed
5 To install artificial reefs to help enhance marine habitats, marine conservation and biodiversity protection	10	Number of artificial reefs to be constructed and installed

**Sub-Programme:**

- 03122 - Procure Marine Resources
- 00045 - Manage Marine Resources and Technical Support
- 10115 - Invest in Marine Resources
- 115491 - To Participate in Regional and International Organisations

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	2,166	2,485	2,316	2,352	2,389
Capital	623	1,400	1,350	800	600
Transfer	77	114	119	119	119
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>2,866</b>	<b>3,999</b>	<b>3,785</b>	<b>3,271</b>	<b>3,108</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**

(CAPITAL PROJECTS)

**C. 10 MINISTRY OF AGRICULTURE, FISHERIES AND MARINE RESOURCES**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>10112</b>	<b>AGRICULTURAL SERVICES</b>							
	Improvement and Expansion of Basseterre Abattoir and Public Market	4,728,597	350,000	-	-	350,000	196,452	REVENUE
1011217	Upgrade of Small Farmers Machinery Pool/Agricultural Mechanisation	1,837,906	500,000	-	-	500,000	697,390	REVENUE
1011234	Pest Control Programme	1,741,790	175,000	-	-	175,000	210,321	REVENUE
1011240	Bayfords Livestock Centre of Excellence	1,567,478	500,000	-	-	500,000	726,883	REVENUE
1011241	Agriculture Support Project	13,380,896	750,000	-	-	750,000	982,225	REVENUE
1011242	Greenhouse Villages/Storage Facility	1,121,643	500,000	-	-	500,000	626,033	REVENUE
1011244	<b>Subtotal</b>	<b>24,378,310</b>	<b>2,775,000</b>	<b>-</b>	<b>-</b>	<b>2,775,000</b>	<b>3,439,304</b>	
	<b>Total c/f</b>	<b>24,378,310</b>	<b>2,775,000</b>	<b>-</b>	<b>-</b>	<b>2,775,000</b>	<b>3,439,304</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 10 MINISTRY OF AGRICULTURE, FISHERIES AND MARINE RESOURCES**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>Total b/f</b>	<b>24,378,310</b>	<b>2,775,000</b>	-	-	<b>2,775,000</b>	<b>3,439,304</b>	
10112	<b>AGRICULTURAL SERVICES CONT.</b>							
	Purchase of Equipment for Veterinary Laboratory	698,643	200,000	-	-	200,000	237,733	REVENUE
1011248	Water Security for Food Security	2,500,000	400,000	-	-	400,000	-	REVENUE
1011250	SKN Nature Project	5,500,000	2,000,000	-	-	2,000,000	-	REVENUE
	<b>Subtotal</b>	<b>8,698,643</b>	<b>2,600,000</b>	-	-	<b>2,600,000</b>	<b>237,733</b>	
	<b>Total c/f</b>	<b>33,076,953</b>	<b>5,375,000</b>	-	-	<b>5,375,000</b>	<b>3,677,037</b>	

ST. KITTS AND NEVIS ESTIMATES, 2026

(CAPITAL PROJECTS)

C. 10 MINISTRY OF AGRICULTURE, FISHERIES AND MARINE RESOURCES

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>33,076,953</b>	<b>5,375,000</b>	<b>-</b>	<b>-</b>	<b>5,375,000</b>	<b>3,677,037</b>	
<b>10115</b>	<b>MARINE RESOURCES DEPARTMENT</b>							
	Rehabilitation of Old Road/Dieppe Bay Fisheries Complex	11,572,962	1,000,000	-	-	1,000,000	382,154	REVENUE
1011517	Improvement of Fisheries Management	5,000,000	150,000	-	-	150,000	240,609	REVENUE
1011518	Basseterre Fisheries Complex Rehabilitation and Development	856,697	200,000	-	-	200,000	-	REVENUE
	<b>Subtotal</b>	<b>17,429,659</b>	<b>1,350,000</b>	<b>-</b>	<b>-</b>	<b>1,350,000</b>	<b>622,763</b>	
	<b>Total c/f</b>	<b>50,506,612</b>	<b>6,725,000</b>	<b>-</b>	<b>-</b>	<b>6,725,000</b>	<b>4,299,800</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**

(CAPITAL PROJECTS)

**C. 10 MINISTRY OF AGRICULTURE, FISHERIES AND MARINE RESOURCES**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>50,506,612</b>	<b>6,725,000</b>	<b>-</b>	<b>-</b>	<b>6,725,000</b>	<b>4,299,800</b>	
	Cannabis Research and Development	500,000	-	-	-	-	36,925	REVENUE
	Renovation and Upgrade of the Agro-processing Unit	965,721	-	-	-	-	835,555	REVENUE
	Poultry Subsector Development	4,112,557	-	-	-	-	-	REVENUE
	Banana, Plantain and Pineapple Post-harvesting and Ripening Facility	4,000,000	-	-	-	-	-	REVENUE
	<b>TOTAL</b>	<b>60,084,890</b>	<b>6,725,000</b>	<b>-</b>	<b>-</b>	<b>6,725,000</b>	<b>5,172,280</b>	

**Total Ministry \$6,725,000**



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**11 - Ministry of Tourism, Civil Aviation and  
International Transport**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## **11- MINISTRY OF TOURISM, CIVIL AVIATION AND INTERNATIONAL TRANSPORT**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

The Ministry of Tourism, Civil Aviation, and International Transport stands resolute in its mission to transform St. Kitts into a beacon of inclusive prosperity and global competitiveness. We are not only charting the course as a premier tourism destination, but we are shaping a model for how small island states can create life-changing opportunities for every citizen while thriving in an era of rapid change.

Our vision extends far beyond recovery and growth. It centers on tourism as a transformative force that fundamentally changes lives and creates meaningful opportunities for all citizens. We see tourism as the foundation of a future-ready economy. An economy that is digitalised, resilient, regenerative, and inclusive by design. The global traveler of tomorrow will demand authenticity, innovation, and responsibility, but more importantly, our own citizens demand that tourism serve as a pathway to prosperity, career advancement, and enhanced quality of life. To meet and surpass these expectations, we are embracing technology, green innovation, and community partnerships as the anchors of development, that prioritise job creation and livelihood enhancement for every resident of our Federation.

In the year 2026, through close collaboration with our stakeholders, we will pursue practical and achievable measures that create employment opportunities while moving us steadily toward a regenerative tourism sector. This includes harnessing renewable energy to power our facilities while training local technicians in green technology careers, embedding digital tools to improve the visitor journey while creating modern employment opportunities for our youth, and strengthening airlift and maritime resilience to guarantee connectivity while protecting the jobs and livelihoods that depend on these vital sectors. We are reimagining our tourism product so that every investment, from coastal restoration projects that employ local environmental specialists to wellness tourism initiatives that create careers for certified practitioners, leaves a positive and lasting impact on both our people's prosperity and our environment's regeneration.

We fundamentally believe that tourism must work for all, regardless of background, ability, or circumstance. Our strategy ensures that small businesses, artisans, farmers, cultural practitioners, people with disabilities, youth, and service providers across every community are not only part of the tourism value chain but are empowered to prosper and advance within it. This is our vision for creating shared prosperity. This vision enables the benefits of tourism to ripple throughout communities, transform individual lives, and create generational wealth and opportunity.

Our cultural heritage represents both our identity and our competitive advantage in the global marketplace. We will ensure local historians, artists, storytellers, and cultural guardians are key to tourism and receive fair compensation for sharing our heritage. Each cultural experience we offer will create meaningful employment while preserving the stories, traditions, and craftsmanship that make St. Kitts unique. This approach transforms our cultural assets into sustainable income streams for our communities while offering visitors authentic, transformative experiences.

The Ministry's agenda for 2026 is bold yet achievable, positioning St. Kitts as a global leader in inclusive and regenerative island tourism, a nation that transforms challenges into opportunities for its people and pioneers' solutions others look to replicate. We are committed to building an ecosystem where regenerative practices drive competitiveness and create green careers, where resilience ensures both economic stability and employment security, and where digital innovation unlocks new possibilities for the future.

We envision a St. Kitts where tourism success is measured not just by visitor arrivals or economic output, but by the number of lives transformed, careers launched, and communities empowered. Where a young person can see a clear pathway from tourism education to meaningful employment or entrepreneurship. Where a parent can build a sustainable livelihood while preserving our cultural heritage for future generations. Where every citizen, whether they work directly in tourism or in supporting sectors, can point to tangible ways that our industry has enhanced their quality of life and expanded their opportunities.

Through collaboration with our citizens, stakeholders, and international partners, we will ensure that St. Kitts not only remains a destination of choice but becomes a beacon of how tourism can power inclusive national transformation. We are building more than a tourism industry, we are creating a movement that demonstrates how small island states can achieve prosperity while ensuring that no one is left behind, that every citizen can participate in and benefit from our success, and that tourism serves as a catalyst for positive change in every life it touches.

This is our commitment: Tourism for All, Tourism Changing Lives. Today, tomorrow, and for generations to come.

Hon. Tamika M. Henderson  
Minister of Tourism, Civil Aviation and International Transport

## **1.2 Executive Summary**

As we look towards 2026, the Ministry of Tourism, Civil Aviation, and International Transport remains committed to advancing a unified strategy that elevates St. Kitts' standing as a premier global destination. Our tourism sector continues to be the lifeblood of our economy, but as we navigate an increasingly competitive and evolving global landscape, we must pursue a vision that combines inclusivity, regenerative practices, digital innovation, and meaningful change in the lives of our people.

The recovery and sustained growth of our tourism industry are central to the overall economic health of our Federation. As global travel preferences shift, travellers now seek more meaningful, immersive, and transformative experiences. In response, the Ministry is placing a greater emphasis on developing tourism that fundamentally changes lives, creates meaningful employment opportunities, and ensures that every citizen of St. Kitts can participate in and benefit from our tourism success. We will strengthen our focus on tourism for all with a commitment that extends to physical accessibility, where infrastructure investments like wheelchair-accessible beach pathways ensure that visitors with disabilities can experience the full range of our destination offerings. These initiatives not only attract diverse travellers but also ensure that the people of St. Kitts from all walks of life can actively participate in and benefit economically from tourism.

Regenerative tourism is now a core pillar of our strategy. Our efforts in 2026 will continue to align with global standards, such as the Global Sustainable Tourism Council (GSTC) criteria, while going beyond sustainability to actively restore and regenerate our natural and cultural environments. We will expand our existing regenerative initiatives, encouraging practices across all sub-sectors of the tourism and transport industries that give back more than they take. Global trends indicate that over 70% of travellers prefer destinations that prioritise not just sustainability, but positive impact and regeneration. By capitalising on this shift, we will enhance our global competitiveness and position St. Kitts as a leader in regenerative tourism. Our regenerative practices will not only benefit our tourism industry but also actively restore and protect our natural resources for future generations while creating meaningful livelihoods for our people.

In the face of global uncertainty, adaptability and resilience are paramount. The Ministry will continue to build robust systems in the civil aviation and maritime sectors to ensure their ability to adapt and withstand future shocks. This includes strengthening disaster preparedness and climate resilience measures across all ports of entry, ensuring that we can maintain operations in the event of natural disasters or other disruptions while protecting the jobs and livelihoods that depend on these sectors. Furthermore, we will enhance partnerships with international aviation and maritime bodies to align with global best practices and improve safety standards.

The overarching vision for 2026 is to redefine tourism growth as a force that actively changes lives, creates meaningful employment and delivers measurable benefits to all members of our community. This is not only about increasing visitor numbers or tourism expenditure; it's about creating transformative and lasting positive impacts on the lives of all Kittitians through enhanced job creation and livelihood opportunities. The Ministry will continue to strengthen linkages between tourism and other key sectors, such as agriculture, culture, and digital services, ensuring that the benefits of tourism are distributed widely and equitably, with particular focus on creating new pathways for employment and economic empowerment. As we upgrade our infrastructure, integrate new technologies, enhance our regenerative efforts, and foster inclusive community-based tourism, we are laying the foundation for a thriving tourism industry that changes lives and creates opportunities for all.

We will position St. Kitts not only as a leading destination in the Caribbean but as a model for how tourism can be leveraged for the betterment of both people and the planet, ensuring that every citizen can participate in and benefit from our tourism success. The initiatives outlined for this year's budget mark an important step in this journey. Through careful planning, strategic investment, digital transformation, and collaboration with stakeholders across the public and private sectors, we will continue to advance St. Kitts as a destination where tourism truly changes lives, where travellers venture deeper, and where tourism drives an inclusive and regenerative future for all.

The Ministry's unwavering commitment centres on charting a strategic direction that fully recognises tourism's role as the backbone of our economy and the driver of opportunity for our people. Our collective mission is to ensure that growth in this industry translates into prosperity that touches every household. This vision is advanced through an integrated approach where each department and partner agency plays a vital role. The Civil Aviation Department ensures that St. Kitts maintains the highest levels of safety and security in line with international standards creating the enabling environment that allows for increased airlift and sustained connectivity. The Maritime Affairs Department provides the regulatory framework and oversight needed to keep our ports, shipping activities, and marine resources operating safely and efficiently, ensuring that trade and travel remain reliable and resilient.

Our partner agencies further strengthen this ecosystem. The St. Christopher Air and Sea Ports Authority manage gateway infrastructure that shapes first impressions and underpins our reputation as a premier destination. The Urban Development Corporation ensures that our port areas and visitor hubs remain world-class, while the Frigate Bay Development Corporation oversees the growth of our flagship tourism district. The St. Kitts Tourism Authority leads our marketing and product development efforts, bringing the story of St. Kitts to the world in ways that drive arrivals and spending. Together, these entities form a cohesive network where regulation, infrastructure, promotion, and technology adoption are seamlessly aligned to create maximum impact.

Equally central to our strategy is community empowerment. By strengthening local entrepreneurship and supporting initiatives that transform residents into service providers, cultural ambassadors, and tourism innovators, we ensure that the benefits of tourism are spread equitably.

Projects like Caine’s Food Village highlight how grassroots development can generate income, preserve culture, and create authentic experiences that set St. Kitts apart. With training, mentorship, digital platforms, and access to markets, communities can take ownership of their role in tourism and build sustainable livelihoods that endure beyond any single project. Infrastructure development complements these efforts, creating modern, inclusive spaces that both attract high-value visitors and expand participation. The Frigate Bay Beach Enhancement Project, for example, demonstrates how thoughtful design can improve accessibility while protecting the environment, enhancing one of our most valuable assets for residents and visitors alike. Similarly, regenerative initiatives such as coastal protection projects safeguard the natural resources that underpin our industry while creating employment in restoration and eco-management.

Diversification remains key to resilience. The expansion of wellness tourism, adventure tourism, agro- tourism, and luxury yachting opens new pathways for growth, each one generating specialised jobs and broadening our economic base. From holistic health practitioners to farmers showcasing their heritage, from adventure guides to marina service providers, these sectors bring opportunity to every corner of our island. Investments in digital innovation further strengthen competitiveness, ensuring that our workforce is prepared for the modern economy while elevating visitor experiences through technology-enabled services such as smart booking systems, virtual reality previews, and data-driven service improvements.

Cultural and heritage tourism also remain powerful engines of differentiation. By training residents as storytellers, heritage guides, and cultural interpreters, we not only create meaningful jobs but also preserve and promote the very identity that makes St. Kitts unique in a crowded marketplace.

As we look ahead, our resilience strategies are grounded in diversified products, strong crisis preparedness, digital systems, and adaptable infrastructure. We will ensure that tourism continues to thrive even amid global uncertainty. Every measure we take is designed to protect jobs, sustain revenue streams, and reinforce confidence in our destination.

With this integrated, forward-looking approach, we are not only strengthening St. Kitts’ position as a leading Caribbean destination, but we are also building a model for how tourism can transform a nation while creating prosperity, preserving heritage, harnessing technology, and regenerating the environment for future generations.

### **1.3 Management Representation Statement**

This strategic plan represents the collaborative efforts of stakeholders committed to advancing tourism as the primary engine driving economic expansion and prosperity throughout St. Kitts. Recognising tourism as the foundation upon which economic opportunity rests for virtually every citizen, our data-driven approach prioritises initiatives that maximise impact while creating pathways for widespread participation in tourism-generated prosperity.

Our forward-looking strategies leverage insights into tourism’s capacity to serve as a catalyst for national transformation, designing initiatives that emphasise measurable outcomes in job creation, entrepreneurship, and revenue generation. This ensures that Ministry operations remain aligned with global best practices while positioning St. Kitts as a destination where development creates sustainable benefits that reach every community across our island.

Building on assessments such as the 2012 GSTC Destination Assessment, our strategy underscores the importance of collaboration between the public and private sectors to create comprehensive employment opportunities and maximise the multiplier effects of tourism investment. This cross-sector approach promotes destination stewardship that generates prosperity while strengthening St. Kitts’ role in regional competitiveness and development.

The strategic investments and policy frameworks established through this plan provide a solid foundation for future decision-making, ensuring that economic development is pursued in a manner

that empowers communities and expands opportunity. By maintaining alignment with international standards while focusing on measurable outcomes, we guarantee that tourism remains the driving force of economic progress thus enabling all residents of St. Kitts to share in and benefit from the success of our destination in global markets.

Tivanna Wharton (Ms.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To work with all stakeholders to design, construct and deliver a sustainable and high-quality tourism product which can be enjoyed by each targeted visitor while being valued and respected by all citizens and residents and to continuously improve international air and sea access to our destination and related commercial relationships which will contribute to the improving quality of life of the people of our Federation.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The Ministry's strategic objectives for 2026 align closely with the Government's overarching vision of positioning St. Kitts as a sustainable island state. This vision emphasises balancing economic growth with environmental stewardship, social inclusion, and cultural preservation, ensuring that development delivers long-term benefits for the people of St. Kitts.

In support of this direction, the Ministry will prioritise the following areas:

1. **Green Energy Integration:** Promoting the adoption of renewable energy solutions across the tourism sector encouraging hotels, resorts, and tourism businesses to invest in solar, wind, and other clean technologies. This aligns with the Government's energy transition goals while reducing costs and improving environmental performance.
2. **Infrastructure Development:** Advancing the upgrade and expansion of critical tourism infrastructure, including airports, seaports, and visitor facilities, designed to international standards while incorporating sustainable design principles and climate resilience measures.
3. **Local Economic Development:** Strengthening linkages between tourism and other sectors, particularly agriculture, creative industries, and small business enterprises. This includes promoting agro-tourism, supporting local producers, and expanding opportunities for residents to benefit from the tourism value chain.
4. **Cultural Preservation and Heritage Tourism:** Preserving and showcasing the cultural heritage of St. Kitts through the protection of historic sites, support for festivals, and investment in cultural products. This ensures that tourism reinforces national identity while enhancing the visitor experience.
5. **Environmental Conservation:** Championing initiatives in coastal protection, marine conservation and eco-park development to safeguard natural resources that are essential for tourism while securing long-term environmental sustainability.
6. **Digital Innovation and Transformation:** Accelerating the integration of digital technologies in tourism operations, marketing, and visitor services. This includes using data-driven insights for decision-making, expanding digital skills training for the workforce, and enhancing visitor experiences through technology-enabled solutions.

Through these efforts, the Ministry will play a central role in advancing the Government's Sustainable Island State (SIS) Agenda, ensuring that tourism contributes to resilience, inclusivity, environmental stewardship, and broad-based prosperity.

### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

The Ministry's annual objectives remain aligned with its overarching strategic goals of advancing St. Kitts as a premier global destination. These objectives emphasise inclusivity, regenerative practices, resilience, and digital innovation, ensuring that tourism remains a transformative force for national development. The Ministry continues to implement programmes and initiatives that create jobs, empower communities, and expand market competitiveness, while maintaining alignment with international standards and sustainable development priorities.

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

There has been no major modification to the overall strategic direction during the year. The Ministry has, however, placed stronger emphasis on:

1. Digital innovation to enhance efficiency, improving data-driven decision-making, and strengthening visitor experiences
2. Community empowerment through entrepreneurship support and product development that broadens participation in the tourism economy
3. Resilience and climate adaptation, ensuring that the tourism, civil aviation, and maritime sectors are prepared to withstand global shocks and disruptions

These enhancements build on the established strategy, reinforcing the Ministry's vision of inclusive and regenerative tourism growth.

### **2.2.4 Main Activities Contributing to the Annual Objectives**

#### **TOURISM:**

1. Strengthening destination marketing and product development through the St. Kitts Tourism Authority, leveraging digital platforms and market intelligence to increase arrivals and visitor spending
2. Advancing regenerative tourism practices, including coastal protection projects and sustainable community-based tourism initiatives
3. Expanding diversification initiatives in wellness, agro-tourism, adventure, and yachting to reduce vulnerability and broaden revenue streams
4. Supporting community-led projects such as Caines' Food Village to empower local entrepreneurs and cultural ambassadors
5. Enhancing collaboration with cruise partners to secure increased arrivals and deliver higher-value experiences

#### **CIVIL AVIATION:**

1. Maintaining compliance with international safety and security standards, ensuring a robust regulatory environment that supports sustainable airlift growth
2. Advancing digital systems for safety oversight, risk management, and operational efficiency
3. Strengthening resilience by integrating disaster preparedness measures across aviation operations
4. Expanding engagement with regional and international bodies to align with best practices and enhance the Federation's standing in global aviation

## **MARITIME:**

1. Strengthened port regulatory frameworks to ensure efficient, safe, and sustainable maritime operations
2. Advanced infrastructure development to support cruise and yachting growth
3. Enhanced partnerships with international maritime organisations to align with best practices
4. Supported blue economy initiatives, balancing economic activity with marine conservation

### **2.2.5 Main Challenges to Achieve Annual Objectives**

## **TOURISM:**

1. Heightened competition from regional destinations requires aggressive and innovative marketing
2. Climate change impacts, including coastal erosion and stronger storm systems threatening tourism assets
3. Limited human resource capacity in specialised areas such as digital marketing, regenerative tourism management, and technology adoption
4. Ensuring financial sustainability for long-term infrastructure investments while balancing fiscal constraints
5. Global economic uncertainty affects airlift, cruise operations, and traveler spending patterns
6. Resistance to innovation and the adoption of new technologies in traditional sectors

### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

To sustain socio-economic gains and enhance the diversification of the tourism industry, the following areas will require increased investment in the short to medium term:

1. Tourism Brand Awareness Marketing
2. Airlift to the Federation
3. Cruise Industry
4. Yachting Sector
5. Tourism Education and Awareness
6. Community Tourism
7. Infrastructural Development

### **2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures**

The restoration and revitalisation of the tourism industry following the global slowdown reinforced the need for sustained investment in marketing, infrastructure, and digital transformation. Lessons from the previous year highlighted the importance of:

1. Expanding investment in destination marketing to retain competitiveness
2. Accelerating digital adoption to enhance efficiency, data analysis, and market targeting
3. Strengthening resilience through infrastructure that safeguards assets from climate risks

As a result, the current year's budget emphasises allocations for marketing, digital innovation, community empowerment initiatives, and infrastructure upgrades to accelerate recovery and boost sustainable growth.

## **2.3 Capital Projects Information**

### **2.3.6 Major Capital Projects**

1. South Frigate Bay Beach Enhancement Project
2. Eco Park Enhancement Project

### **2.3.2 Other Projects Judged Important**

1. Black Rocks Enhancement Project – Phase II
2. Restoration of Berkeley Memorial

## **2.4 Transfer Payment Information**

1. St. Kitts Tourism Authority (SKTA)
2. Caribbean Memorandum of Understanding on Port State Control (CMOUPSC)
3. International Maritime Organisation (IMO)
4. International Civil Aviation Organisation (ICAO)

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 11 - Promote and Develop Tourism, Civil Aviation and International Transport</b>
<b>Responsibility Centre</b>	<b>11 - Ministry of Tourism, Civil Aviation and International Transport</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To provide a quality tourism product that is sustainable and which makes St. Kitts and Nevis a superior destination to live and experience and to participate in regional and international organisations to secure maximum benefit from such participation and negotiation

#### Financial Summary

<b>Programme</b>	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
11121 - Manage General Administration	1,508	1,961	1,759	1,784	1,811
11122 - Promote and Develop Tourism	43,292	60,413	35,275	34,702	34,080
12125 - Manage International Transport	283	479	496	504	512
11126 - Manage Civil Aviation	505	653	19,649	19,656	19,663
<b>Total</b>	<b>45,588</b>	<b>63,506</b>	<b>57,179</b>	<b>56,646</b>	<b>56,066</b>

**SECTION 4: PROGRAMME SUMMARY**

<b>Portfolio</b>	E. 11 - Promote and Develop Tourism, Civil Aviation and International Transport
<b>Programme</b>	<b>11121 - Manage General Administration</b>

<b>Responsibility Centre</b>
11 - Ministry of Tourism, Civil Aviation and International Transport
<b>121 - Permanent Secretary's Office</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To achieve excellence by providing quality service and a sustainable tourism product, with emphasis on our people, our patrimony and safety and security

<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To implement projects and programmes that will improve destination stewardship	6	Number of projects and programmes implemented
2 To increase outreach to learning institutions, to the public and private sectors, to communities to sensitise citizens about employment, and entrepreneurship opportunities in the Tourism Sector	6	Number of awareness programmes conducted
3 To provide training for capacity building within industry and to improve customers services that will add value to the guests' experiences	8	Number of training sessions held
4 To provide training to increase the capacity of the Human Resource of the Ministry to deliver effective programmes and improve customer service	8	Number of training sessions delivered to the Ministry's staff

**Sub-Programme:**

00224 - Provide Administrative, HR and Logistic Support

03326 - Sustainable Tourism

11121 - Manage Telecommunication Service

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	1,452	1731	1,693	1,718	1,745
Capital					
Transfer	56	230	66	66	66
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,508</b>	<b>1,961</b>	<b>1,759</b>	<b>1,784</b>	<b>1,811</b>

<b>Portfolio</b>	E. 11 - Promote and Develop Tourism, Civil Aviation and International Transport
<b>Programme</b>	11122 - Promote and Develop Tourism
<b>Responsibility Centre</b>	11 - Ministry of Tourism, Civil Aviation and International Transport 121 - Permanent Secretary's Office
<b>Officer in Charge</b>	Permanent Secretary

**Goals/Global Objectives**  
To strengthen the Ministry's partnerships and forge new relationships both locally and overseas, in an ongoing effort to market St. Kitts and Nevis to the world as a major tourist destination

Objective(s) for 2026		Expected Results	Performance Indicators
1	To increase off-season travel to the destination	5	Number of promotional campaigns dispatched to target off-season (summer months) travel
		5%	Percentage increase in load capacities for regional travel (air and sea) to the destination
2	To increase tourism awareness and its importance to the Country	25	Number of public relations initiatives undertaken by the Ministry and the St. Kitts Tourism Authority (SKTA)
3	To strengthen the partnerships with the public and private sectors in promoting and improving the tourism product	15	Number of partnership initiatives with the public and private sectors in promoting and improving the tourism product
4	To use St. Kitts and Nevis Music Festival as a tourism economic driver in the off-season	75%	Percentage of positive responses to post festival poll on the impact of the festival on micro and small businesses
		15%	Average occupancy rate at tourism accommodations
		25	Number of micro and small businesses engaged by the festival poll on the impact of the festival on micro and small businesses
5	To use St. Kitts and Nevis Restaurant Week as a gastronomy product while increasing economic activity	10%	Percentage increase in brand awareness or engagement rate on social media
		10%	Percentage increase in new business participants

**Sub-Programme:**

01782 - Provide Administrative support

00263 - Support for Eco Park

00226 - Maintain the Ministry's Tourism Assets

00227 - Promote and Develop Tourism through the St. Kitts Tourism Authority

11122 - Invest in Tourism Infrastructure

11122 - Organise, Support and Promote National Festivals

00229 - Airlift Support

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	15,127	31,953	12,036	12,064	12,091
Capital	9,916	10,211	3,974	3,373	2,724
Transfer	18,249	18,249	19,265	19,265	19,265
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>43,292</b>	<b>60,413</b>	<b>35,275</b>	<b>34,702</b>	<b>34,480</b>

<b>Portfolio</b>	E. 11 - Promote and Develop Tourism, Civil Aviation and International Transport
<b>Programme</b>	<b>12125 - Manage International Transport</b>
<b>Responsibility Centre</b>	11 - Ministry of Tourism, Civil Aviation and International Transport <b>121 - Permanent Secretary's Office</b>
<b>Officer in Charge</b>	Permanent Secretary

<b>Goals/Global Objectives</b>			
To monitor and regulate International Transportation			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To ensure the safety and security of shipping in support of effective trade facilitation and the protection of the marine environment under: Flag State, Port State and Coastal State	10	Number of projects and programmes in support of the overall objectives for 2026
		5	Number of training sessions conducted
		125	Number of persons trained
		5	Number of capacity building training workshops held for staff
		3	Number of departments to train staff
		3	Number of high-level symposiums attended

<b>Sub-Programme:</b>
00398 - Regulate and Monitor Maritime Affairs
03758 - Caribbean MOU on Port State

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	259	454	471	479	487
Capital					
Transfer	24	25	25	25	25
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>283</b>	<b>479</b>	<b>496</b>	<b>504</b>	<b>512</b>

<b>Portfolio</b> E. 11 - Promote and Develop Tourism, Civil Aviation and International Transport		
<b>Programme</b> 11126 - Manage Civil Aviation		
<b>Responsibility Centre</b> 11 - Ministry of Tourism, Civil Aviation and International Transport <b>121 - Permanent Secretary's Office</b>		
<b>Officer in Charge</b> Permanent Secretary		
<b>Goals/Global Objectives</b> To participate in regional and international organisations to secure maximum benefit from such participation and negotiation		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To ensure safety, security and facilitation of air travel in St. Kitts and Nevis	15	Number of safety and security inspection
	10	Number of training initiatives/projects
	15	Number of stakeholder meetings/workshops
	10	Number of high level symposium attended
	6	Number of training/capacity building workshops for staff

<b>Sub-Programme:</b>  00399 - Regulate and Monitor Civil Aviation  03760 - International Civil Aviation Organisation (ICAO)
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#### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	365	517	502	509	516
Capital					
Transfer	140	136	19,147	19,147	19,147
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>505</b>	<b>653</b>	<b>19,649</b>	<b>19,656</b>	<b>19,663</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 11 MINISTRY OF TOURISM, CIVIL AVIATION AND INTERNATIONAL TRANSPORT**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>11122</b>	<b>TOURISM DEPARTMENT</b>							
1112224	South Frigate Bay Beach Enhancement Project	7,483,194	-	-	3,374,159	3,374,159	127,860	CARICOM DEVELOPMENT FUND (CDF)
	<b>Subtotal</b>	<b>7,483,194</b>	<b>-</b>	<b>-</b>	<b>3,374,159</b>	<b>3,374,159</b>	<b>127,860</b>	
	<b>Total c/f</b>	<b>7,483,194</b>	<b>-</b>	<b>-</b>	<b>3,374,159</b>	<b>3,374,159</b>	<b>127,860</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 11 MINISTRY OF TOURISM, CIVIL AVIATION AND INTERNATIONAL TRANSPORT**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>7,483,194</b>	<b>-</b>	<b>-</b>	<b>3,374,159</b>	<b>3,374,159</b>	<b>127,860</b>	
<b>11122</b>	<b>TOURISM DEPARTMENT CONT.</b>							
1112234	Black Rocks Enhancement Project - Phase II	335,000	150,000	-	-	150,000	-	REVENUE
1112235	Eco Park Enhancement Project	908,258	250,000	-	-	250,000	-	REVENUE
1112236	Restoration of Berkeley Memorial	449,082	200,000	-	-	200,000	-	REVENUE
	<b>Subtotal</b>	<b>1,692,340</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>600,000</b>	<b>-</b>	
	<b>TOTAL</b>	<b>9,175,534</b>	<b>600,000</b>	<b>-</b>	<b>3,374,159</b>	<b>3,974,159</b>	<b>127,860</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 11 MINISTRY OF TOURISM, CIVIL AVIATION AND INTERNATIONAL TRANSPORT**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>\$ 9,175,534</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ 3,374,159</b>	<b>\$ 3,974,159</b>	<b>\$ 127,860</b>	
	Coastal Erosion Mitigation Project							
	South Frigate Bay and Friars Bay	10,640,927	-	-	-	-	-	REVENUE
	Caines' Food Village Project	1,480,000	-	-	-	-	19,053	REVENUE
	Refurbishment of Pelican Mall - Phase II	4,199,555	-	-	-	-	-	REVENUE
	Airlift Support Project	19,713,006	-	-	-	-	6,954,088	REVENUE
	Support for Eco Park Project	3,207,775	-	-	-	-	504,838	REVENUE
	Support to Frigate Bay Development Corporation	2,032,975	-	-	-	-	2,309,842	REVENUE
	<b>TOTAL</b>	<b>50,449,772</b>	<b>600,000</b>	<b>-</b>	<b>3,374,159</b>	<b>3,974,159</b>	<b>9,915,681</b>	

**Total Ministry \$3,974,159**



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**12 - Ministry of Public Infrastructure,  
Energy and Utilities**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## **12 - MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY AND UTILITIES**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

The Ministry of Public Infrastructure, Energy and Utilities has developed the 2026 Strategic Plan which provides a framework for achieving the Ministry's objectives. The Plan is designed to assist the Government achieve its Sustainable Island State (SIS) Agenda. Cognisant of challenges that we face, the Ministry in line with its mandate, will strengthen its efforts to improve the delivery of Public Infrastructure and Energy in the country as enablers to social-economic development.

Our Ministry oversees many of St. Kitts' most critical services: asphalt, concrete roads and drains; water supply; waste management; and energy. These systems are the backbone of our daily lives and maintaining and improving them is our duty. This year's budget gives us the tools to continue to improve them.

To achieve the above, the Ministry will execute its mandate in line with the aspirations of the people of St. Kitts and Nevis. The Ministry will facilitate effective participation of the private sector in infrastructure through Public Private Partnerships (PPPs). I, therefore, wish to call upon all our stakeholders to support the implementation of this plan to realise the set targets.

Our goal is to work in tandem with the other Ministries to create meaningful change for the betterment of our people. In 2026, we will strive to reduce Government debt. We will make a concerted effort to manage our assets and expenditure more efficiently. We must build the foundations for our economy to thrive. This requires a lot of work which started in August 2022. Today's Budget sets out a positive path for the future while striving to meet the needs of today. It is a Budget for all Kittitians.

The work of the Water Services Department in 2025 has been nothing short of groundbreaking. Our Nation has long struggled with the challenge of being one of the most water-scarce countries in the world. Yet, today, I can confidently say that we are turning the corner. This past year, we commissioned the 2 million gallons per day (GPD) Basseterre Desalination Plant, successfully integrated the 300,000 GPD well in Cayon into the groundwater system, and received the 60,000 GPD Canada Estate Desalination Plant, generously donated by the United Arab Emirates (UAE). These milestones have expanded our production capacity from 6 MGPD to 8 MGPD and, for the first time in many years, brought us in line with our daily demand of approximately 7 MGPD. Just as importantly, the operation of the Basseterre Desalination Plant has begun to ease the strain on the Basseterre Valley Aquifer, protecting it from over-extraction and preserving it for future generations.

Our water supply is now more diversified and resilient than ever before. Groundwater, surface water, and desalination now work in tandem, supported by stronger interconnections between east, central, and west supply networks. This gives us greater flexibility to shift water to where it is needed most, reducing inequities and ensuring more reliable island-wide service.

But we are not stopping here. In 2026, we will build upon these achievements by:

1. Drilling ten (10) new wells from Molineux to Sandy Point, expected to yield up to 4 MGPD
2. Completing new reservoirs at Cayon, St. Peter's, Beacon Heights, and the Southeast Peninsula
3. Modernising operations with a Supervisory Control and Data Acquisition (SCADA) system, the integration of Geographic Information Systems (GIS), and the phased roll-out of smart meters to improve billing accuracy, detect losses, and enhance customer convenience
4. Securing our infrastructure with fencing of reservoirs and pump stations
5. Exploring renewable energy applications to reduce costs and improve sustainability

At the heart of all these investments is one simple goal: to guarantee every citizen and resident in the community on St. Kitts reliable, 24-hour access to safe, potable water.

But Government alone cannot achieve this. The sustainability of the water sector depends on all of us. We must each play our part by conserving water, using it wisely, and paying our bills on time. Every drop conserved and every bill paid strengthens the Department's ability to serve you better. Water security is not just a utility issue; it is a matter of national survival and prosperity. It underpins our economy, public health, and Sustainable Island State (SIS) Agenda. That is why we are making historic investments today - to ensure that tomorrow, St. Kitts stands as a model of resilience in the Caribbean. Together, let us treat water as a resource to be treasured, protected, and sustained for generations to come.

In 2026, the priorities of the Energy Unit have shift from design to delivery. With the successful launch in 2025 of the Electric Vehicle Transition Policy and Action Plan and the SOLARISE Programme, the foundation for this work has been set. A comprehensive study of electric vehicle charging infrastructure will identify priority corridors, confirm grid readiness, and support integration with renewable generation. Findings from the study will guide the rollout of public charging in a sequenced and cost-effective manner. In parallel, grant-financed solar systems will be installed at government facilities, beginning with the Public Works Department, to reduce costs, strengthen resilience, and demonstrate leadership.

In addition, strengthening governance and investment readiness remains a priority. Through the Global Environment Facility (GEF) funded SKN 100 Project in collaboration with The United Nations Environment Programme (UNEP) and Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE), the Government will advance policy modernisation, energy efficiency improvements in public buildings, the design of an energy regulatory body, and the development of integrated utility services for the electricity sector. Collaboration with regional and international partners, including the Organisation of Eastern Caribbean States (OECS) and Greening the Island (GTI), will refine renewable energy pathways, grid integration, and project preparation. Participation in the Resilient Renewable Energy Infrastructure Investment Facility in collaboration with the World Bank (WB) and the Eastern Caribbean Central Bank (ECCB) will help unlock concessional climate finance and progress a pipeline of bankable projects.

To underpin delivery, capacity building will remain central. Targeted training will equip inspectors, technicians, and government staff to regulate, deploy, and maintain renewable systems and electric vehicles. Year-round outreach will provide clear guidance, encourage safe and compliant installations, and support households, businesses, and fleet operators that choose clean energy solutions. Taken together, these actions will deliver practical results that lower costs, improve reliability, and expand opportunity for the people of St. Kitts and Nevis.

The Public Works Department (PWD) resurfaced several roads and drains throughout the island in 2025. The next phase is even more promising. We will see PWD improving the road infrastructure network through the construction of several roads within other housing developments. I can proudly say that we will procure one new asphalt plant. This will supplement the ageing one that was down for almost twelve (12) months. Once in operation, this will allow our teams to resurface roads faster and to a much higher standard. We have seen the completion of the rehabilitated and upgraded roads at St. Peters and the F.T. Williams East Highway. This has brought significant relief to residents living in that community from excessive wear and tear on their vehicles, dust pollution and improved drainage and reduced erosion.

In 2026, we will explore the construction of concrete culverts under the roadways creating overpasses. This will allow the Cranston and Stonefort ghauts to flow under the roadway thus enhancing the connectivity between communities. We will advance work to fortify hillsides, widen and realign the roadway at Phillips to minimise soil erosion in two areas of the village. The

Government deem it important to undertake slope stabilisations in Cayon and Ottleys area to prevent landslides and soil erosion to ensure human safety, and protect property, and critical infrastructure.

I wish to express my deep appreciation to the teams within the Ministry who work tirelessly to turn these plans into results. With just three (3) years as your Minister, I have been impressed by the professionalism, skill, and passion of our engineers, service providers, and public service staff.

Thanks, must be expressed to the people of the proud land for your continued engagement, your feedback, and your patience as we carry out these important works. Together, we are not just maintaining what we have, we are laying the groundwork for the future.

Hon. Konris Maynard  
Minister of Public Infrastructure, Energy and Utilities

## **1.2 Executive Summary**

In the Administration's continued thrust to strengthen the various Ministries, the Ministry of Public Infrastructure, Energy and Utilities continues to implement and support initiatives that are visionary and strategic; and designed to enhance lives and livelihoods that will deliver sound infrastructural development. Mandating customer service excellence, capacity building, enforcing reporting protocols, promoting professionalism, efficiency and effectiveness in the workplace all remain areas of high priority for the Ministry. St. Kitts is water scarce receives less rainfall as compared to the global average. Our water demands have increased exponentially over the last decade due to population and, economic growth, and climate variability. As an island, we do not have the financial resources to meet all the needs in the Water Sector.

To address the intricate challenge of water resource management on the island, the Water Services Department (WSD) has employed a multifaceted approach. The WSD for the last year focused on the modernisation and enhancement of our existing water infrastructure which encompasses a series of vital initiatives. Among these, was our commitment to replacing ageing pipelines with robust high-density polyethylene (HDPE) material to significantly curtail water loss resulting from leaks and breaks by up to five percent (5%). Simultaneously, by seamlessly integrating advanced pressure management systems into our existing SCADA framework, we will gain precise control over water pressure, substantially reducing water wastage throughout our distribution network. Complementing these efforts, the optimisation of pumping stations through the provision of backup generators, energy-efficient pumps and cutting-edge controls aims to streamline water distribution and bolster overall operational efficiency.

There was an urgent need to focus on the strategic diversification of our existing water sources. In this regard, we wish to underscore the commendable advancements realised over the previous year as we outline the ambitious undertakings that loom on the forthcoming horizon. The milestone achievements in 2024 and 2025 include the commissioning of a well in Cayon, the operationalisation of a Solar Powered Desalination Plant which was generously donated by the United Arab Emirates (UAE) and the construction of a desalination facility in Basseterre, that augments our daily water supply by 2 million gallons per day (GPD).

The WSD also intends to expand our well drilling programme island-wide, solidifying our commitment to diversifying our water sources and increasing our current capacity. In support of this effort, the Department undertook a comprehensive mapping assessment of the groundwater resources in St. Kitts utilising drone technology. We wish to reaffirm our dedication to ensuring that every community benefits from a robust and diversified water supply, shielding us from the

vulnerabilities of relying on a single source. Furthermore, as we bolster our water resources through these dynamic projects, we are equally dedicated to enhancing our storage capabilities. This twofold approach ensures a comprehensive strategy that is both forward-looking and responsive to the challenges that lay ahead. Collectively, these initiatives anticipate a remarkable sixty percent (60%) increase in available water resources, underscoring our commitment to restoring round-the-clock water availability to many of our consumers.

The Energy Unit will continue to advance a secure, affordable, and low-carbon energy future in 2026. Building on the launch of the Electric Vehicle Transition Policy and Action Plan and the SOLARISE Programme, the focus shifts from design to disciplined execution that delivers measurable benefits for households, businesses, and public services. Implementation in 2026 will centre on three pillars: Infrastructure Development, Policy Framework, and Capacity Building.

First, Infrastructure Development will guide the rollout of critical systems that support the transition. The Energy Unit aims to conduct a comprehensive study of electric vehicle charging infrastructure to identify priority corridors, ensure grid readiness, and enable renewable integration. This work aligns with national targets for electric mobility and complements the Sustainable Island State (SIS) Agenda. The Unit will also advance public sector generation through grant financed solar installations that encourage cost savings, build resilience, and demonstrate government leadership.

Secondly, the Policy Framework will consolidate national energy governance and strengthen investment readiness. Under the SKN 100 Project, priority reforms and sector integration to modernise governance and improve energy sector performance will be advanced. In parallel, collaboration with regional partners and international organisations will refine renewable energy pathways, grid integration, and investment planning. Participation in the Resilient Renewable Energy Infrastructure Investment Facility in collaboration with the World Bank and the ECCB will help unlock concessional climate finance and advance a pipeline of bankable projects. Thirdly, Capacity Building will strengthen institutional and public readiness. Targeted training will equip government personnel and partners to regulate, deploy, and maintain renewable systems and electric vehicles. Outreach will continue throughout the year to provide clear information and encourage active participation in the transition. Guided by the Sustainable Island State (SIS) Agenda, the Energy Unit will deliver practical results that lower costs, build resilience, and expand opportunity. In 2026, the aim is to move from plans to projects and from projects to results that deliver lasting social, economic, and environmental benefits for the people of St. Kitts and Nevis.

The Public Works Department (PWD) is responsible for managing essential infrastructure and services, including the planning, construction, maintenance, and operation of public roads, public buildings, government owned vehicles and the operation of the quarry. PWD plays a vital role in ensuring public safety and facilitating daily life by maintaining services, responding to emergencies and disasters, and implementing long-term improvements to urban and rural environments. This strategic plan represents our best effort on what should be our guiding principles for change within the PWD. The plan is by no means a daily service manual of functions performed by PWD, but it is designed to be a planning document for the Department to be more effective and efficient in the execution of its tasks.

The Administration, Drawing and Engineering Division will continue to focus on the development of the built environment and management of the public infrastructure. Training needs identified include effective communication, organisational management, Condition of Contracts under International Federal of Consulting Engineers (FIDIC), construction management and the management and maintenance of the traffic signalisation system. The Division has lent support or will continue to have a lead role in the following initiatives:

Some of the projects underway include:

1. St. Peter's Road Rehabilitation Project;
2. MRI Project for JNF;
3. Joshua Obadiah Williams Primary School (JOWPS);
4. Traffic Relocation Building;
5. Numerous Roads Rehabilitation Projects;
6. Recently Completed Kim Collins Stadium renovation;
7. Basketball City Upgrade;
8. Design and Building a Water Storage Tank in Cayon; and
9. Works on the National Security Training Facility in Lime Kiln.

Aggregates are the lifeblood of the construction sector, and the Quarry Division is by far the largest provider of such within the Federation. Quarrying is a very expensive venture, which serves as a revenue generator which is quite capable of sustaining itself through funds generated from sales once properly outfitted with appropriate equipment. It has become necessary for the Quarry to significantly increase production due to the uptick in construction projects including Government projects such as new road construction and road resurfacing. It is also anticipated that the Quarry will need to significantly increase production in 2026 to meet an anticipated surge in demand for aggregates in support of the construction of various housing developments; the new Smart Hospital; the new Basseterre High School; the New Performing Arts Center; the Solar Farm; the Extension of Needmust Power Plant; the extension of the new water storage tanks; the construction of the coastal and ghat side revetments; the continuation of road developments; and road resurfacing private developments are anticipated to include hotels, residential homes and business expansions.

The Government has modernised the 40-year-old Government Quarry by making significant investment through the procurement of several essential pieces of equipment, including a primary crusher, one secondary crusher, a crusher screen, and a RokBak truck. Once fully operationalised, these upgrades will significantly enhance production at the Quarry to meet the increasing demand for materials.

We are also preparing the Quarry hill to begin a \$2.3 million sale of boulders and aggregates to the Government of Saba. This undertaking commenced the first week of September 2025 and will involve the weekly movement of 3,000 tonnes of boulders via the cargo port at Bird Rock.

The Facility Maintenance Department (FMD) provides oversight for all of Government's buildings and implement a programme of routine maintenance. Training opportunities will be provided in Scope of Work, estimating and costing and facility management to continue the strengthening of personnel. The Vehicle Maintenance Division (VMD) remains focus on maintaining the vehicle fleet of the Government. Training needs have been identified in areas such as diagnostic of mechanics, Caterpillar Certification and general upgrade of mechanical skills. The Roads Division will continue its critical role of constructing, maintaining and repairing public roads to enhance the ongoing safety of our citizens and residents as they traverse the various communities.

### **1.3 Management Representation Statement**

As the Accounting Officer for the Ministry of Public Infrastructure, Energy and Utilities, I am pleased to present the Annual Report and Plans and Priorities to be tabled in Parliament for 2026.

The Strategic Plan is intended to craft the way for executing the right policies and approaches that will lead the Ministry to a successful year. We are confident that the information shared is adequate to assess and measure the Ministry's performance over the next year.

Daryll R. Lloyd (Mr.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To provide a framework to identify and prioritise the public infrastructure development needs of the country in the areas of clean renewable energy and potable water, and to facilitate delivery of these services in a manner that advances the social and the economic fabric of the Federation of St. Kitts and Nevis.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The defined priority areas are intended to guide the Ministry's work and are supportive of the Government's policy direction. The Strategic Plan outlines the direction that the Ministry will take for the next year. This year calls for us to build capacity to promote sound and efficient policies, equip the departments with full complements of suitably qualified staff through specific training initiatives and increase social dialogues with the different Ministries. The Ministry will continue to invest in renewable and clean energy for power generation, pursue Geothermal Energy, support solar farm development for both commercial and residential use, upgrade and maintain public infrastructure and facilities.

#### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

The Annual Objectives are intended to support ongoing efforts by the Ministry to create a more sustainable island for all who reside here. The annual objectives are as follows:

1. To strengthen the Ministry's human resources and technological capabilities to build capacity
2. To provide the public with a reliable supply of potable water at a reasonable cost
3. To commit to public safety by ensuring that public infrastructure is constructed and maintained to the highest standards and by responding to emergencies engendered by the weather, such as flooding, landslides, road blockages or hurricanes
4. To create policies and implement opportunities for reliable, renewable, clean, and affordable energy services for the citizens of the Federation

#### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

Major modifications to the Ministry's Strategic Directions in 2025 include

1. Mandated work schedule to assess levels of work across the Ministry

2. Targeted training to empower and equip staff for the introduction of the desalination plant

#### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. The continuation of professional development training to improve skills and productivity
2. Support Line Ministries in the execution of Capital Projects
3. Implementation of schedules for inspection and preventive maintenance of all government facilities
4. Hydrological survey/exploration to identify new sources of water to integrate into the storage and distribution system
5. The upgrade of vehicle fleet for the services that lead to the improvement of work
6. Create partnerships for strengthening and advancing the work

#### **2.2.5 Main Challenges to Achieve Annual Objectives**

There is need for greater dialogue and collaboration among Ministries so that resources are used in an optimal manner and there is no duplication of effort. There is need to increase the human capacity with respect to workers with technical competencies.

#### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

The Ministry of Public Infrastructure, Energy and Utilities will use the resources provided to achieve its medium to long-term strategic objectives.

#### **2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures**

The achieved results of the previous year have impacted the current year's planned expenditures to the extent that an increase was required to achieve similar success to the previous year.

### **2.3 Capital Projects Information**

#### **2.3.1 Major Capital Projects**

1. Purchase of Equipment - Public Works Department (PWD)
2. Slope Stabilisation – Ottley's Ghaut and Cunningham
3. Rehabilitation of St. Peters Main Road and F.T. Williams Highway
4. Construction of Coastal Area Revetments (Irishtown, Fortlands and New Guinea)
5. Road Improvement Project
6. Upgrade of Island Main Road
7. Phillips Slope Stabilisation

8. Rehabilitation of Old Road Bay
9. Upgrade Office Space and Security – PWD Compound
10. Purchase of Asphalt Plant
11. Well Drilling and Extension of Water Lines
12. Construction of Reservoirs at Olivees, Beacon Heights and Sandy Point
13. Procurement of Meters and Lockable Valves
14. Construction of Desalination Plant
15. Upgrade of Equipment
16. Upgrade of Water Services Facilities
17. Corporatisation of Water Services Department
18. Shadwell Treatment Plant
19. Ground Water Drilling Project

### **2.3.2 Other Project Judged Important**

1. Digitalisation of Water Services Facilities
2. Fencing of Reservoirs and Upgrade of Pump Houses
3. Solar PV Demonstration Project

### **2.4 Transfer Payment Information**

1. Caribbean Water and Sewage Association (CAWASA)

## SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 12 - Manage Public Infrastructure, Energy and Utilities</b>
<b>Responsibility Centre</b>	12 - Ministry of Public Infrastructure, Energy and Utilities <b>131 - Permanent Secretary's Office</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To coordinate the formulation, implementation and monitoring of Government policies and regulations in relation to public works, energy and water to deliver the best quality services to all customers, and to enhance the national economic landscape thus improving the quality of life

### Financial Summary

<b>Programme</b>	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
12131 - Manage General Administration	2,311	2,712	2,465	2,492	2,519
12133 - Maintain and Develop Infrastructure	70,319	57,105	45,099	36,710	31,010
12134 - Manage Energy Unit	141	445	595	441	449
12135 - Supply and Manage Water	42,137	44,272	26,362	23,199	19,837
<b>Total</b>	<b>114,908</b>	<b>104,534</b>	<b>74,521</b>	<b>62,842</b>	<b>53,815</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 12 - Manage Public Infrastructure, Energy and Utilities	
<b>Programme</b>	<b>12131 - Manage General Administration</b>	
<b>Responsibility Centre</b>	12 - Ministry of Public Infrastructure, Energy and Utilities <b>131 - Permanent Secretary's Office</b>	
<b>Officer in Charge</b>	Permanent Secretary	
<b>Goals/Global Objectives</b>	To provide a framework to identify and prioritise the public infrastructure development needs of the country in the areas of energy, potable water and flood management to facilitate their delivery in a manner that advances the social and economic fabric of the Federation of St. Kitts and Nevis	
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To develop and implement a communication plan to convey information and better sensitise the public	June 2026	Date to complete plan utilising a variety of activities, events and communication tools (Website, text message platform)
2 To improve productivity through ongoing staff development training	4	Number of training workshops to be held
<b>Sub-Programme:</b>	00395 - Provide Administrative Support 03328 - Provide Telecommunication Services	

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	2,311	2,712	2,465	2,492	2,519
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>2,311</b>	<b>2,712</b>	<b>2,465</b>	<b>2,492</b>	<b>2,519</b>

<b>Portfolio</b>	E. 12 - Manage Public Infrastructure, Energy and Utilities		
<b>Programme</b>	12133 - Maintain and Develop Infrastructure		
<b>Responsibility Centre</b>	12 - Ministry of Public Infrastructure, Energy and Utilities 131 - Permanent Secretary's Office <b>133 - Public Infrastructure Department</b>		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To meet the infrastructure needs of St. Kitts in respect of roads, bridges, public buildings, quarry services, vehicle maintenance, providing technical advice and procurement of plant and materials		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To improve the execution and outputs of projects undertaken by Public Works Department	90%	Percentage of assigned projects/tasks completed within a specified time frame	
2 To improve the production performance of Public Works	100%	Percentage of projects that are assigned and approved for scheduled completion	
	100%	Percentage of projects that are assigned and approved that are completed within the approved budget	
3 To maintain an adequate production of aggregate to satisfy the demand of the public	750 cubic yards/month	Quantity of crushed aggregate produced within a specified timeframe	
4 To provide maintenance of Government's vehicles	100/month	Number of service requests performed within a specified timeframe	
5 To undertake road repairs and upgrade	8 miles/month	Length of road surfaced, resurfaced, patched or graded	
	1 mile/month	Length of sidewalks/storm drains constructed, repaired and cleaned	
6 To undertake the maintenance of Government Buildings and facilities	40 per month	Number of service requests completed within a specified timeframe	

**Sub-Programme:**

00417 - Provide administrative services

00421 - Construct and maintain roads, bridges and drains

00446 - Construct and maintain Government buildings and facilities

00447 - Maintain and upkeep Government vehicles and equipment

00449 - Mine and Supply Aggregates

12133 - Invest in Infrastructure

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	41,004	13,607	13,163	13,310	13,460
Capital	29,315	43,498	31,936	23,400	17,550
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>70,319</b>	<b>57,105</b>	<b>45,099</b>	<b>36,710</b>	<b>31,010</b>

<b>Portfolio</b>	E. 12 - Manage Public Infrastructure, Energy and Utilities
<b>Programme</b>	<b>12134 - Manage Energy Unit</b>

<b>Responsibility Centre</b>
12 - Ministry of Public Infrastructure, Energy and Utilities
131 - Permanent Secretary's Office
<b>134 - Energy Unit</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To create policies and implement opportunities for reliable, renewable, clean, and affordable energy services for the citizens of the Federation

Objective(s) for 2026	Expected Results	Performance Indicators
1 To implement government policies and goals articulated in the 2014 National Energy Policy and National Determined Contribution	3	Number of consultations to advance the identification of optimal sites for charging infrastructure

<b>Sub-Programme:</b>
00450 - Manage Energy Unit

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	141	445	434	441	449
Capital			161		
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>141</b>	<b>445</b>	<b>595</b>	<b>441</b>	<b>449</b>

<b>Portfolio</b>	E. 12 - Manage Public Infrastructure, Energy and Utilities
<b>Programme</b>	<b>12135 - Supply and Manage Water</b>

<b>Responsibility Centre</b>
12 - Ministry of Public Infrastructure, Energy and Utilities
131 - Permanent Secretary's Office
<b>135 - Water Services Department</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To ensure that all reasonable needs of our consumers are met in a timely and efficient manner through the effective management of our water resources

<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To ensure continuous service of water to consumers	Less than 48 hours	Average annual duration of disruption of service to customers
2 To produce sufficient water to meet the customer demand	5 Mgp/d	Average daily volume of water produced

<b>Sub-Programme:</b>
00465 - Manage and administer water
00483 - Produce water
00488 - Distribute water
00498 - Control water quality
12135 - Invest in water supply

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	8,611	8,623	9,909	9,996	10,084
Capital	33,489	35,616	16,400	13,150	9,700
Transfer	37	33	53	53	53
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>42,137</b>	<b>44,272</b>	<b>26,362</b>	<b>23,199</b>	<b>19,837</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY AND UTILITIES**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>12133</b>	<b>PUBLIC WORKS DEPARTMENT</b>							
1213339	Purchase of Equipment - Public Works Department (PWD)	27,137,108	1,200,000	-	-	1,200,000	4,325,844	REVENUE
1213341	Construction of Coastal Area Revetments (Irishtown, Fortlands and New Guinea)	58,000,000	-	-	8,000,000	8,000,000	73,172	REVENUE
1213342	Road Improvement Project	90,225,637	7,000,000	-	-	7,000,000	11,321,896	REVENUE
1213347	Rehabilitation of Old Road Bay	45,000,000	1,800,000	-	-	1,800,000	6,000	REVENUE
1213348	Upgrade of Island Main Road	96,649,904	3,500,000	-	-	3,500,000	899,899	REVENUE
1213350	Phillips Slope Stabilisation Project	7,500,000	1,000,000	-	-	1,000,000	1,349,831	REVENUE
	<b>Subtotal</b>	<b>324,512,649</b>	<b>14,500,000</b>	<b>-</b>	<b>8,000,000</b>	<b>22,500,000</b>	<b>17,976,642</b>	
	<b>Total c/f</b>	<b>324,512,649</b>	<b>14,500,000</b>	<b>-</b>	<b>8,000,000</b>	<b>22,500,000</b>	<b>17,976,642</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY AND UTILITIES**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>324,512,649</b>	<b>14,500,000</b>	<b>-</b>	<b>8,000,000</b>	<b>22,500,000</b>	<b>17,976,642</b>	
<b>12133</b>	<b>PUBLIC WORKS DEPARTMENT CONT.</b>							
	Rehabilitation of St. Peter's Main Road and FT Williams Highway	32,130,349	3,000,000	-	-	3,000,000	10,859,886	REVENUE
1213355	Slope Stabilisation - Otleys and Cunningham	4,000,000	1,000,000	-	-	1,000,000	-	REVENUE
1213356	Upgrade Office Space and Security - PWD Compound	1,350,000	350,000	-	-	350,000	124,707	REVENUE
1213357	Purchase of Asphalt Plant	5,085,525	5,085,525	-	-	5,085,525	-	REVENUE
	<b>Subtotal</b>	<b>42,565,874</b>	<b>9,435,525</b>	<b>-</b>	<b>-</b>	<b>9,435,525</b>	<b>10,984,593</b>	
	<b>Total c/f</b>	<b>367,078,523</b>	<b>23,935,525</b>	<b>-</b>	<b>8,000,000</b>	<b>31,935,525</b>	<b>28,961,235</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY AND UTILITIES**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>367,078,523</b>	<b>23,935,525</b>	<b>-</b>	<b>8,000,000</b>	<b>31,935,525</b>	<b>28,961,235</b>	
<b>12134</b>	<b>ENERGY UNIT</b>							
1213405	Solar PV Demonstration Project	161,292	-	-	161,292	161,292	-	REPUBLIC OF CHINA (TAIWAN) / ORGANIZATION OF EASTERN CARIBBEAN STATE (OECS)
	<b>Subtotal</b>	<b>161,292</b>	<b>-</b>	<b>-</b>	<b>161,292</b>	<b>161,292</b>	<b>-</b>	
	<b>Total c/f</b>	<b>367,239,815</b>	<b>23,935,525</b>	<b>-</b>	<b>8,161,292</b>	<b>32,096,817</b>	<b>28,961,235</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY AND UTILITIES**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>367,239,815</b>	<b>23,935,525</b>	<b>-</b>	<b>8,161,292</b>	<b>32,096,817</b>	<b>28,961,235</b>	
<b>12135</b>	<b>WATER DEPARTMENT</b>							
	Fencing of Reservoirs and Upgrade of Pump Houses	1,000,000	200,000	-	-	200,000	49,750	REVENUE
1213530	Procurement of Meters and Lockable Valves	1,724,448	500,000	-	-	500,000	428,311	REVENUE
1213538	Well Drilling and Extension of Water Lines	25,197,896	1,000,000	-	-	1,000,000	1,904,935	REVENUE
1213541	Construction of Reservoir at Olivees, Beacon Heights and Sandy Point	10,300,000	2,000,000	-	-	2,000,000	543,380	REVENUE
	<b>Subtotal</b>	<b>38,222,344</b>	<b>3,700,000</b>	<b>-</b>	<b>-</b>	<b>3,700,000</b>	<b>2,926,376</b>	
	<b>Total c/f</b>	<b>405,462,159</b>	<b>27,635,525</b>	<b>-</b>	<b>8,161,292</b>	<b>35,796,817</b>	<b>31,887,611</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY AND UTILITIES**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>405,462,159</b>	<b>27,635,525</b>	<b>-</b>	<b>8,161,292</b>	<b>35,796,817</b>	<b>31,887,611</b>	
<b>12135</b>	<b>WATER DEPARTMENT CONT.</b>							
1213542	Upgrade of Equipment	1,978,410	600,000	-	-	600,000	39,592	REVENUE
1213546	Upgrade of Water Services Facilities	1,600,000	1,000,000	-	-	1,000,000	264,314	REVENUE
	Construction of Desalination Plant	36,180,000	-	2,600,000		2,600,000	30,012,620	REVENUE / REPUBLIC OF CHINA (TAIWAN )
	<b>Subtotal</b>	<b>39,758,410</b>	<b>1,600,000</b>	<b>2,600,000</b>	<b>-</b>	<b>4,200,000</b>	<b>30,316,526</b>	
	<b>Total c/f</b>	<b>445,220,569</b>	<b>29,235,525</b>	<b>2,600,000</b>	<b>8,161,292</b>	<b>39,996,817</b>	<b>62,204,137</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY AND UTILITIES**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>445,220,569</b>	<b>29,235,525</b>	<b>2,600,000</b>	<b>8,161,292</b>	<b>39,996,817</b>	<b>62,204,137</b>	
<b>12135</b>	<b>WATER DEPARTMENT CONT.</b>							
1213548	Digitalisation of Water Services	3,200,000	200,000	-	-	200,000	97,164	REVENUE
1213549	Corporatisation of Water Services Department	1,000,000	-	-	100,000	100,000	-	REVENUE/ GCF
1213550	Ground Water Drilling Project	23,281,117	7,000,000	-	-	7,000,000	-	REVENUE
1213551	Shadwell Treatment Plant	3,000,000	1,200,000			1,200,000	-	REVENUE
	<b>Subtotal</b>	<b>30,481,117</b>	<b>8,400,000</b>	<b>-</b>	<b>100,000</b>	<b>8,500,000</b>	<b>97,164</b>	
	<b>Total c/f</b>	<b>475,701,686</b>	<b>37,635,525</b>	<b>2,600,000</b>	<b>8,261,292</b>	<b>48,496,817</b>	<b>62,301,301</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY AND UTILITIES**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>475,701,686</b>	<b>37,635,525</b>	<b>2,600,000</b>	<b>8,261,292</b>	<b>48,496,817</b>	<b>62,301,301</b>	
	Traffic Signalization Project - Phase 2	5,538,302	-	-	-	-	353,389	REVENUE
	Construction of Solar Powered Desalination Plant (UAE)	4,000,000	-	-	-	-	149,323	REVENUE/ UAE
	<b>TOTAL</b>	<b>485,239,988</b>	<b>37,635,525</b>	<b>2,600,000</b>	<b>8,261,292</b>	<b>48,496,817</b>	<b>62,804,013</b>	

**Total Ministry \$48,496,817**



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# **13 - Ministry of Education**

## **Report on Plans and Priorities for the Year 2026**

**Volume 2**

**December 2025**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

In alignment with our strategic vision, “*Transforming Education through Self Renewal, Holistic Partnerships and Digital Solutions,*” the Ministry of Education proposes the following budget allocations for this fiscal year. These allocations are designed to strengthen the education system through targeted investments in curriculum development, school safety, technical and vocational education, early childhood development, and capacity building. In addition, every learner has the right to an education that meets their needs, and so the Ministry of Education will continue to strive to build an inclusive education system. This is our educational philosophy, and we believe that every child, regardless of their background, abilities, or circumstances, deserves access to quality education. To achieve this, we are implementing policies and practices that promote diversity and inclusion within our schools. This includes training teachers to recognise and address the diverse needs of their students, developing inclusive curricula, and ensuring that our schools are equipped with the necessary resources to support all learners. This year’s allocations are strategically aligned with the evolving needs of our learners, educators, and communities.

