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VOL. II



Government of the Federation of  
St. Kitts and Nevis

2022

# ESTIMATES

Investing in our people- Putting St. Kitts and Nevis back on Track



## VOLUME 2



Government Revenue and Expenditure plans adopted by the National Assembly

**ST. CHRISTOPHER AND NEVIS**

**ESTIMATES**

**FOR THE YEAR**

**2022**

**VOLUME II**

**EXPENDITURE FINANCIAL SUMMARY  
BY MINISTRY**

# ST. KITTS AND NEVIS ESTIMATES 2022

## FINANCIAL SUMMARY - RECURRENT EXPENDITURE

Ministry Number	MINISTRY	2022 Estimates \$
01	Governor General	1,283,536
02	Parliament	1,522,518
03	Audit Office	1,272,065
04	Justice and Legal Affairs	9,265,632
05	Office of the Prime Minister	99,342,437
06	National Security and Immigration	65,635,763
07	International Trade, Industry, Commerce and Consumer Affairs	4,961,544
08	Finance	244,839,098
09	Social Development and Gender Affairs	42,018,901
10	Agriculture, Fisheries and Marine Resources	13,750,983
11	Tourism and Transport	25,338,711
12	Public Infrastructure, Posts and Urban Development	22,137,344
13	Education	77,134,216
14	Health	60,655,330
15	Youth, Sports and Culture	8,671,930
16	Sustainable Development	6,870,095
17	Foreign Affairs and Aviation	19,574,421
18	Office of the Attorney General	12,204,476
19	Labour	2,021,655
20	Human Settlements, Ecclesiastical Affairs and National Health Insurance	1,470,741
21	Environment and Cooperatives	1,426,268
22	Entrepreneurship and Communications	7,228,276
	<b>TOTAL RECURRENT EXPENDITURE</b>	<b>728,625,940</b>

# ST. KITTS AND NEVIS ESTIMATES 2022

## FINANCIAL SUMMARY - CAPITAL EXPENDITURE

<b>Ministry Number</b>	<b>MINISTRY</b>	<b>2022 Estimates</b> <b>\$</b>
01	Governor General	500,000
02	Parliament	450,000
03	Audit Office	-
04	Justice and Legal Affairs	3,074,688
05	Office of the Prime Minister	11,220,000
06	National Security and Immigration	14,495,300
07	International Trade, Industry, Commerce and Consumer Affairs	400,000
08	Finance	12,212,000
09	Social Development and Gender Affairs	730,000
10	Agriculture, Fisheries and Marine Resources	6,510,000
11	Tourism and Transport	7,374,396
12	Public Infrastructure, Posts and Urban Development	37,050,000
13	Education	27,399,622
14	Health	13,009,149
15	Youth, Sports and Culture	3,029,769
16	Sustainable Development	18,513,465
17	Foreign Affairs and Aviation	5,893,347
18	Office of the Attorney General	100,000
19	Labour	5,045,000
20	Human Settlements, Ecclesiastical Affairs and National Health Insurance	10,100,000
21	Environment and Cooperatives	1,524,463
22	Entrepreneurship and Communications	1,800,000
	<b>TOTAL CAPITAL EXPENDITURE</b>	<b>180,431,199</b>

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# **01 - Governor-General**

## **Report on Plans and Priorities for the Year 2022**

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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**

The Governor-General, as the Head of State, will execute the functions as outlined in the Constitution as required to support the strategies and programmes of the Government and people of the Federation. This includes:

1. Appoint the Ministers of 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 of 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 2022.

The previous year allowed for changes to be implemented to maximize efficiency. The Office of the Governor-General would continually assess its current position so that it can capitalize on any opportunity to improve its performance.

Specific capital works will continue in 2022 with the view to ensuring the ongoing preservation of the historic structure of Government House.

Charise Gumbs (Mrs.)  
Director of Government House

## **Section 2: Planning 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 Queen 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 Queen 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:

Host official events as requested by the State

Represent the Crown at official functions

#### **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**

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 Projects Information**

#### **2.3.1 Major Capital Projects**

(1) Upgrade of Government House - Phase 2

### Section 3: Ministry Summary

**Portfolio** E.01 - Represent the Queen

**Responsibility Centre**  
01 - Governor General

**Officer in Charge** Governor-General

#### Goals/Global Objectives

To perform all functions necessary by the Governor-General as directed by the Constitution of St. Kitts and Nevis, first as representative of the Queen 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 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
01001 - Provide Administrative Support	1,395	1,272	1,284	1,297	1,311
01001 - Invest in Government House		500	500		
<b>Total</b>	<b>1,395</b>	<b>1,772</b>	<b>1,784</b>	<b>1,297</b>	<b>1,311</b>

## Section 4: Programme Summary

**Portfolio Programme** E.01 - Represent the Queen  
01001 - Provide Administrative Support

**Responsibility Centre**  
01 - Governor General

**Officer in Charge** Governor-General

### Goals/Global Objectives

To perform all functions necessary by the Governor-General as directed by the Constitution of St. Kitts and Nevis, first as representative of the Queen 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

Objective(s) for 2022	Expected Results	Performance Indicators
1. To represent the Crown at official functions	163	Number of official functions presided over

### Sub-Programme:

00744 - Represent the Queen in the Federation  
00743 - Host Official Events  
03296 - Provide Telecommunication Service  
00745 - Support Governor-General

## Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	1,395	1,272	1,284	1,297	1,311
Capital					
Transfer					
Budgetary Grant					
Principal					
Net Lending					
<b>Total</b>	<b>1,395</b>	<b>1,272</b>	<b>1,284</b>	<b>1,297</b>	<b>1,311</b>

<b>Portfolio Programme</b>	<b>E.01 - Represent the Queen 01001 - Invest in Government</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 renovate the Governor-General's residence and bring the officer's quarters to habitable conditions
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<b>Sub-Programme:</b>  0100110 - Upgrade of Government House - Phase II
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**Financial Summary**

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
Recurrent					
Capital		500	500		
Transfer					
Budgetary Grant					
Principal					
Net Lending					
<b>Total</b>		<b>500</b>	<b>500</b>		

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 01 GOVERNOR-GENERAL**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>01001</b>	<b>ADMINISTRATION</b>							
0100110	Upgrade of Government House - Phase II	5,753,199	500,000	-	-	500,000	-	REVENUE
	<b>Subtotal</b>	<b>5,753,199</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	
	<b>TOTAL</b>	<b>5,753,199</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	

**Total Ministry \$500,000**

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## **02 - Parliament**

# **Report on Plans and Priorities for the Year 2022**

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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 constituted under Chapter IV of the Constitution of the Federation of St 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 Her Majesty and a National Assembly." The membership of the National Assembly itself 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.

As is the case in virtually all Commonwealth countries, Parliament has basically three (3) key functions, namely, to:

- Make and amend laws;
- Scrutinize Government income and expenditure; and,
- Debate the work, policies, programmes of Government and other issues of National importance.

In recognition of the generally accepted viewpoint for there to be the separation of powers between the Executive, Judiciary and Legislature - to the extent practicable - there are ongoing discussions between the Office of the Speaker and the Executive regarding the need for Parliament to become more autonomous in its day-to-day functioning.

The parliamentary offices and the Chamber are considered inadequate in terms of physical space, and thus, plans for construction of a new building to house Parliament, are being advanced.

### **1.3 Management Representation Statement**

I submit for tabling in Parliament, a Report on Plans and Priorities for the Parliament for 2022. To the best of my knowledge, the information accurately portrays Parliament's mandate, priorities, and planned results for the upcoming year. It is based on accurate information and acceptable management systems.

Sonia Boddie-Thompson (Mrs.)  
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 Government's policies, programmes and spending, through meetings of the National Assembly, so as to maintain or enhance peace, order and good governance in St. Christopher and Nevis.

### **2.2 Planning Overview**

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

- To provide legislative services to the Federation of St. Kitts and Nevis
- To represent the people of the Federation of St. Kitts and Nevis in accordance with its Constitutional provisions

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

- To provide support for the Legislature
- To ensure the timely remuneration of Parliamentarians
- 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. Refurbishment of the Parliamentary broadcast and information services
2. Remuneration of Parliamentarians
3. 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.

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

There was no impact of previous year's achieved results on the current year's planned expenditure.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Design and Construction for New Parliament Building
2. Purchase of Equipment (Automatic Transcription System)

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

There are no other projects judged important.