We will continue to invest in the modernisation of our national curriculum to ensure it is relevant, inclusive, and responsive to 21<sup>st</sup> Century challenges. This includes the integration of digital literacy, life skills, climate education, and values-based learning. Our goal is to equip every learner with the knowledge, skills, and attitudes needed to thrive in a dynamic global environment. The delivery of a modern curriculum to ensure the increased competitiveness of our students is underpinned by the enhancement of the safety and well-being of our students, educators and staff. This budget supports the continued implementation of the Safe School Programme, including infrastructure upgrades, psychosocial support systems, and disaster preparedness initiatives. We are committed to creating learning environments where every child feels secure, supported, and empowered.

Technical and Vocational Education and Training (TVET) is central to our national development agenda. This year’s allocation will expand access to high-quality, industry-aligned training in key sectors such as renewable energy and Information, Communication and Technology (ICT). We are strengthening partnerships with the private sector, upgrading facilities, and enhancing certification pathways to ensure our youth are equipped for meaningful employment and entrepreneurship. Recognising that the early years are foundational, we are deepening our investment in early childhood education. This includes improving infrastructure, expanding access to quality care, and supporting the professional development of early childhood educators. Our aim is to give every child the best possible start in life.

To sustain transformation, we must invest in our people. This budget supports leadership training, continuous professional development, and the strengthening of data systems for evidence-based decision-making. In addition, we are building a culture of excellence, innovation, and accountability across the education sector. Together, these investments represent more than just financial allocations - they are a declaration of our belief in the power of education to shape a better future for all. This comprehensive approach aligns with our Education Sector Plan and Sustainable Development Goal (SDG) 4.

Our vision for education in St. Kitts and Nevis is one of inclusivity, equity, and excellence. The Ministry of Education is committed to creating an education system that meets the diverse needs of our students and prepares them for the future.

Dr. Hon. Geoffrey Hanley  
Minister of Education

## **1.2 Executive Summary**

The Ministry of Education has embarked on a new vision for education “Transforming Education through Self-Renewal, Holistic Partnerships, and Digital Solutions.” Reflective of this vision, the education system in St. Kitts and Nevis is undergoing a process of transformation rooted in continuous self-renewal, where schools, educators, and policymakers actively reflect on current practices and adapt to meet evolving student needs. This approach emphasises building a culture of professional growth, innovation, and resilience across the sector. Transformation is also driven by holistic partnerships—bringing together government agencies, educators, families, community organisations, and regional partners to ensure that education remains inclusive, relevant, and aligned with national development priorities. At the same time, the strategic integration of digital solutions is reshaping teaching and learning, expanding access to resources, strengthening data-driven decision-making, and preparing students for success in a technology-driven world. Together, these three (3) pillars position the education system to be more agile, equitable, and future-ready, ensuring that all learners in St. Kitts and Nevis can thrive in a rapidly changing global environment.

The Ministry of Education in 2026 will be working to continue and build on the work accomplished in the previous years. Critically, two (2) major initiatives which help to meet our Sustainable Island State (SIS) Agenda have reached critical junctures and will continue in 2026, specifically the OAS DCF-funded project entitled “The Integration of Climate Smart Skills in the Education Sector”, and the TVET Enhancement Project, which continues to foster significant improvements in the TVET sector. As several initiatives within the education sector advance through varied stages of implementation, significant work is being conducted in key areas such as curriculum, assessment, school safety, ICT integration, and TVET. The areas of focus for the 2026 academic period will include (1) the upgrade of critical infrastructure to support the increase use of ICT in education, (2) the continued development of national curriculum at the primary and secondary level in core subject areas and in TVET, (3) the assessment of student learning and (4) the implementation of the Life Skills Education (LSE) programme for public schools in St. Kitts.

The Ministry of Education undertook several initiatives designed to enrich the educational landscape of St. Kitts. A standout initiative in February 2025 was the launch of a Literacy Workshop, which placed a strong emphasis on Reading Intervention. This professional development opportunity was designed to strengthen the instructional skills of educators that give instruction in reading across both primary and secondary schools, including specialised reading intervention specialist. Its overarching goal was to elevate student reading outcomes through targeted educator support.

Training in numeracy will continue and our strategic partnership with the Commonwealth of Learning (COL), the Advancing Caribbean Teachers (ACT) in Mathematics Project marks a significant step forward in strengthening mathematics education. This transformative initiative was designed to enhance teacher capacity and improve students’ numeracy skills by equipping educators with intensive training in innovative, technology-enabled, gender-responsive, and student-centred instructional methodologies, particularly in fractions and conceptual understanding. The ACT in Mathematics Project has already demonstrated strong engagement

and promising results, meeting initial expectations for participation and skill enhancement. Its early success positions it as a scalable model for future efforts to elevate mathematics instruction in the Federation.

The Ministry of Education's National Safe School Policy acts as a foundation for the further development, upgrade of our schools and to equip all students and staff with the knowledge and skills necessary to respond to potential incidents, thereby ensuring the overall safety and security of the school community and reinforcing the Department's dedication to strengthening emergency preparedness. Successes included the emphasis on safety both inside and outside the classroom through various activities such as special assemblies, safety drills, and engagements focused on identifying and addressing potential hazards. The initiative was a collaborative effort with partners like the Caribbean Disaster Emergency Management Agency (CDEMA) and the National Emergency Management Agency (NEMA), which further strengthened its impact. The Ministry of Education will continue to equip all our institutions with fire extinguishers, safe spaces, and training to safely utilise the equipment therein. The clear expectation for this initiative is to enhance preparedness and awareness. Going forward, the annual recognition of School Safety Week will serve as a modality for ongoing safety education and a mechanism for future disaster and emergency mitigation and preparedness within the education system. The Ministry will continue its work on upgrading the school facilities which impact students' bathrooms, electrical upgrades, window replacements and roof repairs. The upgrade will address the improvement of internet access in all our educational facilities. This will improve the ability of our educators and students to use their devices to bolster their educational needs.

Professionalising the Teacher Force is a critical goal of the Ministry of Education. The establishment of a National Teaching Council (NTC) Secretariat is progressing steadily. A comprehensive operational and staffing plan has been developed to support its implementation. Establishing a National Teaching Council (NTC) Secretariat is a pivotal step toward elevating the quality and professionalism of education across the country.

Research continues to identify and evaluate simulation tools and platforms that are available free of cost. Several promising options are being explored and carefully assessed to determine their suitability for the local education context. The use of simulation tools in the education sector is especially important for strengthening education planning and the effective use of Education Management Information Systems (EMIS). Simulation tools will enhance the capacity of the system to go beyond data storage and reporting, enabling predictive and scenario-based analysis. By linking real-time data with simulation models, education leaders can anticipate challenges such as teacher shortages, classroom space demands, or resource gaps, and design proactive responses rather than reactive measures. This not only strengthens strategic planning but also improves accountability and transparency in education management.

The National Curriculum is pivotal in the realisation of our Sustainable Island State (SIS) Agenda. In the assessment division, the Key Stage Assessment of Learning (KAL) in grades 4 and 6 and the pilot of the Mathematics and Reading Early Grade Assessments (OERA and OEMA) in Grade 2 are critical to curriculum development and review. The Ministry of Education undertook several initiatives designed to enrich the educational landscape of St. Kitts. In 2026, the implementation of ALTA will help to improve the literacy skills of our students who are reading below the grade level. This bolstered by capacity development sessions in Literacy, which placed a strong emphasis on Reading Intervention. The professional development opportunity strengthened the foundation of the instructional skills our educators within the primary and secondary schools. The Ministry's overarching goal is to elevate students reading outcomes through targeted educator support.

These assessments were prepared and administered in addition to the preparation of the Common Examinations on Forms 1 to 3 in secondary schools. The administration of additional

assessments were made possible due to the addition of Assessment Officers, as well as the replacement of officers in posts that were vacated in the Curriculum Division.

The TVET Council/Secretariat has seen several major accomplishments over the academic year 2024-2025 and intends to keep the momentum. The four (4) critical cohorts of training leading to the National Vocational Qualification (NVQ) of St. Kitts and Nevis (NVQ-SKN) were completed. This is a major achievement as these certifications are officially the first NVQ-SKN to be awarded in St. Kitts and Nevis. The four (4) cohorts completed were:

1. Electrical Installation Level 1 – ten (10) trainees
2. Air Conditioning and Refrigeration Level 1 – eight (8) trainees
3. Welding Level 1 – ten (10) trainees and
4. Carpentry Level 1 - eight (8) trainees.

Another significant accomplishment was the completion of the Caribbean Disaster Emergency Management Agency (CDEMA) sponsored Caribbean Vocational Qualification (CVQ) short course in Construction Site Supervision Level 3. Seven (7) candidates were awarded unit certification under this training programme. The course was funded through a grant provided by CDEMA and the Caribbean Association of National Training Authorities (CANTA), administered locally by the TVET Secretariat under the auspices of AVEC as the training provider. This short course provided training for construction site supervisors and forepersons. As a short course, the participants, upon completion and assessment, were issued unit certifications through the Sector Skills Development Agency (SSDA) from St. Vincent and the Grenadines.

There will be ongoing work in the development of TVET curriculum using the process referred to as Developing a Curriculum (DACUM). This workshop was sponsored through a partnership agreement between the Commonwealth of Learning (COL) and the TVET Secretariat. This important capacity-building exercise gives SKN the ability to develop a TVET curriculum in alignment with national occupational standards that are aligned to industry needs.

The development of partnership with local, regional and international stakeholders is a fundamental part of the ministry's plan for further development of the country's citizens. The intent is to further our relationship through the existing Memorandum of Understanding (MOU) with the Government of St. Kitts and Nevis and the Chamber of Crafts, Flensburg, Germany and the SKN Special Envoy to Germany and work closely to provide more opportunities for citizens to have internships in specific disciplines namely, welding, carpentry and construction. To date, there have been two (2) cycles of training under this MOU. In addition, the two (2) candidates issued scholarships under this MOU are now in Germany undertaking their training.

The TVET Council and Secretariat "TVET Month of Activities" saw major engagements between the TVET Secretariat and industry partners. Promotional events were undertaken on both St. Kitts and Nevis to increase the knowledge of the public about continuous and advanced training in the TVET sector. The second TVET month was undertaken in November 2025 and will continue in 2026 to provide opportunities for community outreach.

With the closing of the TVET Enhancement Project, we are ending a major initiative that has brought tremendous benefit to the TVET system in SKN. The system is now poised to be a significant driving force within the Federation's education and training system, with significant potential to positively impact the Nation's economy. As part of the TVET Month of Activities, the TVET Secretariat also hosted the 34<sup>th</sup> CANTA General Meeting that brought together leaders of National Training Agencies (NTA) or TVET Apex bodies from across the region. This was St. Kitts and Nevis' first time hosting this important regional TVET meeting.

After several consultations with stakeholders, which included the Federal Cabinet, Ministry of Finance, Human Resource Management Department, AVEC's faculty, staff and students, members of the Ministry of Education Senior Leadership Team, and the SKN TVET Council, a request for the amalgamation of the functionalities of AVEC, NSTP and Project Strong was submitted to and approved by the Federal Cabinet, which resulted in the launch of the Christopher Wilkin Institute of Technology (CWIT) in September 2025 at the current AVEC location. The CWIT will revolutionise the delivery of TVET in St. Kitts and Nevis by focusing on demand-driven, industry-aligned certification leading to NVQ-SKN at Levels 1 to 4.

Another success for the Secretariat is the recent agreement with the National Telecommunications Regulatory Commission (NTRC) to fund the revamping of the network and Wi-Fi at AVEC to include the provision for two (2) smart classrooms at AVEC and one (1) at Gingerland Secondary School (GSS). This project falls squarely within the Secretariat's efforts to develop public-private-partnerships (PPPs) that will bring funding and other benefits from the private sector into the national TVET training system.

In conclusion, guided by the Ministry's vision of transforming education through self-renewal, holistic partnerships, and digital solutions, St. Kitts and Nevis has advanced a suite of initiatives that collectively strengthen the teaching and learning landscape. Key projects such as the OAS-DCF-funded Project, the Integration of Climate Smart Skills in the Education Sector and the TVET Enhancement Project advancements have reached pivotal milestones, while targeted professional development exemplified by the Literacy Intervention workshop, the ACT in Mathematics Project, and the inaugural School Safety Week has elevated teacher capacity, safety awareness, and student outcomes.

### **1.3 Management Representation Statement**

On behalf of the Ministry of Education, I present the Annual Report on the Plans and Priorities for 2026. The document provides an accurate representation of the Ministry's plans and priorities for the use of the resources which the Ministry has been provided for 2026.

The document will serve as a guide and planning tool for the Ministry's work in the next fiscal year and beyond. I am satisfied that the relevant management and accountability systems are in place to ensure the effective and efficient implementation of the strategies, initiatives, programmes and projects that have been presented.

Lisa-Romayne Archibald-Pistana (Mrs.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To provide for all citizens and residents a quality lifelong education which would enable individuals to develop and achieve their full potential and make meaningful contributions to national development.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The Ministry of Education's Strategic Objectives are guided by the Government's Directions for Education. These are as follows:

1. Increase training opportunities for teachers and paraprofessionals
2. Implement CVQ and NVQ at the secondary and tertiary levels
3. Upgrade the teaching profession through the introduction of standards and certification for all teaching staff
4. Implement critical curriculum reform that is designed for skill development and certification, knowledge transfer, and promote inclusivity, thereby ensuring that our children have access to relevant learning experiences
5. Provide greater access to early childhood education for underprivileged children
6. Increase access and participation in higher or tertiary education

### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

1. To improve access to and participation in quality Early Childhood Education (ECE) and compulsory Education
2. To digitise the subvention application process
3. To revise the Subvention Policy to bring it into alignment with the Government's mandate of increasing access to Early Childhood Education
4. To increase the number of supervisors and resource teachers trained in High Scope
5. To increase training opportunities for Early Childhood Education (ECE) teachers, nursery assistants and supervisors
6. To improve the literacy and numeracy skills of students by engaging in teacher training in the areas of Literacy and Numeracy
7. To implement the Key-Stage Assessment of Learning (KAL) in Mathematics for Grade 6 in all schools
8. To implement quality assurance for the delivery of TVET programmes
9. To introduce CVQs and NVQs in all high schools and post-secondary institutions
10. To increase the percentage of students passing five (5) CSEC subjects
11. To increase the percentage of instructors trained and certified as CVQ Assessors
12. To utilise virtual and augmented reality in TVET
13. To implement and monitor the Enhanced Curriculum for Primary Kindergarten to Grade 2
14. To digitise the enhanced curriculum
15. To enhance the monitoring and evaluation process by fully integrating the Key Stage Assessment of Learning in the assessment process
16. To introduce more flexible and varied courses at the Christopher Wilkin Institute of Technology
17. To improve the physical infrastructure of our educational facilities to ensure the safety of students, educators and staff
18. To improve the safety of transportation services provided to students
19. To establish a framework for pre-service training
20. To establish and implement the Continuous Professional Development Framework
21. To establish national graduation criteria for students exiting secondary schools

22. To improve participation and retention of students at the secondary level
23. To increase the number of students who have Individual Education Plans (IEP)
24. To increase the training of teachers to identify and address developmental delays in students
25. To increase student enrolment and reduce the attrition rate while achieving higher graduation rates
26. To establish partnerships with regional and international universities to facilitate increased access to higher education and partnerships in sectoral development

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

There were no modifications during the year.

### **2.2.4 Main Activities Contributing to the Annual Objectives**

The main activities to be pursued in 2026 include the following:

1. To monitor the further implementation of the Education Sector Plan with a focus on improving knowledge management for decision making and leadership and accountability
2. To offer Caribbean Vocational Qualifications (CVQ) and National Vocational Qualifications (NVQ)
3. To increase training opportunities for educators in Special Education and Early Childhood Development
4. To implement and monitor the Life Skills Programme in Forms 1 - 5
5. To revise the Subvention Policy to reflect the Government's direction
6. To ratify the existing ECD Policy to ensure alignment with national, regional and international policies
7. To improve SELF and School Meals Feeding Programme to deliver adequate and effective social assistance to students

### **2.2.5 Main Challenges to Achieve Annual Objectives**

1. The ongoing physical school plant issues, which are directly related to the ageing infrastructure

### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

1. Revision of the Enhanced Curriculum in the four (4) core areas has been completed, and changes implemented
2. The writing process for the OECS Harmonised Primary School Curriculum for Kindergarten to Grade 2 was completed, and four (4) schools were identified for the pilot
3. Continuous Professional Development sessions on the Enhanced Curriculum have been conducted for teachers
4. The refurbishment of restrooms/bathroom facilities in schools, electrical upgrades in two (2) of the six (6) high schools and refurbishment of two (2) schools' cafeteria and canteen completed
5. Extensive Early Childhood Sector training in Autism and the implementation of sensory rooms in four (4) centres completed

6. Continuous upgrade in the school bus fleet to ensure the safety of students
7. The National School Safety Policy passed by the National Assembly
8. Development and implementation of a Data Collection Strategy to guide the collection of data in our schools
9. Operationalise the ESP Monitoring and Evaluation Committee (EMEC)
10. The training of Assessor and Verifiers in both St. Kitts and Nevis was completed
11. The initiation of the Teacher Supply Assistance Programme

### **2.2.7 Impact of Previous Year's Results on the Current year's Expenditure**

The Ministry of Education has made significant strides in curriculum development and vocational education. These gains have set the foundation for further developments in these areas, thereby bringing the Ministry closer to achieving the priorities set out in its sector plan. The Ministry has adopted a phased approach to the upgrade of its numerous physical infrastructures, which means that this remains a priority that requires significant funding.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Construction of the New Basseterre High School
2. WAHS Bathroom, Roof and Window Renovation
3. Secondary School Electrical Upgrade Phase 1
4. Reconstruction of Joshua Obadiah Williams Primary School
5. Purchase of Furniture
6. Upgrade of School Bathroom Facilities
7. AVEC Tool and Equipment Enhancement
8. Purchase of School Buses

### **2.3.2 Other Projects Judged Important**

1. CFBC Security and Laboratory Upgrade
2. Construction of the Education Building
3. Enhanced Education Network

## **2.4 Transfer Payment Information**

1. Caribbean Examinations Council (CXC)
2. Commonwealth of Learning (COL)
3. Caribbean Association of National Training Authorities (CANTA)
4. United Nations Educational, Scientific and Cultural Organisation (UNESCO)
5. Clarence Fitzroy Bryant College (CFBC)
6. Caribbean Knowledge and Learning Network (CKLN)

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 13 - Manage Education Services</b>
<b>Responsibility Centre</b>	<b>13 - Ministry of Education</b>
<b>Officer in Charge</b>	Permanent Secretary

<p><b>Goals/Global Objectives</b></p> <p>To provide persons access to quality and relevant education that will equip them with the skills needed to make meaningful contributions to national development</p>
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<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To improve access to and participation in quality Early Childhood Education (ECE) and compulsory education	100%	Percentage of children from 3 to 16 years enrolled in an education institution or formal education programme (homeschooling)
	100%	Percentage of the national curriculum implemented at the primary and secondary levels
2 To establish a national graduation criterion for students exiting secondary schools	June 2026	Date of completion of the draft graduation criteria
3 To improve opportunities for employability through access to TVET skills	90%	Percentage of secondary school graduates achieving competency in at least one TVET subject
4 To improve participation and retention at the secondary level	90%	Percentage of secondary school students completing five (5) years of secondary education
5 To increase the number of trained Early Childhood Educators in the public sector	50%	Percentage of early childhood educators who are teacher-trained

## Financial Summary

Programme	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
13141 - Provide Administrative Support	14,623	16,817	16,592	16,799	17,012
13141 - Invest in Education	1,374	1,870	1,970	1,970	1,970
13142 - Promote and Support Early Childhood	13,036	11,101	11,248	11,310	11,373
13143 - Deliver Primary Education	25,642	33,671	31,737	32,134	32,539
13144 - Deliver Secondary Education	33,179	34,177	38,645	37,233	37,832
13145 - Deliver Post Secondary Education	2,093	4,115	4,051	4,119	4,188
13146 - Deliver Special Education Services	2,277	2,209	2,236	2,266	2,296
13147 - Deliver Tertiary Education - CFBC	14,636	15,336	15,653	15,692	15,733
13148 - Provide Public Library Services	788	1,115	966	983	1,000
<b>Total</b>	<b>107,648</b>	<b>120,411</b>	<b>123,098</b>	<b>122,506</b>	<b>123,943</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 13 - Manage Education Services		
<b>Programme</b>	13141 - Provide Administrative Support		
<b>Responsibility Centre</b>	13 - Ministry of Education 141 - Permanent Secretary's Office		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To monitor and evaluate the enhanced curriculum in Grades 3 to 6, Forms 1 and 2 and write and implement the enhanced curriculum for kindergarten to Grade 2		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To monitor and evaluate the Enhanced Curriculum in grades 3 to 6 and 1 <sup>st</sup> and 2 <sup>nd</sup> Form	90%	Percentage of teachers using the new curriculum	
2 To implement and monitor the digitised OECS Harmonised Primary Curriculum for Kindergarten to Grade 2 in 4 pilot schools	100%	Percentage of pilot schools using the digitalised OECS Harmonised Primary Curriculum	
3 To produce a National Statistical Digest for the years 2022 to 2025	February 2026	Date by which a visually appealing, user-friendly and well-structured Digest is published	
4 To improve data collection and accessibility of schools' submission by the 1 <sup>st</sup> month of the third quarter	95%	Percentage of schools submitting accurate data on time	
5 To enhance data quality: Data collection and reporting processes across schools and regions that are standardised and improved	10%	Percentage reduction of data errors identified during quality assurance checks annually	
6 To provide wide stakeholder utilisation: the digest becomes a widely referenced document among education stakeholders for planning, evaluation and advocacy	50%	Number of stakeholders to request a copy or download a copy of the digest	

**Sub-Programme:**

- 00032 - Provide Administrative Support
- 00035 - Support the UNESCO Programme
- 00040 - St. Kitts Spectrum Services/Autism Centre
- 00082 - Provide Accreditation Services
- 00083 - Education Management Information System
- 00122 - Provide Planning and Policy
- 13141 - Participation in International and Regional Organisations
- 02356 - Support TVET
- 03900 - Provide Ongoing Maintenance to Educational Institutions
- 13141 - Manage Telecommunication Service
- 141623 - Provide Administrative Support for Education Services
- 00123 - Support the Education Sector Plan

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	13,767	16,027	15,659	15,866	16,079
Capital					
Transfer	856	790	933	933	933
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>14,623</b>	<b>16,817</b>	<b>16,592</b>	<b>16,799</b>	<b>17,012</b>

<b>Portfolio</b>	E. 13 - Manage Education Services
<b>Programme</b>	<b>13141 - Invest in Education</b>
<b>Responsibility Centre</b>	
	13 - Ministry of Education
	<b>141 - Permanent Secretary's Office</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	
To create adequate quality education infrastructure and mechanisms in furtherance of the development of the young population	
<b>Sub-Programme:</b>	
1314129 - Construction of Education Building	
1314133 - Purchase of School Bus	
1314143 - Enhanced Education Network	
1314145 - Purchase of Furniture	
1314147 - Upgrade of School Bathroom Facilities	

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent					
Capital	1,374	1,870	1,970	1,970	1,970
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,374</b>	<b>1,870</b>	<b>1,970</b>	<b>1,970</b>	<b>1,970</b>

<b>Portfolio</b>	E. 13 - Manage Education Services		
<b>Programme</b>	<b>13142 - Promote and Support Early Childhood Education</b>		
<b>Responsibility Centre</b>			
13 - Ministry of Education			
<b>141 - Permanent Secretary's Office</b>			
<b>Officer in Charge</b> Permanent Secretary			
<b>Goals/Global Objectives</b>			
To increase access to quality Early Childhood Development and Education Services			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To improve the quality of the learning environment for children from birth – 5 years of age by increasing the percentage of Centres meeting the Early Childhood standards	95%	Percentage of Centres meeting the Early Childhood standards
2	To update the Subvention Policy	January 2026	Date by which the revision of the Subvention Policy is completed
3	To increase the percentage of Early Childhood teachers trained in High Scope	75%	Percentage of Early Childhood teachers trained in High Scope
4	To increase the number of Centres using High Scope	75%	Percentage of Centres using High Scope
5	To increase the number of teachers trained to identify developmental delays	50%	Percentage of teachers trained to identify developmental delays

## Financial Summary

**Sub-Programme:**

142-621 - Administer and Deliver Early Childhood Education

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	13,036	11,101	11,248	11,310	11,373
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>13,036</b>	<b>11,101</b>	<b>11,248</b>	<b>11,310</b>	<b>11,373</b>

<b>Portfolio</b>	E. 13 - Manage Education Services		
<b>Programme</b>	13143 - Deliver Primary Education		
<b>Responsibility Centre</b>			
13 - Ministry of Education			
141 - Permanent Secretary's Office			
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>			
To improve access to and participation in quality primary education			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To implement the Key-Stage Assessment of Learning (KAL) in Mathematics for Grade 6 in all schools	100%	Percentage of schools participating in KAL in Mathematics
2	To increase the number of teachers trained in English as a Second Language (ESL)	25%	Percentage of primary school teachers trained in ESL
3	To implement the enhanced curriculum in Kindergarten to Grade 2	100%	Percentage of pilot schools using the enhanced curriculum in Kindergarten to Grade 2
4	To distribute tablets to all Grade 3 students	100%	Percentage of students receiving tablets upon entry into Grade 3
5	To conduct observation and coaching of teachers piloting the Digitised OECS Harmonised Primary Curriculum (D-OHPC) in four (4) schools	100%	Percentage of teachers in pilot schools provided with at least observation and coaching support
		80%	Percentage of classroom observations that reveal student-centered lessons
		80%	Percentage of teachers who use the Digital Curriculum for lesson planning
<b>Sub-Programme:</b>			
143-642 - Provide Primary Education			
13143 - Invest in Primary Education			

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	25,642	25,671	26,237	26,634	27,039
Capital		8,000	5,500	5,500	5,500
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>25,642</b>	<b>33,671</b>	<b>31,737</b>	<b>32,134</b>	<b>32,539</b>

<b>Portfolio Programme</b>		E. 13 - Manage Education Services <b>13144 - Deliver Secondary Education</b>	
<b>Responsibility Centre</b> 13 - Ministry of Education <b>141 - Permanent Secretary's Office</b>			
<b>Officer in Charge</b>		Permanent Secretary	
<b>Goals/Global Objectives</b> To improve participation and retention at the Secondary School Level			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To increase the number of students registered for Mathematics and English	75%	Percentage increase of students registered for Mathematics and English
2	To increase the number of students successfully completing CSEC Mathematics and English	60%	Percentage increase in students successfully passing Mathematics and English
3	To increase the percentage of students completing Form 5 of Secondary Schools	85%	Percentage of students completing Form 5 of Secondary Schools
4	To increase the percentage of students passing five (5) CSEC Subjects	85%	Percentage of students achieving five (5) CSEC Subjects
5	To write and implement new curriculum in additional core areas	2	Number of new curriculums implemented (Modern Languages and Information Technology)
6	To pilot the Life Skills Programme in Forms 1 to 5 in all public high schools	100%	Percentage of Life Skills Programme that is implemented in all High Schools
<b>Sub-Programme:</b> 144-651 - Provide Secondary Education  13144 - Invest in Secondary Education			

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	29,549	31,677	31,795	32,383	32,982
Capital	3,630	2,500	6,850	4,850	4,850
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>33,179</b>	<b>34,177</b>	<b>38,645</b>	<b>37,233</b>	<b>37,832</b>

<b>Portfolio Programme</b>	E. 13 - Manage Education Services <b>13145 - Deliver Post Secondary Education</b>
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<b>Responsibility Centre</b> 13 - Ministry of Education <b>141 - Permanent Secretary's Office</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b> To provide for the development of skills and competencies in the range of disciplines
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<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To increase the number of Caribbean Vocational Qualification (CVQ) assessors	30	Increase in number of certified assessors
2	To increase the number of CVQ verifiers	30	Increase in number of certified verifiers
3	To produce skilled and competent tradespersons	30	Number of students successfully completing Level 1 CVQ
4	To increase the sustainability of providing TVET programmes in secondary and post-secondary institutions	30	Number of trained assessors registered
		50	Number of students successfully completing Level 1 CVQ

<b>Sub-Programme:</b> 00200 - Christopher-Wilkin Institute of Technology (CWIT)
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### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	2,093	4,115	4,051	4,119	4,188
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>2,093</b>	<b>4,115</b>	<b>4,051</b>	<b>4,119</b>	<b>4,188</b>

<b>Portfolio Programme</b>	E. 13 - Manage Education Services <b>13146 - Deliver Special Education</b>
<b>Responsibility Centre</b>	13 - Ministry of Education <b>141 - Permanent Secretary's Office</b>
<b>Officer in Charge</b>	Permanent Secretary

<b>Goals/Global Objectives</b> To ensure that every school has access to enriched intervention programmes/ courses that are aligned with students' educational needs and schools' core curriculum			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To improve school-to-work transition opportunities for students with Special Education Needs (SEN)	75%	Percentage of students with SEN who are gainfully employed after completing Cotton Thomas or Secondary School
2	To improve the quality of educational services offered at the Cotton Thomas Comprehensive School	50%	Percentage increase of qualified professionals at the Cotton Thomas Comprehensive School
4	To increase the number of students that have Individual Education Plans (IEPs)	50	Number of students on the register with IEPs
5	To sensitise stakeholders on and implement the use of IEP	100%	Percentage of parents sensitised and number of IEPs created

<b>Sub-Programme:</b> 00178 - Deliver Special Education Services
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### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	2,277	2,209	2,236	2,266	2,296
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>2,277</b>	<b>2,209</b>	<b>2,236</b>	<b>2,266</b>	<b>2,296</b>

<b>Portfolio Programme</b>	E. 13 - Manage Education Services <b>13147 - Deliver Tertiary Education - CFB College</b>		
<b>Responsibility Centre</b>	13 - Ministry of Education <b>141 - Permanent Secretary's Office</b>		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To create opportunities for students in the Federation graduating Secondary School to easily pursue higher academic learning and certified technical and vocational training		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To increase student enrolment rate	90%	Percentage of graduates from secondary school registering for entry into CFBC	
2 To increase the number of students graduating from CFBC	80%	Overall percentage of students graduating from CFBC within their cohort year	

<b>Sub-Programme:</b>
00194 - Deliver Tertiary Education through CFB College
03902 - Computers for Post Secondary Education
03904 - Support Nursing Education at CFB College
03907 - Support Teachers in Training through Tertiary Education
13147 - Invest in Post Secondary Education

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	14,636	14,761	15,203	15,242	15,283
Capital		575	450	450	450
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>14,636</b>	<b>15,336</b>	<b>15,653</b>	<b>15,692</b>	<b>15,733</b>

<b>Portfolio Programme</b>	E. 13 - Manage Education Services <b>13148 - Provide Public Library</b>		
<b>Responsibility Centre</b>	13 - Ministry of Education 141 - Permanent Secretary's Office <b>148 - Public Library</b>		
<b>Officer in Charge</b>	Librarian		
<b>Goals/Global Objectives</b>	To increase the capacity of the library to provide quality outreach programmes to motivate students to read books		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To increase the number of students participating in the annual Summer Camp	100	Number of students registered and completed Summer Camp	
2 To increase the number of students participating in the annual Read-A-Thon	50	Increase in the number of students participating in the annual Read-A-Thon	
3 To install a digital library catalogue system	September 2026	Date for the implementation of a digital catalogue system	
4 To provide support services for at-risk youth	September 2026	Date for the implementation of support services to at-risk youth	
<b>Sub-Programme:</b>	02546 - Provide Administrative Support		

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	788	1,115	966	983	1,000
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>788</b>	<b>1,115</b>	<b>966</b>	<b>983</b>	<b>1,000</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 13 MINISTRY OF EDUCATION**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>13141</b>	<b>ADMINISTRATION</b>							
1314129	Construction of Education Building	24,039,163	150,000	-	-	150,000	-	REVENUE
1314133	Purchase of School Buses	1,624,000	600,000	-	-	600,000	199,000	REVENUE
1314143	Enhanced Education Network	376,810	150,000	-	-	150,000	-	REVENUE
1314145	Purchase of Furniture	270,000	270,000	-	-	270,000	229,814	REVENUE
1314147	Upgrade of School Bathroom Facilities	1,680,496	800,000	-	-	800,000	880,496	REVENUE
	<b>Subtotal</b>	<b>27,990,469</b>	<b>1,970,000</b>	<b>-</b>	<b>-</b>	<b>1,970,000</b>	<b>1,309,310</b>	
	<b>Total c/f</b>	<b>27,990,469</b>	<b>1,970,000</b>	<b>-</b>	<b>-</b>	<b>1,970,000</b>	<b>1,309,310</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 13 MINISTRY OF EDUCATION**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>Total b/f</b>	<b>27,990,469</b>	<b>1,970,000</b>	<b>-</b>	<b>-</b>	<b>1,970,000</b>	<b>1,309,310</b>	
<b>13143</b>	<b>PRIMARY EDUCATION</b>							
	Reconstruction of Joshua Obadiah Williams Primary School	8,000,000	5,500,000	-	-	5,500,000	-	REVENUE
	<b>Subtotal</b>	<b>8,000,000</b>	<b>5,500,000</b>	<b>-</b>	<b>-</b>	<b>5,500,000</b>	<b>-</b>	
<b>13144</b>	<b>SECONDARY EDUCATION</b>							
	Construction of New Basseterre High School	35,000,000	250,000	5,000,000	-	5,250,000	1,962,185	REVENUE
1314425	Secondary School Electrical Upgrade - Phase I	4,600,000	800,000	-	-	800,000	1,105,827	REVENUE
	<b>Subtotal</b>	<b>39,600,000</b>	<b>1,050,000</b>	<b>5,000,000</b>	<b>-</b>	<b>6,050,000</b>	<b>3,068,012</b>	
	<b>Total c/f</b>	<b>75,590,469</b>	<b>8,520,000</b>	<b>5,000,000</b>	<b>-</b>	<b>13,520,000</b>	<b>4,377,322</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 13 MINISTRY OF EDUCATION**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>75,590,469</b>	<b>8,520,000</b>	<b>5,000,000</b>	<b>-</b>	<b>13,520,000</b>	<b>4,377,322</b>	
<b>13144</b>	<b>SECONDARY EDUCATION CONT.</b>							
1314427	WAHS Bathroom, Roof and Window Renovation	1,640,000	800,000	-	-	800,000	561,492	REVENUE
	<b>Subtotal</b>	<b>1,640,000</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>800,000</b>	<b>561,492</b>	
<b>13147</b>	<b>TERTIARY EDUCATION</b>							
1314721	AVEC Tool and Equipment Enhancement	759,307	250,000	-	-	250,000	-	REVENUE
1314722	CFBC Security and Laboratory Upgrade	724,000	200,000	-	-	200,000	-	REVENUE
	<b>Subtotal</b>	<b>1,483,307</b>	<b>450,000</b>	<b>-</b>	<b>-</b>	<b>450,000</b>	<b>-</b>	
	<b>Total c/f</b>	<b>78,713,776</b>	<b>9,770,000</b>	<b>5,000,000</b>	<b>-</b>	<b>14,770,000</b>	<b>4,938,814</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 13 MINISTRY OF EDUCATION**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>\$ 78,713,776</b>	<b>\$ 9,770,000</b>	<b>\$ 5,000,000</b>	<b>\$ -</b>	<b>\$ 14,770,000</b>	<b>\$ 4,938,814</b>	
	Support for the Education Sector Plan (2017-2021)	3,924,570	-	-	-	-	64,816	INTER-AMERICAN DEVELOPMENT BANK/ CARIBBEAN DEVELOPMENT BANK
	Supporting Learning Continuity in Vulnerable Population Project - St. Kitts and Nevis	10,800,000	-	-	-	-	-	CARIBBEAN DEVELOPMENT BANK (CDB)
	Technical and Vocational Education and Training Enhancement Project	32,756,400	-	-	-	-	-	
	<b>TOTAL</b>	<b>126,194,746</b>	<b>9,770,000</b>	<b>5,000,000</b>	<b>-</b>	<b>14,770,000</b>	<b>5,003,630</b>	

**Total Ministry \$14,770,000**



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# **14 - Ministry of Health and Social Security**

## **Report on Plans and Priorities for the Year 2026**

**Volume 2**

**December 2025**

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## **14 - MINISTRY OF HEALTH AND SOCIAL SECURITY**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

St. Kitts and Nevis is entering an exciting new chapter in our Nation's health journey. We are living longer than ever before, with life expectancy now reaching 72 years, a testament to our progress as a people. At the same time, our society is evolving: our population is ageing, birth rates are shifting, and new health challenges are emerging. Today, 15.0% of our citizens are aged 60 and above, compared to just a decade ago, when it was 10.6%. These changes bring not only challenges but also opportunities to innovate, strengthen our health systems, and transform the way we deliver care. The Ministry of Health (MOH) is committed to leading this transformation, ensuring that every citizen and resident has access to quality healthcare services across the public and private sectors.

Chronic non-communicable diseases (CNCDs) remain the single greatest health challenge facing the Federation. As a result, our ageing population is expected to intensify this burden in the years ahead. Hypertension, diabetes, and their related complications continue to be the leading causes of illness and death, accounting for nearly 78.0% of all deaths between 2017 and 2022.

At the same time, communicable diseases still contribute significantly to our disease burden. The Ministry of Health is working tirelessly to prevent and control HIV/AIDS, guided by the UNAIDS 95-95-95 treatment targets. Our goal is ambitious: to ensure that 95.0% of people living with HIV know their status, 95.0% of those diagnosed receive antiretroviral therapy (ART), and 95.0% of those on treatment achieve viral suppression. These are commendable strides, but the data clearly show where further effort is needed, especially in expanding treatment access and improving viral suppression rates, if we are to fully achieve the global targets.

In addition, we continue close monitoring of other endemic infectious diseases, including syphilis, other sexually transmitted infections, and vector-borne illnesses like dengue. While the Federation has long benefitted from a strong Expanded Programme on Immunisation (EPI) and historically high vaccination coverage for all 13 antigens, we now face new vulnerabilities. The COVID-19 pandemic, rising vaccine hesitancy, and recent measles outbreaks in our tourism source markets have placed us at increased risk of importing vaccine-preventable diseases.

These evolving challenges underscore the urgent need for sustained, targeted, and innovative public health strategies to protect the health of our people and strengthen our collective resilience. Antimicrobial Resistance (AMR) is an emerging public health threat, with 335 positive cases detected at the JNF laboratory between January 2024 and June 2025. The Federation also faces the risk of importing new pathogens, such as avian influenza and the oropouche virus. At the same time, climate change is intensifying health risks. Recent temperatures have exceeded the 31.7 degrees celcius heatwave threshold, threatening vulnerable groups such as the elderly and those with chronic illnesses. Being within the Atlantic hurricane belt also exposes St. Kitts and Nevis to storms, hurricanes, and other climate-related hazards, making resilience and preparedness urgent priorities.

Going forward, the Ministry of Health is committed to strengthening readiness and ensuring the Federation is fully prepared to respond to any health emergency, climate disaster, or potential pandemic. While these emerging threats demand vigilance, they have also driven innovation and action. The Ministry of Health has stepped up with bold measures, from upgrading diagnostic capabilities to expanding surgical services and reimagining our hospital infrastructure.

The Ministry of Health has prioritised primary prevention initiatives and made significant strides in modernising health infrastructure and equipment. In January 2025, we commissioned a new 128-slice CT scan machine, greatly enhancing diagnostic capabilities. The MRI building has been completed, and infrastructural work has been undertaken to support the operationalisation of the machine. Operating theatre capacity has also been expanded, with the installation of modern

surgical lights in April last year and a new anaesthesiology machine in August 2025. To improve emergency care, the Ministry welcomed an Emergency Room Consultant in June 2025, who has successfully introduced the Emergency Severity Index (ESI), adopting international triage standards to better prioritise patients. In February 2025, we also unveiled the 3D architectural designs for the new hospital at the St. Kitts Marriott Hotel, with construction scheduled to begin this fiscal year. As we enter the new fiscal year, the Ministry of Health remains committed to building a stronger, more resilient health system. Guided by the Sustainable Island State (SIS) Agenda, we will pursue a clear strategic direction for 2026, focused on transforming healthcare delivery and improving the well-being of every citizen and resident.

In 2026, the MOH will focus on the following strategic themes:

1. ***Strengthening Health Systems and Service Delivery:*** Building a well-regulated, resilient, and efficient health system that delivers equitable, people-centred, and high-quality care to individuals at all health centres and hospitals, across all stages of life.
2. ***Preventing and Controlling Communicable and Non-Communicable Diseases:*** Implementing evidence-based, integrated strategies to reduce NCDs and communicable diseases and strengthen population health through prevention, screening, early detection, and treatment.
3. ***Promoting Health and Well-being Across the Life Course:*** Empowering individuals, families, and communities to adopt healthy lifestyles through health education, advocacy, and evidence-based behaviour change, while promoting mental health, good nutrition, and environmental well-being, including good hygiene and sanitation.
4. ***Harnessing Innovation, Research, and Digital Health:*** Leveraging technology, data, and research to strengthen evidence-based decision-making, optimise resource allocation, and enhance the efficiency and impact of health care delivery.
5. ***Strengthening Health Security, Emergency Preparedness and Climate Resilience:*** Strengthening national capacity to prepare for, respond to, and recover from public health emergencies, natural disasters, and the health impacts of climate change in this small island state.
6. ***Advancing Universal Health Coverage and Health Equity:*** Achieving Universal Health Coverage (UHC), a key Sustainable Development Goal (SDG), is a national priority for the Government of St. Kitts and Nevis. The Ministry of Health is committed to ensuring equitable access to quality care across all health centres and hospitals. This commitment will be advanced through the phased rollout of the tax-financed National Health Insurance (NHI) in 2026, aimed at providing coverage to the uninsured through a defined package of services.

This outlines the strategic direction of the Ministry of Health for the period 2026 and beyond, focusing on health system strengthening, service delivery, and emergency preparedness.

Going forward, multisectoral collaboration and strategic partnerships will remain essential to achieving our national health goals. The Ministry of Health recognises that we cannot do this work alone. We must continue to strengthen partnerships with communities, civil society, the private sector, and our regional and international allies to build a more resilient and equitable health system. Each year, our health professionals benefit greatly from the technical support, capacity building, and training provided by organisations such as the Caribbean Public Health Agency (CARPHA), UNAIDS, and the Pan American Health Organisation (PAHO).

The Ministry of Health is also partnering with the Republic of China (Taiwan) on the Mental Health Service System Enhancement, which is a three-year Project. This initiative focuses on three key objectives: (1) Strengthening the mental health workforce; (2) Expanding mental health screening; and (3) Raising public awareness. Through this Project, the Ministry aims to enhance mental health services and ensure more people receive the care and support they need.

We are deeply grateful for these strategic partnerships, which continue to strengthen our human resources in health and enhance the quality of care we provide to our people. In March 2025, the Federation greatly benefited from the LAMAT-2025 volunteer mission. During this initiative, over 2,130 patients received medical care, more than 135 surgical procedures were performed, and 21 pieces of medical equipment were repaired. The Ministry of Health is grateful for the support provided by external funding agencies, which enables critical health initiatives. On May 9, 2025, the Ministry signed a sub-recipient agreement with Caribbean Vulnerable Communities (CVC) under the Global Fund, to support interventions aimed at eliminating HIV and TB in the Federation during the period April 2025 to December 2027. St. Kitts and Nevis is also one of six (6) beneficiary countries in PAHO's multi-country Pandemic Project, which aims to strengthen pandemic prevention, preparedness, and response across the OECS using a One Health approach. Through these partnerships, the Federation is better equipped to protect public health and respond effectively to emerging health threats.

As we look to the future, the Ministry of Health remains unwavering in its commitment to the people of St. Kitts and Nevis. By strengthening our health system, embracing innovation, and fostering partnerships, we will continue to ensure quality care for every citizen and resident. Together, we can build a healthier, stronger, and more resilient Federation, where every individual can thrive.

Hon. Dr. Terrance M. Drew  
Minister of Health and Social Security

## 1.2 Executive Summary

The Ministry of Health and Social Security remains committed to promoting and protecting the health and well-being of all citizens and residents through evidence-based policies, quality health services, and the efficient use of resources. Guided by the principles of equity, innovation, and sustainability, our vision is to create a healthy, resilient, and thriving Nation where everyone enjoys equitable access to quality care and the highest attainable standard of well-being, which is a fundamental human right.

St. Kitts and Nevis is undergoing significant health transitions, marked by an ageing population, declining birth rates, rising non-communicable diseases, persistence of HIV/AIDS, the resurgence of vaccine-preventable illnesses such as measles in our tourism source markets, and the growing threat of antimicrobial resistance. These complex public health challenges demand targeted, innovative interventions, and we have responded decisively. In the first eight months of 2025, we made remarkable progress in strengthening our health systems and improving health outcomes. Looking ahead, we have a clear strategic roadmap guiding our actions through to 2030, to ensure sustained health improvements for all.

In the next fiscal year and beyond, the Ministry's strategy will be aligned with the Sustainable Island State (SIS) Agenda, which integrates health into four national transformation pillars: Water Security, Food Security, Sustainable Settlements, and Social Protection. To achieve our vision, the Ministry has defined three strategic goals:

1. ***Strengthen Health System Leadership, Governance, and Intelligence*** – to drive evidence-based decision-making and foster innovation.
2. ***Improve Equitable Access to Comprehensive, People-centred Health Services*** – to ensure quality care and promote well-being across the life course.
3. ***Build a Resilient and Sustainable Health System*** – to enhance emergency preparedness, address climate-related health risks, and secure sustainable financing.

These goals are supported by 10 strategic priorities, including strengthening governance, enhancing

policy and legislation, expanding equitable access to services, developing human resources for health, improving health intelligence, ensuring access to essential medicines and technologies, and building system resilience to public health emergencies and climate change. Driven by its ten (10) strategic priorities, the Ministry of Health made major strides in 2025, translating vision into action to strengthen services, advance public health, and improve outcomes for all citizens.

The key achievements for January to September 2025 include:

### ***1. Strengthening Community and Clinical Health Services***

The Ministry of Health has made significant strides in strengthening community and clinical health services. We launched the Maternal Care Navigator Programme and established the Perinatal Morbidity and Mortality Committee to enhance maternal and newborn health outcomes. A Men's Health Initiative was introduced, with dedicated clinics at every health centre addressing men's unique health needs. In support of child health, a Dental Sealant Programme was implemented for all Grade 2 students, reducing the incidence of dental cavities. Additionally, the Mental Health Service Enhancement Project was launched, with the aim of screening over 4,000 individuals for mental health conditions over the next two years.

### ***2. Enhancing Research, Education, and Professional Development***

Partnerships were forged with Howard University, the University of Medicine and Health Sciences, and the University of Virginia to strengthen medical education and advance adolescent health research. Additionally, health personnel received training in NCD prevention and control through the Japan International Cooperation Agency (JICA) Knowledge Co-Creation Programme, while others received training in mental health through collaboration with the Republic of China (Taiwan) International Cooperation and Development Fund (ICDF).

### ***3. Improving Health Intelligence and Surveillance***

Data-driven decision-making was strengthened through continuous monitoring of non-communicable diseases, vital statistics, and syndromic surveillance, alongside assessments of antimicrobial resistance to improve infection control. In parallel, the Civil Registry is being fully upgraded to enable the digitisation of all records, ensuring more efficient processing of vital events such as births, deaths, and marriages, improved data accuracy, and enhanced accessibility for both citizens and government agencies through a secure, integrated electronic system.

### ***4. Advancing Policy, Governance, and Multi-Sectoral Leadership***

A nationwide assessment of elder care facilities was completed to guide regulatory reform. The National One Health Committee was established to coordinate the PAHO Pandemic Fund Project activities.

### ***5. Major Infrastructure, Equipment, and Service Upgrades***

Diagnostic and emergency services were upgraded because of the commissioning of a 128-slice CT scanner, the completion of a state-owned MRI facility, expansion of the operating theatres, the procurement of five ambulances, and the implementation of the Emergency Severity Index (ESI). These key achievements reflect the Ministry's commitment to strengthening health infrastructure, expanding services, and improving patient care.

Building on this momentum, we now look ahead to 2025–2030. The Ministry's actions for 2026 and beyond are guided by a robust Key Performance Indicator (KPI) framework, ensuring measurable progress toward achieving:

1. Universal Health Coverage
2. Health Equity
3. Sustainable Development Goals (SDGs)

Through continuous monitoring, innovation, and strategic partnerships, the Ministry will continue to strengthen health system performance, improve service delivery, and ensure that every person in St. Kitts and Nevis has equitable access to quality healthcare and the opportunity to live a healthier, more fulfilling life.

### **1.3 Management Representation Statement**

The content of this report represents the official position of the Ministry of Health and outlines our strategic framework and key priorities for the optimal allocation and utilisation of all resources for the 2026 fiscal year. I am fully committed to the accuracy and integrity of this document, which, to the best of my knowledge, is an accurate representation of our plans.

This report was meticulously compiled through a process of active collaboration and extensive consultation with all essential stakeholders across the Ministry of Health, ensuring a unified and cohesive approach to our shared objectives.

Curtis Alden Martin (Mr.)  
Permanent Secretary (Ag.)

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To promote and protect the health of our people through evidence-based policies, quality health services, and the efficient use of resources, fostering equity, innovation, and sustainability.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The Sustainable Island State (SIS) Agenda is the overarching, national development thrust to transform St. Kitts and Nevis into a sustainable island state. There are seven key results areas or transformation pillars. Health and healthcare are embedded in four pillars - Water Security, Food Security, Sustainable Settlements, and Social Protection. The principal factor of transformative growth and development is human capital, which is a function of health and well-being. Priority action areas are identified in the Ministry of Health's principal organising documents, namely, the National Strategic Plan for Health and the Essential Public Health Functions Framework. Associated strategic objectives are intended to drive the health system and strengthen services in the following domains: Policy Development and Legislative Reform, Health System Strengthening, Resource Mobilisation and Allocation, and Universal Coverage. The strategic goals and strategic priorities of the Ministry of Health are supported by health cooperation agreements forged through or with the OECS Commission, CARICOM, CARPHA, PAHO, WHO, UN, and allied countries.

#### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

Pursuant to the strategic objectives of the health system and strengthening of services, the following annual objectives specify measurable, attainable, relevant, people-centred, integrated, collaborative, and time-bound actions required to safeguard the health and well-being of the population.

1. Systematic and ongoing collection, collation, and analysis of data, information, and evidence to ensure timely formulation of effective policy and programme responses

2. Update procedures and processes to assess, prevent and contain outbreaks caused by endemic and emerging communicable infections
3. Implement a National Health Emergency Management Plan
4. Implement a National Health Information System, including the use of electronic medical records
5. Comprehensive and ongoing reporting on the performance of the health sector
6. Adopt a research agenda inclusive of a research ethics review board
7. Update the national health policies and legislation where appropriate
8. Update interventions to promote health and wellness across the life course
9. Adopt evidence-based approaches in risk communication to optimise behaviour change interventions
10. Develop an action plan to advance strategic partnerships
11. Update the Human Resources for Health Policy
12. Improve recruitment, selection and retention procedures
13. Ensure continuous clinical skillset training and retraining
14. Ensure all medical, nursing and orderly staff are certified in Advanced Cardiac Life Support (ACLS) and Basic Life Support (BLS)
15. Ensure the continuous availability of vital medical supplies and equipment
16. Optimise the effectiveness and efficiency of Central Medical Procurement and Stores
17. Intensify and optimise funding streams, expenditure control, and revenue collection
18. Expand access to needed post-secondary services without financial hardship
19. Ensure care actions are consistent with quality aims
20. Ensure protocols and processes are consistent with international accreditation standards
21. Regularly assess care-recipient and care-provider satisfaction
22. Ensure the external environment and physical infrastructure of health facilities are continuously improved and maintained
23. Strengthen Community-based Health Services to deliver essential primary care and specialist services
24. Ensure the Chronic NCD Programme meets its targets

25. Ensure the Vector Control Programme meets its targets
26. Integrate the response to HIV with the prevention and control of Sexually Transmitted Infections and Tuberculosis
27. Maintain the external validation of the Elimination of Mother to Child Transmission (HIV and Syphilis) Programme
28. Conduct monthly audits of maternal, fetal and neonatal morbidity and mortality
29. Expand the provision of dental care services
30. Adopt the programmatic approach to the delivery of comprehensive and holistic behavioural health services
31. Minimise response times to emergencies – community calls and facility walk-ins

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

Adoption of a results-based management approach to health assessment, policy formulation, resource allocation and use, universal coverage, strategic leadership, clinical excellence, operational excellence, financial stewardship, workforce and workplace wellness, data and information flows, procurement and distribution, capital project implementation, preventive maintenance, and partnerships.

### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. Strengthening governance, leadership and stewardship
2. Enhance policy, planning and legislation
3. Drive health system transformation through quality, governance and digital innovation
4. Ensure equitable access to quality health services across the life course for the prevention, control and elimination of diseases
5. Ensure equitable access to public health interventions that promote well-being, prevent disease, and tackle social determinants of health
6. Develop and invest in human resources for health to enhance service delivery and system resilience
7. Strengthen health intelligence and strategic analytics
8. Ensure equitable and sustainable access to quality-assured medicines, diagnostics, and health technologies, to improve health outcomes
9. Enhance health system resilience to climate change and strengthen preparedness for emergencies and pandemics
10. Mobilise, consolidate, and optimise investments to strengthen health system performance and sustainability

### **2.2.5 Main Challenges to Achieve Annual Objectives**

1. Unforeseen economic downturn and a tighter fiscal space
2. Diversion of resources to address the adversity associated with the climate crisis, infectious disease outbreaks, and people trafficking
3. Resistance to adopting healthy lifestyles, including proactive healthcare use
4. Delay in behaviour modification to reduce consumption of unhealthy food and beverages
5. Surge demand for hospital services associated with visitor arrivals

### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

The Ministry of Health's leadership and management orientation is that of a knowledge-based, outcomes- and impact-focused, transformative, accountable care organisation. Activities and actions will continue to be guided by beliefs in the right to health, health equity, and health solidarity, and the knowledge that good health and well-being are indispensable ingredients of human capital, human development, and national transformation. Accordingly, there will be robust advocacy to secure adequate, sustainable and predictable funding to maintain the required critical mass of human and material resources.

### **2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures**

The Ministry believes its SWOT analysis of the 2025 fiscal year performance resulted in a 2026 budget proposal that is appropriate for the purpose of sustaining health gains and strengthening the national health system and service delivery.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Health Sector Improvement - Health Centres and Purchase of Equipment
2. Construction of St. Peter's Health Centre
3. Institutional Enhancement Project
4. Purchase of Medical Equipment
5. Construction of New Hospital

## **2.4 Transfer Payment Information**

The Ministry of Health remains obligated to the following Transfer Payment Entities:

1. World Health Organisation (WHO)
2. Pan American Health Organisation (PAHO)
3. Caribbean Public Health Agency (CARPHA)
4. Caribbean Association Medical Council (CAMC)
5. Caribbean Accreditation Authority for Education in Medicine and Other Health Professionals (CAAM-HP)
6. World Paediatric Project (WPP)
7. International Atomic Energy Agency

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 14 - Manage Health Care and Social Security</b>
<b>Responsibility Centre</b>	<b>14 - Ministry of Health and Social Security</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	
To ensure healthy population development by sustaining a cost effective, optimal level of health care which is appropriate, accessible, affordable and acceptable to the citizens and residents of St. Kitts and Nevis	

#### Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2024	Estimated 2025	Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
14151 - Provide Administrative Support	3,948	4,623	4,786	4,833	4,881
14152 - Deliver Healthcare in Communities	16,023	19,977	19,413	19,657	19,905
14153 - Provide Healthcare through Institutions	66,926	79,830	74,613	75,715	76,840
<b>Total</b>	<b>86,897</b>	<b>104,430</b>	<b>98,812</b>	<b>100,205</b>	<b>101,626</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Responsibility Centre</b> 14 - Ministry of Health and Social Security <b>151 - Office of Policy Development and Information Management</b>			
<b>Officer in Charge</b>		Permanent Secretary	
<b>Goals/Global Objectives</b> To provide effective policy and administrative management and guidance towards maintaining a healthy Nation			
Objective(s) for 2026		Expected Results	Performance Indicators
1	To promote health sector community risk management	1	Number of training events on disaster management held for health and health related workers
2	To update national health policies and regulations	1	Number of health regulations revised and updated
<b>Sub-Programme:</b>  01030 - Provide Administrative Policy and Planning Support 01035 - Monitor Public Health Situation/Trends 04325 - Mental Health Day Facility Services 04326 - Disaster Mitigation 14151 - Manage Telecommunication Service 14151 - Participation in Regional and International Organisations			

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	3,566	4,238	4,401	4,448	4,496
Capital					
Transfer	382	385	385	385	385
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>3,948</b>	<b>4,623</b>	<b>4,786</b>	<b>4,833</b>	<b>4,881</b>

<b>Portfolio</b>	E. 14 - Manage Health Care and Social Security
<b>Programme</b>	<b>14152 - Deliver Healthcare in Communities</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Responsibility Centre</b>	<p>14 - Ministry of Health and Social Security</p> <p>151 - Office of Policy Development and Information Management</p> <p><b>152 - Community Based Health Services</b></p>

<b>Goals/Global Objectives</b>			
To ensure that all members of the family can reach their full potential for healthy and productive lives			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To achieve global treatment target for HIV	75%	Percentage of persons diagnosed and receiving required anti-retroviral treatment
2	To immunise all children with the approved set of vaccine	98%	Maintain vaccine coverage for all children above 95%
3	To implement activities in support of national, regional and international health initiatives	100%	Percentage of activities implemented
4	To maintain immunisation coverage among young children	97%	Percentage of children (0-11) immunised against BCG
		96%	Percentage of children (0-11) immunised against Pentavalent
		99%	Percentage of children (0-11) immunised against MMR 1
5	To monitor and evaluate programme of work at Community Health Services	100%	Percentage of work programme monitored and evaluated
6	To reduce dental caries, extractions and periodontal diseases in children	10%	Percentage reduction in dental caries, extractions and periodontal diseases in children
7	To reduce household index for aedes aegypti mosquito	3.6%	Percentage of households showing breeding sites
8	To reduce infant mortality rate	20.6	Number of children dying under one year of age or number of live births per 1,000 live births

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
9	To reduce mortality for Non-communicable Diseases (NCDs)	81	Number of deaths due to NCDs
10	To reduce obesity among population groups	35%	Percentage of general population categorised as obese
11	To reduce the morbidity and the mortality rates of women with precancerous and cancerous cervical conditions through pap smear analysis	100%	Percentage of high-risk population screened for cervical cancer

**Sub-Programme:**

- 01035 - Monitor Public Health Situation and Trends
- 01202 - Monitor Sanitation
- 01203 - Monitor Solid Waste Management
- 01207 - Monitor Water Quality and Food Control
- 01208 - Promote Proper Nutrition
- 01210 - Promote the Prevention of Non-communicable Diseases
- 01211 - Promote HIV/AIDS Awareness
- 01213 - Administration of Community-based Services
- 01216 - Provide Dental Healthcare
- 01218 - Deliver Community Psychiatric Care
- 14152 - Monitor Health and Environmental Conditions
- 14152 - Promote Good Health and Illness Prevention
- 01226 - Control Vectors
- 01227 - Provide Port Health Services
- 01229 - Clean and Maintain Drains
- 1415210 - Health Sector Improvement Project
- 14451 - Participation in Regional and International Organisations
- 14152 - Invest in Community-based Health Services

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	14,208	16,477	16,913	17,157	17,329
Capital	1,815	3,500	2,500	2,500	2,500
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>16,023</b>	<b>19,977</b>	<b>19,413</b>	<b>19,657</b>	<b>19,905</b>

<b>Portfolio</b>	E. 14 - Manage Health Care and Social Security
<b>Programme</b>	<b>14153 - Provide Healthcare through Institutions</b>

<b>Responsibility Centre</b>
14 - Ministry of Health and Social Security
151 - Office of Policy Development and Information Management
<b>153 - Institution Based Health Services</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To provide quality health care services to the Nation

		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To process patients for admission or discharge for four (4) hours after accessing care at Accident and Emergency Department	85%	Percentage of patients requiring care at the Accident and Emergency department will be admitted or discharged within four (4) hours

<b>Sub-Programme:</b>
01246 - Procure and Distribute Pharmaceuticals and Medical Supplies
01258 - Dispense Pharmaceuticals
14153 - Provide Health Support Services, and Medical Supplies
01014 - Provide Administrative and Maintenance Services
14153 - Deliver Healthcare through Hospitals
14153 - Invest in Institution-based Health Services

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	56,036	65,730	62,138	63,240	64,365
Capital	10,890	14,100	12,475	12,475	12,475
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>66,926</b>	<b>79,830</b>	<b>74,613</b>	<b>75,715</b>	<b>76,840</b>

ST. KITTS AND NEVIS ESTIMATES, 2026  
(CAPITAL PROJECTS)

C. 14 MINISTRY OF HEALTH AND SOCIAL SECURITY

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>14152</b>	<b>COMMUNITY-BASED HEALTH SERVICES</b>							
	Health Sector Improvement - Health Centres and Purchase of Equipment	12,466,884	1,500,000	-	-	1,500,000	981,199	REVENUE
1415214	Construction of St. Peter's Health Centre	9,900,000	500,000	-	500,000	1,000,000	833,283	REVENUE/ REPUBLIC OF CHINA (TAIWAN)
	<b>Subtotal</b>	<b>22,366,884</b>	<b>2,000,000</b>	<b>-</b>	<b>500,000</b>	<b>2,500,000</b>	<b>1,814,482</b>	
	<b>Total c/f</b>	<b>22,366,884</b>	<b>2,000,000</b>	<b>-</b>	<b>500,000</b>	<b>2,500,000</b>	<b>1,814,482</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 14 MINISTRY OF HEALTH AND SOCIAL SECURITY**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>Total b/f</b>	<b>22,366,884</b>	<b>2,000,000</b>	<b>-</b>	<b>500,000</b>	<b>2,500,000</b>	<b>1,814,482</b>	
<b>14153</b>	<b>INSTITUTION-BASED HEALTH SERVICES</b>							
1415318	Institutional Enhancement Project	14,811,083	1,100,000	-	-	1,100,000	1,785,281	REVENUE
1415320	Purchase of Medical Equipment	7,700,000	375,000	-	-	375,000	420,618	REVENUE
1415326	Construction of New Hospital	60,000,000	1,000,000	10,000,000	-	11,000,000	6,006,073	REVENUE/ REPUBLIC OF CHINA (TAIWAN)
	<b>Subtotal</b>	<b>82,511,083</b>	<b>2,475,000</b>	<b>10,000,000</b>	<b>-</b>	<b>12,475,000</b>	<b>8,211,972</b>	
	<b>Total c/f</b>	<b>104,877,967</b>	<b>4,475,000</b>	<b>10,000,000</b>	<b>500,000</b>	<b>14,975,000</b>	<b>10,026,454</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 14 MINISTRY OF HEALTH AND SOCIAL SECURITY**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>104,877,967</b>	<b>4,475,000</b>	<b>10,000,000</b>	<b>500,000</b>	<b>14,975,000</b>	<b>10,026,454</b>	
	<b>Accreditation: Health Transformation and Strengthening Programme</b>	<b>520,000</b>	-	-	-	-	<b>35,524</b>	<b>REVENUE</b>
	<b>Construction of MRI Housing</b>	<b>2,642,804</b>	-	-	-	-	<b>2,642,804</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>108,040,771</b>	<b>4,475,000</b>	<b>10,000,000</b>	<b>500,000</b>	<b>14,975,000</b>	<b>12,704,782</b>	

**Total Ministry \$14,975,000**



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# **15 - Ministry of Sports**

## **Report on Plans and Priorities for the Year 2026**

**Volume 2**

**December 2025**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

In alignment with the Government's Sustainable Island State (SIS) Agenda, the Ministry of Sports continues to work hand in hand with the Ministries of Health, Education, National Security, and Tourism to ensure that sports remain a catalyst for transformation. We hold firm to this belief: that a fit Nation is a strong Nation, and a strong Nation is a sustainable one. Within that vision, sports is not only a source of pride and personal growth it is a driver of economic opportunity, community strength, and national progress. In 2026, we are deepening our investment in sports as part of our wider development agenda. Through the modernisation of facilities and the creation of green, accessible spaces, we are building healthier communities while lowering our environmental footprint. The ongoing upgrades to our community fields, the Kim Collins Athletic Stadium, and Basketball City are just the beginning of a bold modernisation plan that will touch every corner of the Federation.

Sports continues to empower our youth helping them channel their energy, build discipline, develop leadership, and access opportunities both regionally and internationally. From grassroots programmes to elite athlete support, we are developing a national sports pipeline that fuels excellence, boosts tourism, strengthens education, and drives our growing wellness economy. Sports also plays a central role in public health reducing non-communicable diseases and promoting physical and mental well-being. Through our school initiatives, community leagues, and youth outreach programmes, we are nurturing a generation grounded in discipline, teamwork, and civic pride.

At the same time, sports tourism remains a pillar of sustainable economic diversification. Hosting regional and international tournaments, training camps, and friendly matches not only showcases our talent and hospitality, but also stimulates entrepreneurship, small business development, and strengthens our identity as a vibrant, world-class sporting destination. Let us continue to support our athletes, coaches, officials, and volunteers, and to invest boldly in the systems and structures that make their success possible. Together, we are building a future where every citizen has access to opportunity, wellness, and dignity through sports.

Our athletes embody the values of the sustainable island state: discipline, excellence, and national pride. Whether on the track, the field, or in the pool, their achievements unite us and inspire the next generation. In 2025, our Federation celebrated major milestones with Mikyle and Jeremiah Louis, and Jahzarra Claxton making their debuts on the West Indies Senior Cricket Teams; Aaliyah Weekes joining the West Indies U-19 Squad; Akanye Samuels lighting up the CARIFTA Games; and Skyla Connor and Troy Nisbett making waves in the pool. Their success reminds us that our potential as a people is limitless.

As we advance the Sustainable Island State (SIS) Agenda, the Government remains committed to building inclusive sports systems that uplift, unite, and empower our citizens.

1. Because Sports is Development
2. Sports is Sustainability
3. Sports is Nation-Building

Together, we are shaping a future where every citizen has access to opportunity, wellness, and dignity through sports.

Hon. Samal Duggins  
Minister of Sports

## 1.2 Executive Summary

The Government of St. Kitts and Nevis recognises the transformative role of sports in promoting national development. In 2026, we will invest in sports as a strategic driver of youth engagement, public health, economic growth, and social cohesion. In partnership, the Ministry will strengthen community-based sports programmes, upgrade infrastructure and expand access to coaching and training for young athletes. An even more concentrated attention will be given to integrating sports into the school curricula and supporting national teams' participation in regional and international competitions.

As a Small Island Developing State (SIDS) St. Kitts and Nevis continues to prioritise strategies that build resilience, promote sustainable development, and empower our citizens. In this context sports serve as a vital tool for achieving multiple objectives under the SIDS agenda. Sports programmes foster social inclusion, reduce crime and unemployment among young people, and build national pride - all essential pillars of sustainable island development. Moreover, the upgrading of sports facilities and the rehabilitation of local playfields; the provision of basic equipment; the training of coaches; and the promotion of sports tourism directly support economic diversification, health and wellness, and environmental sustainability. This holistic approach reflects our commitment to aligning sports with the Sustainable Development Goals (SDGs), particularly in health, education, economic opportunity, and climate resilience.

Through continued public-private partnerships and regional collaboration, we will ensure that sports remain a strategic component of our development agenda - strengthening our identity, unity, and capacity as a small but ambitious island nation. We will also partner with private stakeholders and international organisations to create pathways for talent development and the promotion of St. Kitts and Nevis as a hub for sports tourism. By strengthening grassroots sports, we aim to foster healthier lifestyles, instill values of discipline and teamwork, and create pathways for youth development, while also laying the groundwork for national excellence in sport. This approach supports the long-term vision of a more active, engaged, and empowered society, where sports is not only a recreational activity but a driver of national pride and socio-economic progress.

Additionally, the Ministry of Sports will focus on:

1. *The Enhancement of Grassroots and Youth Sports Programmes to Beyond the Podium Initiatives:*

In collaboration with the National Sport Federations the Ministry will develop age-appropriate training aligned with national standards and launch community outreach programmes which align with national standards that target underserved communities.

2. *Capacity Building and Coach Education:*

We aim to deliver nationally recognised coaching certification courses and host regular knowledge-sharing events on coaching and athlete care.

3. *Infrastructure and Facility Improvement:*

The maintenance of our sporting facilities will continue to be informed by structural audits. In addition, as we aim to ensure the involvement and enjoyment of all in the communities to the sporting facilities work that will be undertaken to improve accessibility.

4. *Promotion of Health, Wellness and Inclusive Sport:*

The Ministry will develop and implement community fitness challenges and programmes inclusive of programmes which focus on persons with disabilities.

## 5. *Sports and Crime Prevention*

Cognisant of the positive results sports can have on youth-at-risk, the Ministry will establish community sports programmes as a positive outlet and deterrent from negative influences. As part of these efforts, athletes will be assigned as youth mentors and sports will play a vital role in rehabilitation and outreach initiatives being undertaken by other partners.

### **1.3 Management Representation Statement**

On behalf of the Ministry of Sports, I present the Annual Report on Plans and Priorities for 2026. This document provides an accurate representation of the Ministry's objectives for the use of the resources provided in 2026.

This work plan is reflective of a consultive and collaborative process that saw meaningful dialogue with personnel within the Ministry in assisting to guide its overall objectives and priorities. The report takes into consideration the vision, mission, and needs of our Federation in the areas of sports development.

It is my opinion that this document will serve as a valuable tool and a working guide for the operations of the Ministry of Sports for 2026.

Valencia Syder (Ms.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

The Ministry's objectives align with the Government's policy in the development of our human capital. The Government has embraced the Sustainable Development Goals (SDGs) and the Ministry is proud to map its initiatives against the overall goals of the Government. The vision is to build healthy, people-focused and strong communities where everyone is allowed to contribute and is aptly integrated into the strategic plan of the Ministry of Sports.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

1. Support for Physical Education in schools and promotion of health and wellness activities throughout the Federation
2. Improvement of community sports and recreational facilities
3. Partnership programmes with established ties to educate and advance staff capabilities
4. Partnerships with the Ministries of Health and Agriculture in therapeutic and healthy programmes
5. Implement "Sports for Development" to teach teamwork, leadership, and discipline alongside academics
6. Continuous strengthening of girls across various sport disciplines
7. Collaborate with regional and international partners to foster exposure for athletes

8. Establish proper stakeholder relationships and partnerships both inter-ministerial and with the private sector
9. Support National Federations, clubs and communities to advance sports and recreational mandates
10. Alliances with foreign agencies and organisations to assist with the improvement of National sports structures
11. Continue development Sports Tourism in collaboration with the Ministry of Tourism
12. Improve and maintain sporting facilities for community use
13. Support for national, regional and international tournaments

### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

1. Invest in the development of the human capital within the Ministry
2. Improve overall management and maintenance of sporting facilities
3. Positive engagement and involvement of the community in support of national policies

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

The Ministry's overall strategic direction remains unaltered as it relates to its mandate. Some activities were revised to reflect the realignment of the Ministry.

### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. Review strategic objectives, technical plans and annual support with National Sports Federations
2. Promote Health and Wellness in collaboration with other Ministries and NGOs
3. Creation of an online facilities registration platform
4. Create a "Sports for Development" framework for the intermediate and long-term development of Sports

### **2.2.5 Main Challenges to Achieve Annual Objectives**

The constant vandalism of the sporting facilities around the island. This results in higher repair and maintenance costs. Failure of the various communities to assume informal ownership of said facilities.

### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

The Ministry projects that the fulfilment of its current objectives can be completed within a six (6) year period. This will be affected by collaboration on several of its projects with both Government and non-government entities.

### **2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures**

The continuation of several facility upgrades, and the implementation of programmes is expected to roll over to 2026.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Upgrading Sporting Facilities - Phase II
2. Upgrade of Kim Collins Athletic Stadium – Phase II
3. Upgrade of Warner Park Stadium – Phase I
4. Upgrade of St. Pauls, Newtown and Halfway Tree and the Gardens Playing Fields
5. Upgrade of Lime Kiln Playing Field
6. Upgrade of Dieppe Bay and Parsons Basketball Facilities
7. Caribbean Premier League (CPL) Games

### **2.3.2 Other Projects Judged Important**

1. Upgrade of Landscaping and Heavy Equipment
2. Upgrade of St. Mary's Pavilion
3. Upgrade of Tennis Facilities
4. Fencing of Saddlers Playfield

## **2.4 Transfer Payment Information**

1. Len Harris Cricket Academy
2. World Anti-Doping Agency
3. Regional Anti-Doping Agency

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 15 - Manage Sports</b>
<b>Responsibility Centre</b>	<b>15 - Ministry of Sports</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	
To implement sports and cultural programmes that are geared towards the social and economic development of the citizens of St. Kitts and Nevis	

#### Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2024	Estimated 2025	Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
15161 - Administer Office of the Permanent Secretary	1,819	1,779	1,892	1,916	1,940
15123 - Develop Sports and People via Sports	17,250	13,956	20,626	15,086	13,825
<b>Total</b>	<b>19,069</b>	<b>15,735</b>	<b>22,518</b>	<b>17,002</b>	<b>15,765</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 15 - Manage Sports		
<b>Programme</b>	15161 - Administer Office of the Permanent Secretary		
<b>Responsibility Centre</b>	15 - Ministry of Sports 161 - Administration		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To administer Sports and the Creative Economy		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To monitor and ensure Ministry's initiatives align with Government policy directives	2	Number of training sessions and workshops for staff	
2 To realise measured improvements in the management of Ministry resources	September 2026	Date to deliver programmes designed to manage the Ministry's resources	

### Sub-Programme:

- 02764 - Provide Administrative Support
- 02765 - Administer Telecommunications Services
- 00272 - Support the Secretariat

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	1,819	1,779	1,892	1,916	1,940
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,819</b>	<b>1,779</b>	<b>1,892</b>	<b>1,916</b>	<b>1,940</b>

<b>Portfolio</b>	E. 15 - Manage Sports		
<b>Programme</b>	15123 - Develop Sports and People through Sports		
<b>Responsibility Centre</b>			
15 - Ministry of Sports			
123 - Sports Department			
<b>Officer in Charge</b> Permanent Secretary			
<b>Goals/Global Objectives</b>			
To foster growth and development of Sports to encourage active participation of our youth in all aspects of nation building			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To build capacity in key areas such as Turf Management, Pitch Preparation, and discipline coaching courses	6	Number of training sessions designed to build capacity in key areas
2	To harmonise relationships with the Ministries of Health et al, Education, Tourism et al, Foreign Affairs and National Security et al	6	Number of meetings to assess and re-affirm the development of sports, recreation and health and well-being
3	To collaborate with international agencies and countries to assist with technical expertise	3	Number of bilateral agreements/MOUs to establish partnerships to provide technical expertise
4	To maintain safe sporting facilities for all users	4	Number of maintenance plans executed
5	To provide support to teams participating in local and regional sporting events	6	Number of assistance given to local and regional sporting events held
<b>Sub-Programme:</b>			
15123 - Develop People through Sports Programmes and Sports Tourism			
15123 - Invest in Sports Development			

## Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	4,733	5,136	4,548	4,586	4,625
Capital	11,888	8,820	15,328	9,750	8,450
Transfer	629		750	750	750
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>17,250</b>	<b>13,956</b>	<b>20,626</b>	<b>15,086</b>	<b>13,825</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 15 MINISTRY OF SPORTS**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>15123</b>	<b>SPORTS DEPARTMENT</b>	\$	\$	\$	\$	\$		
1512316	Caribbean Premier League (CPL) Games	41,576,278	3,053,000	-	-	3,053,000	2,099,263	REVENUE
1512321	Upgrade of Landscaping and Heavy Equipment	1,044,512	100,000	-	-	100,000	97,660	REVENUE
1512323	Upgrade of St. Mary's Pavilion	3,100,000	200,000	-	-	200,000	55,401	REVENUE
1512326	Upgrading Sporting Facilities - Phase II	24,283,629	2,500,000	-	-	2,500,000	974,887	REVENUE
1512331	Upgrade of Kim Collins Athletic Stadium - Phase II	8,847,896	1,200,000	-	-	1,200,000	3,465,806	REVENUE
1512333	Upgrade to Playing Fields - Newton Ground, St. Pauls, Newtown, Halfway Tree and the Gardens	2,500,000	400,000	-	-	400,000	619,784	REVENUE
1512335	Upgrade of Warner Park Stadium - Phase 1	14,014,941	1,200,000	-	-	1,200,000	500,000	REVENUE
1512336	Upgrade of Tennis Facilities	3,630,000	100,000	-	-	100,000	-	REVENUE
	<b>Subtotal</b>	<b>98,997,256</b>	<b>8,753,000</b>	<b>-</b>	<b>-</b>	<b>8,753,000</b>	<b>7,812,801</b>	
	<b>Total c/f</b>	<b>98,997,256</b>	<b>8,753,000</b>	<b>-</b>	<b>-</b>	<b>8,753,000</b>	<b>7,812,801</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 15 MINISTRY OF SPORTS**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>\$ 98,997,256</b>	<b>\$ 8,753,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,753,000</b>	<b>\$ 7,812,801</b>	
<b>15123</b>	<b>SPORTS DEPARTMENT CONT.</b>							
1512337	Upgrade of Dieppe Bay and Parson's Ground Basketball Facilities	500,000	-	-	500,000	500,000	-	REPUBLIC OF CHINA (TAIWAN)
1512338	Fencing of Saddlers Playfield	2,400,000	2,400,000			2,400,000	-	REVENUE
1512339	Upgrade of Lime Kiln Playfield	7,000,000	3,675,000			3,675,000	-	REVENUE
	<b>Subtotal</b>	<b>9,900,000</b>	<b>6,075,000</b>	<b>-</b>	<b>500,000</b>	<b>6,575,000</b>	<b>-</b>	
	<b>Upgrade of Conaree Playing Field</b>	<b>4,509,820</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,075,159</b>	<b>REPUBLIC OF CHINA (TAIWAN)</b>
	<b>TOTAL</b>	<b>113,407,076</b>	<b>14,828,000</b>	<b>-</b>	<b>500,000</b>	<b>15,328,000</b>	<b>11,887,960</b>	

**Total Ministry \$15,328,000**



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# **16 - Ministry of Sustainable Development**

## **Report on Plans and Priorities for the Year 2026**

**Volume 2**

**December 2025**

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## **Section 1: Minister's Message and Executive Summary**

### **1.1 Minister's Message**

As Minister of Sustainable Development, I am deeply honoured to continue leading our Federation's transformative journey toward a future where economic prosperity and environmental stewardship coexist in harmony. The 2030 Sustainable Development Agenda is approaching fast. Though the path is demanding, we embrace the challenge with determination, optimism, and anticipation. The year 2026, just four (4) short years from this historic milestone, will be pivotal in advancing the 17 Sustainable Development Goals (SDGs) and 230 indicators to which we have pledged our commitment. To meet these obligations, every department within the Ministry of Sustainable Development must lead with technical excellence and unwavering resolve, ensuring our Federation moves confidently toward the sustainable future outlined in our 2026 plans.

The urgency could not be clearer. We must eliminate poverty and inequality while confronting the immediate and growing threat of climate change. As the fulcrum of our national effort, the Ministry will coordinate resources, strengthen capacities, dismantle systemic barriers, and provide the reliable data essential for informed decisions and measurable progress.

In the coming year, we will deepen the integration of economic, social, and ecological priorities to benefit every citizen and resident. Building on 2025's initiatives, 2026 will mark a renewed effort to mobilise the manpower, expertise, and resources needed to stay on course. Our strategic plans both major and minor reflect a holistic vision for development that balances growth with equity and sustainability. We will adopt robust measures to drive economic expansion while safeguarding social protection and access to quality education. The 17 SDGs remain firmly embedded in the pillars of our Sustainable Island State (SIS) Agenda and our national strategic framework, shaping every ministerial programme and departmental plan.

In 2026, the Department of Physical Planning will execute the National Physical Development Plan, which delineates key areas for conservation and the sustainable utilisation of resources. Guided by the "Ridge to Reef" planning principle, we will ensure the careful management and protection of our finite land and marine assets. Likewise, the Urban Resilience Plan for Greater Basseterre, approved by Cabinet in 2024, will accelerate implementation, reinforcing the understanding that sustainable development is inseparable from the well-being and resilience of our communities.

We will remain proactive in pursuing international climate financing. In 2025, we secured USD3 million from the Green Climate Fund (GCF) to launch our first National Adaptation Plan (NAP) project. This achievement paves the way to the potential access to USD70 million from the Green Climate Fund (GCF) and USD10 million from the Adaptation Fund by 2027. These resources will support transformative projects such as the SKN TransWater Project, the Climate Smart Agriculture Project (CSAP), and the protection and revitalisation of the Irishtown Bayfront. Backed by these funds, we are also advancing digital innovation which will result in the operationalisation of the new PSIP project management platform in 2026 which will streamline project implementation, while significant progress on a new Land Management Platform will modernise and enhance the transparency of land resource management.

Looking ahead, the 2026 Labour Force Survey, spearheaded by our Department of Statistics, will yield essential insights into the composition and dynamics of our workforce. The results will inform precise job-creation strategies, direct the advancement of skills development initiatives, and shape labour policies that effectively align our citizens with meaningful and sustainable economic opportunities.

On the global stage, we will continue to raise our voice as a Small Island Developing State (SIDS), participating actively in regional and international forums. Silence is not an option—the cost is too high. By forging partnerships with like-minded nations and organisations, we will strengthen our resilience, amplify our influence, and convert challenges into opportunities for innovation and growth.

Yes, the road ahead is complex but together, we will turn obstacles into stepping stones, ensuring that St. Kitts and Nevis stands as a model of sustainability, resilience, and shared prosperity. The decisions we make today will shape the legacy we leave for generations to come, and I have every confidence that our Federation will rise to the occasion.

Hon. Dr. Joyelle Clarke  
Minister of Sustainable Development

## 1.2 Executive Summary

As 2026 unfolds, the world recognises the urgent need to accelerate efforts to achieve the United Nations Sustainable Development Goals (SDGs) by 2030. The Ministry of Sustainable Development must therefore redouble its commitment to advancing our national priorities in alignment with these global targets. With only four (4) years remaining, our mission is clear: to monitor, support, and expedite the progress toward these shared objectives.

The Ministry is comprised of seven (7) departments, each contributing to this mandate:

1. Administration
2. Department of Land Sales
3. Department of Statistics
4. Department of Public Sector Investment Planning (PSIP)
5. Department of Physical Planning
6. Department of Urban Resilience and Development
7. Department of Lands and Survey

Our projects and programmes are people-centred, climate-sensitive, and development-focused. We recognise the existential threats confronting our communities yet remain unwavering in our vision and plans for a sustainable future.

Key Initiatives for the 2026 Financial Year:

1. ***Special L.A.N.D. 2026 Development Project*** – Accelerating the identification of new lands for residential and commercial purposes, with a focus on promoting homeownership, environmentally friendly construction, and the growth of Small and Medium-sized Enterprises.
2. ***Digitalisation of the Land Management System*** – Modernising and enhancing the efficiency, coordination, and transparency in managing the land resource.
3. ***National Museum Restoration Project*** – Partnering with the St. Christopher National Trust to complete the restoration and preservation of this key national heritage site.

4. ***Commercial Infrastructure Development Project*** – Expanding and upgrading infrastructure to support commerce and economic growth.
5. ***Establishment of the ‘Sustainability Park’*** – Coordinating the establishment of the Cabinet-approved government institutional park.
6. ***GEF-6 Sustainable Land Management Project*** – Enhancing environmental stewardship through improved land management practices under the Global Environment Facility programme.
7. ***Digitalisation of the PSIP System*** – Streamlining processes, improving transparency, and enhancing monitoring of public sector investment projects through digital transformation.
8. ***Labour Market Study*** – Generating data-driven insights to inform workforce development and align labour supply with emerging national and global demands.

The Administration Department serves as the vanguard of the Ministry’s operations. Its core management responsibilities include, but are not limited to, the following:

1. Oversight and management of Crown lands
2. Implementation of the LANDS Project 2026 under the Special Lands Project
3. Processing of applications under the Village Freehold Purchase Act, 1996
4. Processing of Alien Land Holding License applications
5. Management of Crown land leases for commercial and other purposes
6. Coordination of the Ministry’s human and financial resources

The Department of Land Sales continues to advance its mandate of facilitating the research and processes necessary for fair, transparent, and sustainable land sales and management. In alignment with the Ministry of Sustainable Development’s 2026 objectives, the Department remains committed to ensuring that land sales contribute not only to Government revenue but also to the long-term goals of sustainable national development. The digitisation of the land sales platform, initiated last year, is progressing steadily. While the process has been meticulous and complex, it is critical to enhancing efficiency, transparency, and accessibility for stakeholders. This modernisation effort will serve as a cornerstone for more effective land management in the years ahead.

For 2026, the Department’s strategic focus includes leveraging Crown lands for commercial use, aligning these opportunities with national development priorities, and ensuring that the financial returns to Government are maximised. At the same time, land sales will be carefully guided by principles of environmental stewardship and social responsibility. The Department will also continue to play a supportive role in advancing infrastructure projects, promoting environmentally responsible land use, and strengthening community-based initiatives. Through these efforts, the Department contributes to the Ministry’s overarching vision of sustainable, inclusive, and balanced development for St. Kitts and Nevis.

In today’s rapidly evolving world, data is more than numbers on a page. It is the compass that guides decisions, the foundation for resilient policies, and the lens through which we envision a better future. As St. Kitts and Nevis advances its vision of becoming a sustainable island state, the Department of Statistics stands at the centre of this transformation providing the evidence needed to plan wisely, invest responsibly, and deliver measurable results for our people. The Department exists to produce high-quality, timely, and relevant statistics that inform decisions at every level of national life. Our mission is clear: to transform raw information into trustworthy insights that policymakers, the private sector, civil society, and international partners can rely on to shape the

future of the Federation and measure progress toward the achievement of the Sustainable Development Goals (SDGs). Accurate statistics guide investments in infrastructure, health, education, housing, and social protection thereby ensuring that scarce resources are directed where they will have the greatest impact. Regular economic indicators on inflation, trade, visitor arrivals, and business activity enable responsive management, strengthen resilience, and help attract private investment. Demographic and health data reveal needs and gaps, allowing for targeted improvements in service delivery and better outcomes for households across both islands. Above all, credible, open data empowers citizens and institutions alike to measure progress, evaluate programmes, and demand accountability.

The recently concluded Population and Housing Census represents far more than a headcount. It reveals who we are, where we live, and the conditions in which households exist providing the basis for precise planning and equitable resource allocation. From siting schools and clinics to designing housing and social protection programmes, census data informs decisions that touch every life. It also strengthens disaster risk planning by identifying vulnerable communities, providing sampling frames for future surveys, and delivering baselines for monitoring the SDGs. Conducted with the highest standards of confidentiality and quality, the Census offers disaggregated, credible data to ensure that no one in St. Kitts and Nevis is left behind. Looking ahead, the 2026 Labour Force Survey, which will be undertaken in collaboration with the Ministry of Employment and Labour, will map the structure and dynamics of the workforce in order to guide job-creation strategies, skills development, and labour policies that connect people with opportunity. Meanwhile, our ongoing statistical outputs, including reports on inflation, trade, tourism, and vital statistics, will continue to provide the timely information decision-makers require to respond effectively in a fast-changing world.

Reliable statistics are the backbone of sustainability. They help us measure climate risks, design resilient infrastructure, expand equitable social protection, and track economic and environmental goals. When policy is data-driven, investments are smarter, benefits are fairer, and outcomes are measurable. The Department cannot do this work alone. Our success depends on partnerships across government, the private sector, academia, and communities, alongside continued investment in statistical capacity and a culture that values evidence-based decision-making. As we pursue the bold vision of a sustainable island state, the Department of Statistics will remain steadfast in its mission: to produce reliable, relevant, and timely data that drives effective action. Together, let us use this data to build a more resilient, prosperous, and inclusive future for St. Kitts and Nevis.

The Public Sector Investment Programme (PSIP) remains the overarching framework under which all public capital investments are programmed and monitored. To enhance its effectiveness, the Department accelerated its modernisation initiative in 2025 toward the establishment of an online PSIP portal aimed at improving information sharing, access, and coordination. This platform, scheduled for launch in 2026, will significantly reduce the administrative burden associated with coordinating and monitoring national projects, ensuring more efficient delivery of outcomes.

St. Kitts and Nevis continues to make steady and meaningful progress toward achieving the 2030 SDGs. Throughout 2025, the Department intensified its efforts to align national development activities with SDG targets while enhancing the systems for data collection and analysis. These initiatives prepare the Federation for its second Voluntary National Review (VNR) in 2026 an impressive achievement given that our first VNR was completed only three (3) years ago. To strengthen monitoring and awareness of the SDGs, the Department was pleased to receive continued support in 2025 from the UN Volunteers Programme, which provided resources to begin a Voluntary Local Review (VLR) on our sister island of Nevis. Once completed, this VLR will stand as the first of its kind within the Caribbean region, underscoring our leadership in regional sustainable development reporting.

The Department has remained central to public sector project management and donor coordination. In close collaboration with the Ministry of Economic Development and Investment, and the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), a national training course was successfully delivered in 2025 on project proposal preparation and effective implementation. This workshop benefited more than sixty-five (65) policymakers and technical officers. Further, the Department continued its work in 2025 to secure and administer grant funding for key development priorities, engaging with partners such as the Organisation of American States (OAS), the Governments of Japan and India, the Caribbean Development Bank, and the World Bank to advance critical initiatives.

As the National Designated Authority (NDA) for the Green Climate Fund (GCF) now one of the Federation's most significant donors the Department continued to demonstrate leadership in climate financing and technical support. In 2025, substantial progress was achieved in advancing the feasibility stages of the TransWater Project and the Climate Smart Agriculture Project, with the expectation that both major climate adaptation projects will receive GCF approval by 2027. In 2025, the USD3 million National Adaptation Plan (NAP) Project was officially launched with GCF financial backing, marking another critical step toward strengthening the Federation's long-term climate resilience. Additionally, the Department continues to collaborate with key national institutions, such as the St. Kitts Cooperative Credit Union (SKCCU). This has reached an advanced stage, making the SKCCU's achievement of GCF accreditation by 2027 highly likely.

In 2026 the Department of Physical Planning (DPP) will continue its mandate of supporting the Sustainable Island State (SIS) Agenda with key strategic development initiatives, centered around climate resiliency, disaster risk reduction and ridge to reef planning with an equal focus on the green and blue economy.

The Forward Planning Section of the Department will endeavour to prioritise strategic comprehensive planning initiatives aimed at sustainable urban development and enhanced community resilience. Key activities will include the continued development planning and implementation of the National Physical Development Plan with an emphasis on the urbanised areas, high density communities, recreational and open spaces.

The Geographic Information System (GIS) Section will focus on the continued execution of the National GIS Programme, with priority placed on finalising key procurement, implementing comprehensive training programmes to build technical capacity across Government, and advancing the development of national geospatial policy and legislation. The Section will continue its support to all Government ministries and agencies by providing reliable, high-quality spatial data services, with particular emphasis on assisting the Ministry of Sustainable Development in strengthening land management systems. A major goal for 2026 is to establish a modern, GIS-driven cadastre in partnership with the Department of Lands and Surveys, thereby enhancing the accuracy, accessibility, and integration of land information to support evidence-based decision-making and sustainable development initiatives nationwide.

The objective of the Development Control Section in 2026 is to strengthen legislative compliance, the digitalisation of the development application and review processes, technological integration, data management, strengthening of staff capacity, public awareness, and enforcement. These initiatives will consistently support the national vision of a sustainable island state and form a holistic plan to modernise the operations of the Department of Physical Planning in line with the Ministry's sustainable development mandate.

The Department of Lands and Surveys continues to serve as a pivotal technical department within the Ministry, remaining at the forefront of equitable land management, planning, and development throughout St. Kitts. In 2025, the Department maintained its focus on the SDGs, particularly Goals 1 and 3, ensuring that its work directly supports the provision of secure land tenure, affordable

housing, and the facilitation of national development initiatives.

Significant achievements during the year included the completion of major land regularisation exercises in Upper Monkey Hill, New Amsterdam, and La Guerite, which had been initiated in 2024. These efforts granted formal ownership to long-standing occupants, enabling them to confidently invest in and improve their properties. The Department also played an instrumental role in the Medical City initiative, by undertaking surveys for the proposed new hospital in Camps and working closely on the Tabasco Project at Hermitage Estate in St. Mary Parish, providing both surveying expertise and site preparation support using departmental equipment.

In partnership with the St. Kitts Electricity Company (SKELEC), the Department carried out extensive site assessments for the planned Solar Farm at the Royal Basseterre Valley National Park. This work ensured that the most suitable locations were identified for the development, balancing the need for renewable energy generation with the protection of vital water resources. Throughout the year, the Department successfully resolved dozens of land-related matters, reaffirming its central role in addressing disputes and facilitating responsible land use.

The Department also continued its collaboration with the National Housing Corporation (NHC) and other housing initiatives to advance the delivery of affordable homes to the people of St. Kitts. A major undertaking in 2025 was the commencement of the Network Densification Exercise, aimed at increasing the number and strategic placement of geodetic control points across the island. This initiative will significantly enhance the accuracy and reliability of all surveying activities, supporting both public sector projects and private development.

Looking ahead, the Department remains committed to advancing its Continuous Operating Reference System (CORS) coverage, fully integrating drone mapping technology into its workflows, and improving the national land information database to support informed decision-making. By maintaining strong partnerships with public and private stakeholders, the Department will continue to ensure that the management of the Federation's land resources remains transparent, equitable, and aligned with the principles of sustainable development.

### **1.3 Management Representation Statement**

The Ministry of Sustainable Development stands at the forefront of national progress, serving as the vanguard of transformative change through the empowerment of our citizens. As Permanent Secretary, I am committed to ensuring that the Ministry's plans and priorities are accurately represented and effectively executed. Through prudent management of our Nation's resources, we are prepared not only to deliver on our commitments in 2026 but also to set the stage for sustained growth and resilience in the years that follow.

Hence this is a true representation of the combined skills, capabilities and expertise of all Departments within the Ministry of Sustainable Development.

Sherilita Shez Dore-Tyson (Ms.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To provide information and advice to enable the Government, private sector, and civil society to formulate policies and successfully execute plans for the sustainable, social, physical, and economic development of the Federation of St Kitts and Nevis.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

Government's policy direction for the Ministry is:

1. To create a sustainable, economic and physical environment
2. To foster a competitive, vibrant environment that expands to include both local and foreign investors while promoting productivity and economic growth
3. To continue to support the restructuring and transformation of the economy

#### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

The 2026 Annual Objectives for the Ministry are:

1. Provide strategic guidance on the sustainable social, economic, and environmental development of St. Kitts and Nevis
2. Enhance coordination among stakeholders including the public and private sectors, and civil society to foster sustainable development and investment
3. Monitor and report on the national implementation of the SDGs
4. Deliver timely and relevant statistical data to support evidence-based policy and decision making
5. To advise on future development needs to advance the social, economic, and physical development of the island, while safeguarding the environment
6. To facilitate the equitable distribution and effective management of Crown Lands
7. Advance the implementation of the Urban Resilience Plan
8. Implement the National Physical Development Plan
9. Provide support to the Cabinet through data driven decision making
10. Enhance project formulation, appraisal, monitoring, and evaluation to improve developmental outcomes

#### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

1. Assistance to Mansion Beach Project expanded to other communities

#### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. Implementation of the Lands Project 2026
2. Implementation of the National Physical Development Plan
3. Implementation of the Urban Resilience Plan
4. Conduct of the Labour Market Study
5. Publication of High-Frequency Economic Indicators
6. Implementation of a Continuous Operating Reference System (CORS)
7. Digitalisation of the PSIP Platform
8. Public sensitisation, consultation and mapping on the SDGs

#### **2.2.5 Main Challenges to Achieve Annual Objectives**

1. Limited human resource capacity and need for improved capacity building
2. Cultural dynamism among younger working population – need for change in attitudes and level of commitment
3. Need for improved collaboration and coordination across Ministries
4. Insufficient digital, data sharing systems

#### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

Resources will be used to meet the long-term strategic objectives of the Ministry of Sustainable Development.

### **2.3 Capital Projects Information**

#### **2.3.1 Major Capital Projects**

The major Capital Projects that the Ministry of Sustainable Development will continue to implement, coordinate and monitor are:

1. Special Land Distribution Initiative
2. The National Museum Restoration Project
3. Construction of Sustainable Development Building - Lime Kiln
4. Improving Environmental Management through Sustainable Land Management (SLM) in St. Kitts and Nevis
5. Commercial Infrastructure Development Project

### **2.3.2 Other Projects Judged Important**

1. Digitalisation – Physical Planning Services
2. Climate Action Line of Credit (CALC) Street Lighting Project
3. Land Resource Management Project
4. Visitors Experience and Expenditure Survey
5. Labour Force Survey
6. Establishment of Vending Spaces - Basseterre
7. Voluntary National Review

### **2.3.3 Status Report on Major Government Projects**

Most LED lights at sport fields are installed.

### **2.4 Transfer Payment Information**

The Ministry of Sustainable Development contributes to the following Local, Regional and International Organisations:

1. United Nations Development Programme Government Local Office Cost (UNDP-GLOC)
2. Commonwealth Fund for Technical Cooperation (CFTC)
3. Community Security (COMSEC) Commonwealth Fund for Technical Cooperation
4. St. Christopher National Trust

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 16 - Manage Sustainable Development</b>
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<b>Responsibility Centre</b> <b>16 - Ministry of Sustainable Development</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b> To provide the necessary policy advice, technical expertise, information, physical planning, and distribution of land resources to provide for economic growth and improved standard of living for St. Kitts and Nevis
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<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To efficiently distribute Crown Lands	520	Number of acres of Crown Lands distributed
		30 days	Turn around time between qualified requests and allocation of lands
2	To efficiently manage Crown Lands	150	Number of acres of Crown Lands distributed
		30 days	Turn around time between qualified requests and allocation of lands
3	To efficiently process Alien Land Holding Licences	30	Number of Licences processed

## Financial Summary

Programme	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
16171 - Provide General Administration	3,337	8,983	10,514	6,099	4,221
16172 - Develop Strategic Plans	837	1,543	1,254	1,224	1,175
16173 - Manage Physical Planning	1,938	2,190	2,215	2,146	2,128
16174 - Collect and Disseminate Statistics	1,110	1,742	1,513	1,499	1,455
16175 - Provide Support to Control Development	220	295	286	286	286
16176 - Register and Manage Stock Land	1,653	2,631	2,621	1,896	1,691
16177 - Manage Urban Resilience and Development Unit	406	646	619	575	562
16178 - Manage Department of Land Sales Agency	286	292	293	298	303
<b>Total</b>	<b>9,787</b>	<b>18,322</b>	<b>19,315</b>	<b>13,974</b>	<b>11,792</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio Programme</b>	E. 16 - Manage Sustainable Development		
<b>Responsibility Centre</b>	16 - Ministry of Sustainable Development 171 - <b>Permanent Secretary's Office</b>		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To provide efficient and effective administrative and management support as well as related policy guidance to the Ministry		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1	To develop and analyse policies	10	Number of policies developed or analysed
		15 days	Average turn around time for developing or analysing policy proposal
2	To develop and implement Annual Action Programme	60 days	Average turn around time for developing Annual Action Programme
<b>Sub-Programme:</b>	<p>01255 - Provide Administration for Central Planning</p> <p>01256 - Develop and Analyse Policy</p> <p>03337 – Manage Telecommunication Service</p> <p>03364 - Support St. Christopher National Trust</p> <p>16171 - Invest in Sustainable Development</p> <p>16171 - Participation in Regional and International Organisations</p>		

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	1,867	1,938	1,693	1,714	1,736
Capital	1,403	6,870	8,436	4,000	2,100
Transfer	67	175	385	385	385
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>3,337</b>	<b>8,983</b>	<b>10,514</b>	<b>6,099</b>	<b>4,222</b>

<b>Portfolio Programme</b>	E. 16 - Manage Sustainable Development <b>16172 - Develop Strategic Plans</b>
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<b>Responsibility Centre</b>	16 - Ministry of Sustainable Development <b>172 - Public Sector Investment Planning Department</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To provide strategic guidance for the economic development of the Federation
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<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To report on the implementation of PSIP	4	Number of quarterly reports on the PSIP produced for the year
2	To report on the progress of the National Development Agenda	August 2026	Date of completion for the National Development Agenda report
3	To undertake Capital Project Prioritisation and compile the Capital Budget	September 2026	Date to complete Capital Project Prioritisation and compile the Capital Budget

<b>Sub-Programme:</b>
01384 - Provide Administrative Support for Strategic Planning
01265 - Provide Guidance, Monitoring, Evaluation and Reporting on the PSIP
16172 - Invest in Public Sector Investment Planning (PSIP)

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	701	1,043	1,054	1,074	1,095
Capital	136	500	200	150	80
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>837</b>	<b>1,543</b>	<b>1,254</b>	<b>1,224</b>	<b>1,175</b>

<b>Portfolio</b>	E. 16 - Manage Sustainable Development
<b>Programme</b>	<b>16173 - Manage Physical Planning</b>

<b>Responsible Center</b>
16 - Ministry of Sustainable Development <b>173 - Physical Planning Department</b>

Officer in Charge	Permanent Secretary
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**Goals/Global Objectives**

To provide a framework to support the implementation of policies, programmes, and measures to control and regulate the development of land and buildings as well as raising public awareness, standard setting, advocacy and resource mobilisation, thereby contributing to poverty reduction

Objective(s) for 2026		Expected Results	Performance Indicators
1	To implement a Public Awareness campaign for the department to inform/update the public on development requirements	2 per month	Number of awareness programmes on radio stations
2	To increase output and efficiency for the review and processing of Land Application requests	3	Number of Physical Planning Officers trained
		2 weeks	Time taken to review Land Application requests
3	To provide Geographical Information Services to Government Departments through the provision of map outputs, and to map and digitise all approved residential and development projects	60%	Percentage of approved developments and development plans digitised
4	To reduce the processing and review time for the different categories of building applications	3 weeks	Period to process residential developments application
		8 months	Period to process Hotel Development applications
		3 months	Period to process commercial/institutional applications

<b>Sub-Programme:</b>
01308 - Administer Physical Planning

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	1,938	1,990	2,015	2,046	2,078
Capital		200	200	100	50
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,938</b>	<b>2,190</b>	<b>2,215</b>	<b>2,146</b>	<b>2,128</b>

<b>Portfolio</b>	<b>E. 16 - Manage Sustainable Development</b>
<b>Programme</b>	<b>16174 - Collect and Disseminate Statistics</b>

<b>Responsibility Centre</b> 16 - Ministry of Sustainable Development <b>174 - Statistics Department</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b> To make available statistical information for planning and policy making
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<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1 To improve Balance of Payments Statistics based on the adoption of updated international methodological standards and regional best practices	November 2026	Date of publication of Balance of Payments Statistics
2 To improve the quality and expand the scope of the price statistics	June 2026	Date to finalise and publish the Federal Consumer Price Index (CPI) and St. Kitts and Nevis CPI separately
3 To improve the quality of the National Accounts Statistics (NAS) based on adopting updated international methodological standards and regional best practices	June 2026	Date to publish quarterly GDP estimates
4 To update the Labour Market Information Statistics for the analysis of employment and unemployment patterns	June 2026	Date to publish the Labour Force Survey

<b>Sub-Programme:</b>  01267 - Provide Administrative Support for Statistics  01271 - Produce Economic Statistics  01273 - Produce Social Statistics  01274 - Produce Trade and Price Statistics  16174 - Invest in Statistics
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## Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	1,110	1,303	1,323	1,349	1,375
Capital		439	190	150	80
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,110</b>	<b>1,742</b>	<b>1,513</b>	<b>1,499</b>	<b>1,455</b>

<b>Portfolio</b>	<b>E. 16 - Manage Sustainable Development</b>
<b>Programme</b>	<b>16175 - Provide Support to Control Development</b>

<b>Responsibility Centre</b>
16 - Ministry of Sustainable Development
<b>175 - Control Development</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To provide strategic guidance for the economic development of the Federation

<b>Sub-Programme:</b>
01310 - Provide Support to Control Development
01311 - Support to Lands Surveyors Board
01312 - Support to Architect Registration Board

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	220	295	286	286	286
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>220</b>	<b>295</b>	<b>286</b>	<b>286</b>	<b>286</b>

<b>Portfolio</b>	16 - Ministry of Sustainable Development
<b>Programme</b>	<b>16176 – Register and Manage land Stock</b>

<b>Responsibility Centre</b>
16 - Ministry of Sustainable Development
<b>176 - Lands and Surveys Department</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To facilitate equitable distribution and management of lands

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To build a reliable spatial data infrastructure in St. Kitts	3	Number of additional areas mapped
2	To build the capacity of the Department to manage and manipulate land information	2	Number of persons trained in the Department to manipulate data
3	To digitalise land allocation data	March 2026	Date to complete conversion of paper records to a searchable database
4	To introduce a Land Application Management System	December 2026	Date electronic database will be operationalised

<b>Sub-Programme:</b>
01284 - Administer Lands
01285 - Provide Surveying Services
16176 - Invest in Land Management

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2076</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	1,176	1,516	1,521	1,546	1,571
Capital	477	1,115	1,100	350	120
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,653</b>	<b>2,631</b>	<b>2,621</b>	<b>1,896</b>	<b>1,691</b>

<b>Portfolio</b>	16 - Ministry of Sustainable Development
<b>Programme</b>	<b>16177 – Manage Urban Resilience and Development Department</b>

<b>Portfolio</b>	16 - Ministry of Sustainable Development
<b>Programme</b>	<b>177 – Urban Resilience and Development Department</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To create a safe and harmonious urban environment by redeveloping, redesigning, reconstructing and the revitalisation of existing public spaces to enhance the appearance and aesthetics of our city - Basseterre, also Sandy Point and all other areas, where people and nature can co-exist in harmony while it also seeks to create areas for rest and relaxation within urban spaces

	<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1	To develop an urban nature ecological base - the Basseterre Valley Nature Park	December 2026	Date to complete feasibility study and design
2	To draft Regulation and Act to govern urban development	September 2026	Date first draft to be delivered
3	To undertake the removal of derelict vehicles in Basseterre	December 2026	Date to complete the required work

<b>Sub-Programme:</b>
00399 - Provide Administrative Support
00398 - Manage and Maintain Urban Resilience and Development
00500 - Support Bus Terminal
16177 - Invest in Urban Resilience and Development

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	370	396	519	525	532
Capital	36	250	100	50	30
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>406</b>	<b>646</b>	<b>619</b>	<b>575</b>	<b>562</b>

<b>Portfolio Programme</b>	<b>E. 16 - Ministry of Sustainable Development 16178 – Manage Land Sales Agency</b>
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<b>Responsibility Centre</b>	16 - Ministry of Sustainable Development <b>178 - National Land Sales Agency</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To align land transactions with the Ministry's key objectives, including advancing infrastructure projects, promoting environmentally responsible land use and supporting Community-based initiatives
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<b>Sub-Programme:</b>	00510 – Manage Land Sales Agency
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### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	286	292	293	298	303
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>286</b>	<b>292</b>	<b>293</b>	<b>298</b>	<b>303</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>16171</b>	<b>ADMINISTRATION</b>	\$	\$	\$	\$	\$		
0808528	Special Land Distribution Initiative	29,405,663	5,000,000	-	-	5,000,000	1,184,795	REVENUE
1617110	The National Museum Restoration Project	3,020,000	1,000,000	-	-	1,000,000	218,511	REVENUE
1617115	Construction of Sustainable Development Building - Lime Kiln	15,124,070	750,000	-	-	750,000	-	REVENUE
1617215	Improving Environmental Management through Sustainable Land Management (SLM) in St. Kitts and Nevis	8,143,152	-	-	1,576,682	1,576,682	-	GLOBAL ENVIRONMENT FACILITY (GEF)
1617119	Voluntary National Review	110,000	110,000			110,000		
	<b>Subtotal</b>	<b>55,802,885</b>	<b>6,860,000</b>	<b>-</b>	<b>1,576,682</b>	<b>8,436,682</b>	<b>1,403,306</b>	
	<b>Total c/f</b>	<b>55,802,885</b>	<b>6,860,000</b>	<b>-</b>	<b>1,576,682</b>	<b>8,436,682</b>	<b>1,403,306</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>55,802,885</b>	<b>6,860,000</b>	<b>-</b>	<b>1,576,682</b>	<b>8,436,682</b>	<b>1,403,306</b>	
<b>16172</b>	<b>PSIP</b>							
1617202	Climate Action Line of Credit (CALC) Street Lighting Project	15,487,200	200,000	-	-	200,000	136,329	REVENUE
	<b>Subtotal</b>	<b>15,487,200</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>136,329</b>	
<b>16173</b>	<b>PHYSICAL PLANNING</b>							
1617324	Digitalisation - Physical Planning Services	400,000	200,000	-	-	200,000	-	REVENUE
		<b>400,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	
	<b>Total c/f</b>	<b>71,690,085</b>	<b>7,260,000</b>	<b>-</b>	<b>1,576,682</b>	<b>8,836,682</b>	<b>1,539,635</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>71,690,085</b>	<b>7,260,000</b>	<b>-</b>	<b>1,576,682</b>	<b>8,836,682</b>	<b>1,539,635</b>	
<b>16174</b>	<b>STATISTICS</b>							
1617418	Labour Force Survey	120,000	120,000	-	-	120,000	-	REVENUE
1617419	Visitors' Experience and Expenditure Survey	134,696	70,141	-	-	70,141	-	REVENUE
	<b>Subtotal</b>	<b>254,696</b>	<b>190,141</b>	<b>-</b>	<b>-</b>	<b>190,141</b>	<b>-</b>	
<b>16176</b>	<b>LANDS AND SURVEYS</b>							
1011710	Commercial Infrastructure Development Project	20,000,000	1,000,000	-	-	1,000,000	472,626	REVENUE
1617613	Land Resource Management Project	522,009	100,000	-	-	100,000	4,724	REVENUE
	<b>Subtotal</b>	<b>20,522,009</b>	<b>1,100,000</b>	<b>-</b>	<b>-</b>	<b>1,100,000</b>	<b>477,350</b>	
	<b>Total c/f</b>	<b>92,466,790</b>	<b>8,550,141</b>	<b>-</b>	<b>1,576,682</b>	<b>10,126,823</b>	<b>2,016,985</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**

(CAPITAL PROJECTS)

**C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT**

Project No.	PROJECT NAME	Estimated Total Cost \$	Revenue \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
				Loans \$	Development Aid \$	Total \$			
	<b>Total b/f</b>	<b>92,466,790</b>	<b>8,550,141</b>	-	<b>1,576,682</b>	<b>10,126,623</b>	<b>2,016,985</b>		
	<b>URBAN RESILIENCE AND DEVELOPMENT UNIT</b>								
1617703	Establishment of Vending Spaces - Basseterre	188,000	100,000	-	-	100,000	29,851	REVENUE	
	<b>Subtotal</b>	<b>188,000</b>	<b>100,000</b>	-	-	<b>100,000</b>	<b>29,851</b>		
	<b>Total c/f</b>	<b>92,654,790</b>	<b>8,650,141</b>	-	<b>1,576,682</b>	<b>10,226,823</b>	<b>2,046,836</b>		

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>92,654,790</b>	<b>8,650,141</b>	<b>-</b>	<b>1,576,682</b>	<b>10,226,823</b>	<b>2,046,836</b>	
	Visitor Expenditure Survey	64,555	-	-	-	-	-	REVENUE
	St. Kitts and Nevis Agriculture and Fisheries Census	1,724,715	-	-	-	-	-	REVENUE/FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
	Protection and Rehabilitation of Independence Square	464,000	-	-	-	-	6,300	REVENUE
	<b>TOTAL</b>	<b>94,908,060</b>	<b>8,650,141</b>	<b>-</b>	<b>1,576,682</b>	<b>10,226,823</b>	<b>2,053,136</b>	

**Total Ministry \$10,226,823**



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**17 - Ministry of Foreign Affairs**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

It is with great pride and purpose that I present this statement on some key achievements of the Ministry of Foreign Affairs during the year 2025 and outline our strategic priorities for 2026. In a world marked by uncertainty and transformation, St Kitts and Nevis has remained resolute in advancing a foreign policy rooted in pragmatism, partnership, and progress.

This year, the Ministry of Foreign Affairs played a pivotal role in steering our Nation's diplomacy toward tangible and strategic outcomes. We expanded our diplomatic relations by formally establishing ties with the Sultanate of Oman, Côte d'Ivoire, and Liberia broadening our engagement across Africa and the Middle East. Earlier this year, the Ministry orchestrated the opening of a High Commission in India. This mission will enhance engagement with Asia's dynamic economies, promoting trade, tourism, and cultural exchange.

In May 2025 St. Kitts and Nevis proudly assumed the Chairmanship of the Council on Foreign and Community Relations (COFCOR) and successfully hosted the Twenty-Eighth Meeting in Basseterre. This leadership position allowed us to shape regional dialogue on critical issues including climate resilience, migration, and economic cooperation. We also celebrated a landmark achievement with our election to the United Nations Economic and Social Council (ECOSOC) for the term 2026 - 2028, and our selection to serve as Vice-President of the 80th Session of the United Nations General Assembly, beginning September 2025. These appointments reflect our growing influence and commitment to multilateralism.

Throughout the year, we championed our interests abroad participating in several key plurilateral and multilateral meetings, including: The Association of Caribbean States Summit, the General Assembly of the Organisation of American States, The CARICOM-Brazil Summit, The EU-CELAC Summit and COP30 in Brazil, where we advanced our Sustainable Island State (SIS) Agenda. These engagements have amplified our voice on global platforms and reinforced our commitment to climate action, regional integration, and inclusive development.

The Ministry was instrumental in securing St. Kitts and Nevis' participation in Osaka EXPO 2025, including obtaining funding from the Government of Japan and facilitating visa applications for our delegation to showcase our strengths and culture to the world. I was honoured to attend the celebration of our National Day at the Expo, which served as a powerful platform to showcase our strengths in hospitality, renewable energy, education, and technology.

The Ministry, through our Embassy in the Republic of China (Taiwan), secured twenty-five (25) scholarships in 2025, empowering our youth and building a skilled workforce. Additional scholarships were facilitated to Cuba, Morocco, and Romania, as we continue to invest in our greatest resource-our people. In support of institutional excellence, ministry and mission staff participated in over thirty (30) personal and professional development opportunities, spanning diplomacy, negotiations, climate action, human rights, and security. We also supported training initiatives across other Ministries, reinforcing a whole-of-government approach to capacity building.

As we look ahead to 2026, the Ministry will focus on the following priorities as we navigate a complex world:

1. Deepening ties with key partners, especially in Africa, Asia, and Latin America
2. Translating our Sustainable Island State (SIS) Agenda into diplomatic leverage, particularly in climate negotiations and economic forums
3. Coordinating efforts with like-minded nations to address regional and global challenges, including climate change, migration, and economic instability

4. Enhancing consular services and diaspora engagement, ensuring our citizens abroad remain connected and supported
5. Continuing high-level engagements with partner countries to promote trade, investment, and cultural exchange

The Ministry's landmark event, Diplomatic Week, will be used as a forum to promote all the above priorities.

To support this ambitious agenda, we will continue to invest in building capacity for a robust diplomatic agenda. The Ministry will be intent on human resource development, through targeted training and professional growth. We believe in technological innovation, to modernise consular services and diplomatic operations and endeavour to engage in strategic planning and inter-agency collaboration, to ensure policy coherence and operational efficiency. We recognise that diplomacy today demands agility, innovation, and resilience. The Ministry is committed to building the internal capacity necessary to deliver on our goals and serve the people of St. Kitts and Nevis with excellence.

St. Kitts and Nevis remains an active and respected member of the global community. Through the Ministry of Foreign Affairs, we will continue to guard our Nation's interests, refine our foreign policy, and contribute meaningfully to a more just, peaceful, and sustainable world.

I thank the Minister of Finance, the Financial Secretary and staff for allocating the appropriate financial resources that will help us to maximise the benefits that will continue to accrue from our healthy, results-oriented diplomatic engagements.

The Right Honourable Dr. Denzil Douglas  
Senior Minister and Minister of Foreign Affairs

## **1.2 Executive Summary**

The Ministry of Foreign Affairs of St. Kitts and Nevis continues to play a pivotal role in advancing the Federation's transformation into the Caribbean's first sustainable island state. Through strategic diplomacy, global engagement, and targeted partnerships, the Ministry is aligning foreign policy with national development priorities, contributing meaningfully to the Sustainable Development Goals (SDGs) and the National Development Planning Framework (2023–2037).

By establishing formal ties with new bilateral partners, we will seek to unlock cooperation in energy, climate resilience, and sustainable infrastructure (SDGs 9 and 17). Opening missions in new locations will strengthen trade, tourism, and cultural exchange, while facilitating access to resources to assist us in achieving our SDGs and build on the pillars of the SIS Agenda.

The Ministry led St. Kitts and Nevis' participation in the Osaka EXPO 2025 and will continue to facilitate St. Kitts and Nevis' participation in similar initiatives as these platforms promote the Federation's strengths in hospitality, renewable energy, education, and technology, reinforcing the SIS Agenda and SDG 17. In support of SDGs 4 and 10 and the focus of the National Development Planning Framework on inclusive growth, the Ministry will pursue opportunities for our nationals through the landmark scholarship programmes from Cuba, Taiwan and Morocco, and attempt to procure similar avenues for human capital development including at the technical level leading to skills certificates. It is the Ministry's aim to continue to coordinate cross-sectoral capacity building in health, education, climate, and governance (SDG 16).

In the following areas and by the requisite actions, the Ministry will continue to ensure that its policies and programmes align with the National Development Planning Framework (2023–2037):

1. Economic Diversification: Attracting foreign direct investment through diplomacy

2. Tourism Growth: Hosting international events and welcoming dignitaries
3. Climate Action: Facilitating international agreements and ratifications
4. Social Development: Enhancing equity through education and capacity building

St. Kitts and Nevis will use its membership in the UN Economic and Social Council (ECOSOC), to advocate for Small Island Developing States (SIDS) on climate change, economic equity, and sustainable tourism. This strengthens SDGs 1, 11, and 13 and will enable us to edge closer towards the achievement of these goals. We will continue to facilitate the hosting of conferences by ensuring diplomatic courtesies are extended in accordance with global standards. We are conscious that these events help to showcase the Federation's natural beauty and hospitality, while encouraging investment in tourism, infrastructure, and services (SDGs 8 and 12). We look forward to once again hosting Diplomatic Week in 2026, a flagship event of the Ministry which takes place every three years.

The missions serve as vital extensions of the Ministry of Foreign Affairs, playing a pivotal role in advancing its mandate through diplomatic engagement, international representation, and the promotion of national interests abroad. Their contributions are instrumental in fostering bilateral and multilateral relations, facilitating trade and investment opportunities, and supporting the welfare of citizens overseas. In recognition of their strategic importance, capital remains firmly committed to providing the necessary support to ensure the effective implementation of their plans and programmes, thereby reinforcing the ministry's overarching objectives on the global stage.

The Ministry's diplomatic efforts are not merely ceremonial they are strategic levers for sustainable development. By deepening international partnerships, expanding global presence, and investing in human capital, the Ministry is helping to shape a resilient, inclusive, and globally connected St. Kitts and Nevis.

The Ministry of Foreign Affairs extends its sincere appreciation to the Ministry of Finance for recognising the critical role it plays in advancing the national agenda. This support will significantly enhance the Ministry's ability to implement its strategic plans and programmes, strengthen bilateral and multilateral relations, and promote the country's global standing..

### **1.3 Management Representation Statement**

The above accurately reflects the Ministry's priorities and planned activities for the year ahead. In executing its mandate, the Ministry remains committed to the highest standards of financial stewardship and accountability. All expenditures will be guided by principles of prudence and efficiency, ensuring that resources are utilised effectively to deliver meaningful outcomes and uphold the trust placed in the Ministry by its stakeholders.

Kaye Bass (Ms.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To implement the Foreign Policy of St. Kitts and Nevis and to safeguard the interests of the country globally with emphasis on sustainable development.