## **2.4 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>	Permanent Secretary
<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 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
02011 - Provide Administrative Services	531	2,039	1,003	1,007	1,011
00964 - Remunerate Members of Parliament	585	486	895	895	895
01484 - Support the Office of the Opposition	54	73	74	75	75
<b>Total</b>	<b>1,170</b>	<b>2,598</b>	<b>1,972</b>	<b>1,967</b>	<b>1,981</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E.02 - Provide Legislative Services for the Federation <b>02011 - Provide Administrative Services</b>
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<b>Responsibility Centre</b>	<b>02 - Parliament</b>
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<b>Officer in Charge</b>	Permanent Secretary
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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
--------------------------------	--

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
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
01842 - Commonwealth Parliamentary Association
02011 - Invest in the Parliament
00965 - Support Public Accounts Committee

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	(in thousands)				
Recurrent	493	498	512	516	519
Capital		1,500	450	450	450
Transfer	38	41	41	41	41
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>531</b>	<b>2,039</b>	<b>1,003</b>	<b>1,007</b>	<b>1,010</b>

<b>Portfolio Programme</b>	E.02 - Provide Legislative Services for the Federation <b>00964 - Remunerate Members of Parliament</b>
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<b>Responsibility Centre</b> <b>02 - Parliament</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b> To ensure that the members of the legislative council are remunerated in a timely manner
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<b>Objective(s) for 2022</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

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	585	486	895	895	895
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>585</b>	<b>486</b>	<b>895</b>	<b>895</b>	<b>895</b>



<b>Portfolio Programme</b>	E.02 - Provide Legislative Services for the Federation <b>01484 - Support the Office of the Opposition</b>
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<b>Responsibility Centre</b> <b>02 - Parliament</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b> To provide office accommodations and support staff for the opposition to facilitate the legislative process
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<b>Objective(s) for 2022</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	<b>12</b>	Number of months wages, rent and sundry expenses are paid

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	(in thousands)				
Recurrent	54	73	74	75	75
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>54</b>	<b>73</b>	<b>74</b>	<b>75</b>	<b>75</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 02 PARLIAMENT**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>02011</b>	<b>PARLIAMENT</b>							
0201112	Design and Construction for New Parliament Building	2,000,000	250,000	-	-	250,000	-	REVENUE
0201113	Purchase of Equipment (Automatic Transcription System)	200,000	200,000	-	-	200,000	-	REVENUE
	<b>Subtotal</b>	<b>2,200,000</b>	<b>450,000</b>	<b>-</b>	<b>-</b>	<b>450,000</b>	<b>-</b>	
	<b>TOTAL</b>	<b>2,200,000</b>	<b>450,000</b>	<b>-</b>	<b>-</b>	<b>450,000</b>	<b>-</b>	

**Total Ministry      \$450,000**

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## **03 - Audit Office**

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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 moneys 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 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 regime, 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 Caribbean Organization of Supreme Audit Institutions (CAROSAI) and International Organization 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 improve 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 plans and priorities of the National Audit Office for the year 2022.

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, CPA, FCPA  
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:

- Effective Reporting
- Compliance with International Standards
- Obtaining a 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 2022, the Office plans to:

- Recruit and train Staff for Compliance, Performance and Financial Audits in order to improve quality of audit reports
- 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:

- Recruit qualified personnel
- 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 achievement of strategic objectives over the long term would depend on the National Audit Office's ability to attract, train, and retain qualified individuals.

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

There was no impact of the previous year's results on the current year's expenditure.



## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

There are no major Capital Projects

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

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

The Audit Office has no major Government Projects

## **2.4 Transfer Payment Information**

The Audit Office makes annual contributions to Caribbean Organization of Supreme Audit Institutions (CAROSAI) and International Organization 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 - 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

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
03021 - Provide Administrative, Logistics and Operations Support	317	512	518	525	533
03022 - Conduct Audits on Government Operations	403	740	754	768	783
<b>Total</b>	<b>720</b>	<b>1,252</b>	<b>1,272</b>	<b>1,293</b>	<b>1,316</b>

## Section 4: Programme Summary

**Portfolio** E.03 - Audit the Public Accounts  
**Programme** 03021 - Provide Administrative, Logistics and Operations

**Responsibility Centre**  
 03 - Audit Office  
 021 - Administration Division

**Officer in Charge** Director of Audit

**Goals/Global Objectives**  
 To provide direction and administrative support for the office of the Director of Audit

**Sub-Programme:**

00987 - Manage the operations of the Audit Office  
 00988 - Associate with Regional and International Organisations  
 03021 - Manage General Administration  
 Invest in Audit Office

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	310	507	513	520	528
Capital					
Transfer	6	5	5	5	5
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>316</b>	<b>512</b>	<b>518</b>	<b>525</b>	<b>533</b>

<b>Portfolio Programme</b>	E.03 - Audit the Public Accounts <b>03022 - Conduct Audits on Government</b>
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<b>Responsibility Centre</b> 03 - Audit Office <b>022 - Audit Division</b>
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<b>Officer in Charge</b>	Director of Audit
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<b>Goals/Global Objectives</b> To conduct Value for Money Audits and Financial and Compliance Audits on Government operations to ensure due regard is paid to obtaining value for money and effective stewardship over public resources and to ensure compliance with financial and other regulations
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Objective(s) for 2022	Expected Results	Performance Indicators
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

<b>Sub-Programme:</b>  00991 - Conduct VFM and Programme Audits 00990 - Conduct Financial and Compliance Audits
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#### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	403	740	754	768	783
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>403</b>	<b>740</b>	<b>754</b>	<b>768</b>	<b>783</b>

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

# **Report on Plans and Priorities for the Year 2022**

**Volume 2**

**December 2021**

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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**

The Government of the Federation of St. Kitts and Nevis continues, in its commitment, to provide support for the judicial institution and legal services. This support functions in an enabling legal framework, ensuring a transparent, fair, and equitable justice system that gives its citizens a measure of stability and security while promoting democracy and the rule of law.

Being the Minister of Justice and Legal Affairs gives me the privilege and utmost honour to introduce the Strategic Workplan of the Ministry for the year 2022 intended to strengthen the administration of justice and enhance the delivery of legal services. Our strategic plan includes the commencement of work on the recently purchased second Judges' Residence; this is envisioned to get underway in the first quarter of 2022. Additionally, a complete overhaul of the Sir Lee Llewellyn Moore Judicial Complex is earmarked to commence during the same period to initiate the renovations and retrofitting as deemed necessary. After completion, this project will significantly improve the ambience of the property and allow the staff to perform their duties in a more comfortable and productive environment.

Notwithstanding the above, the third Magistrates' Court Chamber for District 'A' allows for better scheduling of, and efficiency in, Summary Court matters and speedier access to justice. It will provide for in-camera hearings on juvenile issues, Maintenance and particular other Family Court and Traffic Court matters. The implementation of the Night Court has undoubtedly reduced the backlog of traffic matters. The now completed Annex houses the Law Library, which gives practitioners, litigants in person, students, and the public access to specialist law books, journals, and other materials. It will also provide access to legal resources through online legal services.

Court-connected Mediation for the High Court provides an avenue for arriving at mutually agreeable resolutions of disputes, allowing for flexible solutions and settlement in a timely and cost-effective manner. These avenues will help preserve relationships within our communities without a judicial tribunal to determine the outcome. Therefore, the federation has now joined some of its counterparts in the nine-member jurisdiction of the Eastern Caribbean Supreme Court in having a dedicated space to conduct mediations.

The Land Registry and Intellectual Property offices are now serving the General Public from their new location at the newly renovated C&C Building on George Street regarding our legal services. The staff at the Land Registry continues to work diligently and has eliminated the backlog in the registration of titles and other legal documents. With the continued support from the Republic of China on Taiwan, the Land Registry has made substantial progress in digitizing its title documents.



The Land Registry Electronic Filing System, which provides e-filing and property searches online, has entered its second development phase and is now being populated and updated. When finally completed, this system will allow legal practitioners to perform searches remotely from the comfort of their offices or any other accessible location. This is to ensure the effective transformation from a manual to a modern and user-friendly digital system. This will also integrate a land cadastral system, the registration of parcels of land, payment of land transfers and taxes, and efficient land management activities. The Land Registry management and staff continue to work with an interdepartmental Core Committee, including Lands and Surveys, Physical Planning, and Inland Revenue.

Thus, the Ministry of Justice and Legal Affairs endeavours to support judicial institutions efficiently and transparently and ensure that citizens will quickly access justice and a range of legal services.

Honourable Vincent F. Byron  
Minister of Justice and Legal Affairs

## **1.2 Executive Summary**

The Ministry of Justice and Legal Affairs is responsible for providing advice to the Government of St. Kitts and Nevis within the confines of the law and the constitution to ensure that all citizens and residents' fundamental rights and freedom are protected.

During the year 2022, the Ministry of Justice and Legal Affairs will coordinate in house training to strengthen the core competencies of the staff. We will work closely with the training division of the Human Resource Management Department (HRMD) to assist in accomplishing this goal, as well as a dress code policy and job descriptions. The Ministry will continue to strengthen inter- sectoral collaboration with Government Ministries and Departments.

The Covid pandemic has negatively impacted every country globally, and St. Kitts and Nevis got our share of lockdowns and spikes in the Covid cases. As a nation, we continue to strive for excellence. We have utilized the Ministry's resources prudently while fulfilling the Government's policies and engagements. During this period of uncertainty, we have experienced the resilience of our people, and they must be commended and encouraged. This summary seeks to highlight the goals and objectives of the various departments within the Ministry to reinforce the resilience of our citizens and public officers despite the Covid 19 pandemic. However, incomplete capital projects will continue in 2022.

### ***Intellectual Property Office***

The Intellectual Property Office of St. Kitts and Nevis (IPOSKN) became a stand-alone department under the Ministry of Justice and Legal Affairs in 2011. Before that, the functions that the office now performs were done at the High Court Registry.

Some of the primary statutory responsibilities of the IPOSKN are:

- Administering all laws relating to intellectual property
- Promoting creativity and inventiveness among citizens and residents of St. Kitts and Nevis
- Raising public awareness on intellectual property rights and issues
- Collaborating with national, regional, and international bodies, agencies, or institutions, to promote the advancement of people through science, culture, commerce, or any art insofar as intellectual property is concerned.

The IPOSKN has done four (4) public awareness initiatives each year, and this number has been adopted as the annual benchmark. Due to the Covid-19 pandemic, most of the sessions in 2021 were conducted via the online platform.