## **2.2 Planning Overview**

### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

As St. Kitts and Nevis recovers from recent poly-crises and builds resilience, the Ministry of Foreign Affairs remains committed to advancing the Federation's foreign policy and supporting the Administration's vision of a sustainable island state.

Although the past year's gains may not have been as high as anticipated, we recognise the need for a unified, innovative approach across government and society to drive transformation. The Ministry will continue to fulfill its mandate to strengthen existing partnerships and forge new ones with both state and non-state actors to help achieve our national goals. To support the National Agenda, the Ministry is committed to the following objectives:

1. Mobilise external resources to advance the SIS Agenda
2. Attract foreign direct investment
3. Pursue avenues to build human capital
4. Strengthen relations with traditional partners and non-state actors
5. Establish diplomatic ties with countries that are strategically and geographically positioned
6. Promote adherence to the principles of international law
7. Maintain strong networks with the diaspora through our overseas missions
8. Forge closer political and economic cooperation with countries
9. Build strategic partnerships for enhanced cultural cooperation
10. Address current global issues of concern to the Federation
11. Enhance visibility and representation in areas of strategic interest
12. Collaborate with the international community to promoting peace and security
13. Strengthen our commitment to the regional integration process
14. Take full advantage of our membership in regional and international bodies
15. Promote Trade, Investment and Tourism through bilateral, regional and multilateral cooperation
16. Increase and strengthen our consular services
17. Finalise and adopt a Strategic Action Plan

### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

The Annual Objectives for the portfolio include:

1. Safeguard the welfare of citizens of the Federation;
2. Become a state party to new agreements and continue to implement existing agreements;
3. Increase the number of financial and technical cooperation from bilateral and multilateral arrangements;
4. Expand foreign relations with other countries;
5. Use the Diaspora to achieve foreign policy and foreign trade objectives;

6. Provide protocol services for diplomats and other guests of the Government;
7. Facilitate the hosting of events and meetings;
8. Follow up on regional initiatives;
9. Initiate consultations on strategy, policy and legislation and submit findings to Cabinet;
10. Build technical capacity in the area of diplomacy and negotiations; and
11. Heighten public awareness about the work of the Ministry.

### **2.2.3 Modifications to the Ministry's Strategic Direction during the Year**

The Ministry will review the Foreign Policy document which serves as an operative guide to our initiatives in accordance with priorities of the Government. The Ministry will also seek to develop a Strategic Plan.

### **2.2.4 Main Activities Contributing to the Annual Objectives**

- 1) Facilitating training and professional development of staff
- 2) Collaborating with the Federation's representatives overseas
- 3) Advocating for technical assistance from overseas countries and agencies
- 4) Hosting of meetings
- 5) Participating in regional and international meetings
- 6) Preparing policy briefs/papers to assist in decision-making
- 7) Convening regular meetings with staff to boost staff morale and generate buy-in for Ministry initiatives
- 8) Partnering with other Ministries and agencies
- 9) Engaging with our international partners
- 10) Forging new partnerships

### **2.2.5 Main Challenges to Achieve Annual Objectives**

1. Delay in receipt of assistance from bilateral and multilateral entities
2. Securing timely assistance for specific projects from bilateral partners and multilateral organisations
3. Differences between national objectives and priorities of partner countries and agencies
4. Increase inflation due to polycrises
5. The impact of natural disasters

## **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

1. Implementing the foreign policy objectives of the Federation
2. Maintaining and enhancing bilateral and multilateral relations
3. Safeguarding the welfare of citizens overseas
4. Providing protocol services
5. Developing a strategic plan including monitoring and evaluation
6. Digitisation of the Ministry's processes
7. Create a permanent home for the Ministry of Foreign Affairs

## **2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures**

The results achieved in the previous year have impacted on the current year's planned expenditures to the extent that an increase will be required to achieve similar or greater success.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Construction of Foreign Affairs Headquarters (Fortlands)

### **2.3.2 Other Project Judged Important**

1. Purchase of Vehicle – Consulate General NYC
2. Re-installation of VIP Room (RLB International Airport)

## **2.4 Transfer Payment Information**

The Ministry of Foreign Affairs makes monetary contributions on behalf of the Government to the following regional and international organisations.

1. Organisation of Eastern Caribbean States (OECS)
2. Caribbean Community (CARICOM)
3. Organisation of American States (OAS)
4. Commonwealth Secretariat
5. United Nations Regular Budget
6. United Nations Master Capital Plan
7. International Tribunal
8. Organisation of African Caribbean and Pacific States (OACPS)
9. Association of Caribbean States (ACS)
10. FEMCIDI

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>		<b>E. 17 - Manage the Foreign Policy of the Federation</b>	
<b>Responsibility Centre</b>			
17 - Ministry of Foreign Affairs			
<b>Officer in Charge</b>		Permanent Secretary	
<b>Goals/Global Objectives</b>			
To implement the foreign policy of the Federation of St. Kitts and Nevis			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To facilitate scholarship recipients	50	Number of scholarships offered are processed
2	To accede to and ratify international conventions and conclude agreements that advance the national agenda	20	Number of interactions with other ministries and agencies, including the Attorney General Chambers, regarding the ratification of instruments pertaining to agreements and MOUs
		10	Number of conventions ratified and agreements finalised excluding visa waiver agreements
3	To build capacity in Foreign Affairs	12	Number of training opportunities accessed by Foreign Affairs staff
4	To engage the Diaspora	12	Number of intentional engagements with the Diaspora through our Missions and Consulates
		12	Number of contributions/donations processed through the Diaspora

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
5	To establish diplomatic ties with countries that are strategically and geographically positioned	10	Number of countries with which diplomatic relations have been established
6	To heighten awareness about the work of the Ministry through the coordination of public education programmes (lectures, press releases and media activities)	20	Number of activities implemented including PSAs, media releases, media and public engagements
7	To mobilise resources to advance the SIS Agenda including bilateral and multilateral projects (training, technical assistance and donations)	100	Number of cooperation projects realised
8	To promote the foreign policy of St. Kitts and Nevis	50	Number of briefs and talking points/speeches prepared for meetings
		15	Number of Cabinet submissions /memos presented
		6	Number of statements issued
		50	Number of meetings staff participated in, including virtual, local and overseas
9	To provide Protocol Services	100	Number of airport courtesies facilitated in SKN
		50	Number of port courtesies requested for SKN Government Officials traveling overseas
		24	Number of activities for which protocol services were provided for local government-related activities

Objective(s) for 2026		Expected Results	Performance Indicators
10	To safeguard the welfare of citizens	100	Number of requests on the issuance of visa(s) and intervention with third-party/agency facilitated on behalf of citizens
		12	Number of requests to process documents (specimen certificates) for returning citizens facilitated: repatriation and/or deportees
		1,000	Number of Apostilles on government-issued documents signed by relevant authorities in the Federation
		10	Number of Visa Waiver Agreements signed
11	To build capacity within the Ministry	10	Number of staff development activities realised
		50	Number of training activities staff participated in virtually, locally and abroad
12	To strengthen and deepen the regional integration process as an area of regional commitment	100	Number of documents processed regarding the participation of citizens in meetings with regional organisations and facilitation of technical assistance

### Financial Summary

Programme	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
17071 - Manage General Administration	9,224	9,229	9,672	9,575	9,589
17072 - Represent the Federation Abroad	12,495	13,115	12,993	13,044	13,096
<b>Total</b>	<b>21,719</b>	<b>22,344</b>	<b>22,665</b>	<b>22,619</b>	<b>22,685</b>

## Section 4: Programme Summary

<b>Portfolio</b>	E. 17 - Manage the Foreign Policy of the Federation
<b>Programme</b>	<b>17071 - Manage General Administration</b>
<b>Responsibility Centre</b>	<b>17 - Ministry of Foreign Affairs</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To implement the foreign policy and the foreign trade objectives of the Federation of St. Kitts and Nevis and to participate in and benefit from regional and international bodies and organisations through membership and contributions
<b>Sub-Programme:</b>	<ul style="list-style-type: none"> <li>03770 - Manage Diaspora Unit</li> <li>00545 - Host Diplomatic Events and Meetings</li> <li>00543 - Administer Foreign Affairs</li> <li>00551 - Participate in Regional and International Organisations</li> <li>01763 - Provide Protocol Services</li> <li>17071 - Invest in Foreign Affairs</li> <li>17071 - Manage Telecommunications Service</li> <li>17071 - Participation in Regional and International Organisations</li> </ul>

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	4,074	3,964	4,153	4,226	4,300
Capital	374	800	615	445	385
Transfer	4,776	4,465	4,904	4,904	4,904
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>9,224</b>	<b>9,229</b>	<b>9,672</b>	<b>9,575</b>	<b>9,589</b>

<b>Portfolio</b>	E. 17 - Manage the Foreign Policy of the Federation
<b>Programme</b>	<b>17072 - Represent the Federation Abroad</b>
<b>Responsibility Centre</b>	<b>17 - Ministry of Foreign Affairs</b>
<b>Officer in Charge</b>	<b>Permanent Secretary</b>
<b>Goals/Global Objectives</b>	To implement the foreign policy of St. Kitts and Nevis and safeguard the welfare of the Federation in host country or country to which accredited
<b>Sub-Programme:</b>	<p>00544 - Represent the Federation abroad through the Washington Embassy</p> <p>00558 - Represent the Federation abroad through the London High Commission</p> <p>00785 - Represent the Federation abroad through the New York Mission</p> <p>00787 - Represent the Federation abroad through the Toronto Consulate</p> <p>00789 - Represent the Federation abroad through the Dubai Consulate</p> <p>02082 - Represent the Federation abroad through the Taiwan Embassy</p> <p>02083 - Represent the Federation abroad through the Embassy in Cuba</p> <p>04335 - Represent the Federation abroad through the Ottawa Embassy</p>

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	12,495	10,203	12,993	13,044	13,096
Capital					
Transfer		2,912			
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>12,495</b>	<b>13,115</b>	<b>12,993</b>	<b>13,044</b>	<b>13,096</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 17 MINISTRY OF FOREIGN AFFAIRS**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>17071</b>	<b>FOREIGN AFFAIRS</b>	\$	\$	\$	\$	\$		
1707118	Construction of Foreign Affairs Headquarters (Fortlands)	1,900,000	400,000	-	-	400,000	-	REVENUE
1707125	Re-installation of VIP Room (RLB International Airport)	105,000	65,000	-	40,000	105,000	-	REVENUE/ REPUBLIC OF CHINA (TAIWAN)
1707126	Purchase of Vehicle - Consulate General NYC	285,000	110,000	-	-	110,000	-	REVENUE
	<b>Subtotal</b>	<b>2,290,000</b>	<b>575,000</b>	<b>-</b>	<b>40,000</b>	<b>615,000</b>	<b>-</b>	
	<b>Total c/f</b>	<b>2,290,000</b>	<b>575,000</b>	<b>-</b>	<b>40,000</b>	<b>615,000</b>	<b>-</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**

(CAPITAL PROJECTS)

**C. 17 MINISTRY OF FOREIGN AFFAIRS**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>2,290,000</b>	<b>575,000</b>	<b>-</b>	<b>40,000</b>	<b>615,000</b>	<b>-</b>	
	Purchase of Vehicle - Ministry	131,000					131,000	REVENUE
	Purchase of Vehicle - Permanent Mission to OAS in Washington, DC	243,312	-	-	-	-	243,312	REVENUE
	<b>TOTAL</b>	<b>2,664,312</b>	<b>575,000</b>	<b>-</b>	<b>40,000</b>	<b>615,000</b>	<b>374,312</b>	

Total Ministry \$615,000



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**18 - Office of the Attorney General**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

Justice in St. Kitts and Nevis is grounded in the principles of dignity, equality, and respect. The Attorney General's Office (AGO), as the chief legal advisor to the Government, continues to ensure that governance remains consistent with the Constitution and with international standards of accountability and transparency.

The year 2026 represents a critical stage in advancing the Sustainable Island State (SIS) Agenda. The Office will prioritise strengthening the legal foundations that support economic transformation, environmental protection, and social inclusion. In accordance with the Attorney-General's Act, the functions of the Office will remain central: providing legal advice to Government, overseeing litigation involving the State, ensuring legal compliance in public administration, and shaping the legislative programme. These responsibilities will be executed with renewed focus on innovation, efficiency, and institutional resilience.

By 2025, fifty-six (56) new laws had been tabled and forty-eight (48) enacted. Building on this record, the legislative agenda for 2026 will emphasise areas of emerging importance including digital governance, climate resilience, artificial intelligence, and international financial compliance. The AGO, in partnership with the Law Commission, will ensure that laws remain modern, accessible, and responsive to the needs of citizens.

The Office will also strengthen its support to constitutional bodies, particularly the Office of the Director of Public Prosecutions, the Integrity in Public Life Commission, and the Electoral Office. The Electoral Reform project scheduled for 2026 will reinforce free, fair, and secure elections, safeguarding public confidence in the democratic process.

Institutional capacity will be enhanced through expanded training for attorneys, clerks, and support staff. This includes investment in digital competencies, case management systems, and cross-border legal expertise. Strengthening internal capacity will reduce reliance on external consultancy and enable more sustainable delivery of legal services.

The AGO recognises that credible prosecutions, strong integrity systems, and transparent electoral processes form the foundation for stability and development. These functions support investor confidence, strengthen public trust, and ensure responsive governance. They also underpin the wider objective of transforming St. Kitts and Nevis into a resilient and sustainable island state.

The challenges ahead are significant, including transnational crime, international regulatory demands, climate vulnerabilities, and the ongoing need for digital transformation. Nonetheless, the AGO is positioned to address these challenges by aligning national legal reform with regional and international frameworks such as the Organisation of Eastern Caribbean States (OECS) Legal Affairs Committee, the Commonwealth Law Ministers' Declarations, and the United Nations Sustainable Development Goals.

St. Kitts and Nevis is better prepared than ever to advance as a just, stable, and sustainable island state, through laws that protect our people, uphold our rights, and promote responsible governance.

Hon. Garth L. Wilkin  
Attorney General

## 1.2 Executive Summary

### *Office of The Director of Public Prosecutions (DPP)*

The Attorney General's Chambers continue to provide administrative support to ensure the independent functioning of the Director of Public Prosecutions' Office. The leadership transition completed in 2024 strengthened the prosecutorial service, and in 2025 this progress was consolidated with a focus on modernisation and training. A major milestone was the inaugural plea-bargaining workshop in May 2025, which brought together Crown Counsels, private criminal practitioners, and other justice stakeholders. The training provided practical guidance on implementing plea negotiations in line with the Plea Negotiations and Agreements Act, enhancing fairness, efficiency, and victim participation in the justice process.

Prosecutorial capacity in emerging crime areas was also advanced during 2025. Prosecutors participated in specialised international training on ransomware and cybercrime, supported through partnerships with regional and international organisations. This engagement has strengthened national expertise in handling technology-driven offences and complements broader efforts to modernise the justice system and adapt to evolving criminal threats.

### *Attorney General's Chambers*

The Ministry of Justice and Legal Affairs advanced its role as the anchor of governance and legal certainty throughout 2025 by investing strategically in professional development and institutional strengthening. Capacity building was recognised as a critical driver of justice reform, ensuring that the Chambers remained agile and well-positioned to meet the demands of a rapidly evolving legal and governance environment. Throughout the year, legal officers engaged in a wide range of overseas training programmes that addressed pressing global and regional issues. These included specialised areas such as cybercrime prosecution, financial integrity and compliance, digital asset regulation, energy and natural resource law, nuclear law, and international human rights instruments. Such programmes enhanced professional competence, broadened perspectives, and reinforced the Chambers' ability to provide sound legal guidance on complex matters. These opportunities also directly advanced SDG 16, which focus on Peace, Justice and Strong Institutions by equipping the Ministry to deliver more transparent, accountable, and efficient legal services that safeguard democratic governance.

At the national level, the Chambers played a leading role in consultations and workshops on digital transformation, consumer protection, trade policy, environmental governance, and human rights. These engagements ensured that legal expertise was embedded in policymaking processes, promoting reforms that are both responsive to domestic realities and aligned with international obligations. Importantly, many of these initiatives were inclusive in nature, incorporating gender-sensitive approaches and frameworks that promote equal participation and fair treatment. This emphasis directly supports SDG 5- Gender Equality by helping to mainstream gender considerations into legal reform and policy development, and SDG 10 - Reduced Inequalities by ensuring that reforms address systemic barriers and create more equitable access to justice for all citizens.

These combined local and international initiatives also strengthened institutional partnerships at multiple levels. The Chambers worked alongside regional and international bodies, civil society, and local stakeholders to exchange knowledge and align strategies. Such collaborations not only amplified the impact of training and reform programmes but also reinforced the spirit of SDG 17 - Partnerships for the Goals by demonstrating that meaningful justice sector transformation requires cooperation across governments, institutions, and communities.

The combined effect of these capacity-building efforts has been to deepen institutional resilience, improve cross-sectoral collaboration, and position the justice system to respond effectively to the

complexities of modern governance. Officers now have access to a broader knowledge base, strengthened networks of expertise, and enhanced tools for embedding transparency, accountability, and fairness into national decision-making. This represents meaningful progress in building a resilient and adaptive Chambers that not only drives forward the Government's justice reform agenda but also contributes to wider sustainable development priorities.

By fostering a culture of continuous learning, promoting gender equality, addressing inequalities, and embracing international partnerships, the Ministry of Office of the Attorney General has reaffirmed its role as a forward-looking institution committed to excellence in service delivery and the long-term transformation of the justice sector. These developments signal a clear alignment with the national vision under the Sustainable Island State (SIS) Agenda and global commitments under the Sustainable Development Goals.

### ***Electoral Office***

The Electoral Office is implementing reforms to strengthen transparency and efficiency in line with OAS electoral best practices. A continuous voter registration system with digital safeguards is being introduced to keep the voters' list accurate and accessible, while standardised training will ensure that all poll workers are fully prepared ahead of election day. Public education will be delivered through digital platforms, enabling citizens to access information on voter rights, registration updates, and election procedures in real time, consistent with the Ministry's wider digitisation strategy. Work is also underway to modernise internal operations through electronic case tracking, digital archiving of electoral records, and structured protocols for complaints and appeals. These measures reinforce institutional credibility and ensure that electoral processes remain fair, efficient, and trusted by the public.

### ***Laws/Legislation***

The AGO sustained a strong legislative agenda in 2025, maintaining steady progress in updating and modernising the Federation's legal framework. Legislative work during the year supported reforms in justice, governance, and economic regulation, while also laying the groundwork for future initiatives under the Sustainable Island State (SIS) Agenda. By mid-year, multiple new Acts had been consolidated into the Annual Laws of St. Kitts and Nevis, underscoring both the pace and consistency of reform.

These achievements go beyond the passage of laws; they represent a deliberate effort to make legislation more accessible, coherent, and responsive to the needs of citizens. Modernised laws strengthen public confidence in governance, ensure compliance with international standards, and provide a stable foundation for economic growth and social well-being. Through this ongoing process, the AGO continues to position St. Kitts and Nevis as a jurisdiction that values legal certainty, transparency, and adaptability in the face of evolving national and global challenges.

### 1.3 Management Representation Statement

The Attorney General's Office affirms that this strategic plan for 2026 accurately represents the priorities and objectives to be pursued in the year ahead. It sets out the strategies required to achieve the Office's mandate and provides a clear framework for guiding operations, monitoring progress, and delivering results. This document is intended to serve as both a planning tool and a working guide to ensure that the Chambers continues to function as an effective, professional, and accountable institution within the governance structure of St. Kitts and Nevis.

Nerissa Williams (Ms.)  
Permanent Secretary

## Section 2: Ministry Overview

### 2.1 Mission Statement

To provide sound legal advice and services to and on behalf of the Crown and to conduct and regulate all litigation involving the Crown or any Ministry or Agency of Government.

### 2.2 Planning Overview

#### 2.2.1 Ministry's Strategic Objective vs Government's Directions

The Office of the Attorney General acts as the principal legal representative on behalf of the Crown, ensuring that Government actions adhere to the law and that the administration of public affairs is conducted within the legal framework. The Office also provides administrative and legal facilitation for the work of the Electoral Office, operating in accordance with guidance from the Electoral Commission. As part of its strategic alignment with the Government's overarching objectives, the Ministry prioritises good governance, electoral integrity, and adherence to national and international legal obligations.

#### 2.2.2 Ministry's Annual Objectives vs Strategic Objectives

- 1. Increasing Efficiency and Capacity Building:** The Ministry will continue to focus on enhancing its operational efficiency by increasing capacity through recruitment, training, and resource allocation.  
*Strategic Alignment:* This supports the Government's objective of improving public service delivery and ensuring effective governance.
- 2. Decreasing Response Time Between Requests and Responses:** By streamlining processes, the Ministry aims to reduce the time taken to respond to legal queries and requests, ensuring timely legal advice is provided.  
*Strategic Alignment:* This supports the Government's goal of ensuring fast and efficient public services that meet the needs of all citizens.
- 3. Enhancing Access to Legal Information:** Making legal information more accessible and user-friendly to simplify the filing of legal documents and increase transparency.  
*Strategic Alignment:* This goal aligns with the Government's focus on promoting transparency, accessibility, and public participation in legal and civic processes.

4. **Continuous Staff Training:** Ensuring that all staff in the DPP, Attorney General's Chambers, and the Electoral Office receive ongoing professional development to maintain high standards of legal service and customer care.

*Strategic Alignment:* This objective supports the Government's emphasis on capacity building and modernisation of public institutions.

5. **Upgrading Software and Equipment in the Electoral Office:** Modernising the infrastructure and systems within the Electoral Office to improve the management of elections and voter data. *Strategic Alignment:* This is critical to the Government's Electoral Reform Agenda and commitment to maintaining free, fair, and transparent elections.

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

1. Prioritisation of electoral reform
2. Continuous professional development for all Crown Counsels
3. Reformation of the Director of Public Prosecutions (DPP) Office
4. Restructure and upgrade of Attorney General's Chambers
5. Strengthening Institutional Integration and Collaboration

### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. Improving access to resource materials for Crown Counsels
2. Recruiting Crown Counsels
3. Continuous upgrading of the hardware at the Electoral Office
4. Continuing training of all staff
5. Strengthening Case Management Systems
6. Advancing Digital Transformation Initiatives
7. Enhancing Public Awareness and Engagement

### **2.2.5 Main Challenge to Achieve Annual Objectives**

1. Limited availability of specialised training in areas
2. Recruitment and retention of skilled personnel
3. Technological and infrastructure gaps
4. Legislative drafting demands

### **2.2.6 Impact of Previous Year's Results on the Current Year's Expenditures**

There was no impact of the previous year's achieved results on the current year's planned expenditure.

## **2.3 Capital Project Information**

### **2.3.1 Capital Project Judged Important**

1. Electoral Reform

## **2.4 Transfer Payment Information**

1. Integrity in Public Life Commission

### SECTION 3: MINISTRY SUMMARY

**Portfolio E. 18 - Manage Legal Representation of the Government and Provide Electoral Services**

**Responsibility Centre  
18 – Office of the Attorney General**

**Officer in Charge** Attorney General

**Goals/Global Objectives**  
Represent the Government

#### Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2024	Estimated 2025	Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
18032 - Manage General Administration	11,432	9,125	8,565	8,620	8,675
18041 - Provide Electoral Services	888	1,210	1,290	1,250	1,161
<b>Total</b>	<b>12,320</b>	<b>10,335</b>	<b>9,855</b>	<b>9,870</b>	<b>9,836</b>

**Portfolio** E. 18 - Manage Legal Representation of the Government and Provide Electoral Services  
**Programme** 18032 - Manage General Administration

**Responsibility Centre**  
18 - Office of the Attorney General

**Officer in Charge** Permanent Secretary

**Goals/Global Objectives**

To advise and represent the Government of St. Kitts and Nevis and serve the people of the Federation within the confines of and by the authority of the Laws of St. Kitts and Nevis and the Constitution and protect the fundamental rights and freedom of all citizens

**Sub-Programme:**

- 01234 - Represent the Government
- 01235 - Support to Integrity in Public Life Commission
- 01236 - Represent the Government in Criminal Matters
- 18032 - Invest in Office of the Attorney General

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	10,672	8,365	7,805	7,860	7,915
Capital					
Transfer	760	760	760	760	760
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>11,432</b>	<b>9,125</b>	<b>8,565</b>	<b>8,620</b>	<b>8,675</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 18 - Manage Legal Representation of the Government and Provide Electoral Services		
<b>Programme</b>	18041 - Provide Electoral Services		
<b>Responsibility Centre</b>	18 - Office of the Attorney General 041 - Electoral Office		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To manage the electoral process in a fair and consistent manner in keeping with the Constitution of the Federation		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1	To educate the public on the new election laws and registration	10	Number of public events such as media and town hall meetings on the new system
2	To produce monthly amendments to the voters' list	12 per polling division	Number of amendments to the voters' list published
<b>Sub-Programme:</b>	00806 - Manage the Election Process		

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	888	1,060	1,040	1,050	1,061
Capital		150	250	200	100
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>888</b>	<b>1,210</b>	<b>1,290</b>	<b>1,250</b>	<b>1,161</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 18 OFFICE OF THE ATTORNEY GENERAL**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>18032</b>	<b>OFFICE OF THE ATTORNEY GENERAL</b>							
1804122	Electoral Reform	1,572,767	250,000	-	-	250,000	-	REVENUE
	<b>TOTAL</b>	<b>1,572,767</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	

**Total Ministry \$250,000**



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# **19 – Ministry of Employment and Labour**

## **Report on Plans and Priorities for the Year 2026**

Volume 2

December 2025

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## **Section 1: Minister's Message and Executive Summary**

### **1.1 Minister's Message**

Employment and Labour are fundamental aspects of our country's development. A strong employment rate fosters growth in our Gross Domestic Product (GDP), promotes economic stability, and moves us closer to our goal of becoming a Sustainable Island State. As Minister of Employment and Labour, it is my honour and responsibility to present to you the Ministry's strategic plan for 2026.

A strategic plan is not just a document or a timeline – it's a mindset. It's the compass that guides our actions, ensuring that our efforts today align with the goals we have set for tomorrow. Without a strategy, we risk wasting time, resources, and potential. With a plan, we gain clarity and purpose to move forward. We identify our strengths, anticipate challenges, and utilise our resources wisely. Careful planning provides us with the structure to act purposefully and the flexibility to adapt when necessary.

It's also crucial to remember that even the most well-designed plans can fail if not supported by the right people. Without their backing, the strategy can falter. I sincerely thank my capable team, whose hard work over the years and ongoing efforts ensure we execute our strategy effectively. Your dedication, creativity, and resilience are genuinely appreciated. Every idea you share and challenge you overcome brings us closer to our goals. You have not only helped develop the plan but also brought it to life.

As we progress, we will continue to encounter changes, uncertainty, and challenges with complex decisions laid before us. Nonetheless, with a solid strategic foundation and a dedicated team, no challenge is beyond our reach. Let us remember that while a good plan can set the direction, an outstanding team is what helps us reach our goal.

As we confront the uncertainties of 2026, my team and I remain committed to supporting the Federation. We will continue to reform our labour laws to foster a balanced and efficient labour market. This is crucial for building a fair, competitive, and inclusive economy. We recognise that stakeholder engagement is vital for success, so we are dedicated to strengthening these relationships. Additionally, improved collaboration among ministries will be prioritised as we strive to enhance the labour market environment. We will also continue to work closely with international and regional labour agencies to ensure these relationships are strengthened and that we remain aligned with human rights and the Decent Work for All Agenda.

Another significant aspect of our 2026 plan is the work of the recently established National Productivity Council. As a small island developing state, we face unique challenges. Our economy is closely tied to sectors such as tourism, agriculture, and small enterprises, where productivity has a direct impact on our competitiveness, income, and quality of life. The Ministry of Employment and Labour, in collaboration with the Council, will work closely with employers, workers, government agencies, and the union to enhance the working environment in both St. Kitts and Nevis, increase efficiency, and, most importantly, ensure that these improvements benefit workers as much as they help businesses.

This kind of dialogue and teamwork is vital for sustaining industrial harmony. When productivity within the Federation improves, the prospects for higher wages, better job security, and national growth also improve. Most importantly, we are cultivating a workforce capable of thriving in the modern economy. We will continue to support our employers and workers, and collaborate with various institutions, to build a future where progress and people go hand in hand.

Hon. Tamika Marsha Henderson  
Minister of Employment and Labour

## **1.2 Executive Summary**

The Ministry of Employment and Labour continues to lead the way in shaping policies that guide workplace governance, labour market development, and national employment strategies. At the heart of our mandate is a commitment to expanding opportunities for decent work, fostering inclusive growth, and preserving harmony within the world of work. We will continue to strengthen collaboration across ministries, private sector partners, and social stakeholders, thereby ensuring that our policy framework remains both relevant and responsive to the evolving needs of our workforce and broader society.

The year ahead will focus on our continued efforts to address pressing national challenges that bear directly on workers and employers alike. These include the persistent pressures of rising living costs, the demand for higher levels of workplace satisfaction, and the significant changes in employment patterns brought about by globalisation and rapid technological advancements. In confronting these realities, the Ministry has pursued the modernisation of labour laws and policies, embedding principles of fairness, social justice, and inclusivity as the foundation of our approach to sustainable national development. Central to these efforts has been the promotion of inclusive hiring practices and targeted outreach to marginalised and underrepresented groups. By creating avenues for broader participation in the labour market, the Ministry is helping to reduce inequities, enhance opportunities, and strengthen the resilience of communities. These initiatives demonstrate not only our resolve to advance equity and dignity in employment but also our vision for a socially sustainable labour environment that empowers all citizens to thrive.

The framework of our strategic plan emphasises protecting the rights and welfare of workers, minimising employment-related disparities, and ensuring the preservation of workplace stability. Recognising the pace of global change, we are also intensifying efforts to cultivate a highly skilled and adaptable workforce that can succeed in an international and digital economy.

Our progress relies on the dedication and professionalism of the Ministry's staff. With expertise spanning Employment and Training; Occupational Safety; Health and Environment; Policy Research and Statistics; International Labour Relations; Administration and Finance; Social Protection; and Public Relations; our teams continue to deliver outstanding service in pursuit of the Ministry's objectives. Each Unit plays a unique role in advancing our strategic objectives, from ensuring compliance with international labour standards to fostering industrial harmony and supporting evidence-based policymaking.

Together, these coordinated efforts reflect more than just fulfilling a mandate - they embody a vision of a dynamic, resilient, and forward-thinking labour administration system. By aligning our policies with broader social and environmental sustainability goals, the Ministry of Employment and Labour reaffirms its dedication to national progress: building a fairer, more inclusive, and sustainable future for every citizen of the Federation.

### **1.3. Management Representation Statement**

In support of the Ministry of Employment and Labour's 2026 agenda, we have renewed our focus on ethical labour standards, proactive conflict resolution, and effective resource management - ensuring that the Ministry remains flexible in its response to the changing dynamics of the labour landscape. These measures strengthen the Ministry's role as a pillar of national stability and as a facilitator of economic and social sustainability.

Therefore, this document accurately reflects the Ministry's plans for 2026.

Denise Daniel (Ms).  
Permanent Secretary

## **Section 2: Ministry Overview**

### **2.1 Mission Statement**

In pursuit of its vision, the Ministry of Employment and Labour has an enduring purpose to promote and safeguard the health and well-being of our workers and potential workers by providing accessible, equitable, and high-quality services, fostering a culture of prevention, and partnering with stakeholders to address and forestall emerging challenges.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The Government of St. Kitts and Nevis has committed to fully supporting the development, implementation, and monitoring of this strategic plan, ensuring its strength and effectiveness. Strategic planning is crucial for establishing priorities, allocating resources effectively, enhancing operational efficiency, and aligning stakeholders around shared objectives, while continually adapting to environmental changes.

The Ministry is dedicated to implementing strategic objectives aligned with the Government's Sustainable Island State (SIS) Development Agenda:

1. Strengthening inter-ministerial collaborations on labour-related policies, programmes, and initiatives
2. Investing in technology, training, infrastructure, and productivity enhancements
3. Enhancing labour policies and legislation
4. Increasing accessibility to stakeholders and the public
5. Harmonising laws and policies across relevant Ministries

### **2.2.2 Ministry's Annual Objectives versus Strategic Objectives**

The Ministry's annual objectives are strategically designed to align with and support the broader goals set out in our strategic plan. These objectives focus on enhancing the quality and accessibility of labour services, ensuring the well-being of all citizens, and adapting to the evolving needs of the workforce. The key annual objectives include:

1. Deliver a comprehensive labour administration system prioritising the well-being and vitality of all citizens
2. Ensure equitable access to Ministry services, reaching all sectors of society
3. Provide targeted employment services, addressing diverse workforce needs and sectors
4. Update and implement labour laws to reflect contemporary realities and future demands
5. Provide strategic guidance to employment and social protection systems
6. Foster strong collaborations with Line Ministries and tripartite constituents
7. Provide social protection for workers to reduce social and economic vulnerability and periods of uncertainty in the labour market
8. Facilitate job training, continuous learning, and lifelong development to boost employability and productivity
9. Providing social and income protection
10. Promote digital platforms within labour administration to streamline services, improve access to information, and enhance communication
11. Encourage innovation in workforce development through partnerships with educational institutions and the private sector
12. Strengthen data-driven decision-making using labour market information and analytics to guide policies and monitor progress
13. Promote awareness of labour rights and services through targeted outreach, education campaigns, and community engagement
14. Promote sustainable practices in workplaces and support businesses in adopting environmentally responsible actions as part of corporate social responsibility
15. Collaborate with Line Ministries and subsidiaries to provide pre-employment training, certifying job readiness, and offering continuous education to maintain worker productivity
16. Develop a National Productivity Matrix and collaborate with stakeholders to improve the working environment and foster efficiency in the workplace

17. Strengthen the health and safety provisions in national legislation
18. Collaborate with key stakeholders to establish a comprehensive Labour Code

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

1. The execution of staff developmental sessions
2. An increase in stakeholder engagements

### **2.2.4 Main Activities Contributing to the Annual Objectives**

The Ministry has identified a series of critical activities that are instrumental in achieving its annual objectives. These activities are designed to ensure that the Ministry can effectively meet the needs of the workforce and maintain alignment with its strategic goals. The main activities include:

1. Provision of Labour Market Information: Collect, analyse, and deliver timely, relevant labour market data to inform policy and decision-making processes
2. Policy Formulation and Enforcement: Develop and enforce labour policies and legislation that respond to workforce needs and economic changes
3. International Collaboration: Partner with global labour bodies to align with international standards, policies, and training initiatives, ensuring local practices are up to global benchmarks
4. Comprehensive Employment Management: Manage employment within the Federation holistically, ensuring compliance with labour legislation
5. Financial Management and Control: Ensure effective financial management to optimise resource use and maintain fiscal responsibility for Ministry activities
6. Capacity Building for Staff: Provide continuous training and development to enhance staff skills and ensure professional excellence in service delivery
7. Evidence-Based Decision-Making: Use labour market information and data to make informed policy decisions and support effective planning
8. Public Education on Labour Rights: Conduct outreach and awareness campaigns to educate citizens on their employment rights, responsibilities, and obligations
9. Social and Income Protection: Implement social and income protection measures, especially during periods of labour market instability, to reduce economic vulnerabilities
10. Expansion of Employment Opportunities: Facilitate employment expansion through programmes such as the Canadian Caribbean Farm Workers Programme, allowing workers to gain international experience
11. Digital Transformation of Services: Introduce and expand digital platforms within the Ministry to streamline services, improve operations, and enhance communication with stakeholders

12. Promotion of Sustainable Employment Practices: Encourage workplace sustainability through partnerships, education, and policy initiatives that foster environmentally responsible practices
13. Advanced Data Analytics for Strategic Planning: Use advanced analytics to monitor trends, forecast workforce needs, and guide strategic decision-making
14. Collaboration with Educational Institutions: Partner with educational institutions to align training programmes with current and future labour market demands
15. Enhanced Public Engagement through Technology: Create interactive online platforms to provide information on labour laws and services, improving access and communication

### **2.2.5 Main Challenges to Achieve Annual Objectives**

1. Skills Gaps
2. Lack of digitalisation of the system
3. Data Accessibility
4. Inadequate Financial Resources
5. Limited Human Capital

### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

To successfully achieve the Ministry's strategic objectives over the coming years, a continuous investment in human and other resources will be essential. While funding from the Government's revenue will play a crucial role, the Ministry is focused on actively seeking technical expertise and additional support from national, regional, and international partners. To minimise reliance on government funding, the Ministry is dedicated to exploring alternative strategies, including public-private partnerships, securing grants from international organisations, and leveraging private sector contributions. Additionally, the Ministry will prioritise cost-sharing models, collaborative initiatives, and the adoption of innovative technologies to enhance efficiency and ensure the successful realisation of its strategic goals.

### **2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures**

There is no direct impact of the previous year's achieved results on the current year's planned expenditure.

## **2.3 Capital Project Information**

### **2.3.1 Major Capital Project**

1. Relocation of the Ministry of Employment and Labour

## **2.4 Transfer Payment Information**

1. International Labour Organisation (I.L.O.)
2. Inter-American Network for Labour Administration (R.I.A.L.)

## SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>		<b>E. 19 - Enhance Labour and Industrial Relations</b>	
<b>Responsibility Centre</b>			
<b>19 - Ministry of Employment and Labour</b>			
<b>Officer in Charge</b>		Permanent Secretary	
<b>Goals/Global Objectives</b>			
To deliver essential labor administrative services by overseeing issues related to employer-worker relationships and enforcing all labour laws			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To enhance social dialogue between the tri-partite constituents	4	Number of consultations held in 2026
2	To ensure that all workplaces are safe and healthy and are compliant with labour laws enacted and International Labour Standards (ILO) adopted	200	Number of inspections conducted in 2026
3	To ensure that workers in the Federation have access to full, productive and freely chosen employment	85%	Percentage of vacancies information displayed from employers within 24 hours of receipt
4	To increase the number of public/ education awareness initiatives	10	Number of written publications produced
		52	Number of radio programmes initiated
		4	Number of articles produced
		4	Number of World of Work (WOW) Quarterly Newsletter produced
5	To resolve cases brought to the Ministry of Employment and Labour	85%	Percentage of cases resolved

### Financial Summary

Programme	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
00780 - Enhance Labour and Industrial Relations	2,500	2,600	2,640	2,684	2,730
00782 - Provide Telecommunication Expenses	6	6	6	6	6
19061 - Invest in Employment and Labour	397	1,000	1,000	800	500
19061 - Participation in Regional and International Organisations	38	40	40	40	40
<b>Total</b>	<b>2,942</b>	<b>3,646</b>	<b>3,686</b>	<b>3,531</b>	<b>3,276</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio Programme</b>	E. 19 - Enhance Labour and Industrial Relations <b>00780 - Enhance Labour and Industrial</b>
<b>Responsibility Centre</b>	19 - Ministry of Employment and Labour <b>061 - Labour Department</b>
<b>Officer in Charge</b>	Permanent Secretary

<b>Goals/Global Objectives</b>
To regulate and monitor the issues arising out of the relationship between employers and employees and enforcing the laws governing labour relations

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	2,500	2,600	2,640	2,684	2,730
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>2,500</b>	<b>2,600</b>	<b>2,640</b>	<b>2,684</b>	<b>2,730</b>

<b>Portfolio</b>	E. 19 - Enhance Labour and Industrial Relations
<b>Programme</b>	<b>00782 - Provide Telecommunication Expenses</b>

<b>Responsibility Centre</b>
19 - Ministry of Employment and Labour
<b>061 - Labour Department</b>

<b>Officer in Charge</b>	Permanent Secretary
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### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	6	6	6	6	6
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<b>Portfolio</b>	E. 19 - Enhance Labour and Industrial Relations
<b>Programme</b>	<b>19061 - Invest in Employment and Labour</b>
<b>Responsibility Centre</b>	19 - Ministry of Employment and Labour <b>061 - Labour Department</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To invest in the Labour Department
<b>Sub-Programme:</b>	19061 – Invest in Labour Department

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	397	1,000	1,000	800	500
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>397</b>	<b>1,000</b>	<b>1,000</b>	<b>800</b>	<b>500</b>

<b>Portfolio</b>	E. 19 - Enhance Labour and Industrial Relations
<b>Programme</b>	<b>19061 - Participation in Regional and International Organisations</b>
<b>Responsibility Centre</b>	<b>19 - Ministry of Employment and Labour</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To participate in and benefit from regional and international bodies and organisations through membership and contributions

<b>Sub-Programme:</b>
04330 - International Labour Organisation (ILO)
04334 - Inter-American Network for Labour Administration (RIAL)

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent					
Capital					
Transfer	39	40	40	40	40
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>39</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 19 MINISTRY OF EMPLOYMENT AND LABOUR**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>19061</b>	<b>LABOUR DEPARTMENT</b>							
1906104	Relocation of Labour Department	2,600,000	1,000,000	-	-	1,000,000	396,511	REVENUE
	<b>TOTAL</b>	<b>2,600,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>396,511</b>	

**Total Ministry \$1,000,000**



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**20 - Ministry of Housing, Human  
Settlement, Ecclesiastical and Faith-based  
Affairs**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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**20 - MINISTRY OF HOUSING, HUMAN SETTLEMENT ECCLESIASTICAL AND  
FAITH-BASED AFFAIRS**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

Since assuming office, the Government has made significant advancement in addressing the Nation's growing housing demands, recognising the vital role that housing and human settlements play in shaping our social, economic, and environmental landscape. Access to safe, adequate, and affordable housing is not merely a national priority or policy objective; it is a fundamental human right, a critical driver of national progress, and a key pillar of sustainable development. This is in line with Sustainable Development Goal (SDG) 11, which advocates the development of inclusive, safe, resilient, and sustainable cities and communities.

The Ministry of Housing and Human Settlement, jointly with the National Housing Corporation (NHC) is actively working to close the housing gap, particularly for low and middle-income individuals and families. Our efforts, however, extend beyond simply increasing the housing stock; we are also investing in urban renewal and the revitalisation of existing communities, creating environments that promote dignity, safety, and long-term stability. With this approach, our goal is to build not only homes but also vibrant, inclusive communities where every citizen can thrive. At the same time, we must acknowledge the global challenges that threaten our progress, most notably, climate change. From rising sea levels to more frequent extreme weather events, climate-related risks are placing increasing pressure on our housing infrastructure and the national budget. Owing to this, we can no longer afford to view housing and climate resilience as separate goals. It is imperative, therefore, that our housing policies and construction practices incorporate climate-smart technologies, green infrastructure, and renewable energy solutions that strengthen the ability of our communities to withstand environmental shocks and protect against future climate impacts.

Hence, the Government remains passionately committed to urban renewal and community revitalisation in East Basseterre. Major progress is ongoing in revitalising the East Street and West Street communities. The construction of modern, affordable housing on both streets is actively moving forward, and these communities are now benefiting and experiencing the results of redevelopment, signalling a new chapter in the area's transformation and visual appeal. The East Street Housing Project is progressing steadily, marked by the successful completion of the first two-storey building, consisting of four (4) two-bedroom apartments, each currently occupied by a separate family. The project delivered a second two-storey building, located at the corner of East Street and Pond Road, in the second half of 2025, and is now home to four (4) additional families. Construction is already underway on a third building of similar design, and plans are set for 2026 to deliver two (2) additional two-storey buildings, each containing four (4) two-bedroom apartments.

These milestones represent a significant achievement in the ongoing pursuit of sustainable housing solutions. Led by the Government through the National Housing Corporation (NHC), it is a crucial step in addressing the growing demand for affordable housing and plays a key role in the community revitalisation and urban renewal efforts of East Basseterre. Upon completion, the East Street Housing Project will comprise a total of five (5) two-storey buildings, with twenty (20) two-bedroom apartments, contributing substantially to the ongoing redevelopment of this community.

To improve the living standards of West Street residents remains a priority, as part of the ongoing efforts to promote community revitalisation and urban renewal. Currently, a four-storey building is under construction, consisting of eight (8) apartments six (6) two-bedroom apartments and two (2) three-bedroom apartments. This building is on schedule for completion in the first half of 2026. Construction also commenced in the final quarter of 2025, on a second building. This three-storey structure will feature a mix of residential apartments, including two (2) one-bedroom apartments and one studio apartment on each floor. Going forward, plans are in place to construct

three additional buildings. Two of these will be four-storey structures, each comprising eight (8) apartments. One building will contain six (6) two-bedroom apartments and two (2) three-bedroom apartments, while the other will feature eight (8) two-bedroom apartments. However, the remaining building will be a three storey in height, with two (2) one-bedroom apartments and one studio per floor. These two (2) projects form part of a wider Government-led initiative to modernise housing, specifically in the context of climate resilience, while promoting an improved quality of life for the residents of the East Street and West Street communities.

This underscores why, the Ministry is fully engaged in identifying dilapidated properties in the city of Basseterre to eventually remove them, as part of a wider initiative to transform and enhance the island's overall landscape. Plans are in place to extend the programme across the entire island, focusing on revitalising communities and improving environmental conditions. By targeting neglected and deteriorating structures starting in Basseterre, the initiative will promote urban renewal and the creation of safer, more attractive neighbourhoods that reflect a sense of pride in the island's appearance. Work in constituencies one (1) and two (2) has been completed and is currently ongoing in constituency three (3). This undertaking is consistent with the Government's vision for the housing sector, which emphasises sustainable development, dignified, and thriving communities across the island.

In alignment with our aim to develop new communities, provide energy-efficient, climate-resilient, and affordable housing for low and middle-income groups, the National Housing Corporation (NHC) continues to play a vital role in advancing the expansion of affordable housing. This effort is primarily driven through its Housing Scheme Programme, which supports individuals and families within these income brackets. The Programme focuses on building homes on land owned by the NHC, throughout the island as part of a capital project known as the Housing Development Programme launched in the first quarter of 2025. This initiative was launched in the first quarter of 2025 with Stapleton Village being the first community to benefit with a total of twenty-seven (27) two-bedroom homes planned for the area. As of the final quarter of 2025, the construction of nineteen (19) homes has been completed, with the remaining eight (8) homes scheduled for development in 2026.

Looking ahead, the Corporation plans to construct an additional eighty (80) two-bedroom homes, under the Programme, at an estimated cost of EC\$18 million. As part of this allocation, twenty (20) homes are currently at the foundation stage - ten (10) located in Halfway Tree and ten (10) in Ottley's Village. Construction has also commenced on eleven (11) homes at Gillard's Meadows, along with twenty (20) homes, evenly distributed between Sandy Point and Newton Ground. The Programme is designed to benefit not only low and middle-income individuals and families, but also persons living with physical disabilities, and those classified as "not bankable." In addition, the NHC is building homes on private lots throughout the island, under the Among the many transformative initiatives of the Government is the deliberate renewal and empowerment of the Ecclesiastical and Faith-Based Community at a time when global moral and spiritual foundations are being tested. The increasing challenges of moral decay, ethical compromise, and spiritual decline underscore the urgent need to reaffirm the Church's role as a moral compass and stabilising force in our Nation.

The Government of St. Kitts and Nevis remains unwavering in its support for the Ministry of Ecclesiastical and Faith-Based Affairs and continues to strengthen its partnership in dialogue with the Evangelical Association, the Christian Council, and the Seventh-day Adventist who have combined their forces and resources and have developed a comprehensive calendar of events that reflects our shared vision of national renewal and spiritual upliftment. These include:

1. National Day of Prayer (last day in February)

2. Interdenominational Day of Prayer – Nevis
3. Special services to mark the beginning and end of the yearly, Atlantic Hurricane Season
4. National Pastors' Conference celebrating our Spiritual leaders throughout the Federation

In addition, the timely Zonal Prayer Gatherings in April and July will extend intercessory coverage across the Federation, while we prepare for the third successful hosting of the global event “Jesus in the City” in May 2026 and partnership with the National Praise Fête Committee, in collaboration with the church community to host the dynamic, spiritual and lifechanging event, the National Praise Fest in June annually.

Beyond these events, the Ministry is actively working to deepen engagement with faith-based partners in the development of national policies and programmes. These partnerships aim to address the root causes of social decline, encourage civic participation, and promote moral and spiritual renewal across all sectors of society.

To further strengthen collaboration, the Ministry maintains a National Faith-Based Database, which provides a centralised platform for communication, coordination, and resource sharing among the various religious organisations within the Federation. This initiative symbolises our enduring commitment to transparency, unity, and inclusivity among all denominations.

As we move forward, the Ministry reaffirms its pledge to serve as a bridge between the State and the faith-based community building a society that is anchored in faith, guided by wisdom, and inspired by love. Together, we will continue to cultivate an environment where peace, purpose, and divine order prevail for the greater good of our beloved Federation of St. Kitts and Nevis.

Dr. Hon. Geoffrey Hanley

Minister of Housing, Human Settlement, Ecclesiastical and Faith-Based Affairs

## 1.2 Executive Summary

The Government has made substantial progress in addressing the Nation’s growing housing demands, which is essential for national advancement by ensuring access to safe, adequate, and affordable housing. This progress is evidenced by new initiatives aimed at increasing the supply of housing island wide for low and middle-income individuals and families. Continued investment in affordable housing will not only provide shelter but also stimulate economic growth and improve the quality of life for our citizens.

The Ministry of Housing and Human Settlement, in collaboration with the National Housing Corporation (NHC), will continue to focus on housing beyond expanding the housing stock. Efforts are also concentrated on urban renewal and the revitalisation of existing communities to foster dignity, safety, and stability. This approach aims to create vibrant communities where citizens can thrive.

However, climate change represents a growing threat, with escalating environmental hazards placing increasing pressure on housing infrastructure and the national budget. In response, housing strategies and building practices are evolving to incorporate climate-resilient technologies, sustainable design principles, and renewable energy systems, all aimed at strengthening the sector’s ability to withstand climate-related disruptions.

Key initiatives include:

1. **East Street Housing Project:** This project marks a significant step toward sustainable housing solutions and community revitalisation in East Basseterre. Upon completion, it will deliver five (5) two-storey buildings, totaling twenty (20) two-bedroom apartments.

2. **West Street Housing Project:** A four-storey building with eight (8) apartments is currently under construction, with additional multi-storey buildings planned. The project aims to modernise housing in East Basseterre and enhance the quality of life for residents.
3. **Island Wide Renewal:** The removal of dilapidated properties and revitalisation of neglected structures across the island will promote a safer, more attractive environment and contribute to a sense of pride in the island's appearance.
4. **Housing Development Programme:** The NHC is expanding to affordable housing for low and middle-income individuals and families island wide. Ongoing projects include twenty-seven (27) two-bedroom homes in Stapleton Village, with further developments planned for Halfway Tree, Ottley's Village, Gillard's Meadows, Sandy Point, and Newton Ground. The Programme also supports individuals with disabilities and those classified as "not bankable."

Through these initiatives, the Government remains committed to creating sustainable, thriving communities, enhancing the quality of life, and addressing the island's housing needs while adapting to climate change challenges. Strategic planning and investment are being directed toward resilient infrastructure and environmentally conscious development. These efforts aim not only to meet current housing demands but also to secure long-term stability for future generations.

### 1.3 Management Representation Statement

In alignment with the Government's strategic direction, I am pleased to present the Ministry of Housing, Human Settlement, Ecclesiastical and Faith-Based Affairs plans and priorities for the year 2026.

The document provides a clear and comprehensive overview of the Ministry's objectives, detailing the initiatives that will be prioritised throughout the year. It serves as a roadmap for the Ministry's work, guiding the implementation of projects, programmes and activities that will have a direct impact on the housing sector and the well-being of our citizens and residents both physically and spiritually.

Brenda Boncamper (Ms.)  
 Permanent Secretary  
 Housing and Human Settlement

Elreter Simpson-Browne (Mrs.)  
 Permanent Secretary  
 Ecclesiastical and Faith-based Affairs

## SECTION 2: MINISTRY OVERVIEW

### 2.1 Mission Statement

To facilitate the socio-economic growth of our Nation by expanding and improving our housing sector in collaboration with the National Housing Corporation (NHC), and to develop partnerships with ecclesiastical and faith-based organisations to sustain and advance the moral fabric of our society.

### 2.2 Planning Overview

#### 2.2.1 Ministry's Strategic Objective vs Government's Directions

The commitment of the Government is to provide and to maintain the sustainable development of the economy.

Its Housing, Human Settlement, Ecclesiastical and Faith-based Affairs policies are therefore designed to contribute to the overall transformation of the economic and social wellbeing of its citizens.

The Government's broad objectives for Human Settlement and Ecclesiastical Affairs:

1. To strengthen inter-sectoral linkages
2. To create an atmosphere where people support each other, learn, and grow together in the faith-based community
3. To support the faith-based community in the delivery of the Gospel by word and deed to everyone
4. To scale up the provision of modern, affordable housing to improve living conditions and contribute to socio-economic development
5. To systematically improve the housing stock through the development and implementation of supportive policies

### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

1. To strengthen the Ministry's human resource and technological capabilities to build capacity
2. To apply the concepts of Human Settlement in each of the housing developments taking into consideration environmental concerns, environmental health, infrastructure, and other relevant factors
3. To facilitate the construction of affordable homes for cross-sections of society based on different schemes
4. To develop an adequate digital database with all religious and faith-based organisations in the Federation of St. Kitts and Nevis
5. To establish and maintain an organised working relationship with the church community within the Federation
6. To establish a forum for the church to lend support to policy initiatives and programmes, contribute to discussions on legislation and other areas deemed relevant
7. To support the work of the church in its pursuit of community outreach programmes

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

There were no modifications to the overall strategy of the Ministry during the year.

### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. To apply the concepts of human settlement in each of the housing developments
2. To enable the construction of modern, affordable homes for a cross-section of society

3. To formulate policies and programmes in support of the work of the Ministry
4. To establish programmes that can promote the overall objectives of the Ecclesiastical and Faith based Affairs
5. To ensure positive economic growth prospects

### **2.2.5 Main Challenges to Achieve Annual Objectives**

1. Lack of proper data on churches and other faith-based organisations
2. Limited financial resources
3. Limited technical human resources

### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

Achievement of the Ministry's strategic objectives requires investment in competent personnel and adequate financial resources. The Ministry is cognisant of employing technical staff and establishing partnerships with regional and international organisations and counterparts to achieve its objectives.

### **2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures**

There is no direct impact of the previous year's achieved results on the current year's planned expenditure.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Support to National Housing Corporation (NHC) - West Street Housing Project
2. Support to National Housing Corporation (NHC) - East Street Housing Project
3. Housing Development Programme

## **2.4 Transfer Payment Information**

1. Government Housing Programme
2. Support to Churches
3. Support to Mercy Committee

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 20 - Manage Housing, Human Settlement, Ecclesiastical and Faith-based Affairs</b>
<b>Responsibility Centre</b>	<b>20 - Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To provide housing, particularly, for the poor and the indigent in collaboration with the National Housing Corporation (NHC), and to support the work of the church

#### Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2024	Estimated 2025	Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
00781 - Support Ecclesiastical Affairs	153	389	384	390	396
00039 - Provide General Administration	617	512	524	533	542
00049 - Provide and Monitor Human Settlement	3,834	12,716	9,250	7,573	5,556
00782 - Jesus in the City	70	150	90	90	90
00783 - Praise Fest	18	50	43	43	43
<b>Total</b>	<b>4,692</b>	<b>13,817</b>	<b>10,291</b>	<b>8,629</b>	<b>6,627</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 20 - Manage Housing, Human Settlement, Ecclesiastical and Faith-based Affairs		
<b>Programme</b>	<b>00781 - Support Ecclesiastical and Faith-based Affairs</b>		
<b>Responsibility Centre</b>	20 - Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs <b>061 - Ecclesiastical and Faith-based Affairs</b>		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To provide general support to Ecclesiastical and Faith-based Affairs, as spirituality helps to sustain balance and moral consciousness in Society		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1	To support and partner with evangelicals and faith-based communities	30	Number of churches and faith-based organisations that:  - receive financial assistance  - Support, attend and participate in planned activities
2	To maintain an active database, for ease of access, with information on the church and the faith-based communities that are accessible and allow for information sharing on the various religious organisations within the Federation	10	Number of requests received for information on churches under the caption:  - Evangelical Association  - Christian Council and Salvation Army  - Seventh Day Adventist
		5	Number of requests received for information on faith-based organisations under the caption: -  - Rastafarian  - Muslims  - Bahi Faith  - Mormons  - Orthodox  - Hindu

Objective(s) for 2026	Expected Results	Performance Indicators
3	To ensure that the evangelicals and the other faith-based organisations can co-exist, and amicably bring together that oneness in resolving moral, ethical, and spiritual matters as a people	5
Number of evangelicals and other faith-based organisations that attend and participate in separate scheduled meetings to discuss similar topics regarding morals, ethics and spirituality		

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
(in thousands)					
Recurrent Capital Transfer Budgetary Grant Principal Repayment Net Lending	153	389	384	390	396
<b>Total</b>	<b>153</b>	<b>389</b>	<b>384</b>	<b>390</b>	<b>396</b>

<b>Portfolio</b>	E. 20 - Manage Housing, Human Settlement, Ecclesiastical and Faith-based Affairs
<b>Programme</b>	<b>00039 - Provide General Administration</b>
<b>Responsibility Centre</b>	20 - Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs <b>111 - Permanent Secretary</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To encourage the Faith-based Organisations to be participatory in the development of policies and programmes that will promote the Government's agenda
<b>Sub-Programme:</b>	00039 - Provide Administrative Services

#### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	617	512	524	533	542
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>617</b>	<b>512</b>	<b>524</b>	<b>533</b>	<b>542</b>

<b>Portfolio</b>	E. 20 - Manage Housing, Human Settlement, Ecclesiastical and Faith-based Affairs
<b>Programme</b>	<b>00049 - Provide and Monitor Human Settlement</b>
<b>Responsibility Centre</b>	
20 - Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs	
113 - Housing and Human Settlement	

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To provide and ensure that our low-income families have access to modern affordable housing

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To ascertain ownership of abandoned properties	25	Number of properties identified, and ownership determined
2	To construct affordable houses in collaboration with National Housing Corporation (NHC)	20	Number of houses constructed in various districts
3	To eradicate pit latrines island wide	100	Number of modern sanitary facilities constructed
4	To identify areas in Basseterre where gentrification can be considered and implemented	100	Number of areas identified in Basseterre for gentrification

<b>Sub-Programme:</b>
00049 - Provide Support to Human Settlement
00060 - Government Housing Programme
20113 - Invest in Human Settlement

## Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	400	1,091	336	339	342
Capital	3,075	11,625	8,400	6,720	4,700
Transfer	359		514	514	514
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>3,834</b>	<b>12,716</b>	<b>9,250</b>	<b>7,573</b>	<b>5,556</b>

<b>Portfolio</b>	E. 20 - Manage Housing, Human Settlement, Ecclesiastical and Faith-based Affairs
<b>Programme</b>	<b>00782 - Jesus in the City</b>
<b>Responsibility Centre</b>	20 - Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs  <b>061 - Ecclesiastical and Faith-based Affairs</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To collaborate and connect with all Pastors/Leaders of the various churches to celebrate the love for God and love for our people through music, the arts and culture

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	70	150	90	90	90
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>70</b>	<b>150</b>	<b>90</b>	<b>90</b>	<b>90</b>

<b>Portfolio</b>	E. 20 - Manage Housing, Human Settlement, Ecclesiastical and Faith-based Affairs
<b>Programme</b>	<b>00783 - Praise Fest</b>
<b>Responsibility Centre</b>	20 - Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs  <b>061 - Ecclesiastical and Faith-based Affairs</b>
<b>Officer in Charge</b>	Permanent Secretary

**Goals/Global Objectives**

To afford the Christian Community the opportunity to enjoy an evening of worship and praise with local, regional and international artists

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	18	50	43	43	43
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>18</b>	<b>50</b>	<b>43</b>	<b>43</b>	<b>43</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 20 MINISTRY OF HOUSING, HUMAN SETTLEMENT, ECCLESIASTICAL AND FAITH-BASED AFFAIRS**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>20113</b>	<b>HUMAN SETTLEMENT</b>							
	Support to National Housing Corporation (NHC) - West Street Housing Project	12,600,000	2,000,000	-	-	2,000,000	-	REVENUE
2011304	Support to National Housing Corporation (NHC) - East Street Housing Project	12,600,000	1,400,000	-	-	1,400,000	2,300,000	REVENUE
2011307	Housing Development Programme	5,000,000	5,000,000			5,000,000	-	REVENUE
	<b>Subtotal</b>	<b>30,200,000</b>	<b>8,400,000</b>	<b>-</b>	<b>-</b>	<b>8,400,000</b>	<b>2,300,000</b>	
	<b>Repairs to Garden Housing Complex</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>775,000</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>31,200,000</b>	<b>8,400,000</b>	<b>-</b>	<b>-</b>	<b>8,400,000</b>	<b>3,075,000</b>	

**Total Ministry \$8,400,000**



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**21 - Ministry of Environment, Climate  
Action and Constituency Empowerment**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## **21- MINISTRY OF ENVIRONMENT, CLIMATE ACTION AND CONSTITUENCY EMPOWERMENT**

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## SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

### 1.1 Minister's Message

St. Kitts and Nevis recognises that the climate crisis is an affixed threat to the existence and security of small island developing states – in particular coastal nations such as ours. This means that our survival depends on our ability to adapt, to activate, and to action effective climate responses to these dangers.

As such, the Ministry of Environment, Climate Action and Constituency Empowerment believes that to address the perennial impacts of climate change, our ambitions must be front-facing, and we must execute them with targeted and strategic precision. In this defining chapter of our Nation's advancement toward sustainability and our ongoing pursuit of environmental autonomy, the Ministry has made it a top priority to embrace expansion moving its operations past the points of theory and ideation to tap into the vein of community and connection for the betterment of lives and livelihoods. This calls us to spread the roots of our mandate across sectors, systems and even geographical boundaries.

While the spirit of the 2025 Budget remains relevant given that the mobilisation of human capital, the improvement of operational organisation and the strengthening of coordination will perhaps always be thematically central to our country's advancement, we prepare for the fresh potential of a new year, with our focus for 2026 being centred on setting the "how's" and the "when's" prioritising action and outcome as the central driving forces.

In 2025, recognising that the proper functionality of our systems depends on all parts moving together in cohesion, we made good on our ambition of strengthening coordination toward increasing local gains. This happened via the following means:

1. Prioritising Legislative Partnership to Enhance Environmental Governance
2. Upscaling International Commitments Through National Action
3. Expanding our Green Frontier
4. Operationalising our Sustainable Island State (SIS) Agenda

#### *Prioritising Legislative Partnership to Enhance Environmental Governance*

For climate action to be effective, it must be hinged on firm political will, which can only truly exist through policy that is backed by the authority of the law; whereby the Ministry of Justice and Legal Affairs has been a key partner in our actualisation of enforceable climate and environmental commitments.

In this regard, we have made significant strides toward a single-use plastic free St. Kitts and Nevis. By the passage of our Plastic Waste Reduction Act, 2025, we have been advancing through the phased implementation of our Single-Use Plastic Ban which, in the long run, will yield positive benefits for our Nation's waste management systems and capacity, public health, and overall environmental conservation.

Additionally, through the passage of the National Conservation and Environmental Management Act, 2024, we have been able to identify updated comprehensive strategies toward environmental protection and resource management that preserve and protect the integrity of not only the tangible elements of our natural environment, but equally our culture, heritage and history.

#### *Upscaling International Commitments Through National Action*

The Ministry has worked to deepen our country's presence and integration into regional and international environmental movements by successfully signing on to and ratifying several high-impact multilateral and bilateral agreements.

In 2025, we signed the Oceans Coordination Mechanism which makes programmatic coordination of ocean governance across key regional organisations and members of the wider Caribbean Community (CARICOM) possible. Thereafter, we signed on to the Fossil Fuel Non-Proliferation Treaty – a major step toward advancing energy sovereignty for our Nation and the phase out of fossil fuel extraction. Another bright spot was the signing and ratifying of the Agreement on Biodiversity Beyond National Jurisdictions which symbolises our dedication to the Blue Economy and the recognition that all the waters of the world, including our territorial waters, interconnect.

We further showcased our commitment to regionalism by ratifying the Agreement Establishing the Caribbean Community Climate Change Centre a step that cemented our recognition of and trust in the technical prowess existing within our own regional institutions. Moreover, we have been able to solidify critical bilateral cooperation through numerous Memoranda of Understanding. Our Agreement with the University of the West Indies provides partnership to assist with the execution and mobilisation of our Sustainable Island State (SIS) Agenda We have partnered with the United Nations Office for Project Services toward comprehensive engagement on climate mobility; and through MOU with Germany facilitated access to the potential for capacity-building through education and best practice exchange.

### *Expanding our Green Frontier*

In the face of an ever-evolving climate crisis, adaptability must be the Ministry’s defining characteristic, which means that our “green frontier” no longer refers solely to a physical landscape, but rather all the working elements that come together to enable holistic climate solutions. We have successfully declared numerous protected areas across both St. Kitts and Nevis. Those include the Central Forest Reserve National Park, the Royal Basseterre Valley National Park, our Marine Managed Areas in the channel, and most recently, in April 2025, Nevis Peak National Park and the Camps River Watershed. We have also paid keen attention to the St. Mary’s Man and the Biosphere Reserve, identifying it as a site of special interest that the Ministry continues to work to conserve and protect for the members of the surrounding community, and for the integrity of our biodiversity both flora and fauna nation-wide. To make this work even more impactful, the Ministry will now assume custodianship of the Biosphere Reserve, incorporating its functions and management as part of its official responsibilities.

In addition to field work there are those critical alliances that prove to us that we cannot do it all alone. To move the needle forward requires more perspectives, more partnership and more joint collaborations.

To this end, the Ministry has recognised that expanding our green frontier also requires commitment to an engagement agenda based on multilateralism. This ensures that our actions are guided by the successes, shortcomings and support of our partners and diplomatic allies, and makes certain that St. Kitts and Nevis remains abreast of global issues and play an active role in the global community keeping our Nation at the forefront in advancements in global developments. Noting this, we were proactive and brought the world to us, successfully hosting the Third Global Sustainable Islands Summit that welcomed hundreds of participants from across continents and hemispheres. This was a shining moment for all including our small businesses, our hospitality sector, and especially our local environmental experts. Such an effort showcases that every action is linked and that working toward inclusive and tailored sustainability is a benefit for all. Furthermore, our partnership with the Global Centre for Climate Mobility continues to bear fruit, defying the perceived limits of development assistance. Through our shared Communities Climate Adaptation Facility, we have been able to deliver climate financing directly to the doorsteps of our people – showcasing our dedication to inclusivity, empowering individual agency and securing

tangible results. Our funding partnerships such as with the Global Environment Facility (GEF) and the Green Climate Fund (GCF) make the expansion of our green frontier even more attainable generating benefit for and supporting not only the work of our Ministry but others across the Government. With projects that centre development and environmental management, we are building readiness that is backed by data, available funding and credible institutional knowledge.

### *Operationalising our Sustainable Island State Agenda*

Since the introduction of our Sustainable Island State (SIS) Agenda in 2023, we have supported and witnessed its advancement through planned and strategically determined developmental stages. In May 2025, we focused our attention on marking another SIS Agenda milestone by launching its operationalisation in the margins of the Global Sustainable Islands Summit and have proceeded to engage public consultations that will support its organic instatement as our national sustainability model for years to come. Under the SIS Agenda umbrella of progressive sustainability, we have refined our vision of sustainable development and are utilising its seven pillars as compasses that will help us accelerate the implementation of the global sustainable development goals and guide us toward making trusted and impactful decisions for our Nation.

Each of these undertakings and achievements reflect a deliberate shift from passive policy to proactive leadership. Through intentional and targeted steps, we are moving away from disaggregated efforts towards work that secures progress through connection and synergised execution. As we look forward, the Ministry of Environment, Climate Action and Constituency Empowerment is ready to fully cross the threshold of ambition into implementation. We recognise that transformation is not swift nor is it a final destination but require sustainable shifts that protect our country and work to neutralise the climate-related impacts that threaten us, require precision, focus and time. To this end, our imperative is clear – innovate and co-create new pathways toward “more”, more climate financing, more development, more upscaling, more partnerships, more environmental consciousness, and importantly, more tangible and direct deliverables.

We have an obligation to ensure that our people remain at the heart of our work – connected to a network of environmental stewardship and protected by the fruit of our resilience-seeking and building. As we look to the coming fiscal year, we remain focused on scaling impact, deepening partnerships, and ensuring that every monetary investment into or spent on environmental action yields returns whether immediately or over the long term within the economy, and communities, across our twin-island Federation. I take this opportunity to thank the employees of the Ministry across all its Departments and Units, for their continued commitment, dedication and tireless work to achieve our vision. It is a pleasure to work alongside you and be supported by you. I look forward to our reinvigorated work in the new year.

Hon. Dr. Joyelle Clarke

Minister of Environment, Climate Action and Constituency Empowerment

## **1.2 Executive Summary**

Aware that this Ministry provides strategic advice on and implements environment - relevant interrelated policies to achieve a safer and sustainable future, the key priority is to create an enabling environment supporting this vision. With the addition of two new areas, Climate Action and Constituency Empowerment, robust coordination and vibrant partnerships are critical to achieving inclusive, sustainable, and resilient lifestyles to survive and thrive in the twenty-first century. For this Ministry to shape St. Kitts and Nevis into a model sustainable island state, it requires a mind-shift in its leadership, structure, performance assessment, and prudent use of resources.

Staff within the Ministry will be adequately deployed with a focus to expand climate action activities through effective project coordination. These efforts will translate into:

1. The provision of quality coordination of cross-cutting issues of climate change, climate financing, and climate resilience so that they dovetail with the overarching goal of a sustainable island state;
2. Accommodating the integration of the conceptualisation and implementation of projects by strengthening the human capital and operational capacities; and
3. Increasing the visibility and understanding of climate change and its effects on our daily lives.

Strengthened coordination is the basis for actioning the Ministry's role in contributing to the 2030 Sustainable Development Goals (SDGs) and our goal to become a sustainable island state.

Eight of the SDGs have been identified as priorities by the Ministry:

Goal 6: Clean Water and Sanitation

Goal 7: Affordable and Clean Energy

Goal 9: Industry, Innovation and Infrastructure

Goal 11: Sustainable Cities and Communities

Goal 12: Responsible Consumption and Production

Goal 13: Climate Action

Goal 14: Life Below Water

Goal 15: Life on Land

Effective leadership and management of the plurality of voices and perspectives are pivotal to the success of this Ministry. One of the fundamental principles of the Department of Environment is to highlight the environmental issues challenging our Federation. We will ensure that our citizens are informed and kept up to date on the environmental challenges, no matter how simple or complex. Informing and educating our citizens is critical to becoming better environmental stewards. The Ministry will continue to lobby for the participation of our citizens and civil society in the decision-making process of this country. A critical area for our attention is the management of ecosystems and protected areas. The preservation and protection of our biodiversity hinges on healthy ecosystems and a robust protected areas framework.

The Department of Environment will continue to build on the work done under the GEF funded Conserving Biodiversity Project by strengthening the management of our protected areas, promoting and implementing policies that lead to healthy ecosystems, which will not only benefit our citizens through the demonstration of best practices but also, where possible, lay the groundwork for economic benefits through a sustainable financing mechanism. The Ministry is set to roll out an updated comprehensive legislative framework. On the heels of the new environmental legislation, the Ministry will recommend future-focused policies and strategies for consideration and endorsement for our journey to a sustainable island state.

The Department of Constituency Empowerment (DCE) remains steadfast in its mandate to serve as a vital conduit between the Government of St. Kitts and Nevis and its citizens. As a central coordinating body, the Department is committed to facilitating responsive, transparent, and inclusive governance by ensuring that the voices of all constituents are acknowledged, respected, and acted upon. In the upcoming fiscal period, the Department will continue to strengthen its operational frameworks to enhance service delivery, improve stakeholder engagement, and support

the implementation of community-based initiatives. Our strategic focus will be on deepening collaboration with parliamentary representatives, civil society, and government agencies to ensure that development interventions are aligned with the expressed needs of the people. The Department reaffirms its commitment to ensuring that no community resident is left behind. Through targeted outreach, data-driven planning, and a commitment to equity, we will work to close service gaps and empower communities across all constituencies.

As we advance our agenda, the DCE will prioritise the following:

1. Enhanced Constituency Support Services: Streamlining digital communication channels and case management systems to improve responsiveness and accountability
2. Community Empowerment Projects: Supporting the implementation and oversight of key capital projects, including ECHO, SHIELD, and VHRA, with a focus on sustainability and community impact
3. Data and Impact Monitoring: Strengthening our ability to measure outcomes and inform policy through improved data collection and analysis.

The DCE remains committed to fostering a culture of service, trust, and collaboration. We look forward to working with all stakeholders to build a more inclusive and empowered St. Kitts and Nevis.

The Climate Action Unit (CAU) is the Ministry's central engine for driving national climate resilience and low-carbon development. As the technical and strategic hub for climate governance, the CAU leads the design and implementation of a robust Measurement, Reporting, and Verification (MRV) system an essential mechanism for tracking the progress of the Nationally Determined Contributions (NDCs), fulfilling commitments under the Paris Agreement, and aligning investments with the Sustainable Island State (SIS) Agenda and the Sustainable Development Goals (SDGs). To effectively mobilise climate finance and deliver timely, high- impact interventions, the Ministry is urgently prioritising the development of a comprehensive climate needs baseline and the establishment of an integrated Environment Information System. These foundational tools will significantly enhance our ability to plan, coordinate, and implement climate initiatives with precision, transparency, and accountability.

The CAU operates across six strategic areas: policy and strategy, mitigation programmes, adaptation programmes, data and knowledge management, community engagement and communications, and administration and operations. Each area is designed to deliver measurable outcomes that strengthen institutional capacity and accelerate national climate goals. By enabling evidence-based policymaking and demonstrating tangible impact, the CAU strengthens the Ministry's case for international climate financing, fosters interagency coordination, and ensures efficient resource mobilisation. Through this integrated and forward-looking approach, the CAU is not only enhancing national climate governance but also positioning the Ministry as a regional leader in climate action and sustainable development.

Strengthening technical rigor remains a key programmatic goal. There are some core capabilities that the Ministry must continue to strengthen. These are providing evidence-based advice, embracing risk management as a tool, improving digital capabilities, engaging in continuous legislative review toward a relevant regulatory infrastructure, and communicating and engaging effectively. Specifically, efforts will be invested in creating an environment information system to address the need for more data-informed decisions. As we mature as a Ministry, our core focus will be on strengthening our leadership capacities, building our strategic policy skills, and becoming better digitally enabled.

We value our international commitments to bolster our technical and financial capacity as a small island developing nation. The Ministry is strongly committed to leading in the implementation of

agreed obligations of righting global environmental wrongs that will redound to the benefit of our people. As we wrestle with environmental issues such as climate change, a life-changing phenomenon that touches on every aspect of our existence, we will endeavour to develop innovative, life-changing responses. The extraordinary challenges compel us to pursue active policy reforms, be creative and prudent in the use of financial resources and pursue more strategic partnerships. In looking ahead, the Ministry remains committed to implementing the work of the Ministry through teamwork.

### **1.3 Management Representation Statement**

I submit, for the tabling in Parliament, the Annual Report on Plans and Priorities for the Ministry of Environment, Climate Action and Constituency Empowerment. It is my view that the document would serve as a very important planning instrument and working guide for the operation of the Ministry for 2026 and beyond. It will also provide the strategic direction and ultimately be used to judge the Ministry's performance.

I wish to thank the staff for their commitment in putting this document together. It represents an accurate representation of our discussions and our expectations for 2026.

Colincia Levine (Mrs.)  
Permanent Secretary (Ag.)

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To provide a framework to identify, consult, network, evaluate and build resilience to support sustainable livelihoods and the natural, built, and cultural environments.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The Ministry commits to pursuing strategic and innovative partnerships nationally, regionally and internationally to create a roadmap for a safer and sustainable future. Greater emphasis will be placed on heightened meaningful collaboration, national park development, exploring sustainable financing, strengthening the regulatory framework, policy development, risk management and sharpening digitally enabling skills.

1. Leverage inter-ministerial and cross sectoral linkages to ensure that sustainability remain pivotal to development
2. Facilitate the development and application of environmental policies and guidelines
3. To promote effective management and protection of the environment
4. Increase public education and outreach initiatives
5. Integrate policies and adapt management actions
6. Improve coordination of policy actions
7. Strengthen institutional governance and efficient operational capacity
8. Foster a positive risk management culture

### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

1. Strengthen legal and regulatory frameworks
2. Increase visibility on multi-media platforms
3. Strengthen public and private sector partnerships
4. Provide training opportunities for staff development and growth
5. Improve environmental data management
6. Produce accurate datasets
7. Prepare international reports
8. Prepare proposals for national park development
9. Establish a coordinating body to lead the oversight on the development of the Royal Basseterre Valley National Park
10. Conduct an EIA on the Royal Basseterre Valley National Park
11. Prepare position papers
12. Report on country's response to climate change
13. Honour commitments to international agencies
14. Track milestone accomplishments every quarter
15. Utilise every platform and opportunity to integrate resilience in relevant aspects of the Ministry's work
16. Prepare and implement training programmes for stakeholders
17. Share best practices
18. Develop a national environmental policy
19. Review the climate change policy

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

The phased development of the Royal Basseterre Valley National Park has been added as a key priority area.

### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. On-going highlighting of key environmental issues in land use and degradation
2. Aggressive implementation of public education and outreach agenda
3. On-going consultations with stakeholders
4. On-going partnership building across the private sector and with NGOs
5. Continue implementation of projects across sectors
6. Implement leadership and project planning, monitoring and implementation training
7. Track the implementation of work plans on a quarterly basis
8. Prepare regional and international reports
9. Daily monitoring of declared protected areas
10. On-going collaborative work with Ministries on projects

11. Assist with project writing to donor agencies
12. Organise promotional events for environment
13. Coordinate input and representation across Ministries
14. Identify collaborative opportunities to advance the Ministry's agenda

#### **2.2.5 Main Challenge to Achieve Annual Objectives**

1. Community profiling that engenders a robust response to community needs.

### **2.3 Capital Projects Information**

#### **2.3.1 Major Capital Projects**

1. Sustainable Island State Project
2. Constituency Empowerment for Enhancing Social and Economic Justice Programme
3. Vulnerable Household Repairs Assistance Programme (VHRA)
4. Rapid Decarbonisation of the Energy Sector of St. Kitts and Nevis

### **2.4 Transfer Payment Information**

1. UNEP Voluntary Indicative Scale Contribution
2. UNEP Action Plan for Caribbean Environment Programme
3. UNEP Convention on Biological Diversity
4. United Nations Convention to Combat Desertification
5. UNEP Budget for Biosafety Protocol
6. UNFCCC UN Framework Convention on Climate Change, Core Budget UNFCCC
7. UN Framework Convention on Climate Change
8. UNDP Government Local Office Cost and Voluntary Contribution for SKN
9. Kyoto Protocol
10. Stockholm Convention on Persistent Organic Pollutants
11. United Nations Environment Fund
12. Support to Solid Waste Management Corporation (SWMC)
13. United Nations Convention to Combat Desertification

### SECTION 3: MINISTRY SUMMARY

#### Portfolio E. 21 - Manage Environment, Climate Action and Constituency Empowerment

##### Responsibility Centre

21 - Ministry of Environment, Climate Action and Constituency

##### Officer in Charge

Permanent Secretary

##### Goals/Global Objectives

To provide an enabling environment to build upon investments made to achieve a safe and sustainable future. To secure steadfast resiliency, the Ministry seeks to provide robust coordination to attract international cooperation and financing to better position St. Kitts and Nevis as a sustainable small island

#### Financial Summary

Programme	Expenditures	Expenditures	Expenditure	Expenditures	Expenditures
	Actual 2024	Estimated 2025	s Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
21111 - Provide Administrative Support	1,196	7,788	7,876	5,937	4,449
21173 - Manage and Protect the Environment	9,112	7,379	6,946	6,975	7,004
21041 - Constituency Empowerment	1,224	1,072	1,928	1,691	1,454
21174 - Climate Action	122	368	374	380	386
<b>Total</b>	<b>11,654</b>	<b>16,607</b>	<b>17,124</b>	<b>14,983</b>	<b>13,293</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b> E. 21 - Manage Environment, Climate Action and Constituency Empowerment			
<b>Programme</b> 21111 - Provide Administrative Support			
<b>Responsibility Centre</b> 21 - Ministry of Environment, Climate Action and Constituency Empowerment 117 - Permanent Secretary			
<b>Officer in Charge</b> Permanent Secretary			
<b>Goals/Global Objectives</b> To provide administrative support and leadership in strategic planning, policy development and implementation, inter-ministerial and cross coordination for a safer and sustainable future			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To create and implement coordination tools for target setting, accountability, and teamwork	February 2026	Date of completion of Integrated Framework for Teamwork Design Tool
2	To build capacity in several areas for staff re: new administrative arrangements and project monitoring	December 2026	Date of completion of training activities
3	To conduct needs assessment for the preparation of an ongoing training needs programme	January 2026	Date of completion of report with prioritised findings and next steps
4	To create and implement a plan for the review of all legislation under the mandate of environment and climate change	December 2026	Date of implementation of Plan for review
5	To identify and leverage opportunities for advancing our climate change agenda	December 2026	Date of completion of Reports of 3 to 5 opportunities

Objective(s) for 2026		Expected Results	Performance Indicators
6	To increase inter-ministerial dialogue and build partnerships to support the development and application of policies and guidelines	4	Number of quarterly Reports produced
		December 2026	Date by which key stakeholders, ministries and private sector partners will be identified
7	To strengthen institutional governance and efficient operational capacity	4	Number of quarterly assessments of Departments
		4	Number of Reports submitted for international conventions
		March 2026	Date when National Park coordinating body is established

**Sub-Programme:**

00012 - Provide Administrative Support

2111702 - Sustainable Island State Project

2111703 - Rapid Decarbonisation of the Energy Sector of St. Kitts and Nevis

**Financial Summary**

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	813	2,402	880	891	903
Capital	383	5,746	6,996	5,046	3,546
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,196</b>	<b>7,788</b>	<b>7,876</b>	<b>5,937</b>	<b>4,449</b>

**Portfolio** E. 21 - Manage Environment, Climate Action and Constituency Empowerment  
**Programme** 21173 - Manage and Protect the Environment

**Responsibility Centre**

21 - Ministry of Environment, Climate Action and Constituency Empowerment  
 117 - Permanent Secretary  
 173 - Environment Unit

**Officer in Charge** Permanent Secretary (Ag.)

**Goals/Global Objectives**

To conserve, preserve, protect and provide a safe and sound environment to develop the pillars of a sustainable island state

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To update environmental policies and governance frameworks	3 policies	Number of environmental policies/regulations drafted or updated
		2 submissions	Number of Cabinet Submissions prepared
2	To improve awareness of all environmental issues via public education and outreach	24 events	Number of public outreach/awareness events
		20 schools	Number of schools engaged in environmental education
		40 posts	Number of social media posts/campaigns
3	To increase compliance and enforcement of environmental regulations	50 inspections	Number of environmental site inspections
		85%	Percentage of reported violations resolved within 30 days
		10 actions	Number of enforcement actions (warnings, fines) issued
4	To manage all protected and at-risk areas	500 trees	Number of trees planted as part of conservation and restorative activities in designated habitats

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
5	To halt land degradation issues in ghauts and beaches	3 meetings	Number of meetings held with truckers
		30	Number of site inspections
6	To halt illegal dumping in all areas	5 sites	Number of illegal dumpsites remediated
		5 signs	Number of signage erected
7	To increase institutional efficiency by creating an enabling environment for staff development	12	Number of planned staff meetings completed
		100%	Percentage of quarterly performance reports submitted on time
		3	Number of trainings conducted
8	To conduct stakeholder consultations on matters related to the environmental obligations under the various environmental agreements	10	Number of consultations conducted
9	To submit annual reports on all multilateral environmental agreements	December 2026	Date the annual reports should be submitted for the conventions

**Sub-Programme:**

- 00013 - Environmental Advocacy
- 01228 - Clean and beautify parks and beaches
- 01257 - UNEP - Voluntary Indicative Scale Contribution
- 01259 - UNEP - Conventional on Biological Diversity
- 21173 - Invest in the Environment
- 01258 - UNEP- Action Plan for Caribbean Environment Programme
- 01260 - UNEP - Budget for Biosafety Protocol
- 01261 - UNEP - Stockholm Convention on Persistent Organic Pollutants
- 01262 - United Nations Convention to Combat Desertification -UNCCD
- 01263 - United Nations Framework Convention on Climate Change – UNFCCC - Convention Core Budget
- 01264 - United Nations Framework Convention on Climate Change – UNFCCC - Kyoto Protocol KP Budget
- 01332 - Plan and manage the Environment
- 01231 - Support to Solid Waste Management Corporation (SWMC)
- 01265 - UNEF - United Nations Environment Fund

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	7,431	7,286	5,703	5,732	5,761
Capital	1,655	50			
Transfer	26	43	1,243	1,243	1,243
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>9,112</b>	<b>7,379</b>	<b>6,946</b>	<b>6,975</b>	<b>7,004</b>

<b>Portfolio</b>	E. 21 - Manage Environment, Climate Action and Constituency Empowerment		
<b>Programme</b>	21041 - Constituency Empowerment		
<b>Responsibility Centre</b>			
21 - Ministry of Environment, Climate Action and Constituency Empowerment			
<b>Officer in Charge</b>		Permanent Secretary	
<b>Goals/Global Objectives</b>			
To provide the administrative infrastructure and technical support to build and expand constituencies through people empowerment			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To respond to urgent community needs through targeted support programmes	50 homes	Number of small home repairs completed
		50 beneficiaries	Number of elderly and disabled persons receiving direct support
2	To strengthen youth engagement in sustainable development	3 consultations	Number of youth consultations held
		40 youth	Number of youth trained as Sustainable Development Future Champions
3	To enhance community resilience through projects (ECHO, SHIELD, VHRA)	90%	Percentage of project milestones achieved on time
		500 persons	Number of community members engaged in project activities
		12 meetings	Number of stakeholder meetings held for capital projects
4	To improve public awareness and participation in constituency programmes	4	Number of training activities completed
		6 campaigns	Number of social media campaigns launched
		2,000 persons	Number of community forums on SIS Agenda completed
		6 sessions	Number of training sessions conducted

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
5	To build capacity of Constituency Empowerment Officers	100%	Number of Constituency Response Reports completed
		4 reviews	Number of quarterly performance reviews completed
6	To promote transparency and accountability in service delivery	100%	Percentage of monthly reports submitted on time
		4 surveys	Number of feedback surveys conducted with communities
		85%	Percentage of community issues resolved within 30 days

**Sub-Programme:**

03360 - Department of Constituency Empowerment

21041 - Invest in Constituency Empowerment

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	798	972	928	941	954
Capital	426	100	1,000	750	500
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,224</b>	<b>1,072</b>	<b>1,928</b>	<b>1691</b>	<b>1,454</b>

<b>Portfolio</b>	E. 21 - Manage Environment, Climate Action and Constituency Empowerment		
<b>Programme</b>	21174 - Climate Action		
<b>Responsibility Centre</b>			
21 - Ministry of Environment, Climate Action and Constituency Empowerment			
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>			
To lead the transition to a climate-resilient, sustainable future by proactively addressing climate change impacts, building awareness, and increasing institutional capacity for mitigation and adaptation in alignment with national, regional, and international commitments			
<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To review and update climate-related legislation and policies	December 2026	Date of completion of updated policies and legal instruments
2	To coordinate the implementation of climate-resilient infrastructure projects	3	Number of climate resilient infrastructure projects receiving implementation assistance
3	To submit national climate reports to international bodies	March 2026	Date of submission of BTR, NC4, and NDC updates
4	To coordinate the operationalisation of the centralised climate data systems	June 2026	Date of launch of data management system
5	To conduct sectoral vulnerability assessments	3	Number of sectors assessed

Objective(s) for 2026		Expected Results	Performance Indicators
6	To increase public awareness and outreach on climate action	12	Number of outreach campaigns and media engagements conducted
7	To train stakeholders and staff in climate-related areas	2	Number of training activities completed
8	To digitise and archive CAU documentation	December 2026	Date of completion of digitisation and system rollout
9	To monitor the report on electric vehicle impacts	September 2026	Date of submission of EV Impact Assessment Report
10	To finalise and submit the CAU Annual Report	December 2026	Date of publication and dissemination of Annual Report
11	To enhance gender equity and social inclusion in climate programming	September 2026	Date of completion of Gender Gap Assessment and Action Plan

**Sub-Programme:**

00014 - Provide Support to Climate Action Initiatives

**Financial Summary**

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	122	368	374	380	386
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>122</b>	<b>368</b>	<b>374</b>	<b>380</b>	<b>386</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 21 MINISTRY OF ENVIRONMENT, CLIMATE ACTION AND CONSTITUENCY EMPOWERMENT**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>21117</b>	<b>ADMINISTRATION</b>	\$	\$	\$	\$	\$		
2111702	Sustainable Island State Project	10,000,000	500,000	-	1,000,000	1,500,000	302,306	REVENUE/ REPUBLIC OF CHINA (TAIWAN)
2111703	Rapid Decarbonisation of the Energy Sector of St. Kitts and Nevis	9,017,378	-	-	3,495,814	3,495,814	-	GEF-7
2111704	Vulnerable Household Repair Assistance Programme (VHRA)	5,100,000	750,000	-	1,250,000	2,000,000	-	REVENUE/ REPUBLIC OF CHINA (TAIWAN)
	<b>Subtotal</b>	<b>24,117,378</b>	<b>1,250,000</b>	<b>-</b>	<b>5,745,814</b>	<b>6,995,814</b>	<b>302,306</b>	
	<b>Total c/f</b>	<b>24,117,378</b>	<b>1,250,000</b>	<b>-</b>	<b>5,745,814</b>	<b>6,995,814</b>	<b>302,306</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
**(CAPITAL PROJECTS)**

**C. 21 MINISTRY OF ENVIRONMENT, CLIMATE ACTION AND CONSTITUENCY EMPOWERMENT**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>Total b/f</b>	<b>24,117,378</b>	<b>1,250,000</b>	<b>-</b>	<b>5,745,814</b>	<b>6,995,814</b>	<b>302,306</b>	
<b>21041</b>	<b>CONSTITUENCY EMPOWERMENT</b>							
2104103	Constituency Empowerment for Enhancing Social and Economic Justice Programme	11,520,282	250,000	-	750,000	1,000,000	425,889	REVENUE/ REPUBLIC OF CHINA (TAIWAN)
	<b>Subtotal</b>	<b>11,520,282</b>	<b>250,000</b>	<b>-</b>	<b>750,000</b>	<b>1,000,000</b>	<b>425,889</b>	
	<b>Total c/f</b>	<b>35,637,660</b>	<b>1,500,000</b>	<b>-</b>	<b>6,495,814</b>	<b>7,995,814</b>	<b>728,195</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 21 MINISTRY OF ENVIRONMENT, CLIMATE ACTION AND CONSTITUENCY EMPOWERMENT**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>Total b/f</b>	<b>35,637,660</b>	<b>1,500,000</b>	<b>-</b>	<b>6,495,814</b>	<b>7,995,814</b>	<b>728,195</b>	
	Royal Basseterre Aquifer Park	1,939,740	-	-	-	-		REVENUE
	Purchase of Furniture and Equipment	85,000	-	-	-	-	80,507	REVENUE
	Support to Solid Waste Management Corporation (SWMC)	8,492,208	-	-	-	-	1,625,000	REVENUE
	Electricity Supply for the St. Kitts Marine Species Centre	96,463	-	-	-	-	29,600	REVENUE
	<b>TOTAL</b>	<b>46,251,071</b>	<b>1,500,000</b>	<b>-</b>	<b>6,495,814</b>	<b>7,995,814</b>	<b>2,463,302</b>	

**Total Ministry \$7,995,814**



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**22 - Ministry of Information,  
Communication, Technology and Posts**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

### 1.1 Minister's Message

As we present the Estimates for Fiscal Year 2026, I reaffirm the Government's vision to build a Sustainable Island State, one that is resilient, inclusive, digitally empowered, and prepared to harness the opportunities of the future. The Ministry of Information, Communications, Technology and Posts remains steadfast in its continued efforts to empower diversity in the Federation of St. Kitts and Nevis in the digital era through inclusive access, optimising processes, building strategic partnerships, unlocking opportunities for growth for all and rollout initiatives that will lay the foundation for a more connected, secure, resilient, inclusive and efficient government and society.

The World Bank's Vice President for Digital Transformation Mr. Sangbu Kim, in his speech at the Global Digital Summit, held in Washington DC, in March 2025 alluded to the speed and scale of digital transformation and urged "*Move faster and think bigger.*" We enter 2026 with a bold and transformative agenda that will shape the future of St. Kitts and Nevis.

Central to this agenda are the following five (5) strategic pillars and our transformative, foundational National Digital ID that is the gateway to all our digital services:

1. Digital Transformation of Government Services
2. National ICT Infrastructure and Connectivity
3. Civil Registry Digitisation
4. Cybersecurity and Data Governance
5. Innovation, Skills Development, and Governance

**National Digital Identity:** Perhaps one of the most transformative projects ever undertaken in our Federation is the implementation of a trusted framework to support the Digital Identity in partnership with the Government of the Republic of China (Taiwan) and guided by Estonia's world-class experts, Cybernetica. As a result, every citizen will soon be able to obtain a secure digital identity, based on international best practices. This will allow access to a wide range of government services and financial services, and even cross-border recognition. It is the gateway to secure authentication, trusted service delivery, and citizen participation in the digital economy. I wish to take this opportunity to express this Government's sincere gratitude to the International Telecommunication Union (ITU) for its steadfast partnership with the Federation of St. Kitts and Nevis. Through the ITU's technical cooperation, we benefitted from the services of a highly skilled and experienced international consultant, who worked closely with my Ministry in the drafting of the Electronic Digital Identity Act, Digital ID Policy, Digital Identity Framework, and the Implementation Roadmap. These instruments now provide us with a strong legislative and policy foundation to advance a trusted and inclusive digital identity system.

This collaboration demonstrates the value of international partnerships in strengthening small island developing states such as ours. By drawing on global best practices and technical expertise, the ITU has helped us accelerate our digital transformation agenda, while safeguarding the principles of security, privacy, and citizen empowerment. We look forward to continuing this productive relationship, as we work toward a fully digitised, innovative, and resilient society. I am also proud to report that prototypes have already been delivered, and in April 2026, 25,000 cards will arrive to support the pilot and initial rollout phases for a full launch in July 2026.

The five (5) pillars represent a critical investment in the resilience, security, and progress of our Federation and rest on foundational tools such as the National Digital ID, an essential enabler that gives them strength and coherence.

***The Digital Services Network (DSN) (our Government Wide Area Network):*** This Network is the backbone of secure digital communication across ministries and departments. This is transforming how ministries and departments work together. This year, we established three (3) network cores designed to support high-speed, high-capacity data transmission. In 2026, we will complete redundant routing for resilience and expand connectivity to more government sites. This means better collaboration across ministries, greater business continuity, and higher efficiency in serving our people.

Universal access to broadband and upgraded ICT infrastructure will boost productivity in education, healthcare, and small businesses. It is estimated that improved connectivity could increase GDP growth by 1% to 1.5% annually through stronger e-commerce, tourism marketing, and knowledge-based industries. We will continue to strengthen broadband networks and ICT infrastructure across both urban and rural communities. These investments will reduce the digital divide and ensure that our ICT infrastructure is climate-resilient and future-ready. Our achievements for this year have made a significant impact on our operations across government.

***National ICT Infrastructure and Connectivity – The SKNIX:*** A modern economy is underpinned by robust, secure and resilient ICT systems. Earlier this year, together with our service providers, The Cable and City Wi-Fi, we signed a historic Memorandum of Understanding (MOU) to formalise SKNIX as a milestone in digital sovereignty. In 2026, we will strengthen the St. Kitts and Nevis Internet Exchange Point (SKNIX) and open it for peering with other service providers, ensuring that for the very first time in our Nation’s history, local internet traffic is exchanged here at home. By investing in our own Internet Exchange Point, we keep our data at home, strengthen resilience, reduce costs and facilitate greater speed and a bold step to digital independence. “Having a local IXP means there is now physical infrastructure in-country where internet service and content providers can come together to interconnect their networks and exchange local internet traffic. This means that data originating in-country and destined for users in-country, no longer has to be routed through the US or Europe "... the shorter the distance internet traffic must go, the faster and cheaper it is to deliver.” Bevil Wooding, Director of Caribbean Affairs at ARIN and Director at CaribNOG.

The civil registry is the custodian of our most vital records. Work on the electronic civil registry (e-CRS) is very advanced. For the first time in history, we are digitising decades of vital paper records to preserve them securely namely, births, marriages and deaths will now be accessible digitally. By February 2026, the registry mapping process will be completed, and by the end of 2026, citizens at home and abroad will be able to apply and pay for official records electronically. The digitisation will provide citizens with secure and verifiable digital identities, enabling more efficient access to social services, healthcare, and education. Civil registry modernisation is urgent, as it has been reported that, “850 million people still lack any form of identification” (World Bank). This will also reduce administrative delays and improve inclusion, particularly for vulnerable groups. This modernisation also integrates directly with the National Addressing System, ensuring that every citizen, household, and institution has a recognised place in the national framework. This is about inclusion; this is about accessibility; and about safeguarding our national history.

***Cybersecurity and Data Governance:*** As we expand our portfolio of digitised services, it is imperative that equal attention be given to safeguarding the systems, data, and people who rely on them. The Ministry will establish a dedicated Cybersecurity and Data Management Unit within the Department of Technology in 2026, which will be manned by a Cybersecurity Coordinator and supporting staff to further enhance our existing framework. This specialised unit will be tasked with protecting Government networks, monitoring threats, and ensuring compliance with international standards in data protection and privacy.

As part of our ongoing efforts to drive digital transformation and economic growth, the Ministry has commenced discussions to establish a data centre in St. Kitts and Nevis. This strategic investment

will not only enhance our country's digital infrastructure, but also create new opportunities for businesses, drive innovation, and position St. Kitts and Nevis for AI-driven growth, and as a hub for data-driven industries in the region. We look forward to working with stakeholders to bring this vision to life and unlock the full potential of our digital economy.

We recognise that the trust of our people and our international partners is an essential component to a digital economy. In 2026, we will reinforce our cybersecurity framework and data governance systems, protect critical infrastructure and safeguard personal data. These measures will give our citizens confidence in online services and support the safe expansion of digital commerce, finance, and cross-border partnerships.

Let us be clear, failure to invest in cybersecurity today will cost us far more tomorrow. A single successful cyberattack could cripple essential services and compromise sensitive data. The financial and reputational cost of recovering from such an event would far exceed the upfront investment required to prevent it. In the digital era, cybersecurity is not an optional expense; it is a national safeguard.

***Innovation, Skills Development and Governance:*** A sustainable digital future depends on the capabilities of our people. That is why we are prioritising digital skills development, innovation, and governance frameworks that support entrepreneurship and responsible use of new technologies. In 2026, we will intensify training in cybersecurity, artificial intelligence, cloud technologies, and network management. We will engage the next generation of innovators through the Girls in ICT Week, coding camps, and school outreach programmes. Our young people must be prepared for the jobs of tomorrow - not just as consumers of technology, but as creators and innovators.

***Legislative Reform:*** Recognising that digital transformation cannot succeed without the appropriate legal framework, your government is working to establish modern legislation to support a digital St. Kitts and Nevis. This includes laws on digital identity, electronic transactions, cybersecurity, data protection, and digital signatures. These laws will ensure that our citizens and businesses can transact safely and confidently in the digital space, while protecting their fundamental rights and privacy.

***The Digital Transformation Management Unit:*** The Unit will advance critical e-government platforms, including:

1. An online passport application and renewal system
2. A Customs Single Window for electronic trade documentation
3. An electronic business licensing portal
4. Legal Services and Land Registry platforms
5. Consumer protection applications

These platforms will simplify transactions, provide greater accessibility and significantly reduce delays in processing, which will result in cost savings for the consumer.

Looking ahead, priorities include the introduction of Paperless Trade, which will cut red tape, reduce costs, and improve competitiveness. A Government-wide Electronic Document and Records Management System (EDRMS) will further strengthen efficiency, transparency, and resilience while reducing reliance on paper. Collectively, these initiatives will modernise government, empower citizens, and prepare our economy to thrive in the digital age.

***Postal Services Modernisation - A trusted Institution Reimagined:*** The St. Kitts Postal Service is a globally trusted essential service and a vital link in our communities. In fiscal year 2026, the Postal Service enters a new era, with an ongoing commitment to modernisation, digital integration, financial sustainability, and enhanced service delivery.

At the centre of this modernisation is the roll-out of the National Addressing System (NAS). For the first time, every household, business, and institution will be assigned a standardised, geocoded address. This system will:

1. Improve the accuracy and efficiency of mail delivery,
2. Reduce misdirected mail and delivery times by up to 40%,
3. Strengthen emergency response and disaster preparedness,
4. Support business operations and e-commerce growth, and
5. Ensure residents can be reliably identified and reached.

The NAS will integrate with digital mapping platforms, GPS technologies, online services, and even emerging tools such as drone delivery systems. It will also align seamlessly with the National Digital ID System, reinforcing the backbone of our digital transformation agenda. Alongside NAS, we are pursuing counter automation, secure mail handling protocols, and enhanced surveillance in postal facilities. These measures will bring our postal operations in line with global standards, safeguarding personal data and strengthening public trust. In 2026, postal operations will be fully digitised. Citizens will be able to track parcels from end to end, receive mobile notifications, and access services online. We are investing in expanded e-commerce logistics, rural service delivery, and counter automation to streamline operations. Counter automation, NAS, and digital transformation are not isolated initiatives. They align with global postal trends in digital infrastructure, e-commerce logistics, and public service integration. Our vision is to transform the St. Kitts Postal Service into a digitally empowered, community-connected, and economically vital institution – one that delivers not only letters and parcels, but also opportunity, dignity, and national pride to every doorstep.

The five (5) pillars of our ICT strategy, together with the modernisation of the Postal Service, are not mere projects; they are building blocks of our national development agenda and our Sustainable Island State (SIS) Agenda. They represent our determination to make St. Kitts and Nevis a Nation that is secure, connected, innovative, and resilient in the face of global change. For a small island developing state, technology is not just a sector of the economy, it is the backbone of sustainable development. It enables resilience to climate change, fosters inclusive economic growth, strengthens governance, empowers citizens and integrates the nation into the global economy.

This budget, therefore, is more than financial allocations. It is a roadmap for transformation, a commitment to deliver the services, infrastructure, and opportunities that our people deserve. With these investments, we will position our Federation at the forefront of digital progress in the Caribbean and global marketplace.

Hon. Konris Maynard

Minister of Information, Communications, Technology and Posts

## 1.2 Executive Summary

The Ministry of Information, Communications, Technology and Posts enters 2026 with a bold and transformative agenda that is critical to the future development of St. Kitts and Nevis. The year ahead represents a decisive phase, as flagship programmes mature from planning and pilot stages to full-scale implementation.

By expanding online services and modernising core processes, the Ministry is improving efficiency while promoting inclusivity, accessibility, and transparency. Cybersecurity and resilience remain central priorities, supported by allocations toward the National Cybersecurity Strategy, the Government Data and Information Management Model, and the strengthening of the St. Kitts Nevis Internet Exchange (SKNIX) and the Digital Services Network. With the SKNIX positioned as a strategic regional resource and the Digital Services Network strengthened, the Federation will cement its place as a digital hub in the Caribbean, underpinned by resilient and secure ICT infrastructure.

For the fiscal year 2026, the Ministry's objectives are aligned with the Government's policy direction under the Whole of Government Strategy to enhance ICT deployment across the public sector in a secure, efficient, and responsible manner. The programme portfolio emphasises strengthening the digital backbone of Government, advancing cybersecurity, and promoting digital inclusion for all citizens. The budget reflects our commitment to digital transformation through sustained funding for the digitisation of government services, the civil registry modernisation, and the rollout of the national digital identity.

Fiscal year 2026 will be a year of growth in human capacity and innovation. Through expanded certification partnerships, the provision of digital skills training for public officers, and targeted workshops on process automation, the Ministry will build a digitally competent workforce equipped to sustain transformation. The optimisation of the National ICT Centre will create both revenue and innovation opportunities, while fostering collaboration across public and private sectors.

These initiatives will require significant investment given their scale, complexity, and strategic importance to national development.

The 2026 objectives of the Ministry are framed around five (5) pillars:

- 1) Digital Transformation of Government Services
- 2) Civil Registry Digitisation
- 3) National ICT Infrastructure and Connectivity
- 4) Cybersecurity and Data Governance
- 5) Innovation, Digital Skills Development, and Governance

**Digital Services Network (DSN):** The Digital Services Network is the backbone of government connectivity, modernising the Government Wide Area Network (GWAN). A key achievement in 2025 was the establishment of three (3) network cores, designed to support high-speed, high-capacity data transmission across government sites. In 2026, the focus will be on completing the establishment of high-capacity network cores, adding redundant routing for resilience, and expanding connectivity to more ministries, departments, and government sites. The DSN not only ensures secure, high-speed data transmission but also facilitates seamless collaboration across the public sector. Sustaining and upgrading this network demands significant resources, as it directly enables business continuity, efficiency, and digital government operations.

**Civil Registry Digitisation:** The Ministry is working in close collaboration with the Ministry of Health to convert decades of paper records into secure digital documents. For the first time in history, we have begun digitising decades of physical records to preserve them securely and make

them accessible online. In 2026, we will advance this process to complete the mapping of the civil registration by the end of February, with highly trained staff accelerating digitisation. The system will be fully integrated with the e-ID system, providing a source of truth for identity data. A secure online application will also be launched by December 2026 to allow citizens at home and abroad to request and pay for official records digitally. The complexity of this undertaking and its importance to safeguarding the Nation's history and identity mean that it will require significant funding and careful management.

***National ICT Infrastructure and Connectivity - The SKNIX:*** In 2026, we will continue to strengthen the St. Kitts and Nevis Internet Exchange Point (SKNIX), ensuring that local internet traffic is exchanged domestically for the first time in our Nation's history. This step reduces reliance on foreign routing, reduces costs, and improves resilience. We achieved a Digital Milestone on 13<sup>th</sup> May 2025, with the signing of a Memorandum of Understanding (MOU) to formalise the SKNIX between the Nation's leading telecommunications Service Providers, The Cable, City Wifi and the Government of St. Kitts and Nevis as the founding members of the National Internet Exchange Point (IX). At the same time, the Ministry will continue to deepen investments in advanced switching, routing, and security equipment to expand the Nation's bandwidth and safeguard national networks.

***Cybersecurity and Data Governance:*** As we expand our portfolio of digitised services, it is imperative that equal attention be given to safeguarding the systems, data, and people who rely on them. The Ministry will establish a dedicated Cybersecurity and Data Management Unit within the Department of Technology in 2026, which will be manned by a Cybersecurity Coordinator and supporting staff to further enhance our existing framework. This specialised unit will be tasked with protecting Government networks, monitoring threats, and ensuring compliance with international standards in data protection and privacy.

***National Digital Identity Programme - Empowering Every Citizen:*** The Department of Technology continues to lead on the design, development, and implementation of the first national e-ID, one of the most transformative initiatives ever undertaken. Developed in partnership with the Government of the Republic of China (Taiwan). It will provide every citizen with a secure digital identity aligned with global standards. The implementation of a secure, universal digital identity (e-ID) system is a cornerstone of our modernisation efforts. In 2026, resources will be directed toward the completion of nationwide registration, integration of e-ID with essential public and private sector services, and the establishment of robust verification mechanisms. This will streamline access to public services, reduce inefficiencies, and build citizen trust in digital governance. The first prototypes were delivered in 2024. In June 2025, the first batch of five sample e-ID cards was successfully delivered, marking a key milestone. An additional 25,000 cards are scheduled to arrive in April 2026, supporting the pilot and initial rollout phases. Final system testing is now underway in the Republic of China (Taiwan).

We continue to benefit from the expert guidance of Cybernetica, a global leader in secure identity systems from Estonia, as we move to establish the foundation for a modern, secure and inclusive digital identity. This programme will integrate with multiple government and financial systems, supported by legislation and policies to protect privacy and align with international best practices. The e-ID will serve as the key to accessing digital government services, financial platforms, and even cross-border recognition, as a result, its successful rollout requires sustained and substantial investment.

***Innovative Service Delivery Solutions:*** The Ministry will continue to foster an ecosystem of innovation by supporting research, undertaking pilot projects, and collaborating with regional and international partners.

Emphasis will be placed on artificial intelligence, cloud computing, and other transformative technologies that have the potential to improve public service delivery, attract investment, and stimulate new economic opportunities.

***Capacity Building and Public Engagement:*** In 2026, we will intensify capacity building through the establishment of the Digital Skills Academy to facilitate training in cybersecurity, artificial intelligence, mobile technologies, and network management to build a digitally competent public service. Through strategic partnerships, we will expand certification programmes and deliver at least twelve (12) targeted workshops on process automation. At the same time, our public engagement programmes such as Girls in ICT Week, coding camps, and school outreach will cultivate the next generation of innovators.

***Digital Transformation Management Unit (DTM Unit):*** The DTM Unit plays a central role in identifying and coordinating critical projects. To improve government efficiency and citizen experience, the DTM Unit has been spearheading the development of multiple e-Government platforms. These include:

1. An online passport application and renewal system,
2. A Customs Single Window for electronic trade documentation,
3. An electronic business licensing portal, and
4. Specialised platforms such as the Legal Services website, Land Registry platforms, PSIP portal, and consumer protection applications.

These platforms will simplify transactions, reduce delays, and improve transparency. In 2026, the Unit will further advance the development of the Customs Single Window, e-Business licensing, the online passport system, and the Government-wide Electronic Document and Records Management System (EDRMS). The EDRMS will reduce reliance on paper records and enable seamless information sharing across ministries.

***Legislative Reform for the Digital Economy:*** No digital agenda can succeed without the appropriate legal framework. The DTM Unit is working with the Office of the Attorney General to modernise laws covering the Civil Registry, digital identity, electronic transactions, cybersecurity, data protection and digital signatures. At the same time, legislative reforms will enable Paperless Trade, reducing the burden of physical documentation for importers and exporters, aligning with international best practices. The Unit, along with the Ministry, will continue to undertake consultations with stakeholders to facilitate informed decisions and processes.

***Postal Service Modernisation:*** The St. Kitts Postal Service, a longstanding essential national service, is undergoing a comprehensive transformation to meet the demands of a digital economy and to safeguard our communities. This modernisation effort reflects the Government's commitment to building a digitally empowered and inclusive society.

In fiscal year 2026, investment will focus on the full digitisation of postal operations, including end-to-end parcel tracking, mobile notifications, online service portals, and expanded e-commerce logistics. Infrastructure upgrades will extend access to rural areas, while counter automation will streamline transactions and enhance service delivery.

A major milestone for 2026 is the roll-out of the National Addressing System (NAS). For the first time, every household, business, and institution will be assigned a standardised, geocoded address. This system will improve mail delivery and emergency response, strengthen national security through faster location identification, and support disaster preparedness. Importantly, NAS will integrate seamlessly with the upcoming National Digital ID System, reinforcing the foundation for digital transformation across government services.

Ongoing activities to date include the following:

1. Digitisation of road centrelines for St. Kitts,
2. Establishing and digitising all community boundaries across St. Kitts, and
3. Digitising all subdivisions in St. Kitts into GIS format and database

Modernisation also includes enhanced security protocols in line with regional and international standards. This will encompass secure mail handling, surveillance upgrades, and staff training to safeguard personal data and reinforce public confidence in the postal system. Equally important are workplace and facility upgrades. Postal offices will be equipped with modern furnishings, ergonomic workstations, and secure mail handling tools, creating safe, efficient, and welcoming environments for both staff and customers. These improvements will boost productivity, reduce workplace strain, and raise the overall standard of service delivery. The vision for the St. Kitts Postal Service is clear: to transform it into a digitally integrated, community-connected, and economically vital institution, aligned with global postal trends in digital infrastructure, e-commerce, and public service delivery.

The Ministry reaffirms its commitment to building a resilient, inclusive, and forward-looking digital society.

### **1.3 Management Representation Statement**

I am pleased to present the Annual Report on Plans and Priorities for the Ministry of ICT and Posts. In my estimation, this presentation reflects an accurate account of the objectives to be achieved as well as the strategies required to realise the Ministry's goals.

This work plan is a result of a consultative process that saw meaningful dialogue with all Departments within the Ministry. I express my sincere thanks to the management and staff of the Ministry of ICT and Posts. The Plan is aligned with national objectives and the strategic objectives of our regional and international partners. It is my view that this document will serve as an important planning instrument and a strategic tool for the operations of the Ministry for 2026 and beyond.

Cheryleann M. Pemberton (Mrs.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

#### *Information, Communications and Technology (ICT)*

The mission of the Department of ICT is to empower diversity in the Federation of St. Kitts and Nevis in the digital era through inclusive access, digital literacy, and strategic partnerships while bridging the divide, optimising processes, and unlocking opportunities for growth for all.

#### *Postal Service*

The mission of the St. Kitts and Nevis Postal Service is to provide the highest quality of postal and related services to our stakeholders, individuals, and businesses by satisfying their varied requirements and reasonable expectations.

## **2.2 Planning Overview**

### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The Government's policy direction and long-term strategy for the Ministry is to improve the deployment of ICT solutions across the Government in a secure, efficient, resilient, and responsible manner.

*Department of Information, Communications and Technology*

1. Deploy a robust and resilient ICT infrastructure across the Government
2. Promote ongoing cybersecurity awareness and a culture of information security
3. Support digital transformation and support economic diversification
4. Facilitate the development and implementation of innovative software and mobile solutions
5. Enhance the Government's Digital Services Network (DSN) to support a secure, robust and reliable internet access
6. Centralise IT operations for the most critical Government systems to improve efficiency
7. Provision of high-quality, internationally recognised ICT certification programmes
8. To expand domain registration services and increase market share
9. Provision of leadership on issues relating to the implementation of digital services
10. To support talent development and human capacity

The Government's policy direction and long-term strategy for the postal service is to provide postal services, basic financial and e-commerce services for valued customers in St. Kitts and Nevis.

1. Reorient transaction flows to support digitisation
2. Implementation of a counter-automated system and other digital processes
3. Improvement of the postal infrastructure
4. Implementation of the National Addressing System
5. Digitise postal operations at all postal centres
6. Enhance the skills and knowledge of our postal staff
7. Continue the implementation of the Regional Postal Service Charter
8. Strengthen physical and digital security across all post offices

### **2.2.2. Ministry's Annual Objectives vs Strategic Objectives**

*Information, Communications, and Technology*

1. To establish and operationalise governance mechanisms to guide the digital transformation process in Government
2. To develop and secure Cabinet approval for a comprehensive National Cybersecurity Strategy
3. To define and publish a Government Data and Information Management Model
4. To develop and implement a governance framework for the management of the Digital Services Network

### *Postal Services Department*

1. Provide new postal software to automate transactions online for customers
2. To establish governance procedures for the National Addressing System
3. Implement e-commerce logistics and electronic payment solutions

### **2.2.3. Modifications to the Ministry's Strategic Directions During the Year**

The above objectives provide the strategic framework for this Ministry. It is not anticipated that there will be any significant modifications to or deviations from this framework during this period.

The General Post Office will continue to evolve and adapt in this digital world and modernise its products and services to reflect our modern economy with the implementation of new digital services.

### **2.2.4 Main Activities Contributing to the Annual Objectives**

#### *Information, Communications and Technology*

1. Establish and operationalise governance mechanisms to guide the digital transformation process
2. Develop a Comprehensive National Cybersecurity Strategy
3. Develop a Government Data and Information Management Model
4. Continued deployment of the Digital Services Network that is integrated with the Internet Exchange Point (IXP) for the whole of government, with increased cybersecurity, reliability and redundant internet connectivity
5. To establish a Government Digital Academy to provide civil servants with digital skills for process improvement and automation of services
6. Enhancement of the IT Service Desk Management platform to log, track, and resolve all ICT service requests
7. Recertify with the ISO27001 Information Security Management System (ISMS) policies and procedures

#### *Postal Services Department*

1. Creation of stamps, including commemorative stamps
2. Control of the rates of postage locally, regionally, and internationally for export for St. Kitts and Nevis Postal Services
3. Responsibility for the renaming and naming of all streets, lanes and roads in the Federation of St. Kitts and Nevis
4. Implementation of policies that are associated with the National Addressing System (NAS) in collaboration with several stakeholders, including the Department of Physical Planning
5. Partner with the Social Security Board in the distribution of cheque payments for non-contributors (old age and invalidity)

## **2.2.5 Main Challenges to Achieve Annual Objectives**

### *Information, Communications, and Technology*

1. Non-competitive remuneration packages, which make it difficult to recruit and retain highly skilled personnel in the field of technology
2. Slow employment process, which results in lost opportunities to recruit personnel

### *Postal Services Department*

1. Lack of storage space at the parcel post
2. Limited transportation capacity

## **2.2.6 Impact of Previous Year's Results on the Current Year's Expenditures**

The increased demand for online services has resulted in a corresponding increase in spending on online collaboration tools and services, as well as information security products and services to secure the Government's digital assets, especially against cybersecurity threats.

The increased demand for online purchases causes the need for another vehicle to transport US mailbox items and parcels/mail from the airport to customs and then to the General Post Office.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Technology Refresh - IT Department Computer and Equipment Upgrade
2. Digital Services Network
3. GSKN Digital Transformation Project

### **2.3.2 Other Projects Judged Important**

1. Upgrade of Postal Services
2. National Addressing System
3. Civil Registry Digital Application

## **2.4 Transfer Payment Information**

1. International Telecommunications Union (ITU)
2. Caribbean Telecommunications Union (CTU)
3. Universal Postal Union (UPU)
4. Caribbean Postal Union (CPU)
5. Commonwealth Telecommunications Organisation (CTO)

**SECTION 3: MINISTRY SUMMARY**

<b>Portfolio</b>	<b>E. 22 - Provide Information, Communications, Technology and Posts</b>
<b>Responsibility Centre</b>	<b>22 - Ministry of Information, Communication, Technology and Posts</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To promote opportunities for economic development through small business formulation and provide cost-efficient and timely information through technology support and training for the Public Service, and provide the public with an affordable and modern postal service

**Financial Summary**

<b>Programme</b>	<b>Expenditures</b>	<b>Expenditures</b>	<b>Expenditures</b>	<b>Expenditures</b>	<b>Expenditures</b>
	<b>Actual 2024</b>	<b>Estimated 2025</b>	<b>Planned 2026</b>	<b>Projected 2027</b>	<b>Projected 2028</b>
	(in thousands)				
089 - Provide Communications Services	8,423	13,364	10,814	9,475	8,537
091 - Provide Administrative Support	256	589	580	592	603
132 - Provide Postal Services	4,833	5,122	4,851	4,903	4,957
<b>Total</b>	<b>13,512</b>	<b>19,075</b>	<b>16,245</b>	<b>14,970</b>	<b>14,097</b>

## Section 4: Programme Summary

<b>Portfolio</b>	E. 22 - Provide Information, Communications, Technology and Posts
<b>Programme</b>	<b>089 - Provide Communications Services</b>

<b>Responsibility Centre</b>
<b>22 - Ministry of Information, Communication, Technology and Posts</b>
<b>089 - Communications and Technology Department</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To support digital transformation in government to enhance delivery of public services

Objective(s) for 2026		Expected Results	Performance Indicators
1	To define, reengineer and digitise the process for Government services	12	Number of services digitised and made accessible on government portal
2	To implement the rollout plan for the Digital Identity	30%	Percentage of the population being enrolled and issued an e-ID card in 2026
3	To expand the certification network	3 partners	Number of exam providers or certification networks with which the Department establishes partnerships
4	To have a minimum of 20% occupancy of rental spaces at the National ICT Centre	\$2,000	Average monthly revenue
5	To position the SKNIX as a strategic National Digital Resource	20	Minimum number of networks/ASN peering on the SKNIX
6	To procure ICT equipment and software	December 2026	Date by which threat mitigation systems, network management systems and Security Awareness and internal technical staff training will be completed
7	To procure replacements and backups of old and faulty network and server equipment, which is the core of the day-to-day operations of ICT	December 2026	Date by which the network efficiency of the Department will be completed

8	To provide digital skills training courses online for public officers	60%	Percentage of courses available online
9	To provide workshops and business process automation of Government departments/MDAs	12	Number of workshops held
10	To develop a Civil Registry Web Application	December 2026	Date by which the Civil Registry Web Application should be launched
11	To map the entire civil registration process	February 2026	Date by which the mapping of the entire civil registration process is completed
12	To develop and secure Cabinet approval for a comprehensive National Cybersecurity Strategy	December 2026	Date by which the National Cybersecurity Strategy should be developed and approved
13	To define and publish a government Data and Information Management Model	December 2026	Date by which the development of the Data and Information Management Model should be completed
14	To develop online services on behalf of MDAs	10	Number of online services developed on behalf of MDAs

**Sub-Programme:**

22089 - Provide Telecommunications Services and IT Support

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	5,895	7,868	7,099	7,160	7,222
Capital	2,314	5,300	3,500	2,100	1,100
Transfer	214	196	215	215	215
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>8,423</b>	<b>13,364</b>	<b>10,814</b>	<b>9,475</b>	<b>8,537</b>

<b>Portfolio</b>	E. 22 - Provide Information, Communications, Technology and Posts
<b>Programme</b>	<b>091 - Provide Administrative Support</b>
<b>Responsibility Centre</b>	<b>22 - Ministry of Information, Communication, Technology and Posts</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To manage the administration of the Ministry of Information, Communication, Technology and Posts
<b>Sub-Programme:</b>	01000 - Provide Administrative Support

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	256	589	580	592	603
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>256</b>	<b>589</b>	<b>580</b>	<b>592</b>	<b>603</b>

<b>Portfolio</b>	E. 22 - Provide Information, Communications, Technology and Posts
<b>Programme</b>	<b>132 - Provide Postal Services</b>
<b>Responsibility Centre</b>	
22 - Ministry of Information, Communication, Technology and Posts	
<b>Officer in Charge</b>	Permanent Secretary

**Goals/Global Objectives**  
To provide the public with an affordable and modern postal service

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To enhance Postal Service accessibility and customer experience	100%	Percentage of addresses integrated into NAS
2	To increase efficiency through technology	20%	Percentage reduction in customer wait times compared to baseline

**Sub-Programme:**

- 00403 - Administer Postal Service and Customer Service
- 00404 - Deliver and Dispatch Mail
- 00406 - Provide Financial Services
- 00407 - Support U.S. Mailbox Services
- 22132 - Participate in Regional and International Organisations
- 22132 - Invest in Postal Service

### Financial Summary

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
(in thousands)					
Recurrent	4,683	4,522	4,481	4,533	4,587
Capital	64	400	150	150	150
Transfer	86	200	220	220	220
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>4,833</b>	<b>5,122</b>	<b>4,851</b>	<b>4,903</b>	<b>4,957</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 22 MINISTRY OF INFORMATION, COMMUNICATION, TECHNOLOGY AND POSTS**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
<b>22089</b>	<b>TECHNOLOGY DEPARTMENT</b>							
	Technology Refresh - IT Department Computer and Equipment Upgrade	700,000	300,000	-	-	300,000	385,703	REVENUE
2208933	Civil Registry Digital Application	750,000	200,000	-	-	200,000	302,673	REVENUE
0808131	GSKN Digital Transformation Project	20,000,000	2,000,000	-	-	2,000,000	547,984	REVENUE
2208935	Digital Services Network	8,459,100	1,000,000	-	-	1,000,000	-	REVENUE
	<b>Subtotal</b>	<b>29,909,100</b>	<b>3,500,000</b>	<b>-</b>	<b>-</b>	<b>3,500,000</b>	<b>1,236,360</b>	
	<b>Total c/f</b>	<b>29,909,100</b>	<b>3,500,000</b>	<b>-</b>	<b>-</b>	<b>3,500,000</b>	<b>1,236,360</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 22 MINISTRY OF INFORMATION, COMMUNICATION, TECHNOLOGY AND POSTS**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>29,909,100</b>	<b>3,500,000</b>	-	-	<b>3,500,000</b>	<b>1,236,360</b>	
<b>22132</b>	<b>POSTAL SERVICES</b>							
1513211	Upgrade of Postal Services	1,645,000	50,000	-	-	50,000	64,305	REVENUE
2213201	National Addressing System	1,875,000	100,000	-	-	100,000	-	REVENUE
	<b>Subtotal</b>	<b>3,520,000</b>	<b>150,000</b>	-	-	<b>150,000</b>	<b>64,305</b>	
	<b>Total c/f</b>	<b>33,429,100</b>	<b>3,650,000</b>	-	-	<b>3,650,000</b>	<b>1,300,665</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
**(CAPITAL PROJECTS)**

**C. 22 MINISTRY OF INFORMATION, COMMUNICATION, TECHNOLOGY AND POSTS**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>Total b/f</b>	<b>33,429,100</b>	<b>3,650,000</b>	<b>-</b>	<b>-</b>	<b>3,650,000</b>	<b>1,300,665</b>	
	<b>Public Service Digital Training</b>	<b>352,850</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>104,606</b>	<b>REVENUE</b>
	<b>Internet Exchange Point (IXP) Development and Support</b>	<b>3,100,000</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>497,789</b>	<b>REVENUE</b>
	<b>Caribbean Telecommunications Union (CTU) ICT Week 2024</b>	<b>500,000</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>474,999</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>37,381,950</b>	<b>3,650,000</b>	<b>-</b>	<b>-</b>	<b>3,650,000</b>	<b>2,378,059</b>	

**Total Ministry \$3,650,000**



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**23 - Ministry of Youth Empowerment,  
Ageing and Disabilities**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

The Ministry of Youth Empowerment, Ageing and Disabilities remains invested and committed to achieving our vision of a society that embraces every citizen and resident regardless of age and ability. To achieve this goal, concerted effort and actions that are deliberate and strategic are needed. As such the Ministry in 2026 will focus on three key strategies, Advocacy, Engagement, and Empowerment.