Public awareness sessions were held on the topics:

- i) Intellectual Property (IP) and Small and Medium-Sized enterprises: Taking Your Ideas to Market. (Conducted in collaboration with the World Intellectual Property Organization (WIPO))
- ii) Pathways to Book Publishing (The University of the West Indies (UWI) Press, a book publisher based in Jamaica, offered to sponsor eight (8) e-books
- iii) A webinar via Zoom was conducted, "Leveraging Intellectual Property in the Sports Arena", collaborating with World Intellectual Property Organization (WIPO). There were over 25 participants to bolster the efforts of the Government and the local sporting community, such as the Olympics and the Caribbean Premier League (CPL) associations

During the upcoming year, more training and outreach programs will be developed to educate and engage our citizens. The collaborative work with the Nevis Cultural Development Foundation, the Department of Culture in St. Kitts, The Ministry of Entrepreneurship and Communications, the Ministry of International Trade and the Department of Sports will continue as they all have overlapping goals. In a collaborative spirit and unified effort, these departments continue to strengthen their linkages towards achieving their common goals. The primary focus will be on the legislative review as success and progress is hinged on an updated legislative framework.

### ***Land Registry***

The backlog of work that existed when the Registrar of Lands was appointed has now practically disappeared. There are still some outstanding matters of which some are awaiting corrections from Attorneys -at-Law. It now takes an average of two (2) months, providing that there are no errors or issues with the documents presented for the registration of property or land to be completed. For the record, the Land Registry has made a significant contribution to land and property ownership in our Federation. The Registrar is responsible for signing all land documents in the Federation. An Assistant Registrar of Lands position will be advertised, and it is envisioned that in 2022 the two-month period it currently takes to process documents will be lessened.

The search function of the Land Administration and Information System (LAIS) is completed. The St. Kitts and Nevis Bar Council members and two (2) senior members of the Bar were invited to test the search function and provide comments, which were favourable, and modifications made as suggested. This function allows the Attorneys-at-Law to search the records of the Land Registry Department from the comfort of their offices. An annual subscription fee module has been developed and will be fully operational in 2022.

The ground-breaking and innovative work of the Land Registry will continue where additional initiatives will enhance its efficiency and services offered. The office moved into the former C&C Building at George Street. However, in Nevis, the staff of the Land Registry is housed in the Court building. Preparations are afoot for the office to be housed in the Solomon Arcade Building.

A fully functional Land Adjudication Unit with Cadastral Maps of St. Kitts with aerial imagery to aid in settling land disputes and identification will be built out in 2022. Therefore, 2022 will be a year of progress and new initiatives for the Land Registry and its staff; plans and projections that did not materialize in 2021 will continue.

### ***Law Commission***

The Law Commission Office is presently housed upstairs in the Electoral Office but will shortly be relocated to the property on George Street. The Government purchased this building with a view of housing several departments falling under the Ministry of Justice and Legal Affairs; this will save monies spent on rental space from private entities. The Law Commission is presently updating the Laws of St. Kitts and Nevis for 2018 to 2020. The publication of this new revised edition is being done by the Regional Law Revision Centre in Anguilla and will be available for public use by May 2022. Bounded versions, pen drives, and an updated website will be available with this edition as part of the contract.

The website has been maintained, with all new laws enacted uploaded within three (3) days of publication in the gazette. During the Covid-19 pandemic lockdowns, the latest Covid-19 Regulations were promptly uploaded to the website, thereby keeping practitioners and the public abreast. Online training will continue into 2022 by the Regional Law Revision Centre in Anguilla. The staff can now effectively navigate the website and upload the information previously carried out by the team in Anguilla.

Currently, a staff member is being trained by Pan-American Health Organization (PAHO)/World Health Organization (WHO) virtual campus on the topic "Developing Tobacco Control Legislation." This training will assist with the production of legislation whereby the Federation can fulfil its signatory obligations under the WHO Framework Convention on Tobacco Control. This training is significant as with the advent of Covid-19, and health experts see the need for smoke-free work environments.

## ***Magistrate Department***

The Magistrate's Department continues to uphold its mandate, that is, to provide an accessible system of justice in which the public is treated fairly and with impartiality. Like other departments, they were affected by the Covid-19 pandemic and to cope with these challenges to ensure that persons could have the justice they seek. The introduction of Zoom allows for a complete list of matters to be scheduled, and attorneys and clients can remain in the comfort of their offices and appear for court.

It is envisioned that Zoom hearings will continue into 2022 and will involve the following:

- Evidence taken from overseas witnesses
- Evidence taken from persons in wheelchairs/ differently-abled witnesses

The Ministry will endeavour to strengthen the human capacity of the Magistrate's Department in 2022. As a result of lockdowns and Covid restrictions, many cases filed in 2021 are yet to be heard. Compliance with the Covid-19 Regulations to keep staff and the public safe is the Ministry's utmost concern and desire.

### **1.3 Management Representation Statement**

It is a privilege to present the plans and priorities for 2022 on behalf of the Ministry of Justice and Legal Affairs. I believe that this presentation reflects an accurate account of the objectives to be achieved and the strategies required to realize the Ministry's goal. Also, it is hoped that this document will serve as an essential planning tool and working document to guide the Ministry of Justice and Legal Affairs operations.

Diana Francis (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. Create greater efficiencies and effectiveness in the systems of the Ministry of Justice and Legal Affairs
2. Continued strengthening of the Legal Aid Clinic
3. Expand the work of the Land Registry
4. Promote the work of the Law Library
5. Expand the work and responsibilities for the Law Commission
6. Expand the activities of the Mediation Unit within the High Court Registry
7. Continued expansion of the Magistrate's Department

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

1. Improve on the Ministry's document handling and digital network
2. Establish online digital applications for processes carried out by the Ministry
3. Increase support to High Court Judges using Legal Researchers
4. Monitor and enforce the billing procedures and fix the fee structure for the court-appointed Counsel
5. Establish quarterly staff training and development
6. Initiate the planning cycle for the Halls of Justice Project
7. Introduce Legislation concerning:
  - a. Enactment of the Freedom of Information Bill
  - b. Ratification of the United Nations Convention against corruption and Integrity in Public Life Bill
  - c. Provisions about the tenure of the Office of the Prime Minister
  - d. Strengthening of the Citizenship by Investment Act

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

1. Training of Officers in the use of the Land Administration Information System
2. Training of Legal Practitioners and the public in the use of search engines in the Law Library
3. Renovations to the Sir Lee L Moore Judicial Complex

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

1. Introduction of technology solutions to the Ministry
2. Focus on greater fiscal prudence
3. Measurement reporting to ensure real-time data for decision making

### **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 organization culture
2. Lack of support from the Judiciary and public with the use of the Law Library

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

The long-term vision of the Ministry includes the building of the Halls of Justice complex; the employment of skilled and specialized staff such as Legal Researchers and Filing Specialists (physical and electronic) to assist not only judges but other legal practitioners within the Ministry to aid in a timely and efficient response to court cases and legal advice as requested by various government departments.

The renovations to the Sir Lee L Moore Judicial Complex will significantly improve the ambience and comfort of the complex for staff and other persons who utilize the services. This much-needed overhaul will enhance the work environment for staff and create better working conditions; thus, overall performance and attendance are expected to improve, where the public will benefit from improved working conditions and efficient services provided by staff.

The cycle of growth and expansion will continue in 2022, and beyond; this will be evident by the implementation of the Land Administration Information System, the expansion of the Mediation Unit and the creation of additional Magistrate courts to ensure that justice is delivered in an efficient and timely manner to all citizens and residents of our Federation home and abroad.

Implementing the first Law Library is also a new initiative for which this government is incredibly proud. The long-term goals and objectives will allow for efficiency and professionalism within the ambits of the Ministry.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Judicial Services Expansion Project
2. Rehabilitation of Judicial Complex Phase II
3. Renovation and Furnishing of Judge's Residence

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

1. Land Registry Integration System
2. Legal Services Complex Configuration and Outfitting Project

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

Completion of Annex to Court House

## **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>
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<b>Responsibility Centre</b>	<b>04 - Ministry of Justice and Legal Affairs</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	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
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### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
04031 - Administer Justice and Legal Affairs	1,042	959	982	996	1,010
04031 - Provide Legal Services to the Government	914	350	275	200	200
04033 - Provide Legal Services to the Public	313	372	378	383	389
04034 - Manage Office of the Ombudsman	61	117	119	121	124
04059 - Register Legal Documents	5,162	5,890	8,449	6,805	6,411
04060 - Support the Judiciary	1,662	1,570	1,619	1,645	1,672
071 - Office of Director of Public Prosecution (DPP)	390	527	518	525	532
<b>Total</b>	<b>9,544</b>	<b>9,785</b>	<b>12,340</b>	<b>10,675</b>	<b>10,338</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E.04 - Facilitate Justice and Manage the Country's Legal Affairs <b>04031 - Administer Justice and Legal Affairs</b>
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<b>Responsibility Centre</b>	04 - Ministry of Justice and Legal Affairs <b>031 - 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 manage administration of the Ministry of Justice and Legal Affairs
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<b>Sub-Programme:</b>	01205 - Manage General Administration 04031 - Manage Telecommunication Service 01206 - Support to Administration 03988 - Support to Law Commission
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### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	1,042	939	972	986	1,000
Capital					
Transfer		20	10	10	10
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,042</b>	<b>959</b>	<b>982</b>	<b>996</b>	<b>1,010</b>



<b>Portfolio</b>	E.04 - Facilitate Justice and Manage the Country's Legal Affairs
<b>Programme</b>	<b>04031 - Provide Legal Services to the Government</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
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<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 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To improve the turn around time for drafting legislation	1	The average time in months between request for drafts and provision of a draft bill
2.To increase efficiency in the drafting of legislation	4	Number of training sessions taken to increase filing of legislation

<b>Sub-Programme:</b>
01235 - Provide drafting services
01233 - Prosecute offenders of the law
04031 - Invest in Legal Services