#### *Advocacy*

The Ministry will continue to raise awareness on the rights of our target populations and to educate the public on issues pertaining to seniors, youth and people living with disabilities. Utilising media skills, obtained during training held in 2025, members of staff are now better positioned to create social media content that is impactful and resonates with our targeted audience. We are extremely proud of the work that has been undertaken in the past two years leading to the development of a National Disability Policy. Building on this firm foundation, the Ministry will in 2026 seek to sensitise the public on the policy and foster support for its full implementation with a national disability media campaign. We will continue to mobilise stakeholders to play active roles in creating an enabling and inclusive society for all with sensitisation workshops, meetings and various community events such as the annual Walk in My Shoes event.

An inclusive society is one where people are always respectful to each other and mindful of people's basic human rights. Hence in 2026, the Department of Disabilities will collaborate with partners to create the first National Disability Etiquette and Respectful Language Guide. This Guide will be user-friendly, accessible and disseminated to government agencies, schools and media houses.

To enhance our advocacy efforts, the Ministry will work with our registered groups to train their executive and members in advocacy and lobbying. This is to ensure that seniors, youth and persons with disabilities are better equipped to articulate their needs, their experiences and to recommend workable solutions for challenges affecting them.

#### *Engagement*

Engagement of people remains a critical component to achieving our goal of becoming a sustainable island state. It is through engagement that people begin to feel a sense of belonging and connection. Relationships are built and strengthened, and we benefit from more diverse perspectives, experiences and contributions towards nation building.

Through our Seniors Day Programmes and the Seniors Enrichment Programme, seniors will continue to have opportunities for social interaction through structured activities that allow them to ward off feelings of isolation, loneliness and uselessness. In 2025, the Ministry partnered with the Ministry of Health training seniors attending the day programmes in Chronic Disease Self-Management. Over the course of six (6) weeks, seniors learnt various skills including:

1. Developing and maintaining a long-term exercise programme
2. Fatigue management
3. Dealing with anger, depression, and other negative emotions
4. Cognitive management of pain and stress
5. Communication with family/friends/physicians

6. Using prescribed medication appropriately
7. Healthy eating
8. Making informed treatment decisions
9. Developing decision making and problem-solving skills

Our pilot Youth Connect will provide an open and safe space for young people to meet and discuss pertinent issues affecting them and our community. At these sessions, participants will be encouraged to be frank, to be honest and to suggest innovative and creative solutions and recommendations that can be shared with policymakers and decision makers who will be invited to sit in on a regular basis.

Programmes such as our annual Summer and Easter Camp will not just be a fun experience for campers but an educational and engaging time. We will continue to focus on the Sustainable Development Goals (SDGs) and through our interactions seek to inform young people on how they can actively continue to help us achieve sustainable island state status either through their participation of our organised activities or through their own efforts and initiatives.

### *Empowerment*

Our youth with their vigor and energy must be seen as active agents of change and contributors to nation building. As such in 2026, the Department of Youth Empowerment will pilot a school garden initiative at the primary school level that will allow students to contribute towards food security and promote healthy diets and lifestyles. This programme will also expose students to various business skills as they will be responsible for marketing and selling excess produce thereby preparing students for industry and entrepreneurship.

In continuing to promote youth as active agents of change, the Ministry will continue to celebrate young people who are making positive contributions to our country in various areas including but certainly not limited to sports, dance, music, volunteerism, and religion through the 25 Remarkable Teens Programme. This Programme is expected to be revised in 2026. Nominees will now be expected to meet additional criteria such as meeting minimum volunteer hours, participation in community projects and mandatory completion of various training activities.

It is the Ministry's intention to re-introduce a National Youth Council over the medium to long term and as such, several prerequisite initiatives will be undertaken to prepare our young people for leadership. This will include skills building workshops for student councils, and youth focused, and youth led organisations in key areas such as public speaking, leadership, financial management, project management, communication, team building, time management and conflict resolution.

Caregivers will also be given priority in 2026, with a special effort to create and strengthen support networks. These networks will provide emotional and practical support and provide guidance and encouragement for caregivers. We will also offer training and workshops to provide caregivers with additional tools to care for their loved ones.

In 2024, the Ministry hosted a financial literacy workshop for seniors to increase their knowledge of financial tools that can help them manage and protect their finances. The Ministry intends to host this workshop again in 2026. Finally, the Ministry is working towards increasing the employment of trainees from the McKnight Skills Bridge Programme by creating Memorandums of Understanding between the Ministry, the St. Kitts Nevis Association of Persons with Disabilities and local employers.

The Ministry of Youth Empowerment, Ageing and Disabilities remains committed to advancing the rights of our citizens who are often among the most vulnerable and marginalised groups in society. Through advocacy we hope to give persons a voice, through engagement, build stronger partnerships and through empowerment, equip persons with the knowledge and confidence to thrive in today's world.

Hon. Isalean C. Phillip

Junior Minister of Youth Empowerment, Ageing and Disabilities

## **1.2 Executive Summary**

The Ministry of Youth Empowerment, Ageing and Disabilities will continue to work with our target populations to guarantee their full and equitable access to resources and ensure that they are knowledgeable, confident and possess the requisite skillset to contribute positively to the wellbeing of their families, workplaces and communities.

Recognising that our success is dependent on meaningful collaboration with stakeholders, the Ministry in 2026 will seek to improve and enhance our working relationships with current partners while forging and developing new alliances and associations with other agencies and organisations. We will continue to rigorously advocate for the rights of our target populations and raise public awareness to foster a culture of respect, understanding and inclusion.

Our Ministry is committed to the establishment of a National Youth Council and will continue to focus on educating our youth population on democracy and civics. In addition to collaboration with student councils, the Ministry through the Department of Youth Empowerment will facilitate the strengthening of the youth voice by partnering with youth led and youth focused organisations. These vital organisations such as Scouts, Girl Guides, and Community Sport clubs, foster positive socialisation, provide opportunities for skill development such as problem solving, critical thinking, and teambuilding. In addition, they serve as fora for empowering the youth voice and allow members to both advocate collectively for issues that affect them and make tangible contributions to their communities.

In 2026, the Department will pilot three new programmes:

1. A monthly Youth Connect forum where young people will have the opportunity to gather and discuss pertinent topics and develop sustainable solutions that they can implement
2. A Boys and Girls Club where primary aged students will benefit from academic support, and leadership and life skills training. Participants will also develop skills in areas such as video production, music, ICT and the creative arts
3. The establishment of an environmental club at a primary school where members will learn through practical application the contribution every citizen can make towards food security. Members will also glean entrepreneurial and business skills as they will have the opportunity to market and sell extra produce.

The Department will also continue to showcase the positive contributions of our young persons through the Remarkable Teens Programme. This popular initiative allows young persons to be recognised and sends a strong message that young people have a role to play in the overall development of our community. In 2026, the Department will restructure the Remarkable Teens Programme by requesting that teens under consideration for the award participate in a number of community projects and volunteer opportunities throughout the year.

The Ministry's Seniors Enrichment Programme continues to grow with almost three hundred (300) seniors regularly attending activities and programmes. These programmes promote active ageing contributing to the overall health of seniors, their happiness and quality of life by keeping their bodies and minds engaged. While we are not likely to increase the number of day programmes in 2026, the Ministry does intend to build on our partnership with the Ministry of Health and offer the chronic diseases self-management course in communities that do not currently have centres. In addition to this we will continue our partnership with the Department of Culture and support their efforts in capturing for posterity the historical knowledge and other aspects of our intangible culture that our seniors have acquired.

Our Home Care Programme will continue to provide support to seniors wishing to age in the comfort and familiarity of their own homes. Training of our caregivers will be given priority in 2026, to ensure that our seniors are provided with quality service that is reliable and consistent. Recognising that the care industry is growing in St. Kitts and Nevis and the special vulnerabilities of many older persons, the Ministry will continue to partner with the Ministry of Health and other stakeholders in the development of standards and regulations for the industry.

The successful drafting of the Disability Policy and Disability Bill in 2025 will provide a roadmap providing direction and clarity on how we can make our society more accessible and inclusive for persons living with disabilities. These documents, which are the result of extensive consultation, will ensure that every stakeholder and partner understands their roles and responsibilities in ensuring that all of our efforts are aligned towards significant improvement in the quality of life of persons living with disabilities.

The Department of Disabilities has adapted the popular slogan 'Nothing for Us Without Us' and as such will continue to rely on the guidance and knowledge of persons living with disabilities in regard to programming and policies for persons with disabilities and caregivers. Special attention will be given in 2026 to the enhancement of the training programme at the McKnight Community Centre with an aim of having persons in the programme transition to either entrepreneurship or full employment. It is also our intention in 2026 to support the Ministry of Education's ongoing efforts at inclusion in schools. As such a special training programme targeting educators will be undertaken.

### **1.3 Management Representation Statement**

I am pleased to present the Annual Report on the Plans and Priorities for the Ministry of Youth Empowerment, Ageing and Disabilities. The information presented accurately portrays the goals, objectives, priorities, activities and planned results for 2026.

Janelle Lewis-Tafari (Mrs.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To build a Nation where youth, older adults and persons with disabilities are placed at the forefront of all that we do, through inclusiveness and equitable access to resources that transform and encourage persons to be continuing members in society.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The Ministry of Youth Empowerment, Ageing and Disabilities remains committed to the Government's vision of St. Kitts and Nevis becoming a sustainable island state. An important component of this is the true inclusion and participation of all citizens and residents including seniors, persons with disabilities, and youth. The Ministry's strategic directions for the medium term therefore include:

1. Mainstreaming of youth and persons with disabilities in all policies and programme
2. Creating an enabling environment for youth, older persons and persons with disabilities to be active agents of change and partners in community and national development
3. Ensuring the protection and rights of youth, older persons and persons with disabilities
4. Building the resilience of youth, persons with disabilities and older persons

#### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

1. To promote people centred care approach
2. To strengthen training and professional development of caregivers
3. To combat discrimination and promote social inclusion
4. To support youth led innovation sustainability initiatives
5. To strengthen youth participation and leadership
6. To promote lifelong learning and information sharing amongst seniors

#### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

There were no modifications to the Ministry's Strategy during the year.

#### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. Launch of pilot Boys and Girls Club
2. Leadership training for youth leaders
3. Launch of pilot Environmental Club
4. Launch of Youth Connect Forum

5. Launch of public relations campaign on National Disability Policy
6. Facilitation of basic sign language course
7. Training of officers in effective communication
8. Training of officers in dementia care
9. Training of focal points for youth, ageing and disabilities in each Ministry
10. Training in personal self-care and coping mechanisms for caregivers
11. Expansion of Community Based Rehabilitation in the Federation
12. Increased visibility of Ministry

### **2.2.5 Main Challenges to Achieve Annual Objectives**

The Ministry's main challenge includes the inaccessibility of our main office space to many of the clients we serve. While the Ministry has a satellite office at the East Basseterre Community Centre in the medium to long term it is expected that the Ministry leads by example in having easily accessible office space for clients. In addition, the Ministry continues to struggle with inadequate storage space for equipment and tools used in our programmes.

### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

The Ministry in 2024-2025, conducted extensive stakeholder consultations to inform the development of the National Disability Policy and Bill. These consultations led to increased awareness of issues pertaining to disabilities and encouraged persons and organisations to consider what changes they can implement to promote inclusion. With the increased commitment of stakeholders, the Ministry is optimistic about the successful implementation of the Policy and the improvement in the lives of persons with disabilities.

### **2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures**

It is anticipated that the National Disability Policy will guide actions and programmes implemented by the Ministry in 2026 and beyond.

## **2.3 Capital Project Information**

### **2.3.1 Major Capital Project**

1. Retrofit of Office Space

## **2.4 Transfer Payment Information**

1. Commonwealth Youth Programme
2. Support People with Disabilities

## SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 23 - Manage Youth Empowerment, Ageing and Disabilities</b>
<b>Responsibility Centre</b>	<b>23 - Ministry of Youth Empowerment, Ageing and Disabilities</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To build a Nation where all youth, older adults and persons with disabilities are placed at the forefront of all that we do through inclusiveness and equitable access to resources that transform, enhance and encourage persons to be contributing members in society

### Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2024	Estimated 2025	Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
23148 - Ministry Secretariat	485	561	554	563	572
23149 - Support Youth Development	1,048	1,129	1,050	1,059	1,068
23150 - Seniors Enrichment Development	1,085	1,220	1,354	1,220	1,239
23151 - Support Disabilities Department	224	248	233	237	240
<b>Total</b>	<b>2,842</b>	<b>3,158</b>	<b>3,191</b>	<b>3,079</b>	<b>3,119</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 23 - Manage Youth Empowerment, Ageing and Disabilities
<b>Programme</b>	<b>23148 - Ministry Secretariat</b>

<b>Responsibility Centre</b>
23 - Ministry of Youth Empowerment, Ageing and Disabilities
<b>148 - Administration</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To facilitate the mainstreaming of human rights inclusive of rights of youth, older persons and persons with disabilities in the legislative and policy framework

Objective(s) for 2026	Expected Results	Performance Indicators
1 To establish or strengthen independent oversight enforcement mechanisms	August 2026	Date of the creation of a special body to receive complaints and conduct investigations on discrimination against persons with disabilities
2 To ensure inclusive representation and participation in decision making	March 2026	Date to identify and train focal points in each Ministry
	June 2026	Date to identify and train personnel in the St. Kitts Nevis Association of Persons with Disabilities on key areas of the Sustainable Island State Agenda and policy analysis

<b>Sub-Programme:</b>
00170 - Administration - Ministry Secretariat
00172 - Telecommunication Expenses

## Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	485	561	554	563	572
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>485</b>	<b>561</b>	<b>554</b>	<b>563</b>	<b>572</b>

<b>Portfolio</b>	E. 23 - Manage Youth Empowerment, Ageing and Disabilities
<b>Programme</b>	<b>23149 - Support Youth Development</b>

<b>Responsibility Centre</b>
23 - Ministry of Youth Empowerment, Ageing and Disabilities
<b>149 - Youth Department</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To foster an enabling environment to empower youths and provide for their sustainable growth and development

Objective(s) for 2026		Expected Results	Performance Indicators
1	To nurture youth excellence and volunteerism	November 2026	Date the Remarkable Teens Programme will be structured
2	To strengthen the youth network	12	Number of democracy and leadership training sessions for youth groups
3	To increase the youth voice	8	Number of youth connect forums
4	To facilitate engagement of young people in environmental management	April 2026	Date the Environmental Club will be introduced

<b>Sub-Programme:</b>
00171 - Administer Youth Development
03946 - Support Youth Camp and Youth Month
03964 - Commonwealth Youth Programme (CYP)

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	1,022	1,129	1,020	1,029	1,038
Capital					
Transfer	26		30	30	30
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,048</b>	<b>1,129</b>	<b>1,050</b>	<b>1,059</b>	<b>1,068</b>

<b>Portfolio</b>	E. 23 - Manage Youth Empowerment, Ageing and Disabilities
<b>Programme</b>	<b>23150 - Seniors Enrichment Development</b>

<b>Responsibility Centre</b>
23 - Ministry of Youth Empowerment, Ageing and Disabilities
<b>150 - Ageing Department</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To promote a society where older persons can live active, independent, integrated and dignified lives

Objective(s) for 2026		Expected Results	Performance Indicators
1	To improve the resilience of older persons in natural disasters	100	Number of seniors with disaster plans
2	To improve quality of care for older persons	June 2026	Date individualised care plans completed for each homecare client
		October 2026	Date to complete training in communication and dementia care for officers
3	To combat ageism and promote social inclusion	July 2026	Pilot of Intergenerational Programme
		July 2026	Launch of Senior Volunteer Programme

<b>Sub-Programme</b>
00326 - Administer Seniors Enrichment Development

#### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	1,060	1,220	1,202	1,220	1,239
Capital	25		152		
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,085</b>	<b>1,220</b>	<b>1,354</b>	<b>1,220</b>	<b>1,239</b>

<b>Portfolio</b>	E. 23 - Manage Youth Empowerment, Ageing and Disabilities
<b>Programme</b>	<b>23151 - Support Disabilities Department</b>

<b>Responsibility Centre</b>
23 - Ministry of Youth Empowerment, Ageing and Disabilities
<b>151 - Disabilities Department</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To advocate for the rights of persons with disabilities and ensure their full participation in all aspects of the society

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To identify disability focal points within all ministries	2	Number of focal points within each ministry trained on inclusion and disability rights
2	To increase employment of trainees from the McKnight Skills Bridge Programme	5	Number of Memorandums of Understanding signed between the Ministry, the SKNAPD and local employers
3	To promote and support persons with disabilities, civic and community participation	April 2026	Launch public relations campaign on the rights of persons with disabilities
4	To strengthen mental health and psychosocial support	August 2026	Training of caregivers and persons with disabilities on coping strategies
5	To expand community-based rehabilitation (CBR) in the Federation	December 2026	Date by which the development of a National CBR Policy and Implementation Plan will be completed

<b>Sub-Programme:</b>
01942 - Support for Persons with Disabilities

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	208	248	187	191	194
Capital					
Transfer	16		46	46	46
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>224</b>	<b>248</b>	<b>233</b>	<b>237</b>	<b>240</b>





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**24 - Ministry of Economic Development and  
Investment**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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## 24 - MINISTRY OF ECONOMIC DEVELOPMENT AND INVESTMENT

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## **Section 1: Minister's Message and Executive Summary**

### **1.1 Minister's Message**

As the Minister responsible for the Ministry of Economic Development and Investment, I am proud to present the Budget that outlines the Government's strategic development plan for 2026. We recognise that real economic progress depends on collective effort. In 2025, we continued our collaboration with government agencies, NGOs, and the private sector to ensure the goals, policies, and strategies essential for transforming our economy, as outlined in the National Development Planning Framework (NDPF), were advanced.

Our Nation is currently navigating unprecedented geopolitical turbulence, marked by intense global tension among major superpowers. Like many other countries, we are trying to address these challenges while also dealing with the socio-economic fallout. Our Government has done a tremendous job in keeping the country afloat. However, we are still facing issues related to labour productivity, supply chain disruptions, and a tightening global monetary environment, which have led to lower revenues, reduced investments and slower economic growth.

To address this, the Ministry of Economic Development and Investment has actively sought assistance from development partners and allied countries over the past year to support the Government's socio-economic agenda. As we strive to realise the vision of our NDPF in becoming a sustainable island state, the Ministry, with assistance from the Government of India, has secured in United States dollars, five hundred thousand (US\$500,000.00) under the "*Disaster Resilient Utility Infrastructure Project.*" This initiative aims to address gaps, including the lack of comprehensive data on the current state and resilience of infrastructural systems, particularly in the water, energy, and telecommunications sectors, by adopting a holistic approach to assessing their interconnected vulnerabilities. This approach will ensure that utility services in St. Kitts and Nevis remain reliable and adaptable to changing climatic conditions, while also being sufficient to support our transition to renewable energy. The Project was launched in August 2025, and the work remains ongoing.

Additionally, we have received technical assistance from UN-ECLAC under the DA16 Project, "*Strengthened capacity to design and implement policies to enhance resilience in Caribbean SIDS (2025-2027)*". This Project aims to improve the Government's capabilities in key areas, including project planning and implementation, strategic planning, statistics, and cost-benefit analysis. It also offers opportunities for regional knowledge exchange and cooperation. The DA16 Project was launched in May 2025 with a workshop on project preparation and planning, attended by over fifty (50) individuals across the Federation. The second component was carried out in September with support from the Human Resource Management Department, where over twenty-five (25) civil servants were trained in strategic planning and implementation. The remaining training components were completed in the last quarter of 2025, with regional components scheduled for 2026. The DA16 Project directly aligns with the key NDPF focus areas, including Human Capital Development, Economic Development, Institutional Strengthening, and Partnerships. This supports our vision of becoming a sustainable island state.

Going forward, the Ministry will continue to promote growth across all sectors by strengthening relationships with donor and partner organisations as part of implementing the NDPF (2023-2037). With support from the Caribbean Development Bank, the Ministry plans to launch its first Medium-Term Strategy and Investment Plan (MTSIP) in 2026. The MTSIP will focus on six key development areas: climate resilience; green energy; economic growth; social inclusion and development; human capital; and institutional strengthening and partnerships, while also highlighting investment opportunities within the Federation.

To support strategic investment and development, the St. Kitts Investment and Promotion Agency (SKIPPA) have secured funding and will update the existing Investment Code in 2026. Once finalised, the Code will establish the regulatory framework that governs the operations of the Special Sustainability Zones for all investors, national, regional, and international, and streamline investment management to ensure compliance with international treaties and agreements. The new Codes will also enable the Government to oversee and promote targeted investments, facilitate businesses' access to zone-specific incentives, and ensure adherence to customs, tax, and labour laws.

The core mission of the Ministry is the steadfast pursuit of socio-economic progress. Therefore, we will continue to support policies and investment initiatives that not only foster economic growth but also uplift communities and enhance the quality of life for all citizens.

Rt. Hon. Dr. Denzil L. Douglas

Senior Minister and Minister of Economic Development and Investment

## **1.2 Executive Summary**

The Ministry of Economic Development and Investment is the lead agency responsible for the operationalisation of the sustained socio-economic development agenda of the Government. It promotes the government development policies with the aim of bringing transformation in all sectors of the economy. These policies are articulated in its National Development Planning Framework (NDPF) 2023-2037. This Framework contains the goals, policies, priorities, strategies, and actions required to transform different Ministries, which in turn will improve the lives and livelihoods of all citizens.

The expected results from the completed National Development Planning Framework are:

1. Transformation to a Sustainable Island State
2. Diversification of the economy – agriculture, tourism, digital, blue and orange economies
3. Advancement of Human Capital through reforms in Education and Health
4. Public Sector Reform
5. Social inclusion and social development
6. Lasting and mutually beneficial institutional partnerships for development
7. Climate Resilience

The Ministry has already taken steps in implementing the NDPF. Firstly, we conducted sensitisation sessions with different ministries and agencies on both St. Kitts and Nevis to facilitate familiarisation with the content of the NDPF and the accompanying Implementation Plan. We also conducted wide-scale engagement with Line Ministries, such as the Ministries of Agriculture et al., Sustainable Development, Public Infrastructure et al., and International Trade et al., regarding their goals, objectives, strategies, priorities and actions over the short, medium, and long term. This was necessary, as the successful implementation of the NDPF will require serious inter-ministerial partnerships. Secondly, the Ministry is currently in the process of advancing the work to facilitate the development of the NDPF Medium-Term Strategy and Investment Plan (2025-2029) with a grant provided by the Caribbean Development Bank (CDB). A Procurement Specialist was contracted and work undertaken to facilitate the completion of the CDB procurement documents, which resulted in the completion of the procurement of the consultancy firm in November 2025.

The Ministry will engage in the following activities commencing in 2026:

1. Completion of NDPF Medium-Term Strategy (2025-2029)

2. Launch of the NDPF Medium-Term Strategy and Investment Plan
3. Development of a digital scorecard
4. Monitoring and evaluation of NDPF Medium Term Strategy (2025-2029)
5. Capacity Building for Line Ministries and staff of the Ministry of Economic Development and Investment to support the implementation of the Medium-Term Strategy
6. Acquisition of economic software to effectively monitor and forecast the achievements of actions outlined in the NDPF.

As we continue to roll out the NDPF, we know it is important to involve our private sector partners and the public. Having completed our initial engagements with the Line Ministries, one of our crucial steps will be to conduct consultative sessions with the private sector and undertake public awareness to foster buy-in using various media.

The Ministry continues to take on the responsibility for seeking out, inviting, and accommodating investments into the country while helping to create the enabling environment to attract and maintain a sustainable flow of local and foreign direct investment into the Federation. These investments will play a vital role in the advancement of our national development agenda. As we seek out the types of investments necessary to facilitate sustainable growth and development, the Ministry will vigorously cultivate relationships with Private Sector Partners, locally, regionally and internationally. We envision our partners to be private individuals and families, businesspersons, companies both local and international, sovereign governments and regional and international organisations. This is necessary in ensuring the delivery of the bold vision of the Government articulated in its agenda for the growth and advancement of all citizens and residents. In addition, we will continue to work closely with the Citizenship by Investment Unit (CIU) to boost investor confidence.

Locally, through SKIPA, the Ministry will continue in its effort to establish a Special Economic Zone (SEZ) that will create an environment for potential investment in the manufacturing sector. Additionally, SKIPA will continue to pursue the establishment of an Export Promotion Division to provide support to local businesses whose products are export ready. There is a critical need for SKIPA to present bankable projects to investors – that is, those projects that have been thoroughly vetted and are structured to ensure that they are financially viable and capable of generating returns on investment. The bankability of a project instils a level of confidence for the investor that their capital will be used effectively and will yield anticipated returns. To this end, SKIPA has rolled out its “Investment Catalogue” designed to showcase a list of bankable projects to investors. As the Government, through the Ministry of Economic Development and Investment, seeks to create an attractive investment climate, it is also critical that work be finalised on the Investment Code. The Investment Code will signal that St. Kitts and Nevis is committed to creating a level playing field for investors with transparent, reliable, efficient, and fair rules and procedures for investment within the framework of the international treaties and agreements to which St. Kitts and Nevis is a signatory.

The Ministry will continue to perform at the highest level to effectively deliver on its important mandate. As the ministry expands, we will continue to provide credible advice on the economic outlook and publish quarterly economic reports. As we interacted with the Line Ministries, we identified areas for further strengthening to enhance technical capacity. As a result, in 2025, the Ministry facilitated capacity-building workshops in the areas of (i) Project Proposal and Effective Implementation, and (ii) Strategic Policy Planning with the support of the Economic Commission for Latin America and the Caribbean (ECLAC), through their Development Account (DA) Project titled “Strengthened Capacity to Design and Implement Policies to Enhance Resilience in Caribbean SIDS”.

In 2026, the Ministry will continue its partnership with local, regional, and international organisations, placing greater emphasis on capacity building both internally and across the various Line Ministries.

### **1.3 Management Representation Statement**

It is a privilege to present the plans and priorities for 2026 on behalf of the Ministry of Economic Development and Investment. I believe that this presentation reflects an accurate account of the objectives to be achieved and the strategies required to realise the Ministry's goals. Also, it is hoped that this document will serve as an essential planning tool and working document to guide the Ministry of Economic Development and Investment's operations.

Adina Richards (Ms.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1. Mission Statement**

The Ministry's mission is to promote the sustained socio-economic development agenda of the Government by creating an enabling environment that attracts investments and maintains a continuous and viable flow of opportunities that advances the lives and livelihoods of all our citizens.

### **2.2. Planning Overview**

#### **2.2.1. Ministry's Strategic Objective vs Government's Directions**

The Ministry endeavours to achieve the following broad strategic objectives:

1. Advancement of the operationalisation of the National Development Planning Framework (NDPF) 2023-2037, which is aimed at improving the lives and livelihoods of all citizens
2. Advancement of policies and programmes that will contribute to the Sustainable Island State (SIS) Agenda
3. Engagement of all Line Ministries and agencies to engender a synergistic approach in promoting the Government's development agenda
4. Development of a robust economic environment which attracts investors to the Federation
5. Concentrate on investment opportunities aimed at economic development to include local, regional and Foreign Direct Investment opportunities for local companies and businesspersons

#### **2.2.2. Ministry's Annual Objectives vs Strategic Objectives**

1. Engagement and support Line Ministries in the development of goals and priority areas that can help to facilitate the Government's Economic Development and Investment agenda over the short, medium and long term
2. Development of the NDPF Medium-Term Strategy (2025-2029) and digital scorecard to monitor and evaluate the implementation of national economic plans and policies
3. Guide and monitor the implementation of development projects
4. Facilitate capacity building throughout the Ministry
5. Increase investments in St. Kitts and Nevis by engaging local, regional and international investors

### **2.2.3. Modifications to the Ministry's Strategic Directions During the Year**

The Ministry is in its embryonic stage so as we operationalise the Ministry some modification to the plans and staffing needs will be inevitable. As we continue to operationalise the NDPF 2023-2037, there may be the need for adjustments in some areas to accommodate changing realities.

### **2.2.4. Main Activities Contributing to the Annual Objectives**

1. Operationalise the National Development Planning Framework (NDPF) 2023-2037
2. Widescale engagement of Local Businesses and Entrepreneurs, small, medium and large
3. Packaging of priority sectors for Foreign Direct Investment (SKIPA)

### **2.2.5. Main Challenge to Achieve Annual Objectives**

Obtaining the necessary level of support for the NDFP by relevant ministries, agencies and the public

### **2.2.6. Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

The long-term vision of the Ministry is the creation of a socio-economic environment that is beneficial to and ensures prosperity for all citizens and residents of St. Kitts and Nevis in a sustained way. Entering and participating in the economy should be easily facilitated for all. There should be no distinction in terms of opportunities for all citizens and residents to advance and sustain their lives and livelihoods.

The Ministry will continue to focus on the implementation of the National Development Planning Framework (NDPF) which spans fifteen years (2023-2037). This necessitates in the first instance, the development and operationalisation of the Medium-Term Strategy, 2025-2029. We anticipate that the implementation of the NDPF will inform the advancement of all sectors of the economy, specifically initiatives related to food security, modern manufacturing, investments in renewable energy and the promotion of climate resilience.

It is expected that the orientation of the economy to a more modern economic space will come through deliberate investment in infrastructure, the establishment of a Special Economic Zone, the exploration of access to water from ground and desalination sources and a major reduction in the use of fossil fuels. This, in turn, will support the Government's vision of becoming a sustainable island state.

## **2.3. Capital Projects Information**

### **2.3.1. Projects Judged Important**

1. Office Space – Ministry of Economic Development and Investment
2. Support for National Development Planning Framework

## SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 24 - Manage Economic Development and Investment</b>
<b>Responsibility Centre</b>	<b>24 - Ministry of Economic Development and Investment</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	
To seek out, invite and accommodate investments into the country while also creating the enabling environment to attract investments and maintain a continuous flow and stay in the country of said investments as we aim to develop our economy in a manner that advances and sustains the lives and livelihoods of all our citizens	

### Financial Summary

<b>Programme</b>	<b>Expenditures</b>	<b>Expenditures</b>	<b>Expenditures</b>	<b>Expenditures</b>	<b>Expenditures</b>
	<b>Actual 2024</b>	<b>Estimated 2025</b>	<b>Planned 2026</b>	<b>Projected 2027</b>	<b>Projected 2028</b>
	(in thousands)				
24085 - Administration	838	1,857	980	888	896
24086 - Guide and Monitor Economic Development and Investment	357	736	1,169	1,183	1,197
24087 - Promote Investments	1,486	1,445	1,323	1,334	1,345
<b>Total</b>	<b>2,681</b>	<b>4,038</b>	<b>3,472</b>	<b>3,405</b>	<b>3,438</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 24 - Manage Economic Development and Investment
<b>Programme</b>	<b>24085 - Administration</b>

<b>Responsibility Centre</b>
24 - Ministry of Economic Development and Investment
<b>085 - Ministry Secretariat</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To promote administrative support to the Ministry of Economic Development and Investment

<b>Sub-Programme:</b>
01047 - Provide Telecommunication Expenses
01048 - Provide Administrative Support
24085 - Invest in Economic Development
04445 - Belmont Resort Limited

### Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2024	Estimated 2025	Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
Recurrent	838	807	780	788	796
Capital		1,050	200	100	100
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>838</b>	<b>1,857</b>	<b>980</b>	<b>888</b>	<b>896</b>

<b>Portfolio</b>	E. 24 - Manage Economic Development and Investment
<b>Programme</b>	<b>24086 - Guide and Monitor Economic Development and Investment</b>

<b>Responsibility Centre</b>
24 - Ministry of Economic Development and Investment
<b>086 - Economic Development</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To guide and monitor economic development and investment

	<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1	Capacity building for Line Ministries to support the implementation of the NDPF and Strategy	4	Number of training sessions completed
2	Capacity building for staff of Economic Development in areas that will enhance output by Ministry to Line Ministries	6	Number of training sessions completed
3	Development and launch of Medium-Term Strategy 2025-2029	January 2026	Date by which the Medium-Term Strategy is completed
4	Monitoring and evaluation of Medium-Term Strategy (MTS) 2025-2029	June 2026	Date by which the digital scorecard to monitor and evaluate the implementation of the MTS is completed
5	To conduct public sensitisation sessions on the National Development Planning Framework (NDPF)	4	Number of sessions held

<b>Sub-Programme:</b>
01049 - Guide and Monitor Economic Development and Investment

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	357	736	739	753	767
Capital			430	430	430
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>357</b>	<b>736</b>	<b>1,169</b>	<b>1,183</b>	<b>1,197</b>

<b>Portfolio</b>	E. 24 - Manage Economic Development and Investment
<b>Programme</b>	<b>24087 - Promote Investments</b>

<b>Responsibility Centre</b>
24 - Ministry of Economic Development and Investment
<b>087 - St. Kitts Investment Promotion Agency</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To market St. Kitts and Nevis as an excellent venue for capital investments

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To facilitate new investment in St. Kitts	8	Number of new businesses facilitated
2	To increase investment in St. Kitts	5	Number of investment projects below one million dollars (US\$1,000,000)
		2	Number of investment projects one million dollars (US\$1,000,000) and over
3	To promote St. Kitts as a viable country for investment	100	Number of enquiries received from investors to invest in St. Kitts
4	To raise the profile of St. Kitts in the International Community	3	Number of Conference or Exhibitions attended to promote the Financial Services Sector
		3	Number of Conference or Exhibitions attended to promote other Sectors

<b>Sub-Programme:</b>
01050 - Facilitate Investment Promotion Projects
01051 - Promote St. Kitts as an International Finance Corporation

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	1,486	1,445	1,323	1,334	1,345
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,486</b>	<b>1,445</b>	<b>1,323</b>	<b>1,334</b>	<b>1,345</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 24 MINISTRY OF ECONOMIC DEVELOPMENT AND INVESTMENT**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2026				Actual Expenditure 2024 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>24085</b>	<b>SECRETARIAT</b>							
	Office Space - Ministry of Economic Development and Investment	1,200,000	200,000	-	-	200,000	-	REVENUE
<b>24086</b>	<b>ECONOMIC DEVELOPMENT</b>							
	Support for National Development Planning Framework	4,000,000	50,000	-	380,000	430,000	-	REVENUE/ CDB
	<b>TOTAL</b>	<b>5,200,000</b>	<b>250,000</b>	<b>-</b>	<b>380,000</b>	<b>630,000</b>	<b>-</b>	

**Total Ministry \$630,000**



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**25 - Ministry of Small Business,  
Entrepreneurship, Cooperatives  
and The Creative Economy**

**Report on Plans and Priorities  
for the Year  
2026**

**Volume 2**

**December 2025**

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**25 - MINISTRY OF SMALL BUSINESS, ENTREPRENEURSHIP, COOPERATIVES  
AND THE CREATIVE ECONOMY**

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

As we enter the 2026 fiscal year, the Ministry of Small Business, Entrepreneurship, Cooperatives and the Creative Economy reaffirms its commitment to shaping a prosperous and inclusive future for St. Kitts and Nevis. Our Nation's strength has always been rooted in the resilience, creativity, and determination of its people. In recognising this, the Ministry's focus continues to be on empowering our citizens, entrepreneurs, cooperative members, cultural custodians, and creative practitioners, to realise their full potential, thereby stimulating sustainable economic growth, social development, and national pride.

The past year has been one of consolidation and strategic positioning. We have built on the foundations laid in previous years, fostering a more enabling environment for Micro, Small, and Medium Enterprises (MSMEs), strengthening our cooperative sector, preserving and promoting our cultural heritage, and advancing the creative economy. Our initiatives have focused on enhancing operational efficiency, fostering innovation, improving financial literacy, and facilitating access to both local and international markets. These efforts reflect our belief that a robust and dynamic economy is driven not only by large institutions but also by small, agile, and innovative enterprises that contribute to community development and national prosperity.

In 2026, the Ministry will intensify efforts across five key pillars:

#### ***1. Strengthening MSMEs for Sustainable Growth***

Our commitment to MSMEs remains unwavering. By implementing targeted legislative reforms, promoting formalisation of businesses, and enhancing access to finance and technical support, we are laying the groundwork for a resilient and supportive business ecosystem. We are also committed to fostering public-private partnerships that expand opportunities for growth and development. Special emphasis will be placed on empowering women-led enterprises and promoting sustainable business practices that enhance competitiveness and long-term viability.

#### ***2. Cultivating an Entrepreneurial Mindset***

Entrepreneurship is at the heart of our economic transformation. We are implementing programmes that guide aspiring entrepreneurs from ideation to startup and scale-up, providing mentorship, technical guidance, and exposure to markets. Platforms such as CreaTV will continue to highlight entrepreneurial success stories, creative sectors, and innovative practices, inspiring a culture of entrepreneurship across all segments of society. Collaboration, knowledge-sharing, and mentorship will be central to our approach, ensuring that new and existing businesses have the tools to thrive in a competitive, globalised economy.

#### ***3. Empowering Cooperatives for Inclusive Development***

Our cooperative sector remains a critical vehicle for social and economic empowerment. In 2026, we will enhance cooperative visibility, governance, and operational capacity. Through the implementation of the revised Cooperative Societies Act, the development of training manuals, and targeted training initiatives, we aim to strengthen the efficiency, sustainability, and impact of cooperatives. We are particularly committed to empowering women and youth within these structures, fostering a sense of ownership, shared growth, and financial resilience.

#### ***4. Preserving and Promoting Cultural Heritage***

Our cultural heritage is both a legacy and a living asset. In the coming year, we will intensify efforts to document, preserve, and transfer knowledge from existing cultural custodians

to the next generation. Through strategic engagements, education, and media outreach, we will promote public understanding and appreciation of our Nation's rich history, traditions, and artistic expressions. By investing in cultural programmes, we ensure that the values, stories, and skills that define St. Kitts and Nevis continue to inspire national pride and global recognition.

### ***5. Advancing the Creative Economy***

The creative economy offers vast opportunities for innovation, entrepreneurship, and international visibility. In 2026, we will develop pioneering initiatives that strengthen the skills of creative practitioners, expand opportunities for youth, enhance programmes for school-aged creatives, and foster regional and international networks. By developing national creative arts policies, sectoral plans, and departmental strategies, we aim to position St. Kitts and Nevis as a hub for cultural and creative excellence, while also contributing to social cohesion and community development.

The Ministry recognises that these goals cannot be achieved in isolation. Collaboration, coordination, and partnerships, both locally and internationally, are essential to maximise impact, leverage resources, and ensure that initiatives reach their full potential. By aligning objectives across departments, we can enhance efficiency and create a cohesive approach to national development. As we move forward, we remain guided by the principle that economic growth must be inclusive, sustainable, and transformative. The initiatives outlined for 2026 are not merely about numbers or outputs; they represent a vision for a thriving, resilient, and dynamic society. We are committed to building an ecosystem where innovation is encouraged, creativity is celebrated, and opportunities are accessible to all, regardless of background or circumstance.

I am confident that, through our collective efforts, public and private sectors, communities, and individuals, we will continue to foster an environment where entrepreneurship, cooperation, culture, and creativity flourish. Together, we can build a stronger, more inclusive, and prosperous St. Kitts and Nevis, ensuring that our Nation remains a beacon of innovation, resilience, and cultural pride in the Caribbean and beyond.

Hon. Samal Duggins

Minister of Small Business, Entrepreneurship, Cooperatives and the Creative Economy

### **1.2 Executive Summary**

The Ministry of Small Business, Entrepreneurship, Cooperatives and the Creative Economy enters the 2026 fiscal year with a comprehensive strategy aimed at strengthening resilience, deepening innovation, and expanding opportunities for national growth.

Our objectives for 2026 are focused on:

1. *Small Business Development*: advancing legislative reform, supporting public-private partnerships, promoting formalisation, and launching a Market Readiness Programme to prepare MSMEs for growth.
2. *Entrepreneurship*: fostering an entrepreneurial mindset, supporting startups from ideation to scale, improving financial inclusion, and leveraging CreaTV to promote entrepreneurship and the creative sectors.
3. *Cooperatives*: strengthening governance, visibility, and training, rolling out new by-laws, and introducing a training manual to enhance operational capacity.
4. *Culture*: safeguarding and transferring knowledge of our cultural heritage, building departmental capacity, and promoting respect and ownership of cultural identity across communities.

5. *Creative Economy*: expanding opportunities in the orange economy, enhancing creative policies and programmes, building capacity, and fostering regional and international networks for talent export.

Our strategy emphasises collaboration, both within departments and with external partners. By pooling resources, we aim to maximise impact. The Ministry's initiatives are designed to empower MSMEs, cooperatives, creatives, and cultural practitioners, equipping them with tools, knowledge, and opportunities to thrive in a competitive global landscape. Financial resources are carefully aligned with these priorities, ensuring that investments are targeted to areas of greatest need and potential. Through legislative reform, innovation, partnerships, and capacity building, the Ministry remains committed to creating an enabling environment where small businesses, cooperatives, and cultural industries can flourish sustainably.

### **1.3 Management Representation Statement**

It is with great responsibility and commitment that I present the 2026 Annual Report on Plans and Priorities on behalf of the Ministry of Small Business, Entrepreneurship, Cooperatives, and the Creative Economy.

This report outlines the Ministry's strategic objectives for the 2026 financial year and serves as a roadmap for the effective implementation of programmes that advance the growth and sustainability of our MSMEs, cooperatives, cultural heritage, and creative sectors. It highlights our continued focus on legislative reform, institutional strengthening, capacity building, and the promotion of innovation across all areas of our mandate.

The Ministry remains committed to ensuring that our entrepreneurs, cooperative members, cultural custodians, and creative practitioners are positioned to contribute fully to national development. Through cross-sector collaboration, strategic partnerships, and efficient resource utilisation, we will continue to build a robust ecosystem that drives inclusive growth and economic resilience.

I am confident that this document will serve as a guiding framework for the Ministry's work in 2026 and beyond, supporting our collective vision of a prosperous, sustainable, and innovative St. Kitts and Nevis.

Delrine Taylor (Ms.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To foster a dynamic and inclusive environment that empowers small businesses, entrepreneurs, cooperatives, and creatives; safeguards and promotes our cultural heritage; and drives innovation, competitiveness, and sustainable growth for the people of St. Kitts and Nevis.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

1. Provide business development and technical support to MSME

2. Facilitate access to incentives and financing, especially for youth and startups in creative, innovative, and technologies sectors
3. Foster a cadre of globally competitive enterprises through sustained capacity-building initiatives
4. Enhance existing legislation and policies to foster MSME, entrepreneurship, cooperative, creative, and cultural sector growth
5. Collaborate with stakeholders regionally to reduce trade and logistics barriers, especially for MSME exports
6. Establish licensing, regulatory, and compliance frameworks for creative and cultural industries
7. Provide scholarships, internships, training, and talent export opportunities for creative and entrepreneurial sectors
8. Develop curricula and standalone/integrated creative courses in primary, secondary, and tertiary education
9. Support youth training programmes to nurture new cultural practitioners
10. Create and sustain an enabling environment for creatives to thrive professionally
11. Promote global expansion, talent export, and market access for creative enterprises
12. Increase the contribution of the creative economy to GDP through commercialisation and professionalisation
13. Preserve and promote tangible and intangible cultural heritage
14. Infuse cultural heritage into the national education curriculum
15. Facilitate intergenerational transfer of heritage knowledge and skills
16. Enhance school-based cultural heritage programmes and raise public awareness of their social and health benefits
17. Strengthen community-level appreciation for intangible heritage
18. Support participation in national, regional, and international cultural festivals

### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

1. Ensure entrepreneurs have access to credit, grants, and other financial resources
2. Deliver technical support in business development, management training, product development, branding, and marketing
3. Integrate entrepreneurship training into government-funded programmes for at-risk and underserved citizens
4. Promote growth and sustainability of women-led businesses through targeted support programmes
5. Encourage MSMEs to adopt sustainable business practices
6. Enhance the business environment through legislative reform
7. Build alliances and networks across Government ministries and relevant agencies to create a “one-stop-shop” business support environment
8. Review, draft, and implement policies that reduce business barriers and enhance the business climate

9. Assist in the delivery of new by-laws for all functioning cooperatives aligned with the revised Cooperatives Societies Act
10. Deliver targeted training and mentorship programmes for youth, women, and vulnerable groups
11. Facilitate scholarships, internships, and talent development opportunities
12. Implement creative arts curriculum in primary and secondary schools
13. Conduct targeted training sessions for cooperatives and develop training manuals
14. Strategically plan for the advancement of the Creative Economy, focusing on export readiness, talent advancement, and regional/international expansion
15. Design and implement integrated programmes to support creative and cultural practitioners
16. Create entrepreneurial, educational, and business-centred opportunities for aspiring and seasoned professionals
17. Leverage CreaTV to promote entrepreneurship and creative sectors
18. Develop high-quality content for CreaTV and strengthen its marketing strategies
19. Foster partnerships and knowledge sharing among creative professionals
20. Enhance the public profile of national cultural and creative heritage
21. Safeguard cultural heritage through strategic actions and research
22. Facilitate transfer of cultural knowledge and skills to next-generation practitioners
23. Empower stakeholders to actively safeguard cultural heritage
24. Acknowledge and celebrate excellence in cultural heritage
25. Support national, regional, and international cultural festivals
26. Deliver community workshops and heritage awareness programmes
27. Foster partnerships to sustain cultural and creative programmes at the community level
28. Enhance school programmes for creatives both in-school and after-school

### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

There were no modifications during the year.

### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. To provide influence and ensure the access of entrepreneurs to resources, inclusive of credit and grant funding
2. To provide technical support in areas of business development, product development, branding, and marketing
3. To create alliances and networking platforms across Government ministries and other agencies for a one-stop-shop business support service
4. To infuse continuous business/entrepreneurship training into government programmes for at-risk and less fortunate citizens
5. To ensure the Government's investment in citizens is coupled with training and development for measurable outcomes

6. Enhance the public profile of cultural and creative heritage
7. Strategically plan for the advancement of The Creative Economy (export, talent, expansion)
8. Design integrated and forward-thinking programmes for creative and cultural practitioners
9. Create entrepreneurial, educational, and commercial opportunities for aspiring and seasoned professionals

### **2.2.5 Main Challenges to Achieve Annual Objectives**

1. Limited access to affordable financing for MSMEs, despite support programmes
2. Limited data collection systems to track MSME performance and impact
3. Limited coordination across Ministries/agencies slows progress towards a “one-stop-shop”
4. Limited visibility and promotion of entrepreneurs beyond local markets

### **2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

1. Increased and improved capacity-building support for MSMEs through sustained training, mentorship, and technical assistance.
2. Launch of the Building Bankable Businesses – Financial Literacy Programme, equipping entrepreneurs with practical financial management skills to access credit and funding.
3. Development of the Creative Arts Policy to guide the growth, export, and professionalisation of the cultural and creative industries.
4. Provision of technical and financial support to creative practitioners and enterprises to strengthen the Orange Economy.
5. Drafting of the Intangible Cultural Heritage (ICH) Policy, ensuring documentation, safeguarding, and transmission of traditional knowledge and practices.
6. Progress in digitising and publishing cultural heritage resources for public access and preservation.

## **2.3 Capital Project Information**

### **2.3.1 Major Capital Projects**

1. Support for Renovation of Crafthouse Facilities

### **2.3.2 Other Capital Project Judged Important**

1. Entrepreneurship and Innovation Development Project
2. Intangible Cultural Heritage (ICH) Knowledge Transfer
3. National Creative Arts Fund

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperatives and The Creative Economy</b>
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<b>Responsibility Centre</b>	<b>25 - Ministry of Small Business, Entrepreneurship, Cooperatives and The Creative Economy</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To provide strategic leadership, policy direction, and administrative oversight that ensures the Ministry operates efficiently, aligns with national development priorities, and delivers on its mandate to support MSMEs, Cooperatives, Cultural Heritage, and The Creative Economy
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#### Financial Summary

<b>Programme</b>	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
25074 - Provide Administrative Support		876	946	956	966
25075 - Promote Small Business Development	1,460	671	660	672	684
25076 - Support the Cooperatives	446	487	507	514	521
25090 - Promote and Develop Entrepreneurship	343	507	451	458	465
25124 - Support and Promote Cultural Heritage	5,291	6,253	5,123	5,062	4,952
25125 - Promote Entertainment	1,871	1,175	1,279	1,287	1,244
<b>Total</b>	<b>9,411</b>	<b>9,969</b>	<b>8,966</b>	<b>8,949</b>	<b>8,832</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperative and The Creative Economy
<b>Programme</b>	<b>25074 - Provide Administrative Support</b>

<b>Responsibility Centre</b>	25 - Ministry of Small Business, Entrepreneurship, Cooperatives and The Creative Economy <b>074 - Administration</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To establish and maintain an efficient, responsive and supportive administrative framework that enhances the operational effectiveness of the Ministry
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Objective(s) for 2026		Expected Results	Performance Indicators
1	Strengthen governance and administrative oversight	First Quarter 2026	Period updated Ministry Asset Registry will be developed and maintained
		Quarterly	Period compliance and performance reports submitted to the Permanent Secretary
2	Advance human resource and professional development	3	Number of professional development programmes delivered for administrative and technical staff
		100%	Percentage of staff bi-annual performance reviews completed
3	Modernise records and information management	Second Quarter 2026	Period digital document management system implemented

<b>Sub-Programme:</b>	01407 - Provide Administrative Support
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### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent		876	946	956	966
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>		<b>876</b>	<b>946</b>	<b>956</b>	<b>966</b>

<b>Portfolio</b>	E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperatives and The Creative Economy
<b>Programme</b>	<b>25075 - Promote Small Business Development</b>

<b>Responsibility Centre</b>	25 - Ministry of Small Business, Entrepreneurship, Cooperatives and The Creative Economy <b>075 - Small Business</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To foster a thriving ecosystem for micro, small, and medium-sized enterprises (MSMEs) in St. Kitts and Nevis by providing comprehensive support services, facilitating sustainable growth and expansion to drive economic development
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Objective(s) for 2026		Expected Results	Performance Indicators
1	To promote Public-Private Partnerships for MSME development	4	Number of stakeholders sessions conducted
		30	Number of entrepreneurs benefiting from public-private initiatives
2	To implement a Market Readiness Programme for MSME	5	Number of consultations with relevant agencies/stakeholders
		4	Number of technical/standards workshops held for product and service quality improvement
3	To establish a Monitoring and Evaluation Programme	4	Number of quarterly M&E reports submitted and analysed
4	To promote the formalisation of MSMEs	25	Number of registrations completed through the Ministry's initiatives
5	To promote growth and sustainability of women-led businesses through targeted support programmes	25	Number of workshops, mentorship sessions and technical assistance provided
6	To encourage MSMEs to adopt sustainable business practices	25	Number of MSMEs participating in sustainability-focused workshops, training sessions, or seminars

Objective(s) for 2026		Expected Results	Performance Indicators
7	To strengthen access to finance and credit	50	Number of participants completing financial literacy programme
10	To increase market access for regional export	10	Number of MSMEs receiving export-ready products/services training/technical support

**Sub-programme:**

01407 - Promote Enterprise Support and Development

01408 - Manage Marketing and Investment Services

01410 - Telecommunications Services

**Financial Summary**

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	1,460	671	660	672	684
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,460</b>	<b>671</b>	<b>660</b>	<b>672</b>	<b>684</b>

<b>Portfolio</b>	E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperative and The Creative Economy
<b>Programme</b>	<b>25076- Support the Cooperatives</b>

<b>Responsibility Centre</b>
25 - Ministry of Small Business, Entrepreneurship, Cooperatives and The Creative Economy <b>076 - Cooperatives Department</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To support and improve the governance and financial performance of non-credit union

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To assist in the delivery of new by-laws for all functioning cooperatives, aligned with the revised Cooperatives Societies Act	June 2026	Date of by-law revision processes completion for functioning cooperatives
		2	Number of cooperatives adopting revised by-laws
2	To conduct comprehensive training sessions for cooperatives	2	Number of training sessions conducted annually
		10%	Percentage of improvement in cooperative performance post-training
3	To develop a training manual to be used for training existing and new cooperatives	September 2026	Date of completion for cooperative training manual completed
4	To enhance cooperative visibility and Department presence	3	Number of marketing campaigns conducted annually
		10%	Percentage increase in social media engagement metrics across digital platforms
		2	Number of community outreach events organised annually
5	To establish partnerships with educational institutions to educate youth on the role and benefits of cooperatives	2	Number of partnerships formed with educational institutions
		4	Number of educational sessions conducted on the role and benefits of cooperatives

Objective(s) for 2026		Expected Results	Performance Indicators
6	To implement the Revised Cooperative Societies Act	2	Number of informational sessions and workshops conducted on the revised Act
7	To promote Cooperatives through strategic events and partnerships	2	Number of promotionally events organised annually
		2	Number of new partnerships established with private sector entities
		5%	Percentage increase in cooperative membership and participation

**Sub-Programme:**

00055 - Promote and Regulate the Cooperative movement

21114 - Invest in Cooperatives

**Financial Summary**

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	446	487	507	514	521
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>446</b>	<b>487</b>	<b>507</b>	<b>514</b>	<b>521</b>

<b>Portfolio</b>	E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperative and The Creative Economy
<b>Programme</b>	<b>25090 - Promote and Develop Entrepreneurship</b>

<b>Responsibility Centre</b>
25 - Ministry of Small Business, Entrepreneurship, Cooperatives and The Creative Economy
<b>090 - Entrepreneurship</b>

<b>Officer in Charge</b>	Permanent Secretary
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**Goals/Global Objectives**

To cultivate a thriving entrepreneurial culture in St. Kitts and Nevis by planting the seeds of entrepreneurship and supporting emerging entrepreneurs from ideation to startup. The Department aims to stimulate sustainable economic growth, job creation, and innovation through education, mentorship, advocacy for financial inclusion, and media engagement via CreaTV while empowering creative professionals and cultural practitioners

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	Foster an entrepreneurial mindset and culture	1	Number of awareness campaigns and entrepreneurship workshops conducted
		20%	Percentage increase in the number of participants in entrepreneurship programmes
		2	Number of schools and community organisations partnering to promote entrepreneurship
2	Support budding entrepreneurs from ideation to startup	15	Number of aspiring entrepreneurs receiving mentorship and training
		3	Number of startups launched with Department support

**Sub-Programme:**

01001 - Provide Support for Innovation

090 - Invest in Entrepreneurship

**Financial Summary**

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	194	357	401	408	415
Capital	149	150	50	50	50
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>343</b>	<b>507</b>	<b>451</b>	<b>458</b>	<b>465</b>

**Portfolio** E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperatives and The Creative Economy

**Programme** 25124 - Support and Promote Cultural Heritage

**Responsibility Centre**

**25 - Ministry of Small Business, Entrepreneurship, Cooperatives and The Creative Economy**

**124 - Department of Cultural Heritage**

**Officer in Charge** Permanent Secretary

**Goals/Global Objectives**

To create and sustain an enabling environment to increase the economic value of the cultural and creative industries

<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To maintain the mandate of the ICH Secretariat and continue the work of preserving and promoting culture	5	Number of ICH Inventory and Safeguarding Activities implemented
		February 2026	Commencement date for digitisation of cultural archives
		October 2026	Date for the establishment of virtual cultural heritage library

**Sub-Programme:**

00257 - Provide Administrative, HR, and Logistic support

00259 - Support the National Handicraft & Cottage Industry (Craft House)

00266 - Support the National Carnival

00270 - Manage Intangible Cultural Heritage (ICH) project

25124 - Invest in Culture

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	4,608	5,778	4,220	4,234	4,249
Capital	198	475	450	375	250
Transfer	485		453	453	453
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>5,291</b>	<b>6,253</b>	<b>5,123</b>	<b>5,062</b>	<b>4,952</b>

<b>Portfolio</b>	E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperative and The Creative Economy
<b>Programme</b>	<b>25125 - Promote Entertainment</b>

<b>Responsibility Centre</b>	E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperative and The Creative Economy <b>125 - Entertainment Department</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To create and sustain an enabling and visionary environment to increase the economic value and professional development of creative and cultural industries
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<b>Objective(s) for 2026</b>		<b>Expected Results</b>	<b>Performance Indicators</b>
1	To advance the safeguarding of our Intangible Cultural Heritage (ICH)	24	Number of Knowledge bearer interviews executed
		4	Number of ICH Inventory initiatives undertaken
		12	Number of Inventory Profiles created
		25%	Percentage of cultural heritage documents digitalised
		October 2026	Date for establishment of virtual cultural heritage library
		April 2026	Date of Digital Intangible Cultural Heritage Policy is accessible to the public
2	To create entrepreneurial, educational and business-centred opportunities for aspiring and experienced creative professionals	2	Number of business incubator sessions completed
		4	Number of specialized creative business training completed
		3	Number of networking events undertaken
		24	Number of creatives to encourage and successfully apply for business licence
		20	Number of creative practitioners, groups, and businesses assisted by the Creative Arts Fund
		50	Number of certified creatives to become registered with Creative IDs

Objective(s) for 2026		Expected Results	Performance Indicators
3	To design pioneering initiatives to advance the Orange Economy and to improve the skillsets of cultural practitioners	December 2026	Date to host at least 1 activity for each of the 10 sectors
		3	Number of external scholarships and grant opportunities issued
		2	Number of TV/media platform programmes undertaken
		4	Number of artistic development trainings completed
		2	Number of competitions and pitching projects initiated
4	To develop National Creative/Cultural Policy	4	Number of consultations with stakeholders undertaken
		2	Number of revisions in preparation of the draft policy
		December 2026	Date to prepare drafts for National Cultural/Creative Policy
5	To empower communities and cultural practitioners through support-delivery, recognition and celebration of cultural heritage	4	Number of quarterly "We Village Dat" cultural recognition and celebration of outstanding community members completed
		4	Number of community festivals assisted in facilitating festival enhancements
6	To empower school-aged youth with knowledge, skills and experience necessary to facilitate the safeguarding of our cultural heritage	2	Number of arts camps and workshops held
		5	Number of cultural instrument fabrication, maintenance and playing training conducted
		4	Number of school-based Cultural Heritage initiatives undertaken
		4	Number of new youth-folklore troupes formulated
		4	Number of culturally relevant learning materials produced
		4	Number of art competitions and showcases in schools conducted

Objective(s) for 2026		Expected Results	Performance Indicators
7	To enhance the capacity of the Department	2	Number of capacity-building training for volunteers completed
		4	Number of professional development trainings completed
		4	Number of specialised training
8	To foster regional and international network for talent export	3	Number of regional and international opportunities for promotion and revenue generation pursued
		3	Number of participations on overseas competition, training exchanges
9	To improve stakeholder relationships and partnerships	4	Number of Creatives Connect Forum undertaken
		4	Number of private-public partnerships established
		6	Number of inter-ministerial engagements and partnerships conducted
		10	Number of support events related to National Carnival, Music Festival and Independence undertaken
		2	Number of guidelines and best practices developed and published

**Sub-Programme:**

01002 - Provide Support for Entertainment

01003 - Film and Media Commission

25125 - Invest in Entertainment

	<b>Expenditures Actual 2024</b>	<b>Expenditures Estimated 2025</b>	<b>Expenditures Planned 2026</b>	<b>Expenditures Projected 2027</b>	<b>Expenditures Projected 2028</b>
	(in thousands)				
Recurrent	1,158	825	1,180	1,187	1,194
Capital	713	350	100	100	50
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,871</b>	<b>1,175</b>	<b>1,280</b>	<b>1,287</b>	<b>1,244</b>

**ST. KITTS AND NEVIS ESTIMATES, 2026**  
(CAPITAL PROJECTS)

**C. 25 MINISTRY OF SMALL BUSINESS, ENTREPRENEURSHIP, CULTURE, COOPERATIVES AND THE CREATIVE ECONOMY**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
		\$	\$	\$	\$	\$		
<b>25090</b>	<b>ENTREPRENEURSHIP</b>							
2209001	Entrepreneurship and Innovation Development Project	4,300,000	50,000	-	-	50,000	149,337	REVENUE
	<b>Subtotal</b>	<b>4,300,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>149,337</b>	
<b>25124</b>	<b>CULTURAL HERITAGE DEPT.</b>							
1512408	Intangible Cultural Heritage (ICH) Knowledge Transfer	639,111	75,000	-	-	75,000	198,393	REVENUE
	<b>Subtotal</b>	<b>639,111</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>198,393</b>	
	<b>Total c/f</b>	<b>4,939,111</b>	<b>125,000</b>	<b>-</b>	<b>-</b>	<b>125,000</b>	<b>347,730</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2026**

(CAPITAL PROJECTS)

**C. 25 MINISTRY OF SMALL BUSINESS, ENTREPRENEURSHIP, CULTURE, COOPERATIVES AND THE CREATIVE ECONOMY**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2026				Actual Expenditure 2024	Source of Funding
			Revenue	Loans	Development Aid	Total		
	<b>Total b/f</b>	<b>4,939,111</b>	<b>125,000</b>	<b>-</b>	<b>-</b>	<b>125,000</b>	<b>347,730</b>	
<b>25124</b>	<b>CULTURAL HERITAGE DEPT.</b>							
1512409	Support for Renovation of Craftthouse Facilities	663,195	375,000	-	-	375,000	-	REVENUE
	<b>Subtotal</b>	<b>663,195</b>	<b>375,000</b>	<b>-</b>	<b>-</b>	<b>375,000</b>	<b>-</b>	
<b>25125</b>	<b>ENTERTAINMENT DEPARTMENT</b>							
1512504	National Creative Arts Fund	3,300,000	100,000	-	-	100,000	229,238	REVENUE
	<b>Subtotal</b>	<b>3,300,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>229,238</b>	
	<b>Total c/f</b>	<b>8,902,306</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>600,000</b>	<b>576,968</b>	





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## **26 - Ministry of Domestic Transport**

# **Report on Plans and Priorities for the Year 2026**

**Volume 2**

**December 2025**

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## 26 - MINISTRY OF DOMESTIC TRANSPORT

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## **SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY**

### **1.1 Minister's Message**

It is my honour to present the Ministry of Domestic Transport's strategic plan for 2026. This document is the foundation upon which the Ministry will continue its mandate in serving the Nation, by effectively providing high quality infrastructure and an integrated transportation system that meets the needs of St. Kitts.