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent					
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>914</b>	<b>350</b>	<b>275</b>	<b>200</b>	<b>200</b>

<b>Portfolio Programme</b>	E.04 - Facilitate Justice and Manage the Country's Legal Affairs <b>04033 - Provide Legal Services to the Public</b>
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<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
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<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 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1. To increase access to and participation in Legal Aid services	72	The number of visits to rural communities
	75%	Percentage increase in overall clients
2. To provide representation for all persons Without the means to provide for legal defense 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

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	<b>(in thousands)</b>				
Recurrent	313	372	378	383	389
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>313</b>	<b>372</b>	<b>378</b>	<b>383</b>	<b>389</b>

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

<b>Officer in Charge</b>	Ombudsman
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<b>Goals/Global Objectives</b>
Protect and enforce the rights of citizens under the Constitution

<b>Objective(s) for 2022</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

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

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent	61	117	119	121	124
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>61</b>	<b>117</b>	<b>119</b>	<b>121</b>	<b>124</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>	Registrar
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<b>Goals/Global Objectives</b>
To register and process all legal documents for the public

<b>Objective(s) for 2022</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 provide representation for persons without means of obtaining their own defence against a capital charge	100%	Percentage of persons without means that are represented

<b>Sub-Programme:</b>
01420 - Provide representation for murder accused
01582 - Register Intellectual Property
01257 - Register Property and Other Legal Documents
01247 - Provide administrative support to the High Court
01870 - Support to Eastern Caribbean Supreme Court
01583 - Support Registry of Lands and Properties
0405924 - Legal Services Complex Configuration and Outfitting Project
0405925 - Land Registry Integration System
01248 - Support to High Court Judges
01871 - Support to Eastern Caribbean Supreme Court (ECSC)
01584 - Support to WIPO
0405926 - Purchase of Building-Justice and Legal Affairs

## Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	2,442	3,237	3,338	3,385	3,433
Capital	1,177	350	2,800	1,100	650
Transfer	1,543	2,304	2,312	2,320	2,328
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>5,162</b>	<b>5,891</b>	<b>8,450</b>	<b>6,805</b>	<b>6,411</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
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<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 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1. To reduce the backlog of cases before the Supreme and Magistrate's Court	15%	Percentage reduction in pending cases before the courts
2. To reduce the backlog of warrants served	20%	Percentage reduction in pending cases before the courts

<b>Sub-Programme:</b>
01370 - Provide administrative support to the Magistrate's Court
01250 - Record court activities
04031 - Invest in the Courts
01868 - Participation in Regional and International Organizations

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
Recurrent	1,662	1,570	1,619	1,645	1,672
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,662</b>	<b>1,570</b>	<b>1,619</b>	<b>1,645</b>	<b>1,672</b>

<b>Portfolio Programme</b>	E.04 - Facilitate Justice and Manage the Country's Legal Affairs <b>071 - Office of Director of Public Prosecution (DPP)</b>
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<b>Responsibility Centre</b>	04 - Ministry of Justice and Legal Affairs <b>031 - 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 human, material and financial resources for the general administration and functioning of the DPP's Office
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<b>Sub-Programme:</b>	03987 - Law Commission
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### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	390	527	518	525	532
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>390</b>	<b>527</b>	<b>518</b>	<b>525</b>	<b>532</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

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

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>04031</b>	<b>ADMINISTRATION</b>							
0403123	Judicial Services Expansion Project	2,740,000	274,688	-	-	274,688	914,282	REVENUE
	<b>Subtotal</b>	<b>2,740,000</b>	<b>274,688</b>	<b>-</b>	<b>-</b>	<b>274,688</b>	<b>914,282</b>	
<b>04059</b>	<b>REGISTER LEGAL DOCUMENTS</b>							
0405924	Legal Services Complex Configuration and Outfitting Project	1,444,307	100,000	-	-	100,000	1,176,731	REVENUE
0405925	Land Registry Integration System	2,386,500	250,000	-	-	250,000	-	REVENUE
0405927	Rehabilitation of Judicial Complex - Phase II	1,800,000	1,800,000	-	-	1,800,000	-	REVENUE
0405928	Renovation and Furnishing of Judges Residence	650,000	650,000	-	-	650,000	-	REVENUE
	<b>Subtotal</b>	<b>6,280,807</b>	<b>2,800,000</b>	<b>-</b>	<b>-</b>	<b>2,800,000</b>	<b>1,176,731</b>	
							-	
							-	
							-	
	<b>TOTAL</b>	<b>9,020,807</b>	<b>3,074,688</b>	<b>-</b>	<b>-</b>	<b>3,074,688</b>	<b>2,091,013</b>	

**Total Ministry \$3,074,688**



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**05 - Office of the Prime Minister**

**Report on Plans and Priorities  
for the Year  
2022**

**Volume 2**

**December 2021**

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## **Section 1: Minister's Message and Executive Summary**

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

In 2022 The Office of the Prime Minister would continue to coordinate the functions of Government and supervise and monitor the implementation of the government's programme. It will ensure that the activities of the Prime Minister and the government flow smoothly through all Ministries.

The Office of the Prime Minister would continue to provide leadership in the implementation of reforms aimed at strengthening the overall public sector. In so doing, citizens and residents of this country can experience increased access and efficiency when conducting business with the various branches of government.

The Prime Minister's Office will continue to inform and update all our citizens and residents on new initiatives taking place in country. In this regard we will continue to invest in the St. Kitts and Nevis Information Service (SKNIS) and ZIZ to ensure that they continue to play a significant role in providing timely and accurate information to the general public.

A mature country must ensure that its history is well preserved. In a democracy, government records belong to the people. Records help us to claim our rights as citizens, to hold our elected official accountable for their actions and to document our history as a nation.

By preserving our most important records, the Department of Archives will ensure that future generations of Kittitians and Nevisians will be able to explore and have access to our shared history. As such, in 2022 the Office of the Prime Minister will continue to support efforts at preserving our history through the digitalization of documents.

Human Resource plays a key role in developing, reinforcing and changing the culture in the Public Sector. It is considered to be the best resource because humans can make the best use of resources if they are equipped with the knowledge, education and technology to do so. Government will give strong support to the development of our country's human resource through a range of instruments including scholarship awards, payment of economic costs of citizens pursuing studies in areas considered priority for the development of our country.

In 2022 the Human Resource Management Department (HRMD) will as a priority, strengthen human resource capability by investing in training and development of HR specialists and line managers with staff management responsibilities. We will ensure that the appropriate HR specialists and the manner in which they deliver the HR function are properly audited and monitored for maximum efficiency. It is our intention to enhance HR capability through strong and targeted workforce planning and the appropriate investment in technology so that efficiency is realized and maximized in the public sector.

The Federal Office in Nevis will be re-organized to achieve greater efficiency and effectiveness and to be of greater service to the citizens and residents there.

Dr. the Hon. Timothy Harris  
Prime Minister

## 1.2 Executive Summary

In March of 2020 the World Health Organization declared the COVID-19 as a pandemic, and few countries in the world, if any, may have been prepared for its devastating effects. Our Federation of St. Kitts - Nevis was no exception. However, St. Kitts and Nevis, because of prudent fiscal policies and management, and driven by hard work and diligent application by the technical staff of the Ministry of Finance, led by the Honourable Minister of Finance, has survived, and we are now in a better position to put our country back on track. The delicate balance between fiscal restraint and investing in our people was, to a large extent, achieved.

Over the past year, considerable sums were expended in various stimulus programmes to assist the most vulnerable in our society, while at the same time concessionary measures were continued to assist the private sector. The Government has never wavered from its stated commitment to improve the lives of all the citizens and residents of the Federation, even as revenue collection contracted due to the effects of the Pandemic. For the ensuing fiscal year, new programmes will be implemented to achieve greater financial security and to affirm proven measures which afforded economic stability.

One of the new programmes which would be implemented is the development of the Medicinal Cannabis Industry. The genesis of this Industry was in May of 2019, but the St. Kitts and Nevis Medicinal Cannabis Authority was formed on the 30th of April 2020. The rationale for the development of the industry is multifaceted, and includes economic, social and health benefits. The legislative and regulatory framework has already been put in place. A Board has also been installed with a mandate to deliver an industry with global standards, yet being competitive, sustainable and positioned to add to the Federation's overall economic development by job creation through manufacturing, export and sales.

The St. Kitts Investment Promotion Agency (SKIPA) continues to create sustainable investment opportunities as it strives to maintain its niche presently, and in the post COVID-19 era. The new Alternative Investment Option of the Citizenship by Investment Programme will provide opportunities for other sectors of the economy to develop, and SKIPA is particularly keen to engage in areas of Sustainable High - Tech Agriculture, and Green Energy. The focus on food security and reduced dependence on fossil fuels, demands technological change in agri- business and construction of green energy systems. This requires large foreign direct investments, as well as a component of local labour and entrepreneurship.

As the pandemic had disrupted in-person participation at conferences and exhibitions, the Agency is well advanced in the creation of a catalogue of investment opportunities, and has already taken action by implementing a robust online marketing and promotion campaign, utilizing all of the new tech initiatives available.

Despite the pandemic which has had a negative impact on global economies, the number of projects funded by foreign and local investments and supported by the Agency increased in 2021. The prospects for 2022 show several large-scale initiatives at varying stages of the approval process. Cognizant of the crucial role foreign direct investment plays in economic recovery and job creation in this uncertain environment, the Agency will endeavour to maintain the portfolio of projects at levels above 2021.

In 2021, the Citizenship by Investment Programme continued to be a major contributor to the economy. The volume of applications was steady, even during the periods of lock-down due to COVID-19. The Federation maintained its status as a Platinum Brand and has held on to its market share globally. It continues to be ranked as one of the best in the Industry with perfect rankings for Ease of Processing, Due Diligence, Citizenship Timeline, among other indices. The Accelerated Application Process, unique to St. Kitts and Nevis is one of the pillars of the Citizenship Timeline.

Several projects were re-started, and some drew nearer to completion. During the year, a new type of investment was created, as the Cabinet approved an Alternative Investment Option. Under this option, certain types of Government initiatives can be pursued through Citizenship by Investment. Significantly, two projects have already been approved, both of which involve major construction and will ensure high levels of job creation. Through a robust due diligence process and necessary changes in legislation, such as continued amendments to the Escrow Bill to ensure that client's funds are appropriately disbursed, the integrity of the programme is maintained.

The Human Resource Department continues to support the development of the Public Service. During the pandemic, for various reasons the department was not able to fulfil its role as expected. The pandemic also brought to the fore the urgent need for the digitalization of the Department, as many long periods of lockdowns, infections, and absenteeism exposed vulnerabilities within the Department. It is envisaged that in 2022 a comprehensive assessment of the Department would be undertaken with a view to addressing some of the issues which emerged during the pandemic. The Human Resource capacity available must be channeled in meaningful ways, and talents must be developed and harnessed for the better performance of the public service and by extension the Country, so that value for money may be assured by the sums expended on wages, benefits and training. The human resource capacity will then be expanded to better contribute to the growth and development of the Federation.

I cannot end this summary without expressing profound gratitude to the Ministry of Finance for the indefatigable work produced throughout this difficult year. The degree of dedication and commitment exhibited was more than commendable.

### **1.3 Management Representation Statement**

I submit for tabling in Parliament the Annual Report of Plans and Priorities of the Office of the Prime Minister for the year 2022.

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 Departments under the Office of the Prime Minister. It is also consistent with procedures and processes approved by the Ministry of Finance.

Josephine Huggins  
Cabinet Secretary

## **Section 2: Ministry Overview**

### **2.1 Mission Statement**

To provide the necessary support services to the Prime Minister in his pursuit of good governance and accountability in order to improve the quality of life of all residents of the Federation by formulating policies designed to strengthen and optimize our human resource capacity.

### **2.2 Planning Overview**

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

The Office of the Prime Minister being at the core of Government intends to lead the way to a more efficient and productive Civil Service which can deliver high quality services to citizens and residents. The Departments of the Office of the Prime Minister must be positioned to provide support to the Prime Minister in his pursuit of efficiency, good governance and accountability. In this regard, resources have been provided in the 2022 Budget to do the following:

- (i) Promote improved cooperation between the Departments in the Office of the Prime Minister
- (ii) Capacity building at SKIPA and CIU with a view to improve efficiency thus reducing processing time of applications, assisting in their activities to attract and facilitate investors.

- (iii) Implement the recommendations of the Enhanced Public Sector and Efficiency Project
- (iv) Promote further human resource development via the provision of scholarships to pursue studies at the University of the West Indies, University of the Virgin Islands and Monroe College.
- (v) Collaborate with the Federal Government and the Nevis Island Administration
- (vi) Facilitate the input of a wide cross-section of the populace in the development of Government's policies
- (vii) Continued promotion of the Citizenship by Investment Programme to attract foreign investment.
- (ix) Implement modern technology to improve efficiency

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

The annual objectives emphasize the streamlining of administrative processes towards greater efficiency, ensuring that students' education at the University of the West Indies, University of the Virgin Islands and Monroe College are sufficiently funded, strengthening of Federal relations as well as strengthening of the Prime Minister's Secretariat to allow for better management of the Prime Minister's time.

During 2022 more emphasis would be placed on improving the efficiency and responsiveness of the public as a means of making St. Kitts and Nevis more competitive globally.

### **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 the year.

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

The Office of the Prime Minister 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 crucial to the attainment of progress of the country on a whole and its individual citizens especially.



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

- Continue the implementation of the enhanced Public Sector and Efficiency Project
- Creation and implementation of a succession plan
- Continue Operationalization of a training policy
- Co-ordination of in-house training
- Implementation of the updated Civil Service Dress Code Policy
- Development of modern job descriptions, standardized across Ministries
- Secure technical assistance to assist with the development of a Performance Management System
- Promotion of the Citizenship by Investment Program
- Business forums to promote St. Kitts & Nevis as a Financial Services Centre
- Facilitate investments by local, regional and international investors
- Strengthening inter-sectoral collaboration

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

The main challenges for 2022 are as follows:

Discipline amongst some levels of staff continues to be questionable and within the whole process of strengthening our capacity to deliver, time has to be spent on countering this challenge.

Notwithstanding these challenges the objectives of the Ministry are achievable as due analysis was done on how much we can accomplish and therefore none of what we wish to achieve is unrealistic. However managing the way we go about achieving these goals will be critical.

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

To achieve the varying objectives of the Ministry will require human resources and necessary equipment.

As the Ministry continues to tackle these challenges it is expected that monies appropriated to it to support the staff would grow as we recruit the requisite staff.

### *Portfolio's Resource*

Although resources are limited, for the most part the Ministry will utilize strategy and initiative, creativity and intuition to squeeze more out of 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**

The successes of the Business Forums carried out by the St. Kitts Investment Promotion Agency will now allow the Agency to be better able to shape, design, develop and implement similar forums for targeted locations around the world that would allow for the promotion of our local Financial Services Centre around the world.

Joint Cabinet Meetings between the Federal Government and the Nevis Island Administration would continue to be a main stay and it is envisioned that further progress would be made on the advancement and implementation of issues discussed at these meetings.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

- Peace Initiative
- Hurricane Relief Programme

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

- Robert L. Bradshaw Museum
- Christina Memorial and Exhibit
- Renovation of Government Headquarters

## **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) Caribbean Center for Development Administration (CARICAD), Membership Fees
- 5) Council of Legal Education
- 6) Midwestern State University

## Section 3: Ministry Summary

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

### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
05041 - Manage General Administration	38,104	23,925	20,290	9,155	9,240
05041 - Manage Diaspora Unit	140	292	297	303	309
05041 - Manage the National Archives and Records	125	276	280	286	292
05041 - Manage the Citizenship by Investment Unit	39,215	40,419	73,750	73,796	73,842
05042 - Manage the Human Resources of the Government	9,484	11,827	11,903	11,977	12,053
05087 - Promote Investments	1,200	1,484	1,491	1,500	1,509
05088 - Inform the Public on Government Activities and Create Public Awareness	1,200	1,468	1,489	1,512	1,536
05043 - Provide Printing Services for the Government	935	1,049	1,061	1,077	1,093
	<b>90,403</b>	<b>80,740</b>	<b>110,561</b>	<b>99,606</b>	<b>99,874</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E.05 - Manage the Affairs of the Federation <b>05041 - Manage Administration</b>
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<b>Responsibility Centre</b> 05 - Office of the Prime Minister <b>041 - Permanent Secretary</b>
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<b>Officer in Charge</b>	Cabinet Secretary
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<b>Goals/Global Objectives</b> To provide effective administrative support to the Office of the Prime Minister through sound policies and engaging public participation
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1. To engage the public in dialogue on the economy and other issues of national importance	4	Number of quarterly public consultations
2. To facilitate access to Federal Ministers of Government during visits in Nevis	7	Number of visits made by Ministers of Government to the Federal Office in Charlestown
3. To provide the necessary support services to the Cabinet and Cabinet sub-committees	52	Number of Cabinet Meetings held

<b>Sub-Programme:</b>  00818 - Provide administrative support 00814 - Provide administrative support for the Cabinet  00828 - Represent the Federation in Nevis 01359 - Provide coordinating and policy support 05041 - Manage Telecommunication Service 05041 - Invest in National Assets 03360 - People Empowerment Department 04277 - Support Independence Celebration 00820 - Security and Maintenance Unit 00822 - Manage National Heroes Park 00825 - Manage Cannabis Authority 00827 - Manage Electoral Constituency Boundaries Commission
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### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	8,723	8,400	9,070	9,155	9,240
Capital	29,381	15,525	11,220		
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>38,104</b>	<b>23,925</b>	<b>20,290</b>	<b>9,155</b>	<b>9,240</b>

<b>Portfolio Programme</b>	E.05 - Manage the Affairs of the Federation <b>05041 - Manage Diaspora Unit</b>
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<b>Responsibility Centre</b> 05 - Office of the Prime Minister 041 - Permanent Secretary <b>041-095 - Regional Integration Diaspora Unit</b>
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<b>Officer in Charge</b>	Cabinet Secretary
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<b>Goals/Global Objectives</b> To cover all assistance provided to citizens returning to reside in the Federation
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<b>Sub-Programme:</b>  01845 - Provide administrative support to Regional Integration and Diaspora Unit
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### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent	140	292	297	303	309
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>140</b>	<b>292</b>	<b>297</b>	<b>303</b>	<b>309</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 - Office of the Prime Minister 041 - Permanent Secretary <b>097 - National Archives</b>
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<b>Officer in Charge</b>	Director
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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 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To conserve records that are damaged	50	Number of pages of documents conserved
2.To make records accessible to the public	150	Number of persons receiving assistance from the Archives
3. To receive records from the Government's departments	5	Number of departments forwarding documents to the Archives

<b>Sub-Programme:</b> 00833 - Preserve and archive records of importance 0504111 - Invest in National archives and records building
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### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	(in thousands)				
Recurrent	125	276	280	286	292
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>125</b>	<b>276</b>	<b>280</b>	<b>286</b>	<b>292</b>