The Ministry of Domestic Transport was created by a response to a Cabinet Submission in August 2025, to formulate and administer the domestic transport regulations and policies of St. Kitts. This includes the oversight responsibility for the execution of policies relating to transport services operating via land and sea within St. Kitts.

A strong transport infrastructure is necessary for improved connectivity. The island's main road network along the west corridor between Basseterre and Sandy Point experiences significant traffic congestion, particularly during peak hours and in densely populated areas such as Challenger's, Old Road, and Sandy Point. This congestion leads to delays, safety risks, and reduced connectivity, impacting both commuters and commercial transport. To address these challenges and accommodate future growth, the Ministry of Domestic Transport in collaboration with the Ministry of Public Infrastructure proposes the development of a new bypass road that will divert through-traffic away from the main coastal settlements, providing a more efficient, faster, and safer alternative route between Basseterre and Sandy Point. The proposed bypass will support national goals related to mobility, disaster resilience, economic development, and environmental sustainability. Additionally, in 2026, the Ministry of Domestic Transport will work collaboratively to upgrade and enhance the transportation in St. Kitts as part of the momentum toward urban revitalisation.

The Ministry of Domestic Transport will explore possible solutions for the St. Peter's Bus facility that will help to raise awareness about pedestrian safety and improve traffic management. In considering the options for this facility, factors will be considered such as its positive impact on economic activity as a possible hub for enterprise and creativity with the addition of commercial units. The Traffic Safety and Public Drivers Board and other relevant stakeholders will be crucial to the work of the Ministry in ensuring a safe and secure flow of traffic and connectivity from the urban to rural areas. The Ministry of Domestic Transport will remain committed to Government's developmental goals clearly articulated in the Sustainable Island State (SIS) Agenda.

Expressions of appreciation is extended to the Ministry of Domestic Transport for working tirelessly to put this strategic plan together.

Hon. Konris Maynard  
Minister of Domestic Transport

### **1.2 Executive Summary**

Given this huge mandate, the Strategic Plan will guide the Ministry's efforts by providing a roadmap for implementing the right policies and approaches. Within these pages are the clear targets, actionable objectives and performance indicators that will be measured to ensure accountability and transparency in all of the Ministry of Domestic Transport's undertakings.

Domestic Transport is a critical Ministry that aids in the improvement of all aspects of life and ensures the delivery of goods and services to individuals and communities across the island. It also underpins the growth of other sectors, such as tourism, agriculture, and trade and facilitates the sustainable development of cities, societies, and the economy in line with the Sustainable Island State (SIS) Agenda.

In 2026, the Ministry of Domestic Transport will develop a Transportation Master Plan for St. Kitts in collaboration with stakeholders from multiple public and private entities and other relevant groups and organisations. Written policies will be enacted and enforced through the Traffic Safety and Public Driver Board. The Ministry will support the efforts of the Board in the following operational areas:

1. Management of H/HA Numbers - Overseeing all operations relating to the issuance, distribution, and control of H/HA numbers, including the management of an active waitlist.
2. Fare Regulation - Implementing fare adjustments, including the recent increase in omnibus fares, to balance affordability with operator sustainability.
3. Certification and Training - Developing an omnibus operators certification programme to improve safety, service quality, and professional standards.
4. Road Safety Initiatives - Supporting the Sustainable Road Safety Project Steering Committee to strengthen safety measures and reduce road accidents.
5. Energy Transition and Sustainability - Collaborating with the Energy Unit on the Electric Vehicle (EV) Plan and Policy, contributing to the modernisation of transportation infrastructure.
6. National Development Goals - Supporting the Sustainable Island State (SIS) Agenda through initiatives that promote sustainable, resilient, and environmentally friendly transport systems.

### **1.3 Management Representation Statement**

On behalf of the Ministry of Domestic Transport, I present the Annual Report outlining the strategic direction, indicated by the Plans and Priorities for 2026 fiscal year.

The document provides an accurate presentation of the overall objectives of the Ministry of Domestic Transport, seeking to efficiently, effectively and prudently maximise available resources in the overall development of our people.

It is my firm conviction that this document will play an important role as a planning instrument and guide for the Ministry's operations in the upcoming year and beyond.

Daryll R. Lloyd (Mr.)  
Permanent Secretary

## **SECTION 2: MINISTRY OVERVIEW**

### **2.1 Mission Statement**

To establish a National Transportation Master Plan that will provide the highest possible service delivery in support of the overall growth and development of St. Kitts.

### **2.2 Planning Overview**

#### **2.2.1 Ministry's Strategic Objective vs Government's Directions**

The defined priority areas are intended to guide the Ministry's work and are supportive of the Government's policy direction. The Strategic Plan outlines the direction that the Ministry will take for the next year. The year 2026 calls for us to build capacity to promote sound and efficient policies, equip the Ministry with suitably qualified staff based on an assessment of needs, training where required and increase dialogues with the different Ministries.

#### **2.2.2 Ministry's Annual Objectives vs Strategic Objectives**

The role of the Ministry includes a range of services to its clientele and the civil society, as listed below:

1. To develop a National Transportation Master Plan
2. To undertake an assessment for a feasibility study for the development of a Western Bypass Road
3. To undertake an assessment for a solution to address the St. Peter's Bus Facility

#### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

This is a newly created Ministry for 2026

#### **2.2.4 Main Activities Contributing to the Annual Objectives**

1. Undertaking consultations with public and private stakeholders to inform the Terms of Reference for the feasibility study to inform the construction of the Western Bypass Road
2. Undertaking consultations with public and private stakeholders to inform the assessment of solution to address the St. Peter's Bus Facility
3. Consulting with key partners to advance the development of the National Transportation Master Plan

#### **2.2.5 Achievement of the Strategic Objectives over a Multi-Year Time Horizon**

The Ministry of Domestic Transport will use the resources provided to achieve its medium-to- long-term strategic objectives.

### SECTION 3: MINISTRY SUMMARY

<b>Portfolio</b>	<b>E. 26 - Manage Domestic Transport</b>
<b>Responsibility Centre</b>	26 - Ministry of Domestic Transport 136 - Permanent Secretary's Office
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To monitor and regulate transportation in the Federation

#### Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2024	Estimated 2025	Planned 2026	Projected 2027	Projected 2028
	(in thousands)				
26136 - Manage General Administration	90	206	462	468	474
<b>Total</b>	<b>90</b>	<b>206</b>	<b>462</b>	<b>468</b>	<b>474</b>

## SECTION 4: PROGRAMME SUMMARY

<b>Portfolio</b>	E. 26 - Manage Transport		
<b>Programme</b>	26136 - Manage General Administration		
<b>Responsibility Centre</b>	26 - Ministry of Domestic Transport 136 - Permanent Secretary's Office		
<b>Officer in Charge</b>	Permanent Secretary		
<b>Goals/Global Objectives</b>	To ensure the availability of ground public transportation system, which is accessible to all		
<b>Objective(s) for 2026</b>	<b>Expected Results</b>	<b>Performance Indicators</b>	
1 To revise the public ground transportation regulations for St. Kitts	July 2026	Date new regulations will be signed by the Minister	

<b>Sub-Programme:</b>
00397 – Administer and Regulate Domestic Transportation

### Financial Summary

	Expenditures Actual 2024	Expenditures Estimated 2025	Expenditures Planned 2026	Expenditures Projected 2027	Expenditures Projected 2028
	(in thousands)				
Recurrent	90	206	462	468	474
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>90</b>	<b>206</b>	<b>462</b>	<b>468</b>	<b>474</b>

**Approved  
Staff  
Positions**

# **01 – GOVERNOR GENERAL**

## 01 - GOVERNOR GENERAL

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**E. 01001001 ADMINISTRATION**  
**00744 REPRESENT THE KING**

STAFF POSITIONS	2026	2025
Governor General (C)	1	1
Aide-de-Camp and Special Assistant to the Governor (C)	1	1
Director of Government House (K43)	1	1
Comptroller and Private Secretary (K28-K32)	1	1
Personal Assistant (K28-K32)	2	2
Executive Officer (K28-K32)	1	1
Financial Officer (K22-K27)	1	1
Media Support Officer (K22-K27)	1	1
Total Staff	9	9

## **02 – PARLIAMENT**

## 02 - PARLIAMENT

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E. 02011011 ADMINISTRATION

00963 PROVIDE ADMINISTRATIVE SUPPORT FOR THE LEGISLATURE

01484 SUPPORT THE OFFICE OF THE OPPOSITION

STAFF POSITIONS	2026	2025
<b>00963</b>		
Clerk to the National Assembly (K39-K41)	1	1
Deputy Clerk to the National Assembly (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Clerk (K10-K21)	1	1
Total Staff	4	4

## **03 – AUDIT OFFICE**

## 03- AUDIT OFFICE

**E. 03021041 ADMINISTRATION  
00987 MANAGE THE OPERATIONS OF  
THE AUDIT OFFICE**

STAFF POSITIONS	2026	2025
Director of Audit (K45)	1	1
Deputy Director of Audit (K42)	1	1
Executive Officer (K28-K32)	1	1
Administrative Assistant (K10-K21)	1	1
Office Attendant (K1-K14)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 03022051 AUDITS  
00991 CONDUCT VALUE FOR MONEY  
AUDITS AND PROGRAMME AUDITS**

STAFF POSITIONS	2026	2025
Audit Manager (K41)	1	1
Senior Auditor (K33-K38)/(K39-K41)	4	4
Auditor I/II (K22-K27)/(K28-K32)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 03022052 AUDITS  
00990 CONDUCT FINANCIAL AND COMPLIANCE AUDITS**

STAFF POSITIONS	2026	2025
Audit Manager (K41)	1	1
Senior Auditor (K33-K38)/(K39-K41)	5	5
Auditor I/II (K22-K27)/(K28-K32)	1	1
<b>Total Staff</b>	<b>7</b>	<b>7</b>

**04 – MINISTRY OF  
JUSTICE AND LEGAL  
AFFAIRS**

## 04 - MINISTRY OF JUSTICE AND LEGAL AFFAIRS

**E. 04031061 ADMINISTRATION  
01205 MANAGE GENERAL ADMINISTRATION**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
Director (K43)	1	-
Assistant Secretary (K33-K38)	2	2
Personal Assistant (K33-K38)	1	1
Legal Researcher (K33-K38)	1	1
Librarian (K33-K38)	1	1
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	3	3
Security Officer (K10-K21)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>14</b>	<b>13</b>

**E. 04031061 ADMINISTRATION  
03987 LAW COMMISSION**

STAFF POSITIONS	2026	2025
Law Commissioner (K45)	1	1
Legal Researcher (K33-K38)	1	1
Senior Clerk (K22-K27)	1	1
Junior Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 04033081 JUSTICE BUREAU AGENCY  
01410 ACCESS TO JUSTICE BUREAU AGENCY**

STAFF POSITIONS	2026	2025
Director (K43)	1	1
Crown Counsel II (K43-K44)	1	1
Public Defender (K43)	1	1
Counsel I (K35-K42)	2	2
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>8</b>	<b>8</b>

**E. 04034085 OFFICE OF GOOD GOVERNANCE  
01242 PROTECT AND ENFORCE CITIZENS'  
RIGHTS**

STAFF POSITIONS	2026	2025
Ombudsman/Information Commissioner (K45)	1	1
Special Prosecutor (K45)	1	1
Executive Officer (K28-K32)	1	1
<b>Total Staff</b>	<b>3</b>	<b>3</b>

## 04 - MINISTRY OF JUSTICE AND LEGAL AFFAIRS

**E. 04059221 REGISTRAR'S OFFICE  
01257 REGISTER LEGAL DOCUMENTS**

STAFF POSITIONS	2026	2025
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 04059223 REGISTRAR'S OFFICE  
01582 REGISTER INTELLECTUAL  
PROPERTY**

STAFF POSITIONS	2026	2025
Registrar of Intellectual Property (K43)	1	1
Assistant Registrar (K33-K41)	1	1
Counsel I (K35-K42)	1	1
Systems Administrator (K33-K38)	1	1
Clerk (K10-K21)	2	2
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 04059222 REGISTRAR'S OFFICE  
01247 ADMINISTRATIVE SUPPORT FOR  
THE HIGH COURT**

STAFF POSITIONS	2026	2025
Registrar/Provost Marshall (K43)	1	1
Assistant Registrar (K33-K41)	1	1
Court Administrator (K33-K38)	1	1
Research Assistant (K33-K38)	1	1
Executive Officer (K28-K32)	3	3
Case Manager Coordinator (K22-K30)	1	1
Mediation Coordinator (K22-K30)	1	1
Court Stenographer (K22-K30)	1	1
Senior Bailiff (K22-K27)	2	2
Senior Clerk (K22-K27)	1	1
IT Clerk (K10-K21)/(K22-K27)	1	1
Secretary (K10-K21)	1	1
Bailiff (K10-K21)	2	2
Clerk (K10-K21)	4	4
Clerk/Binder (K10-K21)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>23</b>	<b>23</b>

**E. 04060231 MAGISTRATE'S DEPARTMENT  
01370 ADMINISTRATIVE SUPPORT TO  
MAGISTRATES**

STAFF POSITIONS	2026	2025
Senior Magistrate (K44)	1	1
Magistrate (K43)	4	4
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Court Stenographer (K22-K30)	2	2
Senior Clerk (K22-K27)	3	3
Senior Bailiff (K22-K27)	1	1
Clerk (K10-K21)	6	6
Bailiff (K10-K21)	4	4
Clerk/Bailiff (K10-K21)	2	2
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>26</b>	<b>26</b>

## 04 - MINISTRY OF JUSTICE AND LEGAL AFFAIRS

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### E. 04059222 REGISTRAR'S OFFICE 01583 REGISTER LAND AND PROPERTY

STAFF POSITIONS	2026	2025
Registrar of Land & Property (K43)	1	1
Assistant Registrar (K33-K41)	1	1
Systems Administrator (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Finance Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	4	4
Office Attendant (K7-K17)	1	1
Total Staff	11	11

# **05 – PRIME MINISTER'S OFFICE**

## 05 - PRIME MINISTER'S OFFICE

**E. 05041091 ADMINISTRATION  
00818 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2026	2025
Prime Minister (C)	1	1
General Counsel (K45)	1	1
Permanent Secretary (K45)	2	2
Press Secretary (K44)	1	1
Director of PMO (K43)	1	1
Director (K42)	1	1
Senior Assistant Secretary (K33-K38)/(K39-K41)	1	1
Project Coordinator (K33-K38)	1	1
Assistant Secretary (K33-K38)	4	4
Research and Communications Officer (K33-K38)	1	1
Personal Assistant (K28-K32)/(K33-K38)	2	2
Executive Officer (K28-K32)	4	4
Senior Clerk (K22-K27)	3	3
Office Attendant/Cleaner (K12)	1	1
Clerk (K10-K21)	9	9
Messenger (K12-K17)	2	-
Driver/Messenger (K12-K17)	1	-
Messenger (K1-K14)	-	2
Driver/Messenger (K1-K14)	-	1
<b>Total Staff</b>	<b>36</b>	<b>36</b>

**E. 05041091 ADMINISTRATION  
01369 CITIZEN SECURITY SECRETARIAT UNIT**

STAFF POSITIONS	2026	2025
Program Director (K42)	1	-
Public Relations Officer (K28-K32)	1	-
Junior Clerk (K10-K21)	1	-
<b>Total Staff</b>	<b>3</b>	<b>-</b>

**E. 05041091 ADMINISTRATION  
00820 SECURITY & MAINTENANCE UNIT**

STAFF POSITIONS	2026	2025
Security Officer (K28-K32)	1	1
Security Officer (K22-K27)	1	1
Maintenance Officer (K22-K27)	1	1
Security Officer (K10-K21)	1	1
Maintenance Officer (K10-K21)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 05041091 ADMINISTRATION  
00822 MANAGE NATIONAL HEROES PARK**

STAFF POSITIONS	2026	2025
Manager, National Heroes Park (K28-K32)	1	1
Ground Supervisor (K22-K27)	1	1
Senior Clerk (K22-K27)	1	1
Junior Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 05041091 ADMINISTRATION  
00827 ELECTORAL CONSTITUENCY BOUNDARIES  
COMMISSION**

STAFF POSITIONS	2026	2025
Chairman of Electoral Commission (K43)	1	1
Assistant Secretary (K33-K38)	1	1
Senior Clerk (K22-K27)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

## 05 - PRIME MINISTER'S OFFICE

**E. 05041093 ADMINISTRATION**

**00828 REPRESENT THE FEDERATION IN NEVIS**

STAFF POSITIONS	2026	2025
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Clerk (K10-K21)	1	1
Driver/Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 05041095 ADMINISTRATION**

**01845 ADMIN. SUPPORT TO REGIONAL INTEGRATION AND DIASPORA UNIT (RIDU)**

STAFF POSITIONS	2026	2025
Head of RIDU (K45)	1	1
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 05041094 ADMINISTRATION - CABINET SECRETARIAT**

**00814 ADMINISTRATIVE SUPPORT FOR CABINET**

STAFF POSITIONS	2026	2025
Cabinet Secretary (K47)	1	1
Policy and Research Analyst (K33-K38)/(K39-K41)	1	1
Assistant Secretary (K33-K38)	1	1
Senior Clerk (K22-K27)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 05041097 ADMINISTRATION**

**00833 PRESERVE/ARCHIVE IMPORTANT RECORDS**

STAFF POSITIONS	2026	2025
Director (K39-K41)	1	1
Assistant Archivist (K10-K21)/(K22-K27)/(K28-K32)	1	1
Archive Assistant (K10-K21)/(K22-K27)/(K28-K32)	1	1
Laboratory Technician (K19-K26)	1	1
Junior Clerk (K10-K21)	1	1
Repository Assistant (K7-K17)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

## 05 - PRIME MINISTER'S OFFICE

**E.05042101 HUMAN RESOURCE MANAGEMENT DEPT.  
01361 MANAGE HUMAN RESOURCES**

STAFF POSITIONS	2026	2025
Head of Civil Service (K47)	1	1
Chief Personnel Officer (K45)	1	1
Deputy Chief Personnel Officer (K43)	1	1
Director (K42)	1	1
Human Resource Manager (K33-K38)/(K39-K41)	4	4
Administrative Officer (K33-K38)/(K39-K41)	2	2
Assistant Human Resource Manager (K33-K38)	3	3
Human Resource Assistant (K28-K32)/(K33-K38)	3	3
Personnel Assistant (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Payroll Technician (K22-K27)/(K28-K32)	6	6
Human Resource Technician (K22-K27)/(K28-K32)	1	1
Assistant Personnel Secretary (K10-K21)/(K22-K27)	1	1
Human Resource Clerk (K10-K21)	7	5
Repository Assistant (K7-K17)	1	1
Office Attendant (K1-K14)	2	2
<b>Total Staff</b>	<b>36</b>	<b>34</b>

**E. 05042102 HUMAN RESOURCE MANAGEMENT DEPT.  
01366 SUPPORT THE SERVICES COMMISSIONS**

STAFF POSITIONS	2026	2025
Secretary (K33-K38)	1	1
Assistant Secretary (K28-K32)	1	1
<b>Total Staff</b>	<b>2</b>	<b>2</b>

**E. 05043111 HUMAN RESOURCE MANAGEMENT DEPT.  
00824 PRINT GOVERNMENT DOCUMENTS**

STAFF POSITIONS	2026	2025
Director (K42)	1	1
Administrative Officer (K33-K38)	1	1
Press Room Supervisor (K28-K32)	1	-
Camerman (K10-K21)/(K22-K27)/(K28-K32)	-	1
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Senior Press Operator (K22-K27)	1	1
Composer (K22-K27)	2	2
Junior Clerk (K10-K21)	2	2
Binder (K10-K21)	2	2
Press Operator (K7-K17)/(K18-K21)	3	3
Assistant Binder (K7-K17)	2	2
Messenger (K1-K17)	1	1
<b>Total Staff</b>	<b>19</b>	<b>19</b>

## 05 - PRIME MINISTER'S OFFICE

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**E.05088371 INFORMATION DEPARTMENT  
01139 INFORM THE PUBLIC ON GOVERNMENT  
ACTIVITIES**

STAFF POSITIONS	2026	2025
Director General, Information Services (K44)	1	1
Director of Communications (K43)	1	1
Senior Information Officer (K39-K41)	1	1
Information Officer (K33-K38)	4	4
Chief Production Officer (K33-K38)	1	1
Camerman (K10-K21)/(K22-K27)/(K28-K32)	1	1
Technical Officer (K22-K27)	2	2
Secretary (K10-K21)/(K22-K27)	1	1
Assistant Information Officer (K10-K21)	1	1
Assistant Technical Officer (K10-K21)	2	2
Messenger (K1-K14)	1	1
Total Staff	16	16

**06 – MINISTRY OF  
NATIONAL SECURITY,  
CITIZENSHIP AND  
IMMIGRATION**

## 06 - MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

**E. 06051141 ADMINISTRATION  
00703 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
Assistant Secretary (K33-K38)	3	3
Psychologist (K33-K38)	2	2
Public Relations Officer (K33-K38)	1	1
Assistant Public Relations Officer (K28-K32)	1	1
Executive Officer (K28-K32)	1	1
Personal Assistant (K28-K32)	1	1
Secretary (K28-K32)	1	1
Technician (K26-K28)	1	1
Senior Clerk (K22-K27)	3	3
Clerk (K10-K21)	7	7
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>23</b>	<b>23</b>

**E. 06051141 ADMINISTRATION  
00776 SUPPORT SOCIAL INTERVENTION**

STAFF POSITIONS	2026	2025
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>1</b>	<b>1</b>

**E. 06052122 POLICE  
00707 PROVIDE POLICE SERVICES  
TO COMMUNITIES**

STAFF POSITIONS	2026	2025
Commissioner of Police (K44)	1	1
Deputy Commissioner of Police (K42)	1	1
Personnel Officer (K42)	1	1
Assistant Commissioner (K41)	3	3
Superintendent (K39)	8	8
Communications Officer (K39)	1	1
Force Finance Officer (K33-K38)	1	1
Forensic Accountant (K33-K38)	1	1
<b><u>Regular Rank Driven Track</u></b>		
Inspector (K32-K34)/(K35-K38)	4	4
Inspector (K32-K34)	21	21
Station Sergeant (K30)	2	2
Sergeant (K26-K28)	44	44
Technician (K26-K28)	3	3
Senior Clerk (K22-K27)	3	3
Corporal (K22-K25)	31	31
Constable (K15-K21)	350	350
Clerk (K10-K21)	17	17
Telecom Operator (K10-K21)	8	8
Special Constable (K10-K16)	32	32
<b><u>Graduate Track</u></b>		
Inspector (K38)		
Forensic Analyst (K33-K38)	4	4
Police Officer (K33-K37)		
<b>Total Staff</b>	<b>536</b>	<b>536</b>

## 06 - MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

**E. 06052124 ADMINISTRATION**  
**00727 NATIONAL CRIME COMMISSION (NCC)**

STAFF POSITIONS	2026	2025
Advisor (K44)	1	1
Director (K41)	1	1
Executive Secretary (K33-K38)	1	1
Senior Analyst (K33-K38)	2	2
Analyst (K33-K37)	3	3
Administrative Assistant (K22-K27)	1	1
<b>Total Staff</b>	<b>9</b>	<b>9</b>

**E. 06053161 FIRE AND RESCUE SERVICES**  
**00748 PROVIDE FIRE AND PARAMEDIC SERVICES**

STAFF POSITIONS	2026	2025
Chief Fire Officer (K44)	1	1
Deputy Chief Fire Officer (K42)	1	1
Divisional Fire Officer (K39)	1	1
Fire Station Officer (K32-K34)	2	2
Finance Officer (K28-K32)	1	1
Fire Sub-Station Officer II (K30)	3	3
Fire Sub-Station Officer I (K26-K28)	6	4
Senior Clerk (K22-K27)	1	1
Fire Sub-Officer (K22-K25)	15	12
Fire Officer (K15-K21)	120	108
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>152</b>	<b>135</b>

**E. 06054123 DEFENCE FORCE**  
**00752 PROVIDE FOR DEFENCE OF THE FEDERATION**

STAFF POSITIONS	2026	2025
Lieutenant Colonel (K44)	1	1
Major (K42)	2	2
Captain (K39-K41)	3	3
Lieutenant (K34-K37)	8	8
Accounts Officer (K33-K38)	1	1
Warrant Officer Class I (K32-K34)	1	1
Warrant Officer Class II (K31)	1	1
Staff Sergeant (K30)	2	2
Sergeant (K26-K28)	4	4
Corporal (K22-K25)	7	7
Lance Corporal (K18-K21)	7	7
Administrative Assistant (K10-K21)	2	2
Private/Recruit (K10-K17)	144	144
<b>Total Staff</b>	<b>183</b>	<b>183</b>

**E. 06054123 COAST GUARD**  
**00754 ENFORCE LAWS/PROVIDE EMERGENCY SERVICES**

STAFF POSITIONS	2026	2025
Captain (K39-K41)	1	1
Lieutenant (K34-K37)	3	3
Warrant Officer Class II (K31)	1	1
Staff Sergeant (K30)	2	2
Sergeant (K26-K28)	5	5
Corporal (K22-K25)	4	4
Lance Corporal (K18-K21)	5	5
Private/Recruit (K10-K17)	21	21
<b>Total Staff</b>	<b>42</b>	<b>42</b>

## 06 - MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

**E. 06055181 PRISONS  
00730 MANAGE AND SUPPORT PRISONS**

STAFF POSITIONS	2026	2025
Commissioner of Corrections (K44)	1	1
Deputy Commissioner of Corrections (K42)	1	1
Chief Officer/Matron (K39)	3	3
Rehabilitation Officer (K33-K38)	1	1
Principal Prison Officer (K32-K34)	5	5
Sergeant (K26-K28)	8	8
Prison Officer (K15-K21)	54	54
Civilian Worker (K15)	7	7
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>81</b>	<b>81</b>

**E. 06058211 NAT'L COUNCIL ON DRUG ABUSE & PREVENTION  
00782 PROG. TO PREVENT/REDUCE DRUG ABUSE**

STAFF POSITIONS	2026	2025
Coordinator (K43)	1	1
Drug Misuse Intervention Officer (K33-K38)	1	1
Drug Prevention Officer (K33-K38)	2	2
Executive Officer (K28-K32)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 06056191 NATIONAL EMERGENCY MGT. AGENCY  
00767 DISASTER MANAGEMENT SERVICES**

STAFF POSITIONS	2026	2025
National Disaster Coordinator (K44)	1	1
Deputy National Disaster Coordinator (K33-K38)/(K39-K41)	1	1
Communications Specialist (K34)	1	1
Planning Officer (K33-K38)	1	1
Logistics Coordinator (K33-K38)	1	1
Public Relations Officer (K28-K32)	1	1
District Coordinator (K28-K32)	1	1
Technician (K22-K27)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>11</b>	<b>11</b>

**E. 06059154 IMMIGRATION DEPT - ADMINISTRATION  
00775 PROVIDE IMMIGRATION SERVICES**

STAFF POSITIONS	2026	2025
Chief Immigration Officer (K44)	1	1
Deputy Chief Immigration Officer (K41)	1	1
Administrative Officer (K33-K38)	1	1
Immigration Officer III (K28-K32)	3	3
Immigration Officer II (K22-K27)	4	4
Immigration Officer I (K10-K21)	41	41
Driver (K1-K17)	2	2
<b>Total Staff</b>	<b>53</b>	<b>53</b>

**07 – MINISTRY OF  
INTERNATIONAL TRADE,  
INDUSTRY, COMMERCE  
AND CONSUMER AFFAIRS**

## 07- MINISTRY OF INTERNATIONAL TRADE, INDUSTRY, COMMERCE AND CONSUMER AFFAIRS

**E.07074281 INTERNATIONAL TRADE  
01315 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
Administrative/Research Assistant (K33-K38)	-	1
Administrative Assistant (K33-K38)	1	1
Trade Policy Officer (K33-K38)	1	1
Project/Research Officer (K27-K32)/(K33-K38)	1	1
Executive Officer (K28-K32)	2	1
Clerk (K10-K21)	2	2
<b>Total Staff</b>	<b>8</b>	<b>8</b>

**E. 07117511 CONSUMER AFFAIRS  
01389 PROVIDE ADMINISTRATIVE SUPPORT  
01391 RESPOND TO CONSUMER COMPLAINTS**

STAFF POSITIONS	2026	2025
<b>01389</b>		
Director (K43)	1	1
Field Operations Analyst (K33-K38)	1	-
Complaint Officer (K10-K21)	1	1
<b>01391</b>		
Complaints and Investigation Officer (K22-K27)	3	1
Clerk (K10-K21)	2	2
Attendant (K1-K14)	1	1
<b>Total Staff</b>	<b>9</b>	<b>6</b>

**E.07074281 INTERNATIONAL TRADE  
01542 MANAGE GENERAL ADMINISTRATION**

STAFF POSITIONS	2026	2025
Director, Trade Research (K43)	1	1
Senior Trade Policy Officer (K39-K41)	1	1
Trade Policy Officer (K33-K38)	6	6
Clerk (K10-K21)	1	1
Attendant (K1-K14)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>11</b>	<b>11</b>

**E. 07117511 CONSUMER AFFAIRS  
01399 ENFORCE AND MONITOR  
PRICE CONTROL**

STAFF POSITIONS	2026	2025
Communications Officer (K33-K38)	1	1
Chief Investigations Officer (K33-K38)	1	1
Price Control Officer (K22-K27)/(K28-K32)/(K33-K38)	1	1
Investigations Officer (K22-K27)/(K28-K32)	1	1
Senior Clerk (K22-K27)	-	2
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>5</b>	<b>7</b>

## 07- MINISTRY OF INTERNATIONAL TRADE, INDUSTRY, COMMERCE AND CONSUMER AFFAIRS

### E. 07075293 STANDARDS BUREAU AND MULTI-LAB 01386 PROVIDE TECHNICAL SUPPORT

STAFF POSITIONS	2026	2025
Senior Metrologist (K39-K41)	1	1
Head of Microbiology (K39-K41)	1	1
Chemist II (K39-K41)	1	1
Air Quality Officer I (K33-K38)	1	1
Chemist I (K33-K38)	1	1
Microbiologist (K33-K38)	1	1
Standards Officer I (K33-K38)	2	2
Air Quality Technician (K22-K27)	1	1
Laboratory Technician (K10-K21)/(K22-K27)	3	3
Accounts Officer (K10-K21)/(K22-K27)	1	1
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>14</b>	<b>14</b>

### E. 07075293 STANDARDS BUREAU AND MULTI-LAB 01355 PROVIDE ADMINISTRATIVE SUPPORT

STAFF POSITIONS	2026	2025
Director (K43)	1	1
Deputy Director (K42)	1	1
Standards Development Head (K39-K41)	1	1
Chemistry Technician (K22-K27)	1	1
Metrology Technician (K22-K27)	1	1
Senior Clerk (K22-K27)	1	1
Senior Microbiology Technician (K22-K27)	1	1
Driver/Messenger (K10-K21)	1	-
<b>Total Staff</b>	<b>8</b>	<b>7</b>

### E. 07075293 STANDARDS BUREAU AND MULTI-LAB 01357 LAB SERVICES/MONITOR HEALTH QUALITY

STAFF POSITIONS	2026	2025
Hazard Analysis and Critical Control Points Coordinator (K33-K38)	1	1
Food Safety Analyst (K33-K38)	1	1
<b>Total Staff</b>	<b>2</b>	<b>2</b>

### E. 07076296 INDUSTRY AND COMMERCE 01409 PROVIDE ADMINISTRATIVE SUPPORT

STAFF POSITIONS	2026	2025
Director, Industry and Commerce (K43)	1	1
Senior Industry Officer (K33-K38)	4	3
Trade Policy Officer (K33-K38)	1	1
Junior Industry Officer (K10-K21)	2	2
<b>Total Staff</b>	<b>8</b>	<b>7</b>

## **08 - MINISTRY OF FINANCE**

## 08 - MINISTRY OF FINANCE

**E. 08081301 ADMINISTRATION**  
**00865 GENERAL ADMINISTRATION SERVICES**

STAFF POSITIONS	2026	2025
Financial Secretary (K47)	1	1
Deputy Financial Secretary (K45)	2	2
Legal Advisor (K45)	1	1
Financial Advisor (K45)	1	1
Director of Procurement (K43)	1	1
Director (K43)	1	1
Procurement Manager (K42)	2	2
Procurement Officer (K33-K38)/(K39-K41)	2	2
Business Analyst (K33-K38)/(K39-K41)	2	2
Administrative Officer (K33-K38)	2	2
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Administrative Assistant (K17-K25)	1	1
Clerk (K10-K21)	6	6
Driver/Messenger (K12-K17)	1	-
Driver/Messenger (K1-K14)	-	1
<b>Total Staff</b>	<b>26</b>	<b>26</b>

**E. 08081302 FISCAL DIVISION**  
**00918 FISCAL, POLICY, INVESTMENT**  
**AND DEBT MANAGEMENT DIVISION**

STAFF POSITIONS	2026	2025
<b><u>Fiscal Affairs and Policy Unit</u></b>		
Director (K43)	1	1
Head - Fiscal Affairs and Policy (K42)	1	1
Economist I/II (K33-K38)/(K39-K41)	3	3
Financial Analyst I/II (K33-K38)/(K39-K41)	3	3
Research Assistant (K22-K27)	1	1
<b><u>Investment and Debt Management Unit</u></b>		
Director (K43)	1	1
Head - Investment and Debt Management Unit (K42)	1	1
Debt Analyst I/II (K33-K38)/(K39-K41)	6	6
Investment Officer I/II (K33-K38)/(K39-K41)	2	2
<b>Total Staff</b>	<b>19</b>	<b>19</b>

**E. 08081303 BUDGET DIVISION**  
**00946 PREPARE AND MONITOR THE CENTRAL**  
**GOVERNMENT BUDGET**

STAFF POSITIONS	2026	2025
Director (K43)	1	1
Senior Budget Analyst (K42)	1	1
Budget Analyst I/II (K33-K38)/(K39-K41)	6	6
Budget Analyst Assistant (K22-K27)	1	1
<b>Total Staff</b>	<b>9</b>	<b>9</b>

**E. 08081304 CENTRALISED PURCHASING UNIT**  
**00880 PROCURE GOVERNMENT SUPPLIES**

STAFF POSITIONS	2026	2025
Supervisor (K33-K38)	2	2
Administrative Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Technician (K22-K27)	1	1
Clerk (K10-K21)	4	4
Office Attendant/Driver (K8-K19)	4	4
<b>Total Staff</b>	<b>13</b>	<b>13</b>

## 08 - MINISTRY OF FINANCE

**E. 08082311 ACCOUNTANT GENERAL- ADMIN.  
02043 FIN. CONTROL AND FIN. MANAGEMENT**

STAFF POSITIONS	2026	2025
Accountant General (K45)	-	1
Accountant General (K44)	1	-
Deputy Accountant General (K43)	1	1
Assistant Accountant General (K41)	2	2
Financial Analyst (K33-K38)/(K39-K41)	1	1
Payroll Manager (K33-K38)	1	1
Payroll Supervisor (K28-K32)	1	1
Administrative Assistant (K22-K27)	1	1
Payroll Officer II (K22-K27)	1	1
Administrative Officer (K10-K21)	1	1
Payroll Officer I (K10-K21)	1	1
Office Attendant (K1-K14)	1	1
<b>Total Staff</b>	<b>12</b>	<b>12</b>

**E. 08082312 ACCOUNTANT GENERAL - FUNDS MANAGEMENT  
01152 CASH MANAGEMENT UNIT**

STAFF POSITIONS	2026	2025
Funds Manager (K39-K41)	1	1
Cash Management Analyst (K33-K38)/(K39-K41)	1	1
Funds Supervisor (K28-K32)	1	1
Customer Service Officer/Cashier (K22-K27)	2	2
Cash Management Officer II (K22-K27)	2	1
Payment Officer I (K10-K21)	3	3
<u>Treasury Bills Management Unit</u>		
Debt Analyst I (K33-K38)	1	1
Debt Officer I (K28-K32)	1	1
<u>Electricity Management Unit</u>		
Accounts Supervisor (K22-K27)/(K28-K32)	1	1
Accounts Officer (K10-K21)	1	1
<b>Total Staff</b>	<b>14</b>	<b>13</b>

**E. 08082313 ACCOUNTANT GENERAL-SYSTEMS MGMT.  
01146 PROVIDE SYSTEMS SUPPORT**

STAFF POSITIONS	2026	2025
Systems Manager (K39-K41)	1	1
Systems Administrator (K28-K32)/(K33-K38)/(K39-K41)	3	3
Network Administrator (K33-K38)/(K39-K41)	2	2
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 08082314 ACCOUNTANT GENERAL-INTERNAL AUDIT  
01147 PROVIDE INTERNAL AUDIT SERVICES**

STAFF POSITIONS	2026	2025
Audit Manager (K41)	1	1
Internal Auditor II (K33-K38)/(K39-K41)	7	7
Internal Auditor I (K28-K32)	1	1
Internal Auditor Assistant (K10-K21)	1	1
<b>Total Staff</b>	<b>10</b>	<b>10</b>

## 08 - MINISTRY OF FINANCE

**E. 08082316 ACCOUNTANT GENERAL - ACCOUNTING**  
**01144 ACCOUNTING AND REPORTING UNIT**

STAFF POSITIONS	2026	2025
Senior Accountant (K39-K41)	1	1
Accountant (K33-K38)/(K39-K41)	4	4
Assistant Accountant (K28-K32)	1	1
Accounts Clerk I (K10-K21)	2	2
<b>Total Staff</b>	<b>8</b>	<b>8</b>

**E. 08083321 INLAND REVENUE - ADMINISTRATION**  
**03102 TAX REFORM - ADMINISTRATION**

STAFF POSITIONS	2026	2025
Assistant Comptroller (K41)	1	1
Senior Tax Inspector III (K40)	1	1
Senior Tax Inspector II (K39)	5	5
Senior Tax Inspector I (K33-K38)	7	7
Tax Inspector (K28-K32)	1	1
Junior Tax Officer (K10-K21)	3	3
<b>Total Staff</b>	<b>18</b>	<b>18</b>

**E. 08083321 INLAND REVENUE - ADMINISTRATION**  
**00996 PROVIDE ADMINISTRATIVE SUPPORT**  
**00997 PROVIDE INFO. AND TECH. SUPPORT**

STAFF POSITIONS	2026	2025
<b>00996</b>		
Comptroller (K44)	1	1
Deputy Comptroller (K42)	2	2
Assistant Comptroller (K41)	4	4
Tax Specialist (K33-K38)/(K39-K41)	1	1
Senior Tax Inspector (K33-K38)/(K39-K41)	1	1
Senior Tax Inspector III (K40)	2	2
Senior Tax Inspector II (K39)	1	1
Senior Tax Inspector I (K33-K38)	2	2
Tax Inspector (K28-K32)	1	1
Senior Tax Officer (K22-K27)	2	2
Junior Tax Officer (K10-K21)	2	2
Office Attendant/Driver (K8-K19)	3	3
<b>00997</b>		
Systems Manager (K42)	1	1
Senior Tax Inspector III (K40)	1	1
Senior Tax Inspector I (K33-K38)	3	3
Tax Inspector (K28-K32)	1	1
Junior Tax Officer (K10-K21)	2	2
<b>Total Staff</b>	<b>30</b>	<b>30</b>

**E. 08083322 INLAND REVENUE - ASSESSMENT AND AUDIT**  
**00999 ASSESS TAX LIABILITY TAX DECLARATION**  
**01001 AUDIT THE APPLICATION OF TAXES**

STAFF POSITIONS	2026	2025
<b>00999</b>		
Senior Tax Inspector II (K39)	1	1
Senior Tax Inspector I (K33-K38)	1	1
Senior Tax Officer (K22-K27)	1	1
Junior Tax Officer (K10-K21)	2	2
<b>01001</b>		
Assistant Comptroller (K41)	1	1
Senior Tax Inspector III (K40)	1	1
Senior Tax Inspector II (K39)	4	4
Senior Tax Inspector I (K33-K38)	4	4
<b>Total Staff</b>	<b>15</b>	<b>15</b>

## 08 - MINISTRY OF FINANCE

**E. 08083323 INLAND REVENUE - REVENUE ACCTS.  
AND COLLECTION  
00998 TAXPAYER SERVICE INCLUDING  
REGISTRATION**

STAFF POSITIONS	2026	2025
Assistant Comptroller (K41)	1	1
Senior Tax Inspector III (K40)	1	1
Senior Tax Inspector II (K39)	2	2
Senior Tax Inspector I (K33-K38)	2	2
Tax Inspector (K28-K32)	2	2
Senior Tax Officer (K22-K27)	1	1
<b>Total Staff</b>	<b>9</b>	<b>9</b>

**E. 08083324 INLAND REVENUE - PROPERTY VALUATION  
01002 PROVIDE PROPERTY VALUATION SERVICE**

STAFF POSITIONS	2026	2025
Chief Valuation Officer (K39-K41)	1	1
Senior Tax Inspector I (K33-K38)	1	1
Tax Inspector (K28-K32)	1	1
Senior Tax Officer (K22-K27)	2	2
Junior Tax Officer (K10-K21)	3	3
<b>Total Staff</b>	<b>8</b>	<b>8</b>

**E. 08083323 INLAND REVENUE - REVENUE ACCTS.  
AND COLLECTION  
01000 COLLECT TAXES AND ENFORCE  
COLLECTION**

STAFF POSITIONS	2026	2025
Assistant Comptroller (K41)	1	1
Senior Tax Inspector III (K40)	1	1
Senior Tax Inspector II (K39)	3	3
Senior Tax Inspector I (K33-K38)	7	7
Tax Inspector (K28-K32)	2	2
Senior Tax Officer (K22-K27)	3	3
Junior Tax Officer (K10-K21)	6	6
<b>Total Staff</b>	<b>23</b>	<b>23</b>

**E. 08084331 CUSTOMS - ADMINISTRATION  
01422 ADMINISTER THE CUSTOMS FUNCTION**

STAFF POSITIONS	2026	2025
Comptroller of Customs (K44)	1	1
Deputy Comptroller (K42)	1	1
Assistant Comptroller II (K41)	4	4
Financial Analyst (K39-K41)	1	1
Accountant (K33-K38)/(K39-K41)	2	2
Administrative Research Assistant (K33-K38)/(K39-K41)	1	1
Financial Inspector (K33-K38)/(K39-K41)	1	1
Assistant Comptroller I (K36-K40)	7	7
Senior Customs Officer IV (K33-K38)	4	4
Customs Officer IV (K32-K35)	5	5
Customs Officer III (K26-K30)	4	4
Customs Officer I/II (K10-K17)/(K18-K25)	8	8
Customs Assistant (K10-K21)	5	5
Groundsman (K10-K21)	1	-
<b>Total Staff</b>	<b>45</b>	<b>44</b>

## 08 - MINISTRY OF FINANCE

**E. 08084332 CUSTOMS - EXAM. AND VALUATION DIVISION  
01423 EXAMINE AND EVALUATE CARGO**

STAFF POSITIONS	2026	2025
Senior Customs Officer IV (K33-K38)	1	1
Customs Officer IV (K32-K35)	5	5
Customs Officer III (K26-K30)	6	6
Customs Officer I/II (K10-K17)/(K18-K25)	13	13
<b>Total Staff</b>	<b>25</b>	<b>25</b>

**E. 08084334 CUSTOMS - DECLARATION PROCESSING  
AND COLLECT.  
01425 PROCESSING & COLLECT SERVICES**

STAFF POSITIONS	2026	2025
Systems Coordinator I/II (K33-K38)/(K39-K41)	1	1
Senior Customs Officer IV (K33-K38)	3	3
IT Specialist (K33-K38)	1	1
Customs Officer IV (K32-K35)	4	4
Customs Systems Technician (K22-K32)	1	1
Customs Officer III (K26-K30)	5	5
Customs Officer I/II (K10-K17)/(K18-K25)	12	12
<b>Total Staff</b>	<b>27</b>	<b>27</b>

**E. 08084333 CUSTOMS - REGULATORY SERVICES DIV.  
01424 ENFORCE/MONITOR IMPLEMENT. OF LAW**

STAFF POSITIONS	2026	2025
Senior Customs Officer IV (K33-K38)	1	1
Customs Officer IV (K32-K35)	5	5
Customs Officer III (K26-K30)	5	5
Customs Coxswain (K22-K27)	1	1
Customs Officer I/II (K10-K17)/(K18-K25)	15	15
Customs Assistant (K12-K21)	8	8
<b>Total Staff</b>	<b>35</b>	<b>35</b>

**E. 08090391 FINANCIAL INTELLIGENCE UNIT - ADMIN.  
00874 COUNTER MEASURES - AML/CTF**

STAFF POSITIONS	2026	2025
Director (K44)	1	1
Deputy Director (K42)	1	1
Senior Intelligence Analyst (K39-K41)	1	1
Intelligence Analyst (K33-K38)	4	4
Executive Officer (K28-K32)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>9</b>	<b>9</b>

**09 – MINISTRY OF SOCIAL  
DEVELOPMENT AND  
GENDER AFFAIRS**

## 09 - MINISTRY OF SOCIAL DEVELOPMENT AND GENDER AFFAIRS

**E. 09101411 ADMINISTRATION  
00285 ADMINISTRATIVE AND POLICY SUPPORT**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
Director, Policy Planning and Projects (K41-K43)	1	1
Project Officer II (K39-K41)	1	1
Executive Officer (K33-K38)	1	1
Assistant Secretary (K33-K38)/(K39-K41)	1	1
Project Officer I (K33-K38)	3	3
Registry Operations Manager (K33-K38)	1	1
Finance Officer (K28-K32)/(K33-K38)	1	1
Administrative Officer (K28-K32)	1	1
Accounts Officer (K22-K27)	1	1
Field Officer (K10-K21)	1	1
Office Attendant (K1-K14)	1	1
<b>Total Staff</b>	<b>14</b>	<b>14</b>

**E. 09102421 SOCIAL AND COMMUNITY DEVELOPMENT  
00322 PROVIDE SOCIAL SERVICES AND  
COMM. SUPP.**

STAFF POSITIONS	2026	2025
Director, Social & Community Development (K41-K43)	1	1
Deputy Director (K40-K42)	1	-
Deputy Director (K33-K38)/(K39-K41)	-	1
Senior Community Development Officer (K33-K38)	1	1
Community Development Officer (K22-K27)/(K28-K32)/(K33-K38)	8	8
Case Manager (K22-K27)/(K28-K32)/(K33-K38)	4	4
Intake Officer (K22-K27)	1	1
Social Assistance Officer (K22-K27)	8	8
Clerk (K10-K21)	1	1
Office Attendant (K1-K14)	1	1
<b>Total Staff</b>	<b>26</b>	<b>26</b>

**E. 09102421 SOCIAL AND COMMUNITY DEVELOPMENT  
00334 THE NATIONAL COUNSELING CENTRE**

STAFF POSITIONS	2026	2025
Director (K41-K43)	1	1
Deputy Director (K40-K42)	1	1
Counsellor (K33-K38)	4	4
Family Counsellor (K28-K32)/(K33-K38)	5	5
Junior Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>12</b>	<b>12</b>

**E. 09103431 GENDER AFFAIRS  
00349 FACILITATE GENDER AWARENESS**

STAFF POSITIONS	2026	2025
Director (K41-K43)	1	1
Case Manager (K33-K38)	1	1
Executive Officer (K33-K38)	1	1
Gender Field Officer II (K22-K27)/(K28-K32)/(K33-K38)	3	3
Gender Field Officer I (K10-K21)	1	1
<b>Total Staff</b>	<b>7</b>	<b>7</b>

## 09 - MINISTRY OF SOCIAL DEVELOPMENT AND GENDER AFFAIRS

**E. 09104441 PROBATION & CHILD PROTECTION SERVICES  
00351 CHILD CARE AND PROTECTIONS SERVICES**

STAFF POSITIONS	2026	2025
Director, Probation and Child Protection (K41-K43)	1	1
Deputy Director, Probation and Child Protection (K40-K42)	1	1
Executive Officer (K33-K38)	1	1
Child Protection Officer II (K28-K32)/(K33-K38)	6	6
Probation and Child Justice Officer II (K28-K32)/(K33-K38)	2	2
Case Manager (K28-K32)/(K33-K38)	3	3
Probation and Child Justice Officer I (K22-K27)	2	2
Child Protection Officer (K22-K27)	1	1
Intake Officer (K22-K27)	1	1
Part-Time Probation/Child Justice Officer (K10-K21)	1	1
<b>Total Staff</b>	<b>19</b>	<b>19</b>

**E. 09105441 PROBATION AND CHILD PROTECTION SERVICES  
00357 MANAGE NEW HORIZONS CO-ED TRAINING CENT**

STAFF POSITIONS	2026	2025
Director (K41-K43)	1	1
Deputy Director (K40-K42)	1	1
Assistant Deputy Director (K33-K38)	1	1
Case Worker (K28-K32)/(K33-K38)	6	6
House Parent (K22-K27)	6	6
Clerk (K10-K21)	1	1
Housekeeper (K10-K21)	1	1
Deputy House Parent (K10-K21)	14	14
<b>Total Staff</b>	<b>31</b>	<b>31</b>

**10 – MINISTRY OF  
AGRICULTURE,  
FISHERIES AND MARINE  
RESOURCES**

## 10 - MINISTRY OF AGRICULTURE, FISHERIES AND MARINE RESOURCES

**E. 10111451 ADMINISTRATION  
00051 SUPPORT ADMINISTRATION OF  
THE MINISTRY**

STAFF POSITIONS	2026	2025
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Special Assistant (C)	1	1
Agriculture Development Advisor (K43)	1	1
Senior Assistant Secretary (K39-K41)	1	1
Assistant Secretary (K33-K38)	3	3
Finance Officer (K33-K38)	1	1
Personal Assistant (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	2	2
<b>Total Staff</b>	<b>15</b>	<b>15</b>

**E. 10112461 AGRICULTURAL SERVICES  
00014 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2026	2025
Director of Agriculture (K43)	1	1
Deputy Director (K42)	1	-
Administrative Officer (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>8</b>	<b>7</b>

**E. 10111451 ADMINISTRATION  
00008 PROVIDE POLICY SUPPORT**

STAFF POSITIONS	2026	2025
Senior Project Officer (K42)	1	1
Agricultural Planner (K33-K38)	1	1
Institutional Liaison (K33-K38)	1	1
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 10112462 AGRICULTURAL SERVICES - CROPS  
00016 TECHNICAL SUPPORT FOR CROP  
FARMERS**

STAFF POSITIONS	2026	2025
Manager, Agro-Processing (K33-K40)	1	1
Agronomist (K33-K40)	2	2
Agricultural Officer (K33-K40)	5	6
Agricultural Engineer (K33-K40)	1	1
Quarantine Officer (K33-K40)	2	2
Extension Officer (K25-K32)	4	4
Agronomy Assistant (K25-K32)	1	1
Lab Tech., Food Quality (K22-K27)/(K28-K32)	1	1
Lab Tech., Soil Analysis (K22-K27)/(K28-K32)	1	1
Engineering Assistant (K22-K27)/(K28-K32)	1	1
Quarantine Assistant Officer (K22-K27)/(K28-K32)	2	2
Tree Crops Officer (K25-K32)	1	1
Agricultural Assistant (K25-K32)	1	1
Technical Officer (K22-K27)	1	1
Agricultural Trainee (K10-K21)	4	4
Assistant Farm Manager (K10-K21)	1	1
Clerk (K10-K21)	1	1
Marketing Attendants (K10-K14)	2	2
Forestry Guard (K7-K17)	1	1
Forestry Ranger (K7-K17)	4	4
<b>Total Staff</b>	<b>37</b>	<b>38</b>

**E. 10111451 ADMINISTRATION  
00018 MARKETING UNIT**

STAFF POSITIONS	2026	2025
Manager (K33-K40)	1	1
Assistant Marketing Officer (K22-K27)	1	1
Marketing Clerk (K10-K21)	1	1
Marketing Trainee (K10-K21)	1	1
Market Driver (K7-K17)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

# 10 - MINISTRY OF AGRICULTURE, FISHERIES AND MARINE RESOURCES

**E.10112463 AGRICULTURAL SERVICES-LIVESTOCK  
00023 TECHNICAL SUPPORT/MONITOR ANIMAL HEALTH**

STAFF POSITIONS	2026	2025
Chief Veterinary Officer (K42)	1	1
Veterinary Laboratory Manager (K40)	1	1
Senior Veterinary Officer (K33-K41)	1	1
Livestock Production Officer (K33-K40)	1	1
Laboratory Technician (K33-K40)	1	1
Veterinary Officer (K33-K40)	1	1
Manager, Abattoir and Public Markets (K28-K32)	1	1
Veterinary Assistant (K28-K32)	3	3
Extension Officer (K25-K32)	3	3
Asst. Manager, Abattoir and Public Markets (K22-K27)/(K28-K32)	1	1
Laboratory Assistant (K22-K27)/(K28-K32)	1	1
Laboratory Technician (K19-K26)	1	1
Laboratory Trainee (K10-K21)	1	1
Agricultural Trainee (K10-K21)	2	2
Market Keeper (K10-K21)	1	1
Clerk (K10-K21)	1	1
Attendant/Driver (K7-K17)	1	1
Attendant (K1-K14)	1	1
<b>Total Staff</b>	<b>23</b>	<b>23</b>

**E. 10112462 AGRICULTURAL SERVICES - CROPS  
00825 ADMINISTRATION OF CANNABIS AUTHORITY**

STAFF POSITIONS	2026	2025
Head of Unit (K44)	1	1
Quality Assurance Inspector (K33-K38)/(K39-K41)	1	1
Public Relations Officer (K33-K38)	1	1
Administrative Officer (K33-K38)	1	1
Clerk (K10-K21)	1	1
Driver/Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E.10112463 AGRICULTURAL SERVICES-LIVESTOCK  
03994 SUPPORT DEV. OF ANIMAL POUNDS**

STAFF POSITIONS	2026	2025
Pound Keeper (K31)	1	1
<b>Total Staff</b>	<b>1</b>	<b>1</b>

**E. 10112464 AGRICULTURAL SERVICES  
00025 TECHNICAL SUPPORT TO ALLIED INSTITUTION**

STAFF POSITIONS	2026	2025
Agricultural Officer (K33-K38)	1	1
Technician (K22-K27)	1	1
Senior Clerk (K22-K27)	1	1
Farm Assistant (K10-K21)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 10115491 MARINE RESOURCES  
00045 MARINE MANAGEMENT/TECHNICAL SUPPORT**

STAFF POSITIONS	2026	2025
Director of Marine Resources (K43)	1	1
Aquaculture Officer (K33-K38)	1	1
Marine Mang. Areas & Habitat Mon. Off. (K33-K38)	1	1
Oceanography & GIS Officer (K33-K38)	1	1
Port State Control Officer (K33-K38)	1	1
Product Dev. & Marketing Off. (K33-K38)	1	1
Fisheries Law Enforcement Officer (K34)	1	1
Boat Captain (K28-K32)	2	2
Fisheries Officer (K28-K32)	1	1
Maintenance Officer (K28-K32)	1	1
Assistant Fisheries Officer (K22-K27)	2	2
Senior Clerk (K22-K27)	1	1
Supervisor-Old Road Fisheries Complex (K18-K25)	1	1
Clerk (K10-K21)	1	1
Fisheries Assistant (K10-K21)	5	5
<b>Total Staff</b>	<b>21</b>	<b>21</b>

**11 – MINISTRY OF TOURISM,  
CIVIL AVIATION AND  
INTERNATIONAL  
TRANSPORT**

# 11 - MINISTRY OF TOURISM, CIVIL AVIATION AND INTERNATIONAL TRANSPORT

**E. 11121521 ADMINISTRATION  
00224 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2026	2025
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Advisor (K45)	1	1
Director (K43)	1	1
Strategic Planning Officer (K33-K38)	1	1
Finance Officer (K33-K38)	1	1
Policy Development Officer (K33-K38)	1	1
Research and Communication Officer (K33-K38)	1	1
Senior Tourism Officer (K33-K38)	1	-
Tourism Officer (K33-K38)	-	1
Personal Secretary (K28-K32)	1	1
Secretary (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Office Assistant (K10-K21)	1	1
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>15</b>	<b>15</b>

**E. 11122531 TOURISM DEPARTMENT  
01782 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2026	2025
Senior Tourism Officer (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Mall Manager (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Junior Tourism Officer (K12-K21)	1	1
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 11122552 TOURISM EVENTS UNIT  
00261 ADMINISTER FESTIVAL SECRETARIAT**

STAFF POSITIONS	2026	2025
Stakeholder Relation Officer (K22-K27)/(K28-K32)/(K33-K38)	1	1
Executive Director (K30-K35)	1	1
Events Specialist (K30-K35)	-	1
Executive Secretary (K28-K32)	1	1
Senior Tourism Officer (K33-K38)	1	-
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 11122531 TOURISM DEPARTMENT  
00263 SUPPORT ECO PARK**

STAFF POSITIONS	2026	2025
Senior Tourism Officer (K33-K38)	1	1
Farm Manager (K28-K32)	1	1
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Junior Clerk (K10-K21)	1	1
Junior Tourism Officer (K10-K21)	2	2
<b>Total Staff</b>	<b>7</b>	<b>7</b>

# 11 - MINISTRY OF TOURISM, CIVIL AVIATION AND INTERNATIONAL TRANSPORT

E. 11125612 TRANSPORT - MARITIME AFFAIRS  
 00398 REGULATE AND MONITOR  
 MARITIME AFFAIRS

STAFF POSITIONS	2026	2025
Director, Maritime Affairs (K39-K41)	1	1
Senior Inspector/Surveyor (K33-K40)	1	1
Maritime Inspector II (K28-K32)	1	1
Maritime Inspector I (K22-K27)	2	2
Secretary (K22-K27)	1	1
Junior Maritime Inspector (K10-K21)	1	1
<b>Total Staff</b>	<b>7</b>	<b>7</b>

E. 11126613 CIVIL AVIATION  
 00399 REGULATE AND MONITOR CIVIL AVIATION

STAFF POSITIONS	2026	2025
Civil Aviation Officer II (K33-K38)	2	2
Executive Officer (K28-K32)	1	1
Civil Aviation Officer I (K22-K27)	1	1
Office Assistant (K10-K21)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**12 – MINISTRY OF PUBLIC  
INFRASTRUCTURE,  
ENERGY AND UTILITIES**

## 12 - MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY AND UTILITIES

**E. 12131561 ADMINISTRATION  
00395 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2026	2025
<b>00395</b>		
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Senior Assistant Secretary (K39-K41)	1	1
Accounts Manager (K33-K38)/(K39-K41)	1	1
Assistant Secretary (K33-K38)	1	1
Personnel Officer (K33-K38)	1	1
Communications Officer (K33-K38)	1	1
Personnel Officer Assistant (K28-K32)	1	1
Personal Assistant (K28-K32)	1	1
Executive Officer (K28-K32)	1	1
Security Detail/Driver (K22-K27)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	12	12
Office Attendant (K7-K17)	1	1
<b>Total Staff</b>	<b>25</b>	<b>25</b>

**E. 12133581 PUBLIC WORKS  
00417 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2026	2025
Director (K43)	1	1
Deputy Director (K42)	1	1
Chief Engineer (K42)	1	1
Architect (K33-K38)/(K39-K41)	2	2
Engineer (K33-K41)	4	4
Quantity Surveyor (K33-K41)	1	-
Executive Officer (K28-K32)	2	2
Draughtsman (K22-K27)	2	1
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	8	8
Messenger (K1-K14)	1	1
<b>Electrical Inspection Unit</b>		
Chief Electrical Inspector (K33-38)/(K39-K41)	1	1
Electrical Inspector (K28-K32) Technician (K10-K21)/(K22-K27)	1	1
Junior Electrical Inspector (K10-K21)/(K22-K27)	1	1
Junior Clerk (K10-K21)	2	2
<b>Total Staff</b>	<b>31</b>	<b>29</b>