<b>Portfolio Programme</b>	E.05 - Manage the Affairs of the Federation <b>05041 - Manage the Citizenship by Investment Unit</b>
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<b>Responsibility Centre</b> 05 - Office of the Prime Minister 041 - Permanent Secretary <b>098 - Citizenship by Investment Unit</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b> To manage the Citizenship by Investment Unit
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To promote the Citizenship by Investment Program	300	Number of applicants qualifying for Citizenship through Investment

<b>Sub-Programme:</b>  03608 - Manage foreign investment in the local economy
---

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	39,215	40,419	73,750	73,796	73,842
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>39,215</b>	<b>40,419</b>	<b>73,750</b>	<b>73,796</b>	<b>73,842</b>



<b>Portfolio Programme</b>	E.05 - Manage the Affairs of the Federation <b>05042 - Manage the Human Resources of the Government</b>
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<b>Responsibility Centre</b>
05 - Office of the Prime Minister <b>042 - Human Resource Department</b>

<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

<b>Objective(s) for 2022</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 this assistance
2.To complete Human Resource Audit	4th quarter	Period the Audit is completed
3.To complete the GAE Plan	4th quarter	Period the GAE Plan is completed
4.To complete the new Pension Plan	3rd quarter	Period the new Pension Plan is completed
5.To coordinate and deliver local training programmes	24	Number of training programmes delivered
6.To create and roll-out HR website	3rd quarter	Period the website is launched
7.To design and execute the Civil Service Recognition Program	1st quarter	Period the first program will be rolled out
8.To discuss and adopt the new Training Plan	3rd quarter	Period the Training Plan is adopted
9.To finalize and circulate the Code of Conduct, Codes of Ethics, Recruitment and Employment and the Public Service Standing Orders	2nd quarter	Period documents are disseminated
10.To provide scholarships to students of the Federation	50	Number of students supported by scholarships
11.To refine the Public Service Bill 2011	1st quarter	Period the Bill is completed

**Sub-Programme:**

01361 - Manage Human Resources  
 05042 - Develop Human Resources  
 01366 - Support the services Commissions  
 01367 - Reform the public service  
 01368 - Provide scholarships and bursaries to non-government students  
 05042 - Invest in Human Resource Department  
 Participation in Regional and International Organizations

**Financial Summary**

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	<b>(in thousands)</b>				
Recurrent	2,731	4,027	3,903	3,977	4,053
Capital					
Transfer	6,753	7,800	8,000	8,000	8,000
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>9,484</b>	<b>11,827</b>	<b>11,903</b>	<b>11,977</b>	<b>12,053</b>

<b>Portfolio Programme</b>	E.05 - Manage the Affairs of the Federation <b>05087 - Promote Investments</b>
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<b>Responsibility Centre</b>
05 - Office of the Prime Minister <b>087 - St. Kitts Investment Promotion Agency</b>

<b>Officer in Charge</b>	Director
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<b>Goals/Global Objectives</b>
To market St. Kitts and Nevis as an excellent venue for capital investments

Objective(s) for 2022	Expected Results	Performance Indicators
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 US \$1,000,000
	2	Number of investment projects 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/Exhibitions attended to promote the Financial Services Sector
	3	Number of Conference/Exhibitions attended to promote other Sectors

<b>Sub-Programme:</b>
01050 - Facilitate Investment Promotion Projects
01051 - Promote St. Kitts as an International Financial Centre
05087 - Invest in St. Kitts Investment Promotion Agency

#### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
Recurrent	1,200	1,484	1,491	1,500	1,509
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,200</b>	<b>1,484</b>	<b>1,491</b>	<b>1,500</b>	<b>1,509</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>
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<b>Responsibility Centre</b>
05 - Office of the Prime Minister <b>088 - Information Department</b>

<b>Officer in Charge</b>	Director
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<b>Goals/Global Objectives</b>
To inform and educate the public on government supported initiatives, activities and interests

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To increase access to Government Information via television	1	Number of additional TV Program produced
2.To increase effectiveness and quality of Government Information	30%	Percentage reduction of post-production turn around airtime
3.To train Technical Staff in Post-Production and Editing	80%	Percentage of Technical Staff trained in Post-production and Editing Activities

<b>Sub-Programme:</b>
01139 - Inform the Public and Create Public Awareness 05088 - Invest in SKNIS

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent	1,200	1,468	1,489	1,512	1,536
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,200</b>	<b>1,468</b>	<b>1,489</b>	<b>1,512</b>	<b>1,536</b>

<b>Portfolio Programme</b>	E.05 - Manage the Affairs of the Federation <b>05043 - Provide Printing Services for the Government</b>
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<b>Responsibility Centre</b> 05 - Office of the Prime Minister <b>043 - Government Printery</b>
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<b>Officer in Charge</b>	Manager
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<b>Goals/Global Objectives</b> To provide the printing and binding needs of the Government
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To produce documents and forms requested in a timely manner	2 weeks	Average turnaround 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 05043 - Invest in Printing
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### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	935	1,049	1,061	1,077	1,093
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>935</b>	<b>1,049</b>	<b>1,061</b>	<b>1,077</b>	<b>1,093</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 05 OFFICE OF THE PRIME MINISTER**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>05041</b>	<b>ADMINISTRATION</b>							
0504112	Renovation of Government Headquarters	3,277,062	100,000	-	-	100,000	55,802	REVENUE
0504129	Robert L. Bradshaw Museum	900,000	100,000	-	-	100,000	-	REVENUE
0504141	Christina Memorial and Exhibit	125,000	20,000	-	-	20,000	-	REVENUE
0605245	Peace Initiative	44,600,000	10,000,000	-	-	10,000,000	21,000,000	REVENUE
0504130	Hurricane Relief Programme	68,000,000	1,000,000	-	-	1,000,000	8,155,618	REVENUE
	<b>Subtotal</b>	<b>116,902,062</b>	<b>11,220,000</b>	<b>-</b>	<b>-</b>	<b>11,220,000</b>	<b>29,211,420</b>	
	<b>Construction of National Heroes Park</b>	<b>2,315,075</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>169,536</b>	<b>REVENUE</b>
	<b>Document Management System</b>	<b>2,012,957</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>Construction of National Archives Building</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>Community-based Project</b>	<b>10,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>136,230,094</b>	<b>11,220,000</b>	<b>-</b>	<b>-</b>	<b>11,220,000</b>	<b>29,380,956</b>	

**Total Ministry \$11,220,000**

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

**Report on Plans and Priorities  
for the Year  
2022**

**Volume 2**

December 2021

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## 06 - Ministry of National Security and Immigration

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## **Section 1: Minister's Message and Executive Summary**

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

It is an honour for me to present the strategic initiatives and plans for the Ministry of National Security and Immigration for the 2022 Budget Estimates.

The year 2021 has been a challenging year for the Ministry of National Security and Immigration as agencies played significant roles in supporting the Ministry of Health in the fight to control the COVID-19 pandemic. Thus, National Emergency Management Agency (NEMA), the Royal Saint Christopher and Nevis Police Force (RSCNPF), Saint Kitts and Nevis Defence Force (SKNDF), Immigration and the Administration Department all played vital roles in this effort and will continue to be so engaged in 2022. Nevertheless, the Ministry will push ahead with the vision for continued implementation of effective strategies to ensure that National Security remains a priority and Citizens' safety and security remain assured. The National Security Strategy (NSS) and the strategic objectives outlined by the Team Unity Government in the June 2020 Virtual Election Manifesto to strengthen safety and security will drive the way forward through these Budget Estimates.

The RSCNPF will continue to provide focused leadership and support in the immensely successful delivery of the Alternative Lifestyle Pathways Project (ALPP), or 'Peace Initiative' as it is called to ensure that major crimes remain on a downward trend. Through the Explorers Movement, we have seen the birth and growth of a change movement in SKN that will pay social dividends for a whole generation. The management structure and programming of the Explorers Movement will therefore be strengthened, and the Movement spread to more communities in both St. Kitts and Nevis.

The emergence of the Department of Strategic Research and Development (DSRD) as a major contributor to our Intelligence-gathering and analysis is a new positive development that is being supported. There is support for the Police Force in delivering its five (5) areas of renewed emphases: Community Policing, Research, Training and Development, Crime, and Forensic Science Development, Road Safety and Traffic Management, and finally, Intelligence and Technology.

I am pleased that attention is being placed on the improvement of Police Stations in both St. Kitts and Nevis. This budget promises extensive support for the construction of the Multi-Purpose Training Centre at Lime Kiln, the New Correctional Facility at Estridge, and improvements in the operations of the Fire and Rescue Services and the Defence Force. Our eVisa, ePassport Systems and Border Management Systems are being modernized as we seek to strengthen our Immigration capabilities. The National Drug Council is receiving much-needed personnel and infrastructural upgrades.

NEMA will continue to be empowered to enhance Disaster Management and Mitigation Capabilities. NEMA has played an extensive leadership role in the national response to the COVID-19 pandemic. This role has made it compulsory for more attention to be placed on the continued development of the Agency. As such, NEMA will be assisted in improving its infrastructure, implementing innovative strategies, and generally, transforming the Agency with digital technologies to strengthen emergency response and recovery mechanisms.

Dr. the Hon. Timothy Harris  
Prime Minister and Minister of National Security and Immigration

## 1.2 Executive Summary

The emphases and priority actions for the Ministry of National Security and Immigration in the 2022 Budget will continue to be guided by three Documents:

- (i) The Team Unity Government's priorities for National Security are outlined in the June 2020 Election Manifesto. (See Section 2.2 /2.2.1 below: Planning Overview)
- (ii) The Ministry's National Security Strategy (NSS), which elaborates approaches and strategies to combat the threats to National Security, and the review and development of the National Security Architecture

The main priorities for 2022 are summarized below.

1. Continue the upgrade of the National Emergency Management Agency (NEMA). In 2022, emphasis will be on the following areas of focus:
  - a) Provide improved service personnel training and educational development to NEMA Staff, National Sub Committees and Community Volunteers;
  - b) Invest in and upgrade NEMA's technological capabilities;
  - c) Invest further in infrastructure (physical) development, where appropriate; and
  - d) Provide legislative and/or regulatory support to strengthen operational mandate to NEMA.
2. Development of the Department of Strategic Research and Development (DSRD) under the leadership of the National Security Advisor to provide the strategic level of Law Enforcement Criminal Intelligence and other threat analyses, which allows Ministries, Departments and Agencies to make informed decisions at the strategic, operational, and tactical levels.

**Vision:** To provide quality strategic intelligence outputs for public safety and the nation's interest. **Mission:** To generate the threat analysis outputs to accurately inform law enforcement and other public safety actions of Ministries, Departments and Agencies of the Federation of St. Kitts and Nevis.

Out of a conviction that Police should not only be involved in law enforcement but should also work assiduously to prevent crime, the collaboration between the Ministry of National Security (Administration) and the Royal St. Christopher and Nevis Police Force will be strengthened to support the development of the Explorers Youth Club Movement. This collaboration will be done through a focused management structure for the operations of the Community Policing Initiative Team, the construction of a small Library Building at the Explorers Headquarters, and by the expansion of the Explorers Clubs to more communities in both St. Kitts and Nevis.

The commitment to ensuring a safe and secure federation will continue to be the priority mandate of the Royal St. Christopher and Nevis Police Force. To fulfill this mandate in an ever- changing world requires Police services to adapt to the new best practices in a 21<sup>st</sup> century crime fight model. This budget will support the High Command of the Police to face challenges by implementing vital priorities that are pragmatic and can be quickly delivered. The priority areas to be delivered relate to Community Policing, Research, Training and Development, Crime, Forensic Science Development, Road Safety and Traffic Management, and finally, Intelligence and Technology.

St. Kitts and Nevis Defence Force (SKNDF) will pursue:

- Increased use of technology in crime prevention and law enforcement
- Security improvement at the entrance at Camp Springfield amongst collaboration with the Department of Agriculture and ZIZ
- Acquisition and use of Coastal Radar and Drones

The St. Kitts and Nevis Fire and Rescue Services will seek to provide, among other things, additional staffing to outfit the newly commissioned New Castle Municipal Station and Vance Amory Fire Hall and to provide a new Fire Tender for the New Castle Municipal Station. This Department will emphasize the revision of the Fire Act and the Implementation of Statutory Rules and Orders. Efforts will be made to develop a National Fire Code. The establishment of an Enforcement Unit at the Immigration Department will be a priority. A new contractual arrangement will be negotiated between Canadian Bank Note (CBN) and the Ministry of National Security and Immigration/Government with innovations in the delivery of ePassport, eVisa and Border Management Systems, to include removal of the Departure checkout requirement and introduction of Kiosks on a pilot basis.

The counselling capabilities of the National Drug Council will be enhanced through the construction of an Outreach Centre. It is anticipated that work on the Multi-Purpose Training Facility at Lime Kiln and the construction of the New Correctional Facility at Estridge would be very much advanced during the 2022 Budget cycle. Expansion of Rehabilitation Programmes at Her Majesty's Prison (HMP) will receive financial support.

Generally, this budget will implement initiatives to produce positive result areas, including crime reduction, recidivism reduction, forging stronger community relationships, reducing gang membership recruitment, and establishing safe havens for at-risk youths.

### **1.3 Management Representation Statement**

I am pleased to present the Annual Report on Plans and Priorities for the Ministry of National Security and Immigration. In formulating the information herein, there have been extensive discussions with all the relevant departments within the Ministry of National Security and Immigration and other stakeholder Government departments to ensure that the National Security Strategy is effectively implemented.

The relevant management and accounting systems are in place within the Ministry to ensure effective and efficient implementation of the strategies, initiatives, programmes and projects that have been presented. In the development and presentation of the document, processes and procedures approved by the Ministry of Finance have been considered.

Osmond Petty, B.Sc. M.Ed. MBE, JP  
Permanent Secretary, Ministry of National Security and Immigration

## **Section 2: Ministry Overview**

### **2.1 Mission Statement**

The general VISION of the Ministry of National Security and Immigration as outlined in the National Security Strategy is as follows:

St. Kitts and Nevis, a nation that puts God and Country Above Self, where all exist in a peaceful, safe, secure and stable environment; a place where citizens, residents and visitors can live, study, work, and do business; a Federation that values its people, the system of governance and consistently seeks improvements for all, by providing opportunities that cater for individual and collective well-being through economic growth, prosperity, good health and the respect for law and order; a small island state in which all sectors of the nation, government agencies and private sector, at individual and organizational levels, work together to ensure all threats to its security are minimized or removed.

Therefore, to this end, the following statement outlines the Mission and general Ministry policy and thrust in 2022 and beyond.

To implement strategies and provide resources to the national security agencies to ensure that the Federation of Saint Christopher and Nevis continues to be a safe place to live, work, do business and visit. The concerns and needs of residents, students, tourists and other visitors, businesses and vulnerable people in the Federation will be identified through ongoing public consultation. These will be considered in decision making as the Ministry collaborates with other stakeholder agencies in Government, Non-government Organizations (NGOs) and the private sector to invest its resources and ensure that effective and efficient criminal justice practices are pursued.

## **2.2 Planning Overview**

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

The Ministry's strategic objectives for the 2022 Budget are guided by and seek to implement the Government's directions as outlined in the Team Unity's June 2020 Virtual Election Manifesto. The measures listed on Pages 43-44 are directly quoted and listed at length below.

The commitment to ensuring a safe and secure Federation continues to be the priority mandate of the Royal St. Christopher and Nevis Police Force (RSCNPF). Fulfilling this mandate requires police services to adapt to the new best practices in a 21<sup>st</sup>-century crime-fighting model. The High Command of the Police, recognizing the challenges that lie ahead, has offered vital priorities that are pragmatic and can be quickly delivered.

The priority areas identified are: (i) Community Policing; (ii) Development of Specialist Capabilities; (iii) Administration and Accountability; (iv) Training; and (v) Academics.

Develop and implement a National Social Intervention Management Mechanism with emphasis on:

- Integration of at-risk groups in a functioning and productive society;
- Build out of the Explorers Movement with more clubs launched in St. Kitts and at least three in Nevis;
- Build out the developmental, educational and socialization programmes and activities for Explorers and other youth;
- Robust build-out of Cadet Corps, Teens and Police Service (TAPS) Academy in all public Secondary Schools;
- Robust interventions to address child, sexual, spousal, gender and substance abuse;
- Construct a new facility for Her Majesty's Prison, complete with the relevant rehabilitation, reorientation and reintegration programmes for inmates, enhancing their social skills and ability to reintegrate into society successfully;
- Build capacity of Officers at Her Majesty's Prison, and improve human capital of all employees;
- Complete the build-out and coordination of the National Intelligence Architecture;
- Integrate the private security industry within the National Security Architecture
- Provide improved service personnel training and educational development across all security agencies, the National Emergency Management Agency (NEMA) and the National Council for Drug Abuse Prevention

The extensive leadership role that NEMA has been playing in coordinating the national response to COVID-19 pandemic, has made it imperative that more attention be placed on the continued development of NEMA.

The Government will continue to prioritize upgrades of our nation's Immigration, border management and related national security operations. Keeping our borders safe is a cornerstone of keeping our citizens, residents, streets, and communities safe.

## 2.2.2 Ministry's Annual Objectives vs Strategic Objectives

The Ministry will continue to emphasize its broad goals identified in 2021-2022 including:

1. Reform of the National Security Architecture,
2. Dismantling gangs,
3. Expansion of Community and Youth Policing initiatives and Social Intervention programmes attempting to change community norms, bringing improved relationships between law enforcement, youth and communities as a whole; and
4. Strengthening of smaller Ministry of National Security and Immigration agencies: NEMA and the National Council on Drug Abuse Prevention.

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

The COVID-19 pandemic forced a delay in many planned initiatives for 2021 as the Security Forces were required to enforce the State of Emergency that was put in place to enforce Regulations on COVID-19 Protocols. Hence, human resources had to be re-directed to enforce curfews and lockdowns and monitor quarantine sites. Some of the projected activities for 2021 were not realized. Additionally, the unvaccinated status of some security personnel has put additional pressure on other vaccinated officers to do specific tasks, for example, as they relate to the security at prescribed tourist sites.

## 2.2.4 Main Activities Contributing to the Annual Objectives

The main activities as outlined in the Executive Summary are self-explanatory. Following are some of the budgetary new recurrent expenditure/ related requests that are designed to support some of the activities that have been prioritized for 2022:

### **IMMIGRATION DEPARTMENT:**

To create one (1) Driver position

### **SUPPORT SOCIAL INTERVENTION:**

To create one (1) Clerk position

### **DEPARTMENT OF STRATEGIC RESEARCH AND DEVELOPMENT:**

To rename Analyst position (K33-K37) to Senior Analyst

### **FIRE DEPARTMENT:**

To create seven (7) Fire Officer positions for Nevis Fire Station

To increase risk pay for seven (7) Officers at \$356.00 per month for New Castle Fire Station

## **PRISON:**

To create one (1) Rehabilitation Officer position

## **NATIONAL EMERGENCY MANAGEMENT AGENCY (NEMA):**

To increase Grants and Contributions vote for Seismic Research

To increase Grants and Contributions vote for CDEMA

To create one Logistic Coordinator

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

The SKNDF needs vehicles; and the Police continue to seek additional vehicular support. The need for vehicular support is particularly urgent for the continued build-out of the Explorers Clubs, as the movement of scores of hundreds of children weekly continues to generate a high transportation cost. This has increased as the Explorers Headquarters Building and its programmes take root. The Explorers Headquarters is the central hub of socialization and other developmental activities. Also, mobilization of clubs in Nevis will require further support for uniforms and transport in Nevis. Efforts will continue to seek financial support from the private sector and donor agencies.