**E. 12133582 PUBLIC WORKS-ROADS, BRIDGES  
AND DRAINAGE  
00421 MAINTAIN ROADS, BRIDGES AND DRAINS**

STAFF POSITIONS	2026	2025
Engineer (K33-K41)	1	1
Road Supervisor (K28-K32)/(K33-K36)	1	1
Laboratory Technician (K24-K32)	1	1
Draughtsman (K24-K32)	1	1
Foreman of Works (K22-K27)	2	2
Roads Foreman (K22-K27)	1	1
Laboratory Assistant (K12-K23)	1	1
<b>Total Staff</b>	<b>8</b>	<b>8</b>

**E. 12133583 PUBLIC WORKS-FACILITIES  
MAINTENANCE DIVISION  
00446 BUILDINGS AND FACILITIES**

STAFF POSITIONS	2026	2025
Clerk of Works (K33-K36)	1	1
Inspector of Works (K28-K32)	1	1
Foreman of Works (K22-K27)	1	1
Supervisor (K22-K27)	1	1
Foreman of Works (K22-K27)	3	3
Technician (K22-K27)	1	1
<b>Total Staff</b>	<b>8</b>	<b>8</b>

## 12 - MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY AND UTILITIES

**E. 12133584 PUBLIC WORKS-VEHICLE MAINTENANCE**  
**00447 MAINTAIN GOVERNMENT VEHICLES/**  
**EQUIPMENT**

STAFF POSITIONS	2026	2025
Manager, Government Repair Shop (K33-K38)	1	1
Chief Foreman Mechanic (K28-K32)	1	1
Senior Foreman Mechanic - Vehicles (K22-K27)	1	1
Welder (K22-K27)	1	-
Mechanic, Grade I (K10-K25)	7	7
Draughtsman/Technician (K10-K25)	1	1
<b>Total Staff</b>	<b>12</b>	<b>11</b>

**E. 12134591 ENERGY UNIT**  
**00450 MANAGE ENERGY UNIT**

STAFF POSITIONS	2026	2025
Director (K43)	1	1
Senior Engineer (K42)	1	1
Energy Officer (K33-K38)	2	2
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 12133585 PUBLIC WORKS-QUARRY SERVICES**  
**00449 SUPPLY AGGREGATES**

STAFF POSITIONS	2026	2025
Quarry Manager (K33-K40)	1	1
Foreman (K28-K32)	1	1
Mechanic (K22-K27)	1	1
Welder (K22-K27)	1	1
Office Attendant (K7-K17)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 12135601 WATER SERVICES**  
**00465 PROVIDE ADMIN/CUSTOMER SERVICES**

STAFF POSITIONS	2026	2025
Manager/Water Engineer (K43)	1	1
Chief Engineer (K42)	1	1
Assistant Engineer (K33-K41)	4	4
Systems Administrator (K28-K32)/(K33-K38)/(K39-K41)	1	1
Clerk of Works (K33-K36)	1	1
Customer Service Manager (K33-K38)	1	1
Executive Officer (K33-K38)	1	1
Assistant Customer Service Manager (K28-K32)	1	1
GIS Technician (K28-K32)	1	-
Procurement Officer (K28-K32)	1	1
Assistant Systems Administrator (K28-K32)/(K33-K38)/(K39-K41)	1	1
Senior Clerk (K22-K27)	1	1
GIS Technician (K22-K27)	-	1
Supervisor (K22-K27)	3	3
Meter Reader (K10-K21)	8	8
Junior Clerk (K10-K21)	7	7
<b>Total Staff</b>	<b>33</b>	<b>33</b>

**E. 12135602 WATER SERVICES-DISTRIBUTION AND**  
**MAINTENANCE**  
**00488 MANAGE THE DISTRIBUTION OF WATER**

STAFF POSITIONS	2026	2025
Inspector of Works (K28-K32)	1	1
Foreman of Works (K22-K27)	6	6
Heavy Equipment Operator (K19-K22)	2	2
Water Overseer (K10-K21)	8	8
<b>Total Staff</b>	<b>17</b>	<b>17</b>

## 12 - MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY AND UTILITIES

**E. 12135603 WATER SERVICES - QUALITY CONTROL  
00498 MANAGE WATER PRODUCTION**

STAFF POSITIONS	2026	2025
Inspector of Treatment (K28-K32)	1	1
Treatment Plant Operator (K28-K32)	1	1
Assistant Treatment Plant Operator (K10-K21)	1	1
<b>Total Staff</b>	<b>3</b>	<b>3</b>

**E. 12135604 WATER SERVICES - GROUNDWATER  
MANAGEMENT  
00495 MANAGE PRODUCTION  
OF DESALINATION WATER**

STAFF POSITIONS	2026	2025
Plant Supervisor (K33-K38)	1	-
Plant Supervisor (K28-K32)	-	1
Plant Operator (K22-K27)	1	1
Assistant Plant Operator (K10-K21)	9	2
<b>Total Staff</b>	<b>11</b>	<b>4</b>

**E. 12135604 WATER SERVICES - GROUNDWATER  
MANAGEMENT  
00483 MANAGE WATER PRODUCTION**

STAFF POSITIONS	2026	2025
Inspector of Pumps, Electrical (K28-K32)	1	1
Inspector of Pumps, Mechanical (K28-K32)	1	1
Electrician (K22-K27)	1	1
Pump Operator (K22-K27)	3	3
Mechanic, Grade I (K10-K25)	2	2
<b>Total Staff</b>	<b>8</b>	<b>8</b>

## **13 – MINISTRY OF EDUCATION**

## 13 - MINISTRY OF EDUCATION

**E. 13141621 ADMINISTRATION**  
**00032 PROVIDE ADMINISTRATIVE SUPPORT**  
**02356 TVET**

STAFF POSITIONS	2026	2025
<b>00032</b>		
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Senior Assistant Secretary (K42-K43)	1	1
Senior Assistant Secretary (K39-K41)	1	1
Project Officer (K33-K40)	2	2
Human Resource Officer (K33-K38)	1	1
Maintenance Officer (K33-K38)	1	1
Executive Officer (K28-K32)	2	2
Personal Assistant (K22-K27)	1	1
Secretary (K10-K21)	1	1
Messenger/Janitor (K1-K17)	1	1
<b>02356</b>		
Chief Executive Officer (K41)	1	1
Assessment Quality and Assurance Officer (K39-K41)	1	1
Project Coordinator (K39-K40)	1	1
Registrar (K33-K40)	1	1
Standards Officer (K33-K38)/(K39-K40)	1	1
Assessment and Training Officer (K33-K38)/(K39-K40)	1	1
Secretary/Registrar (K10-K21)	1	1
<b>Total Staff</b>	<b>20</b>	<b>20</b>

**E. 13141623 ADMINISTRATION- EDUCATION SERVICES**  
**00066 ADMINISTRATION SUPPORT - EDUCATION SERVICES**

STAFF POSITIONS	2026	2025
Chief Education Officer (K43)	1	1
Personnel Officer (K43)	1	1
Deputy Chief Officer (K42)	1	1
Senior Education Officer (K41-K42)	1	1
School Psychologist (K40)	1	1
Director, Project and Building Management Unit (K39-K41)	1	1
National Examinations Registrar (K39-K41)	1	1
Education Officer (K41)	8	8
Director, Media Unit (K33-K38)/(K39-K40)	1	1
Guidance Counsellor (K33-K38)/(K39-K40)	3	3
Administrative Officer (K30-K38)	1	1
Technical Vocational Officer (K30-K38)	1	1
Probation/Truancy Officer (K28-K32)/(K33-K38)	1	1
Executive Officer (K28-K32)	1	1
School Attendance Counsellor (K25-K32)	2	2
Guidance Counsellor (K20-K30)	1	1
Maintenance Technician (K22-K27)	1	1
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	3	3
Messenger (K1-K14)	1	1
<b>Teachers for New Horizons</b>		
Teacher (K10-K21)/(K25-K32)/(K33-K40)	3	3
<b>Total Staff</b>	<b>36</b>	<b>36</b>

**E.13141622 ADMINISTRATION- EDUCATION PLANNING**  
**DIVISION**  
**00122 PROVIDE PLANNING AND POLICY**

STAFF POSITIONS	2026	2025
Chief, Education Planner (K43)	1	1
Director of Educational Planning (K43)	1	1
Director, Curriculum Unit (K41)	1	1
Director, Management Information System (K41)	1	1
Coordinator, Assessment (K40)	1	1
Assessment Officer (K33-K40)	4	4
Project Officer, Procurement (K33-K40)	1	1
Assistant Coordinator (K33-K38)	1	1
Coordinator, Modern Languages (K33-K40)	1	1
Coordinator, Language Enrichment (K33-K40)	1	1
Health and Well-being Curriculum Coordinator (K33-K40)	1	1
Curriculum Coordinator, Information and Communication Technology (K33-K40)	1	1
Project Officer (K33-K40)	5	5
Research Officer (K30-K40)	1	1
Coordinator, Remedial Education (K32-K36)	1	1
Coordinator, SELF (K32-K36)	1	1
Coordinator, Project Strong (K32-K36)	1	1
Coordinator, Teacher Resource Centre (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Clerk of Works (K26)	1	1
Clerk/Typist (K12-K21)	3	3
Clerk/Typist (K10-K21)		
Clerk, Management Information Systems (K10-K21)	1	1
Junior Clerk (K10-K21)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>33</b>	<b>33</b>

**E. 13141624 ADMINISTRATION-UNESCO NATIONAL**  
**SECRETARIAT**  
**00035 SUPPORT THE UNESCO PROGRAMME**

STAFF POSITIONS	2026	2025
Secretary General (K33-K38)/(K39-K40)	1	1
Project Coordinator (K33-K38)	1	1
Senior Clerk (K22-K27)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 13141625 ADMINISTRATION-ACCREDITATION SERVICES**  
**00082 PROVIDE ACCREDITATION SERVICES**

STAFF POSITIONS	2026	2025
Executive Director (K35-K38)/(K39-K40)	1	1
Personal Accreditation Officer (K33-K38)	1	1
<b>Total Staff</b>	<b>2</b>	<b>2</b>

## 13 - MINISTRY OF EDUCATION

**E.13142631 EARLY CHILDHOOD  
00085 DELIVER EARLY CHILDHOOD EDUCATION**

STAFF POSITIONS	2026	2025
Director, Early Childhood Education (K39-K41)	1	1
Resource Teacher (K20-K30)/(K33-K38)	6	6
Supervisor (K10-K21)/(K22-K27)	7	7
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	1	1
Teaching Assistant (K10-K21)	41	41
<b>Total Staff</b>	<b>57</b>	<b>57</b>

**E. 13143642 PRIMARY EDUCATION- PRIMARY SCHOOLS  
00097 DELIVER PRIMARY EDUCATION**

STAFF POSITIONS	2026	2025
Headteacher (K32-K36)	18	18
Teacher (K25-K32)/(K33-K38)	195	195
Deputy Principal (K25-K32)/(K33-K38)	5	5
Supernumerary Teacher (K10-K21)	92	92
<b>Total Staff</b>	<b>310</b>	<b>310</b>

**E.13144641 PRIMARY EDUCATION- PRIMARY SCHOOLS  
00098 SCHOOL MEALS IN PRIMARY SCHOOLS**

STAFF POSITION	2026	2025
Coordinator (K25-K30)	1	1
Assistant Coordinator (K22-K27)	1	1
<b>Total Staff</b>	<b>2</b>	<b>2</b>

**E. 13144652 SECONDARY EDUCATION- BHS  
00145 BASSETERRE HIGH SCHOOL**

STAFF POSITIONS	2026	2025
Principal (K41)	1	1
Deputy Principal (K40)	2	2
Teacher (K33-K40)	11	11
Teacher (K33-K38)	20	20
Librarian (K33-K38)	1	1
Guidance Counsellor (K33-K38)	1	1
Teacher (K25-K32)	29	29
Teacher TVET (K25-K32)	2	2
Senior Clerk (K22-K27)	1	1
Supernumerary Teacher (K10-K21)	13	13
Janitor (K1-K14)	1	1
<b>Total Staff</b>	<b>82</b>	<b>82</b>

**E.13144651 SECONDARY EDUCATION- WAHS  
00144 WASHINGTON ARCHIBALD HIGH SCHOOL**

STAFF POSITIONS	2026	2025
Principal (K41)	1	1
Deputy Principal (K40)	2	2
Teacher (K33-K40)	2	2
Teacher (K33-K38)	25	25
Librarian (K33-K38)	1	1
Teacher (K25-K32)	28	28
Teacher TVET (K25-K32)	2	2
Guidance Counsellor (K20-K30)	1	1
Senior Clerk (K22-K27)	1	1
Supernumerary Teacher (K10-K21)	18	18
Messenger/Janitor (K1-K17)	1	1
<b>Total Staff</b>	<b>82</b>	<b>82</b>

**E. 13141621 ST. KITTS SPECTRUM SERVICES  
00040 AUTISM CENTRE**

STAFF POSITIONS	2026	2025
Director, St. Kitts Spectrum Services (K39-K41)	1	1
Learning Specialist (K10-K21)/(K22-K27)/(K28-K32)	2	2
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

### 13 - MINISTRY OF EDUCATION

**E.13144653 SECONDARY EDUCATION- CHS  
00149 CAYON HIGH SCHOOL**

STAFF POSITIONS	2026	2025
Principal (K41)	1	1
Deputy Principal (K40)	1	1
Teacher (K33-K40)	5	5
Teacher (K33-K38)	19	19
Guidance Counsellor (K33-K38)	1	1
Librarian (K33-K38)	1	1
Teacher (K25-K32)	20	20
Teacher TVET (K25-K32)	2	2
Clerk (K10-K21)	1	1
Supernumerary Teacher (K10-K21)	12	12
Janitor (K1-K14)	1	1
<b>Total Staff</b>	<b>64</b>	<b>64</b>

**E.13144655 SECONDARY EDUCATION- VHS  
00154 VERCHILDS HIGH SCHOOL**

STAFF POSITIONS	2026	2025
Principal (K41)	1	1
Deputy Principal (K40)	1	1
Teacher (K33-K40)	2	2
Teacher (K33-K38)	12	12
Librarian (K33-K38)	1	1
Teacher (K25-K32)	14	14
Teacher TVET (K25-K32)	2	2
Guidance Counsellor (K20-K30)	1	1
Clerk (K10-K21)	1	1
Supernumerary Teacher (K10-K21)	11	11
<b>Total Staff</b>	<b>46</b>	<b>46</b>

**E.13144654 SECONDARY EDUCATION- CEMSS  
00150 CHARLES E. MILLS SECONDARY SCHOOL**

STAFF POSITIONS	2026	2025
Principal (K41)	1	1
Deputy Principal (K40)	1	1
Teacher (K33-K40)	2	2
Teacher (K33-K38)	18	18
Librarian (K33-K38)	1	1
Teacher (K32-K36)	1	1
Teacher (K25-K32)	24	24
Teacher TVET (K25-K32)	2	2
Guidance Counsellor (K20-K30)	1	1
Clerk (K10-K21)	1	1
Supernumerary Teacher (K10-K21)	12	12
Janitor (K1-K14)	1	1
<b>Total Staff</b>	<b>65</b>	<b>65</b>

### 13 - MINISTRY OF EDUCATION

**E. 13144656 SECONDARY EDUCATION- DLDSS**  
**03128 DR. DENZIL L. DOUGLAS SECONDARY SCHOOL**

STAFF POSITIONS	2026	2025
Principal (K41)	1	1
Deputy Principal (K40)	1	1
Teacher (K12-K21)/(K25-K32)/(K33-K40)	27	27
Guidance Counsellor (K33-K40)	1	1
Librarian (K22-K27)/(K28-K32)	1	1
Junior Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>32</b>	<b>32</b>

**E.13145661 POST SECONDARY EDUCATION - NATIONAL SKILLS TRAINING**  
**00182 DELIVER NATIONAL SKILLS TRAINING**

STAFF POSITIONS	2026	2025
Deputy Director (K39-K40)	1	-
Director (K33-K40)	-	1
Teacher (K12-K21)/(K25-K32)/(K33-K40)	1	1
Instructor/Trainee (K30-K35)	1	1
Social Skills Trainer (K20-K30)	1	1
Job Development Specialist (K20-K30)	1	1
Clerk (K10-K21)	1	1
Attendant/Messenger (K1-K17)	1	1
<b>Total Staff</b>	<b>7</b>	<b>7</b>

**E.13141625 ADMINISTRATION**  
**00083 EDUCATION MANAGEMENT INFORMATION SYSTEM**

STAFF POSITIONS	2026	2025
Senior Computer Technician/Specialist (K28-K32)/(K33-40)	1	1
<b>Total Staff</b>	<b>1</b>	<b>1</b>

## 13 - MINISTRY OF EDUCATION

**E.13145662 POST SECONDARY EDUCATION - CWIT  
00181 SKILLS AND VOCATIONAL TRAINING  
THRU CHRISTOPHER WILKIN INSTITUTE  
OF TECHNOLOGY**

STAFF POSITIONS	2026	2025
Director (K41)	1	1
Guidance Counsellor (K33-K38)	1	1
Teacher (K28-K32)	4	4
Teacher (K25-K32)	7	7
Shop Technicians (K22-K27)	2	2
Teacher (K10-K21)	2	2
Clerk (K10-K21)	1	1
Messenger/Office Assistant (K10-K21)	1	1
<b>Total Staff</b>	<b>19</b>	<b>19</b>

**E.13147681 TERTIARY EDUCATION- CFBC  
03904 STUDENTS OF NURSING  
03907 TEACHERS IN TRAINING**

STAFF POSITIONS	2026	2025
<b>03904</b>		
Nursing Assistant (K10-K21)	12	12
Students of Nursing (K12-K19)	39	39
<b>03907</b>		
Teachers in Training (K10-K21)	25	25
<b>Total Staff</b>	<b>76</b>	<b>76</b>

**E.13146671 SPECIAL EDUCATION- ADMINISTRATION  
00178 DELIVER SPECIAL EDUCATION SERVICES**

STAFF POSITIONS	2026	2025
Teacher (K30-K40)	3	3
Subject Coordinator (K30-K40)	1	1
Teacher (K20-K30)	5	5
Secretary (K10-K21)	1	1
Supernumerary Teacher (K10-K21)	1	1
Teacher (K10-K21)	2	2
Teacher Aides (K10-K21)	5	5
<b>Total Staff</b>	<b>18</b>	<b>18</b>

**E. 13148691 PUBLIC LIBRARY-ADMINISTRATION  
02546 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2026	2025
Librarian (K41)	1	1
Assistant Librarian (K30-K38)	1	1
Information Research Officer (K33-K38)	1	1
Senior Library Technician (K22-K27)	1	1
Library Technician (K10-K25)	1	1
Clerk (K10-K21)	1	1
Typist (K10-K21)	5	5
Book Binder (K7-K17)	1	1
Driver/Attendant (K7-K17)	2	2
Library Assistant (K7-K17)	1	1
Messenger/Attendant (K1-K14)	1	1
<b>Total Staff</b>	<b>16</b>	<b>16</b>

# **14 – MINISTRY OF HEALTH AND SOCIAL SECURITY**

## 14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

**E. 14151711 ADMINISTRATION - HEALTH SECTOR MGMT  
01030 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
Chief Medical Officer (K44)	1	1
Director of Health Projects (K43)	1	-
Health Planner (K43)	-	1
Principal Nursing Officer (K42-K43)	1	1
Quality Assurance Officer (K39-K41)	1	1
Administrative Officer (K33-K38)/(K39-K41)	3	3
Human Resource Manager (K33-K38)/(K39-K41)	1	1
Compliance Specialist (K33-K38)	1	-
Assistant Secretary (K33-K38)	1	1
Finance Officer (K28-K32)/(K33-K38)	2	2
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	1	1
Registry Clerk (K10-K21)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>19</b>	<b>18</b>

**E. 14152723 COMM. BASED HEALTH SERV - CLINICAL SERV.  
01035 MONITOR PUBLIC HEALTH SITUATIONS/TRENDS**

STAFF POSITIONS	2026	2025
Epidemiologist (K33-K38)/(K39-K41)/(K43)	1	1
Health Information System Administrator (K33-K38)/(K39-K41)	1	1
Medical Statistician (K32-K35)	1	1
Monitor, Evaluation and Surveillance Officer (K10-K21)/(K22-K27)	2	2
Vital Statistics Clerk (K10-K21)	2	2
<b>Total Staff</b>	<b>7</b>	<b>7</b>

**E. 14152722 COMM. BASED HEALTH SERV. -  
FAMILY HEALTH  
01211 PROMOTE HIV/AIDS AWARENESS**

STAFF POSITIONS	2026	2025
National HIV/AIDS Programme Coordinator (K33-K38)/(K39-K41)	1	1
Health Educator/Counsellor (K33-K38)	1	1
HIV Case Manager (K25-K32)/(K33-K38)	2	2
Health Educator (K25-K32)	1	1
Junior Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 14152722 COMM. BASED HEALTH SERVICES  
FAMILY HEALTH  
01208 PROMOTE PROPER NUTRITION**

STAFF POSITIONS	2026	2025
Health Promotion Coordinator (K42)	1	1
Nutrition Surveillance Coordinator (K33-K38)/(K39-K41)	1	1
Nutrition Officer (K12-K23)/(K25-K32)/(K33-K38)	1	1
Junior Clerk (K10-K21)	2	2
<b>Total Staff</b>	<b>5</b>	<b>5</b>

## 14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

E. 14152722 COMM. BASED HEALTH SERV. -  
**FAMILY HEALTH**  
 01210 PROMOTE PREVENTION OF N.C.D.  
 01218 DELIVER COMMUNITY PSYCHIATRIC CARE  
 04325 MENTAL DAY HEALTH FACILITY

STAFF POSITIONS	2026	2025
<b>01210</b>		
NCD Programme Coordinator (K33-K38)/(K39-K41)	1	1
Health Educator/Counsellor (K33-K38)	1	1
Communication Officer (K33-K38)	1	1
Photographer (K28-K32)	1	1
<b>01218</b>		
Psychiatrist (K43)	1	1
Clinical Psychologist (K43)	1	1
District Medical Officer (K36-K41)/(K42)	1	1
Psychologist (K33-K38)/(K39-K41)	1	1
Mental Health Coordinator (K39-K40)/(K41)	1	1
Psychiatric Nurse (K37-K39)/(K40)	3	3
<b>04325</b>		
Occupational Therapist (K39-K41)	2	2
Counsellor (K33-K38)	2	2
Psychiatric Social Worker (K33-K38)	1	1
Psychiatric Nurse (K37-K39)/(K40)	5	5
Psychiatric Aide (K10-K21)	2	2
<b>Total Staff</b>	<b>24</b>	<b>24</b>

E. 14152721 COMM. BASED HEALTH SERVICES -  
**ADMINISTRATION**  
 01213 ADMINISTER COMMUNITY- BASED  
 SERVICES

STAFF POSITIONS	2026	2025
Medical Officer of Health (K43)	1	-
Director - Community Health Services (K43)	-	1
Coordinator- Community Nursing (K43)	1	1
District Medical Officer (K36-K41)/(K42)	10	10
Deputy Coordinator-Community Nursing (K41)	1	1
Health Services Administrative Officer (K33-K38)	1	1
Public Health Officer (K33-K38)	1	-
Pharmacist (K25-K32)/(K33-K38)	2	2
Maintenance Technician Officer (K28-K32)	1	-
Senior Clerk (K22-K27)	1	1
Junior Clerk (K10-K21)	4	4
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>24</b>	<b>22</b>

E. 14152722 COMM. BASED HEALTH SERV. -  
**FAMILY HEALTH**  
 01224 PROVIDE HEALTHCARE THRU  
 COMMUNITY CENTRES

STAFF POSITIONS	2026	2025
Community Nurse Manager (K38-K39)/(K40)	11	11
Community Nurse (K36-K37)/(K39)	25	25
Community Nurse (K36-K38)	2	2
Community Registered Nurse (K33-K35)	10	10
Community Nursing Assistant (K12-K22)	26	26
Community Nursing Attendant (K10-K21)	15	15
<b>Total Staff</b>	<b>89</b>	<b>89</b>

## 14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

**E. 14152722 COMM. BASED HEALTH SERVICES - FAMILY HEALTH  
01216 PROVIDE DENTAL HEALTH CARE**

STAFF POSITIONS	2026	2025
Chief Dental Surgeon (K43)	1	1
Dental Surgeon (K39-K42)/(K43)	4	4
Dental Therapist (K33-K38)	1	1
Dental Hygienist (K25-K32)	2	2
Dental Assistant (K12-K23)	5	5
Dental Clerk (K10-K21)	4	4
<b>Total Staff</b>	<b>17</b>	<b>17</b>

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.  
01014 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2026	2025
Director, Health Institutions (K43)	1	1
Director, Operations (K43)	1	1
Medical Chief of Staff/General Surgeon (K43)	1	1
Operations Manager, JNF (K33-K38)/(K39-K41)	1	1
Security Officer (K10-K21)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 14152723 COMM. BASED HEALTH SERVICES - ENV. HEALTH  
01202 MONITOR SANITATION  
01226 CONTROL VECTORS  
01227 PORT HEALTH SERVICES**

STAFF POSITIONS	2026	2025
<b>01202</b>		
Chief Environ. Health Officer (K38)/(K39-K41)	1	1
Deputy Chief Environmental Health Officer (K38)/(K39-K40)	1	1
Senior Environmental Health Officer (K33-K38)/(K39-K40)	3	3
Environmental Health Officer (K12-K23)/(K25-K32)/(K33-K38)	10	10
Cleansing Supervisor (K33-K35)	1	1
<b>01226</b>		
Insect/Vector Control Officer (K7-K17)	12	12
<b>01227</b>		
Port Health Surveillance Officer (K33-K38)	1	1
Port Health Nurse (K25-K32)/(K33-K38)	3	3
Port Health Officer (K10-K21)/(K22-K27)	6	6
Port Health Vector Control Officer (K7-K17)	2	2
<b>Total Staff</b>	<b>40</b>	<b>40</b>

**E.14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.  
01015 PROVIDE MAINTENANCE SERVICES**

STAFF POSITIONS	2026	2025
Biomedical Engineering Technician (K33-K35)/(K36-K38)	1	1
Physical Plant Maintenance Technician (K33-K35)/(K36-K38)	1	1
Medical Equipment Maintenance Technician (K33-K38)	1	-
Assistant Maintenance Technician (K12-K23)/(K25-K32)	2	1
Medical Equipment Maintenance Technician (K12-K23)/(K25-K32)	-	1
<b>Total Staff</b>	<b>5</b>	<b>4</b>

## 14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.  
01018 ADMINISTRATIVE SERVICES - JNF HOSPITAL**

STAFF POSITIONS	2026	2025
Dietitian (K35-K38)	1	1
Procurement Officer (K33-K38)	1	1
Accounts Officer (K28-K32)	2	2
Medical Records Technician (K25-K32)	2	2
Cashier Supervisor (K22-K27)	1	1
Human Resource Officer (K22-K27)	1	1
Senior Clerk (K22-K27)	10	10
Orderly Supervisor (K17-K22)	1	1
Cashier (K10-K21)	3	3
Junior Clerk (K10-K21)	7	7
Telephone Operator (K8-K19)	9	9
<b>Total Staff</b>	<b>38</b>	<b>38</b>

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMINISTRATION  
01027 AUXILIARY SERVICES - JNF HOSPITAL**

STAFF POSITIONS	2026	2025
Staff Nurse (K36-K37)/(K38)	1	1
Student Dietary Assistant (K12-K23)	1	1
Housekeeper (K10-K21)	2	2
Supervisor, Kitchen (K10-K21)	1	1
Supervisor, Laundry (K10-K21)	1	1
Seamstress (K7-K17)	4	4
Orderly (K7-K17)	14	14
<b>Total Staff</b>	<b>24</b>	<b>24</b>

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.  
01032 PROVIDE LABORATORY SERVICES**

STAFF POSITIONS	2026	2025
Lab Director/Clinical Pathologist (K43)	1	-
Clinical Pathologist (K43)	1	-
Lab Manager (K35-K38)/(K39-K41)	1	1
Senior Lab Technologist (K33-K35)/(K36-K38)	1	1
Medical Technologist (K25-K32)/(K33-K38)	7	7
Lab Technologist (K25-K32)/(K33-K38)	4	4
Histotechnologist (K22-K27/K28-K32)	1	1
Student Lab Technician (K22-K27)	1	-
Student Lab Technologist (K22-K27)	-	1
Cytoscreener (K22-K27)	1	1
Student Lab Technician (K12-K23)	2	2
Blood Banking Advocate/Counsellor (K10-K21)	1	1
Phlebotomist (K10-K21)	5	5
<b>Total Staff</b>	<b>26</b>	<b>24</b>

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMINISTRATION AUX. SERVICES**

**01161 MARY CHARLES HOSPITAL  
01165 POGSON HOSPITAL  
01175 CARDIN HOME**

STAFF POSITIONS	2026	2025
<b>01161</b> Orderly (K7-K17)	6	6
<b>01165</b> Clerk (K10-K21) Orderly (K7-K17)	1 6	1 6
<b>01175</b> Orderly (K7-K17)	6	6
<b>Total Staff</b>	<b>19</b>	<b>19</b>

## 14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.  
01246 PHARMACEUTICAL AND MEDICAL SUPPLIES**

STAFF POSITIONS	2026	2025
Chief Pharmacist (K35-K38)/(K39-K41)	1	1
Manager, Central Drug and Medical Stores (K35-K38)	1	1
Medical Supplies Officer (K33-K35)	1	1
Senior Inventory Clerk (K22-K27)	2	-
Senior Clerk (K22-K27)	-	1
Junior Inventory Clerk (K10-K21)	2	-
Junior Clerk/Store Clerk (K10-K21)	-	1
Driver (K7-K17)	1	1
<b>Total Staff</b>	<b>8</b>	<b>6</b>

**E. 14153731 INSTITUTION-BASED HLTH SERV.  
- ADMINISTRATION  
01258 DISPENSE PHARMACEUTICAL**

STAFF POSITIONS	2026	2025
Senior Pharmacist (K33-K38)/(K39-K40)	1	1
Pharmacist (K33-K38)	4	-
Pharmacist (K25-K32)/(K33-K38)	-	4
Student Pharmacy Technician (K12-K23)	3	3
<b>Total Staff</b>	<b>8</b>	<b>8</b>

**E. 14153732 INSTITUTION-BASED HEALTH SERVICES -  
CLINICAL SERVICES AND PATIENT CARE -  
ADMINISTRATIVE SERVICES**

- 01159 MARY CHARLES**
- 01163 POGSON**
- 01173 CARDIN HOME**

STAFF POSITIONS	2026	2025
<b>01159</b> Assistant Nurse Manager (K37-K38)/(K39)	1	1
<b>01163</b> Assistant Nurse Manager (K37-K38)/(K39)	1	1
<b>01173</b> Supervisor, Cardin Home (K35-K38)	1	1
Assistant Nurse Manager (K37-K38)/(K39)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

## 14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

**E. 14153732 INSTITUTION-BASED HEALTH SERVICES  
SERVICES - CLINICAL SERVICES AND  
PATIENT CARE - MEDICAL/NURSING  
SERVICES**

**01160 MARY CHARLES  
01164 POGSON  
01174 CARDIN HOME  
01176 HAEMODIALYSIS UNIT  
01177 HEALTH INFORMATION SYSTEM UNIT**

STAFF POSITIONS	2026	2025
<b>01160</b>		
Staff Nurse (K36-K37)/(K38)	4	4
Nursing Assistant (K12-K22)	2	2
<b>01164</b>		
Staff Nurse (K36-K37)/(K38)	4	4
<b>01174</b>		
Staff Nurse (K36-K37)/(K38)	2	2
Registered Nurse (K33-K35)	5	5
Nursing Assistant (K12-K22)	9	9
Orderly (K10-K21)	4	4
Attendant (K10-K15)	5	5
<b>01176</b>		
Assistant Nurse Manager (K37-K38)/(K39)	1	1
Staff Nurse (K36-K37)/(K38)	5	5
<b>01177</b>		
Health Information Systems Manager (K33-K38)	1	1
Network Specialist (K33-K38)	1	1
Technician (K22-K27)	1	1
<b>Total Staff</b>	<b>44</b>	<b>44</b>

**E. 14153732 INSTITUTION-BASED HEALTH SERVICES  
CLINICAL SERVICES AND PATIENT CARE  
01021 MEDICAL/NURSING SERV. - JNF HOSPITAL**

STAFF POSITIONS	2026	2025
Nephrologist (K43)	1	1
Anaesthetist (K43)	3	3
General Surgeon (K43)	2	2
Intensivist (K43)	1	-
Obstetrician/Gynaecologist (K43)	2	2
Medical Specialist (K43)	2	2
Paediatrician (K43)	2	2
Psychiatrist (K43)	1	1
Orthopaedist (K43)	2	2
Pathologist (K43)	-	2
Pulmonologist (K43)	1	1
Ophthalmologist (K43)	2	2
Emergency Specialist (K43)	1	1
Medical Internist (K43)	1	1
Vascular Surgeon (K43)	1	1
Oncologist (K43)	2	2
Cardiologist (K43)	1	1
Ear, Nose and Throat Specialist (K43)	1	1
Neurologist (K43)	1	1
Urologist (K43)	1	1
Director, Institutional Nursing Services (K43)	1	1
Assistant Director, Institutional Nursing Services (K41)	1	1
Medical Officer (K39-K41)/(K42)	28	28
Medical Officer: Institution and Psychiatry (K36-K41)/(K42)	1	1
Emergency Nurse (K39-K41)	5	-
Infection Control Officer (K38-K39)/(K40)	3	3
Nurse Manager (K38-K39)/(K40)	6	6
Quality Assurance Officer (K38-K39)	1	1
Occupational Therapist (K35-K38)/(K39-K41)	1	1
Physiotherapist (K35-K38)/(K39-K41)	2	2
Speech Therapist (K33-K38)/(K39-K41)	1	1
Administrative Night Coordinator (K38-K39)/(K40)	1	1
Nurse Anaesthetist (K38-K39)/(K40)	2	2
Admission and Discharge Planning Nurse (K37-K38)/(K39)	1	1
<b>Total Staff</b>	<b>82</b>	<b>78</b>

## 14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

**E.14153732 INSTITUTION-BASED HEALTH SERVICES -  
CLINICAL SERVICES AND PATIENT CARE  
01021 MEDICAL/NURSING SERVICES - JNF HOSPITAL**

STAFF POSITIONS	2026	2025
Assistant Nurse Manager (K37-K38)/(K39)	19	19
Clinical Instructor (K37-K38)/(K39)	1	1
ICU Nurse (K37-K38)/(K39)	2	2
In-Service Coordinator (K37-K38)/(K39)	1	1
Nurse Preceptor (K36-K37)/(K38)	1	1
Staff Nurse (K36-K37)/(K38)	110	110
Counsellor (K33-K38)	1	1
Registered Nurse (K33-K35)	23	23
Nursing Assistant II (K33)	8	8
Parademics (K28-K32)/(K33-K38)	4	2
Oncology Technician (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Emergency Medical Technician (K12-K21)/(K22-K27)	39	39
Nursing Assistant (K12-K22)	37	37
Junior Clerk (K12-K21)	1	1
Psychiatric Aide (K12-K21)	3	3
Security Officer (K12-K21)	2	2
Scrub Technician (K12-K19)	8	8
Nursing Attendant (K12-K15)	44	44
<b>Total Staff</b>	<b>306</b>	<b>304</b>

**E. 14153732 INSTITUTION-BASED HEALTH  
SERVICES - CLINICAL  
SERVICES AND PATIENT CARE  
01036 PROVIDE RADIOLOGY SERVICES**

STAFF POSITIONS	2026	2025
Radiologist (K43)	2	2
Chief Radiographer (K35-K38)	1	1
M.R.I Technician (K33-K38)	1	1
Radiographer (K25-K32)/(K33-K38)	6	6
Student X-Ray Technician (K12-K23)	1	1
Nursing Assistant (K12-K22)	5	5
<b>Total Staff</b>	<b>16</b>	<b>16</b>

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES -  
CLINICAL SERVICES AND PATIENT CARE  
03651 COLLECTIONS UNIT**

STAFF POSITIONS	2026	2025
Collections Manager (K33-K38)	1	1
Collections Officer (K12-K21)/(K22-K27)	1	1
<b>Total Staff</b>	<b>2</b>	<b>2</b>

## **15 – MINISTRY OF SPORTS**

## 15 - MINISTRY OF SPORTS

**E. 15161741 ADMINISTRATION  
02764 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
Special Advisor (K45)	1	1
Assistant Secretary (K33-K38)/(K39-K41)	1	1
Administrative Officer (K33-K38)	2	2
Project Officer (K28-K32)/(K33-K38)	1	1
Personal Assistant (K28-K32)	1	1
Accounts Clerk (K10-K21)	1	1
Clerk (K10-K21)	2	1
<b>Total Staff</b>	<b>10</b>	<b>9</b>

**E. 15161741 ADMINISTRATION  
00272 MANAGE MINISTRY SECRETARIAT**

STAFF POSITIONS	2026	2025
Director (K43)	1	1
Personal Assistant/Secretary (K28-K32)	1	1
<b>Total Staff</b>	<b>2</b>	<b>2</b>

**E. 15123541 SPORTS DEPARTMENT  
00242 SUPPORT SPORTS DEVELOPMENT VIA  
YOUTH INITIATIVES**

STAFF POSITIONS	2026	2025
Director, Sports (K43)	1	1
Assistant Director (K33-K38)	1	-
Venue Manager (K30-K40)	1	1
Sports Officer III (K28-K32)	1	1
Sports Officer (K12-K21)/(K22-K27)/(K28-K32)/(K33-K38)	3	2
Assistant Sports Co-ordinator (K28-K32)	-	1
Sports Officer II (K22-K27)	4	4
Supervisor of Parks (K22-K27)	1	1
Clerk (K10-K21)	1	1
Sports Officer I (K10-K21)	8	8
Park Caretaker (K7-K17)	4	4
<b>Total Staff</b>	<b>25</b>	<b>24</b>

**16 – MINISTRY OF  
SUSTAINABLE DEVELOPMENT**

## 16 - MINISTRY OF SUSTAINABLE DEVELOPMENT

**E.16171 SUSTAINABLE DEVELOPMENT**  
**01255 PROVIDE ADMINISTRATION SUPPORT**  
**01256 DEVELOP AND ANALYSE POLICY**

STAFF POSITIONS	2026	2025
<b><u>751-01255</u></b>		
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Senior Administrative Officer (K42)	-	1
Assistant Secretary (K33-K38)	1	-
Administrative Officer (K33-K38)	1	1
Executive Officer (K33-K38)	1	1
ICT Administrator (K33-K38)	1	1
Executive Officer (K28-K328)	1	1
Senior Clerk (K22-K27)	1	1
Secretary (K17-K25)	2	2
Clerk/Typist (K10-K21)	2	2
Driver (K7-K17)	1	1
Messenger (K1-K14)	2	2
<b><u>752-01256</u></b>		
Chief Policy Analyst (K43)	1	1
<b>Total Staff</b>	<b>16</b>	<b>16</b>

**E.16172 PUBLIC SECTOR INVESTMENT**  
**PLANNING**  
**01265 GUIDE, MONITOR AND EVALUATE**  
**PSIP**

STAFF POSITIONS	2026	2025
Director of Public Sector Investment Planning (K43)	1	1
Senior Project Analyst (K42)	2	2
Project Officer (K33-K41)	1	1
Social Planner (K33-K38)/(K39-K41)	1	1
Project Analyst I/II (K33-K38)/(K39-K41)	5	5
Accountant (K33-K38)/(K39-K41)	1	1
Assistant Project Analyst (K17-K27)	1	1
<b>Total Staff</b>	<b>12</b>	<b>12</b>

**E. 16173 PHYSICAL PLANNING**  
**01308 ADMINISTER PHYSICAL PLANNING**

STAFF POSITIONS	2026	2025
Director of Physical Planning (K43)	1	1
Senior Development Control Officer (K42)	1	1
Senior Physical Planning Officer (K42)	1	1
Senior GIS Officer (K42)	1	1
Development Control Officer I/II (K33-K38)/(K39-K41)	2	2
Development Control Compliance Officer (K33-K38)/(K39-K41)	1	1
GIS Analyst (K39-K41)	1	1
GIS Officer II (K33-K38)	1	1
Physical Planning Officer (K30-K38)	2	2
Development Control Administrative Officer (K28-K32)/(K33-K38)	1	1
GIS Officer I (K28-K32)	1	1
Building Inspector (K28-K32)	6	6
GIS Assistant (K10-K21)/(K22-K27)	1	1
Physical Planning Assistant (K10-K21)	1	1
Development Control Assistant (K10-K21)	1	1
<b>Total Staff</b>	<b>22</b>	<b>22</b>

**E.16174 STATISTICS**  
**01267 PROVIDE ADMINISTRATION SUPPORT**  
**01271 PRODUCE ECONOMIC STATISTICS**

STAFF POSITIONS	2026	2025
<b><u>781-01267</u></b>		
Director, Statistics (K43)	1	1
Senior Statistician (K42)	1	1
<b><u>782-01271</u></b>		
Statistician I/II (K33-K38)/(K39-K41)	3	3
Statistical Clerk II (K28-K32)	2	2
Statistical Clerk I (K10-K21)/(K22-K27)	2	2
<b>Total Staff</b>	<b>9</b>	<b>9</b>

## 16 - MINISTRY OF SUSTAINABLE DEVELOPMENT

### E. 16174 STATISTICS

#### 01273 PRODUCE SOCIAL STATISTICS

#### 01274 PRODUCE TRADE AND PRICE STATISTICS

STAFF POSITIONS	2026	2025
<b>783-01273</b>		
Statistician I/II (K33-K38)/(K39-K41)	2	2
Statistical Clerk I (K10-K21)/(K22-K27)	3	3
<b>784-01274</b>		
Statistical Officer (K28-K32)/(K33-38)	3	3
Statistical Clerk II (K28-K32)	1	1
Statistical Clerk I (K10-K21)/(K22-K27)	3	3
<b>Total Staff</b>	<b>12</b>	<b>12</b>

### E. 16176 LANDS AND SURVEYS

#### 01284 ADMINISTER LANDS

#### 01285 PROVIDE SURVEYING SERVICES

STAFF POSITIONS	2026	2025
<b>801-01284</b>		
Director, Lands and Surveys (K43)	1	1
Land Evaluator (K33-K38)	1	1
Land Evaluator Assistant (K10-K21/K22-K27)	1	1
Receptionist/Secretary (K10-K21)	1	1
<b>802-01285</b>		
Surveyor (K30-K38)/(K39-K41)	2	2
Surveyor (K30-K41)	1	1
Administrative Officer (K33-K38)	1	1
Cartographic Officer (K33-K38)	1	1
Assistant Land Surveyor (K28-K32)	1	1
Senior Draughtsman II (K28-K32)	1	1
Senior Assistant Surveyor (K22-K27)/(K28-K32)	2	2
Senior Clerk (K22-K27)	3	3
Senior Draughtsman I (K22-K27)	1	1
Clerk (K10-K21)	1	1
Junior Assistant Land Surveyor (K10-K21)	2	2
Pupil Draughtsman (K10-K21)	2	2
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>23</b>	<b>23</b>

### E. 16177 URBAN DEVELOPMENT DEPARTMENT (UDD)

#### 00398 MANAGE URBAN DEVELOPMENT

#### DEPARTMENT (UDD)

STAFF POSITIONS	2026	2025
Director, Urban Development Department (K42)	1	1
Executive Officer (K28-K32)	1	-
Assistant Urban Development Officer (K22-K27)	1	1
<b>Total Staff</b>	<b>3</b>	<b>2</b>

### E. 16178 NATIONAL LAND SALES AGENCY

#### 00510 PROVIDE ADMINISTRATIVE SUPPORT

STAFF POSITIONS	2026	2025
Head, National Land Sales Agency (K28-K32)	1	1
Clerk (K10-K21)	4	4
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**17 – MINISTRY OF  
FOREIGN AFFAIRS**

## 17 - MINISTRY OF FOREIGN AFFAIRS

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**E. 17071251 ADMINISTRATION**  
**00543 ADMINISTER FOREIGN AFFAIRS**

STAFF POSITIONS	2026	2025
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Ambassador/High Commissioner (K45)	2	2
Ambassador (K45)	5	5
Foreign Officer (K44)	1	1
Director of Foreign Affairs (K43)	1	1
Chief Protocol Officer (K42)	1	1
Counsellor (K42)	4	4
First Secretary (K39-K41)	1	1
Senior Foreign Service Officer (K39-K41)	6	6
Assistant Secretary (K33-K38)	1	1
Foreign Service Officer (K33-K38)	9	9
System Administrator (K33-K38)	1	1
Executive Officer (K28-K32)	5	5
Personal and Research Assistant (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	4	4
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>46</b>	<b>46</b>

**E. 17071251 ADMINISTRATION**  
**01763 PROVIDE PROTOCOL SERVICES**

STAFF POSITIONS	2026	2025
Protocol Officer (K10-K21)	2	2
<b>Total Staff</b>	<b>2</b>	<b>2</b>

**18 – OFFICE OF THE  
ATTORNEY GENERAL**

## 18 - OFFICE OF THE ATTORNEY GENERAL

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**E. 18032071 LEGAL SERVICES  
01234 REPRESENT THE GOVERNMENT**

STAFF POSITIONS	2026	2025
Attorney General ( C )	1	1
Senior Legal Officer (K45)	1	1
Solicitor General (K45)	1	1
Chief Parliamentary Crown Counsel (K45)	1	1
Deputy Chief Parliamentary Crown Counsel (K44)	1	1
Crown Counsel II (K43-K44)	4	4
Crown Counsel I (K35-K42)	5	5
<b>Total Staff</b>	<b>14</b>	<b>14</b>

**E. 18032071 LEGAL SERVICES  
01236 REPRESENT THE GOVERNMENT ON CRIMINAL MATTERS**

STAFF POSITIONS	2026	2025
Director of Public Prosecution (K45)	1	1
Assistant Director of Public Prosecution (K45)	2	2
Crown Counsel II (K43-K44)	2	2
Crown Counsel I (K35-K42)	4	4
Personal Assistant (K33-K38)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>11</b>	<b>11</b>

18 - OFFICE OF THE ATTORNEY GENERAL

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E. 18041092 ELECTORAL OFFICE  
00806 MANAGE THE ELECTION PROCESS

STAFF POSITIONS	2026	2025
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	2	2
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	4	4
Office Attendant (K1-K14)	1	1
Total Staff	10	10

# **19 – MINISTRY OF EMPLOYMENT AND LABOUR**

## 19 - MINISTRY OF EMPLOYMENT AND LABOUR

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### E. 19061241 LABOUR DEPARTMENT 00780 ENHANCE LABOUR/INDUSTRIAL RELATIONS

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
Labour Commissioner (K43)	1	1
Deputy Labour Commissioner (K39-K41)	1	1
Statistician (K33-K38)	1	1
Finance Officer (K33-K38)	1	1
Labour Officer IV (K33-K38)	6	6
Labour Officer III (K28-K32)	3	3
Personal Assistant (K28-K32)	1	1
Labour Officer II (K22-K27)	3	3
Secretary (K22-K27)	1	1
Clerk (K10-K21)	2	2
Labour Officer I (K10-K21)	7	7
Driver/Messenger (K1-K17)	1	1
Total Staff	29	29

**20 – MINISTRY OF  
HOUSING, HUMAN SETTLEMENT,  
ECCLESIASTICAL AND  
FAITH-BASED AFFAIRS**

**20 - MINISTRY OF HOUSING, HUMAN SETTLEMENT, ECCLESIASTICAL AND FAITH-BASED AFFAIRS**

**E. 20114471 ADMINISTRATION  
00039 PROVIDE AND MONITOR HUMAN SETTLEMENT**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
Senior Assistant Secretary (K33-K38/K39-K41)	1	1
Project Officer (K33-K38)	1	1
Executive Officer (K28-K32)	1	-
Personal Assistant (K22-K27)	1	2
Finance Officer (K22-K27)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 20061241 ECCLESIASTICAL AND FAITH-BASED AFFAIRS  
00781 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
Secretary (K17-K25)	1	1
Personal Assistant (K22-K27)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 20113471 DEPARTMENT OF HOUSING  
00049 PROVIDE AND MONITOR HOUSING SOLUTIONS**

STAFF POSITIONS	2026	2025
Housing and Planning Officer (K33-K41)	1	1
Junior Clerk (K10-K21)	2	2
<b>Total Staff</b>	<b>3</b>	<b>3</b>

**21 – MINISTRY OF  
ENVIRONMENT, CLIMATE ACTION  
AND CONSTITUENCY  
EMPOWERMENT**

## 21 - MINISTRY OF ENVIRONMENT, CLIMATE ACTION AND CONSTITUENCY EMPOWERMENT

**E. 21117443 ADMINISTRATION  
00012 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
Senior Administrative Officer (K39-K41)	1	-
Project Officer (K33-K38)	1	-
Project Officer (K33-K38)/(K39-K41)	-	1
Research/Communications Officer (K33-K38)	2	2
Executive Research Officer (K28-K32)	1	1
Executive Officer (K28-K32)	2	2
Clerk (K10-K21)	1	1
Driver/Messenger (K7-K17)	1	1
<b>Total Staff</b>	<b>10</b>	<b>9</b>

**E. 21041091 CONSTITUENCY EMPOWERMENT  
03360 ADMINISTRATION**

STAFF POSITIONS	2026	2025
Director of Constituency Empowerment (K43)	1	1
Deputy Director of Constituency Empowerment (K33-K38)/(K39-K41)	1	1
Constituency Empowerment Coordinator (K28-K32)	2	2
Project Administrator (K22-K27)	2	2
Constituency Empowerment Officer (K22-K27)	6	6
<b>Total Staff</b>	<b>12</b>	<b>12</b>

**E. 21173772 ENVIRONMENT  
01228 CLEAN/BEAUTIFY PARKS AND BEACHES**

STAFF POSITIONS	2026	2025
Coordinator (K28-K32)	1	-
Supervisor (K10-K21)	1	1
<b>Total Staff</b>	<b>2</b>	<b>1</b>

**E. 21174772 CLIMATE ACTION  
00014 MANAGE CLIMATE ACTION**

STAFF POSITIONS	2026	2025
Director Of Climate Action (K42)	1	1
Programme Officer I/II (K33-K38)/(K39-K41)	2	-
Programme Officer (K33-K38)/(K39-K41)	-	1
Project Management Officer (K33-K38)/(K39-K41)	-	1
Data Administrator (K10-K21)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 21173772 ENVIRONMENT  
01332 MANAGE THE ENVIRONMENT**

STAFF POSITIONS	2026	2025
Director (K43)	1	1
Environmental Officer I/II (K33-K38)/(K39-K41)	4	4
Environmental Communication Officer (K33-K38)	1	-
Environmental Education Officer (K33-K38)/(K39-K41)	-	1
Forestry Officer (K33-K40)/(K41-K43)	1	1
Conservation Officer (K20-K30)	2	2
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	1	1
Environmental Planning Assistant (K10-K21)	1	1
Supervisor (K10-K21)	1	1
Forestry Ranger (K7-K17)	4	4
<b>Total Staff</b>	<b>17</b>	<b>17</b>

**22 – MINISTRY OF  
INFORMATION, COMMUNICATION,  
TECHNOLOGY AND POSTS**

## 22 - MINISTRY OF INFORMATION, COMMUNICATION, TECHNOLOGY AND POSTS

**E. 22091380 PROVIDE ADMINISTRATIVE SERVICES  
01000 ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
ICT Policy Advisor (K43)	1	-
Security Engineer (K33-K38)/(K39-K41)	1	1
Assistant Secretary (K33-K38)	2	2
Finance Officer (K28-K32)	1	1
Secretary (K22-K27)	1	1
<b>Total Staff</b>	<b>7</b>	<b>6</b>

**E. 22089382 TECHNOLOGY DEPT. - TELE SERVICES MGMT. UNIT  
00843 ADMINISTER TELECOMMUNICATION SERVICES**

STAFF POSITIONS	2026	2025
Systems Coordinator (K33-K38)/(K39-K41)	1	1
Accounts Supervisor (K22-K27)	1	1
Accounts Officer (K10-K21)	2	2
Receptionist (K10-K21)	3	-
Telephone Operator (K10-K21)	-	3
<b>Total Staff</b>	<b>7</b>	<b>7</b>

**E. 22089381 TECHNOLOGY DEPT - ADMINISTRATION  
00847 TECHNOLOGY SUPPORT AND TRAINING**

STAFF POSITIONS	2026	2025
Director of Technology (K44)	1	1
ICT Policy Advisor (K43)	-	1
Coordinator - Development (K39-K41)	1	2
Coordinator - eGovernment (K39-K41)	1	-
Coordinator - Networks (K39-K41)	1	1
Enterprise Architect (K39-K41)	-	1
Process Manager (K39-K41)	1	1
Systems Administrator (K33-K38)/(K39-K41)	1	1
Network Administrator (K33-K38)/(K39-K41)	1	1
Administrative Officer (K33-K38)/(K39-K41)	1	1
Co-ordinator - Cybersecurity (K33-K38)/(K39-K41)	1	-
Cybersecurity Analyst (K33-K38)/(K39-K41)	1	1
Enterprise Architect (K33-K38)/(K39-K41)	1	-
Software Engineer (K33-K38)/(K39-K41)	1	-
Systems Analyst (K33-K38)/(K39-K41)	1	1
Database Administrator (K33-K38)	1	1
ICT Development Officer (K33-K38)	1	1
IXP Peering Coordinator (K33-K38)	1	1
Information Content Officer (K33-K38)	1	1
IT Business Analyst (K33-K38)	1	1
Network Specialist (K33-K38)	2	2
Software Engineer (K33-K38)	2	3
Web Developer (K33-K38)	1	-
Server Administrator (K28-K32)/(K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Technical Specialist (K28-K32)	1	1
Digital Development Officer (K22-K27)/(K28-K32)	2	2
Programmer II (K22-K27)/(K28-K32)	1	1
Technician II (K22-K27)/(K28-K32)	2	2
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	2	2
Programmer I (K10-K21)	1	1
Technician I (K10-K21)	5	5
Office Attendant (K7-K17)	1	1
<b>Total Staff</b>	<b>41</b>	<b>40</b>

**E. 22132571 POSTAL SERVICES  
00403 ADMINISTER POSTAL SERVICES**

STAFF POSITIONS	2026	2025
Postmaster General (K39-K41)/(K42-K43)	1	1
Deputy Postmaster General (K33-K38)	1	1
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	4	4
Senior Clerk (K22-K27)	7	7
Postal Inspector (K22-K27)	2	2
Logistic Support Officer (K18-K21)	1	1
Technical Support Officer (K16-K21)	1	1
Clerk (K10-K21)	15	15
Postman (K10-K21)	17	17
Sub-Postclerk (K7-K17)	4	4
Van Driver (K7-K17)	3	3
Office Attendant (K7-K17)	1	1
Messenger (K7-K17)	1	1
<b>Total Staff</b>	<b>59</b>	<b>59</b>

**23 – MINISTRY OF YOUTH  
EMPOWERMENT, AGEING AND  
DISABILITIES**

**23 - MINISTRY OF YOUTH EMPOWERMENT, AGEING AND DISABILITIES**

**E. 23148 ADMINISTRATION  
00170 MINISTRY SECRETARIAT**

STAFF POSITIONS	2026	2025
Minister ( C )	1	1
Permanent Secretary (K45)	1	1
Assistant Secretary (K33-K38)	1	1
Case Manager (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Attendant/Driver (K10-K21)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 23150 SENIORS ENRICHMENT DEPT  
00326 ADMINISTER SENIORS ENRICHMENT DEPT**

STAFF POSITIONS	2026	2025
Co-Ordinator, Seniors Enrichment Programme (K33-K38)	1	1
Manager, Saddlers Home (K25-K32)	1	1
Home Care Programme Supervisor (K22-K27)	1	1
Home Care Officer (K10-K21)	19	19
Programme Officer (K10-K21)	1	1
<b>Total Staff</b>	<b>23</b>	<b>23</b>

**E. 23149 YOUTH EMPOWERMENT  
00171 ADMINISTER YOUTH DEVELOPMENT**

STAFF POSITIONS	2026	2025
Director of Youth (K33-K38)/(K39-K41)	1	1
Youth Officer II (K28-K32)/(K33-K38)	4	4
Youth Officer I (K10-K21)	2	2
<b>Total Staff</b>	<b>7</b>	<b>7</b>

**E. 23151 DISABILITIES  
01942 MANAGE DISABILITIES SERVICES**

STAFF POSITIONS	2026	2025
Co-Ordinator, Disabilities Services (K33-K38)	1	1
Programme Officer (K10-K21)	2	2
<b>Total Staff</b>	<b>3</b>	<b>3</b>

# **24 – MINISTRY OF ECONOMIC DEVELOPMENT AND INVESTMENT**

## 24- MINISTRY OF ECONOMIC DEVELOPMENT AND INVESTMENT

**E. 24085 ECONOMIC DEVELOPMENT AND INVESTMENT  
01048 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Secretary (K17-K25)	1	1
Driver/Messenger (K7-K17)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 24086 ECONOMIC DEVELOPMENT AND INVESTMENT  
01049 GUIDE AND MONITOR ECONOMIC DEVELOPMENT  
AND INVESTMENT**

STAFF POSITIONS	2026	2025
Director of Economic Development and Investment (K43)	1	1
Senior Economic Development Planning Officer (K42)	1	1
Senior Investment Officer (K42)	1	1
Senior Project Officer (K42)	1	1
Economist I/II (K33-K38)/(K39-K41)	1	1
Project Officer (K33-K38)	1	1
Research Officer (K17-K27)	1	1
<b>Total Staff</b>	<b>7</b>	<b>7</b>

**E. 24087361 ST. KITTS INVESTMENT PROMOTION AGENCY  
01050 FACILITATE INVESTMENT PROMOTION**

STAFF POSITIONS	2026	2025
Crown Counsel (K39-K41)	1	1
Multimedia Market and Research Officer (K33-K38)	1	1
Assistant Secretary (K33-K38)	1	1
Junior Clerk (K10-K21)	2	2
Office Attendant/Driver (K1-K17)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**25 – MINISTRY OF SMALL  
BUSINESS, ENTREPRENEURSHIP,  
COOPERATION AND THE  
CREATIVE ECONOMY**

## 25 - MINISTRY OF SMALL BUSINESS, ENTREPRENEURSHIP, COOPERATIVES AND THE CREATIVE ECONOMY

**E. 25074294 ADMINISTRATION  
01407 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	1
Director (K43)	1	1
Finance Officer (K28-K32)	1	1
Personal Assistant (K28-K32)	1	1
Secretary (K22-K27)	1	1
Driver/Messenger (K10-K21)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E.25076481 DEPARTMENT OF COOPERATIVES  
00055 PROMOTE AND REGULATE THE COOPERATIVES**

STAFF POSITIONS	2026	2025
Registrar (K39-K41)	1	1
Assistant Registrar (K33-K38)	1	1
Co-Operatives Officer (K22-K27)	3	3
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 25075294 SMALL BUSINESS AND DEVELOPMENT CENTRE (SBDC)  
01408 MARKETING AND INVESTMENT SERVICES**

STAFF POSITIONS	2026	2025
Assistant Secretary (K33-K38)/(K39-K40)	1	1
Business Advisor I (K33-K38)	4	4
Business Officer I/II (K22-K27)/(K28-K32)	4	4
Administrative and Communications Officer (K10-K21)	1	1
<b>Total Staff</b>	<b>10</b>	<b>10</b>

**E. 25090383 ENTREPRENEURSHIP  
01001 SUPPORT INNOVATIVE SERVICES**

STAFF POSITIONS	2026	2025
Assistant Secretary (K33-K38)/(K39-K40)	1	1
Executive Producer (K33-K38)	1	1
Media Coordinator (22-K27)	1	1
Technical Support Officer (K22-K27)	2	2
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 25124551 CULTURAL HERITAGE DEPARTMENT  
00257 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2026	2025
Director, Culture (K41-K43)	1	-
Director, Culture (K33-K38)/(K39-K41)	-	1
Assistant Secretary (K33-K38)/(K39-K40)	1	-
Research and Documentation Specialist (K30-K35)	-	1
Executive Officer (K28-K32)	1	1
Secretary (K23-K28)	1	1
Archivist (K22-K27)	1	1
Asst. Research and Documentation Specialist (K10-K21)	-	1
Cultural Heritage Officer (K10-K21)	1	1
Messenger/Driver (K1-K14)	1	1
<b>Total Staff</b>	<b>7</b>	<b>8</b>

**E. 25124551 THE CREATIVE ECONOMY  
01002 CREATIVE INDUSTRIES**

STAFF POSITIONS	2026	2025
Director, Creative Economy (K41-K43)	1	-
Director, Creative Economy (K33-K38)/(K39-K41)	-	1
Assistant Secretary (K33-K38)/(K39-K40)	1	2
Arts Specialist (K30-K35)	3	3
Research and Documentation Specialist (K30-K35)	1	-
Administrator (K10-K21)	1	-
Clerk (K10-K21)	1	1
Driver/Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>9</b>	<b>8</b>

# **26 – MINISTRY OF DOMESTIC TRANSPORT**

## 26 - MINISTRY OF DOMESTIC TRANSPORT

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**E. 26136611 DOMESTIC TRANSPORT  
00397 ADMINISTER AND REGULATE  
DOMESTIC TRANSPORTATION**

STAFF POSITIONS	2026	2025
Permanent Secretary (K45)	1	-
Director (K43)	1	-
Public Service Driver Inspector (K10-K21)	1	1
Despatcher (K10-K21)	1	1
Total Staff	4	2