Efforts are being made to raise the necessary financing for the New Correctional Facility at Estridge through the Alternative Investment Option of the Citizenship by Investment program.

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

The implementation of the broad-based National Security Strategy (NSS), and the reforms that NSS is expected to generate as Ministries, Departments and Agencies are reviewed in 'all of Government approach to National Security', and as the threats to national security are minimized, potentially is likely to lead to the Ministry's vision of a peaceful, safe and stable environment.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

#### **ON-GOING PROJECTS:**

- Construction of Police Stations
- Refurbishment of Police Stations
- Safety and Security Improvement Project
- E-911 System
- Construction of Explorer's Campsite - Furnishing of Explorers headquarters main building



- National Security COVID-19 Response
- Construction of New Correctional Facility
- Purchase of Vehicles/Equipment
- Construction of Outreach Center
- Closed-circuit Television (CCTV) Surveillance and Traffic Management System

### **NEW INITIATIVES:**

- Renovations to buildings at St. Kitts and Nevis Fire and Rescue Services (SKNFRS) and Her Majesty's Prison (HMP) Prison and Prison Farm in Nevis
- Completion of designs, tendering and mobilization for construction of a new Fire Hall at Vance Amory Airport, Nevis
- Purchase of a Fire Truck for the Fire Station at New Castle Police Station, Nevis
- Fencing of the Mol-Phil Explorers Compound around the Explorers Headquarters at Phillips Village

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

- Containerised Forensic Unit
- Emergency Response Project
- COVID-19 Task Force Response Project
- Construction and Refurbishment of Camp Springfield Barracks

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

- Construction of the Coast Guard Barracks has been completed
- Construction of the Sandy Point Station has been completed

### **2.4 Transfer Payment Information**

Contributions are made to the following agencies:

- Regional Security System (RSS)
- The Caribbean Community (CARICOM) Implementation Agency for Crime and Security (IMPACS)
- United Nations Mission in South Sudan (UNMISS)
- The Agency for the Prohibition of nuclear weapons in Latin America and the Caribbean (OPANAL)
- International Criminal Police Organization (Interpol)
- Organization for the Prohibition of Chemical Weapons (OPCW)
- Association of Caribbean Commissioners of Police (ACCP)
- Caribbean Disaster Emergency Management Agency (CDEMA)
- Caribbean Association of Fire Chiefs (CAFC)
- Association of Superintendents of Prisons (ASP)
- University of the West Indies (UWI) Seismic Research Unit (SRU)

## Section 3: Ministry Summary

<b>Portfolio</b>	<b>E.06 - Provide National Security and Immigration</b>
<b>Responsibility Centre</b>	<b>06 - Ministry of National Security and Immigration</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To provide fire and rescue services and emergency services through the development of policies that are fair and accessible to the citizens and investors 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

### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
06051 - Provide Administrative Support	11,048	17,024	10,100	9,693	9,761
06052 - Manage Police Services	40,659	44,962	43,481	41,770	40,269
06053 - Provide Fire and Rescue Services	7,116	7,314	7,802	7,652	7,767
06054 - Provide National Defence and Regional Security Assistance	9,776	10,451	10,594	10,672	10,854
06055 - Provide Prison Services	5,220	4,398	4,513	4,588	4,663
06056 - Enhance Disaster Management in the Federation	1,258	1,702	1,710	1,725	1,740
06058 - Prevent and Reduce Drug Abuse	512	327	831	735	739
<b>Total</b>	<b>75,589</b>	<b>86,178</b>	<b>79,031</b>	<b>76,835</b>	<b>75,793</b>

<b>Portfolio Programme</b>	E.06 - Provide National Security and Immigration <b>06051 - Provide Administrative Support</b>
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<b>Responsibility Centre</b>
06 - Ministry of National Security 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, drug rehabilitation and the development of internationally accepted immigration practice

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To introduce a Machine-Readable Passport with Biometric technology capability to reduce instances of fraud	0	Number of instances of fraud/identity theft
2.To process Passport applications in accordance with First World standards	within 1 month	Turnaround time for processing of applications/documents - one day for Express Service, three days Quick Service, and 5 days Normal Service
3.To provide improved services to the public and advice on the roles and responsibilities each citizen is required to play in securing the nation	6	Number of strategic priorities implemented to improve service delivery and inform the public on the roles and responsibilities of the Ministry of National Security and Immigration

<b>Sub-Programme:</b>
00703 - Manage the Ministry and Provide Administrative Services
01827 - Contributions to Foreign Institutions
00777 - Issue Work Permits, Citizenship, Visas and Residency Permits
00769 - Issue Travel Documents
00775 - Provide Immigration Services
03310 - Provide Telecommunication Services
06051 - Invest in Homeland Security
04333 - Caribbean Disaster Emergency Management Agency (CDEMA)
04331 - Caribbean Association of Fire Chiefs (CAFC)
04332 - Association of Superintendents of Prisons (ASP)
00770 - Maintenance of Passport System - Canadian Bank Note (CBN)
00776 - Support Social Intervention Initiatives

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	<b>(in thousands)</b>				
Recurrent	8,597	7,604	7,600	7,668	7,736
Capital	2,451	9,420	2,500	2,025	2,025
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>11,048</b>	<b>17,024</b>	<b>10,100</b>	<b>9,693</b>	<b>9,761</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E.06 - Provide National Security and Immigration <b>06052 - Manage Police Services</b>
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<b>Responsibility Centre</b>
06 - Ministry of National Security and Immigration <b>052 - Police</b>

<b>Officer in Charge</b>	Commissioner of Police
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<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

Objective(s) for 2022	Expected Results	Performance Indicators
1.To apply the elements of the crime prevention strategy effectively and efficiently	15%	Percentage increase in solvency rates for homicides
	20	Number of guns removed off the streets
	20%	Percentage reduction in homicides
2.To continue improvements in the discipline, welfare, and general administration of the Force	8	Number of personnel strategies geared to ensure transparency and accountability in actions
3.To implement crime prevention strategies based on Community oriented policing, observing, and protecting the rights of all citizens	5	Number of public consultations for reduction in crime levels
	20	Number of crime prevention initiatives implemented (in cooperation with other Agencies of the National Security Architecture, where applicable)
4.To strengthen the border security mechanism and procedures	2	Number of initiatives taken to improve and enhance the processing of the border security mechanism, in cooperation with other arms of State, where applicable

<b>Sub-Programme:</b>
06052121 - Manage the Police Department
06052122 - Maintain Law and Order
06052124 - Manage Strategic Research and Development
Participation in International and Regional Organizations

## Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands))					
Recurrent	31,256	31,051	31,595	32,084	32,583
Capital	5,736	10,325	8,300	6,100	4,100
Transfer	3,667	3,586	3,586	3,586	3,586
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>40,659</b>	<b>44,962</b>	<b>43,481</b>	<b>41,770</b>	<b>40,269</b>

<b>Portfolio Programme</b>	E.06 - Provide National Security and Immigration <b>06053 - Provide Fire and Rescue Services</b>
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<b>Responsibility Centre</b>
06 - Ministry of National Security and Immigration <b>053 - Fire and Rescue Services</b>

<b>Officer in Charge</b>	Fire Chief
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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

<b>Objective(s) for 2022</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 general 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, corporate 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)	5	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 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	5,950	6,254	6,571	6,684	6,799
Capital	1,114	1,000	1,170	908	908
Transfer	52	60	60	60	60
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>7,116</b>	<b>7,314</b>	<b>7,801</b>	<b>7,652</b>	<b>7,767</b>



<b>Portfolio Programme</b>	E.06 - Provide National Security and Immigration <b>06054 - Provide National Defence and Regional Security Assistance</b>
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<b>Responsibility Centre</b>
06 - Ministry of National Security and Immigration <b>054 - St. Kitts and Nevis Defence Force</b>

<b>Officer in Charge</b>	Lieutenant Colonel
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<b>Goals/Global Objectives</b>
To assist the police in maintaining law and order, the National Emergency Management Agency in national disasters, to deter foreign interference and to provide manpower for regional responses and to participate in national ceremonial duties

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To implement a Youth Outreach Programme	2	Number of community enjoyment activities with persons aged 8 - 16, teaching life skills and the need to be responsible citizens
2.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
3.To develop the skills of the Junior Ranks - knowledge, leadership and management capacities of middle management	10	Number of training sessions conducted during the year. Development of proper criteria for advancement based upon roles and responsibilities of the current Force
4.To ensure the safety of our borders from drug trafficking and smuggling	6	Number of border patrols. Building effective intelligence capacity focusing on the maritime environment
5.To implement a community policing program	4	Number of community meetings held. Improvements realized in communities policed by the military

<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 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	9,350	10,181	10,324	10,502	10,684
Capital	382	200	200	100	100
Transfer	45	70	70	70	70
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>9,777</b>	<b>10,451</b>	<b>10,594</b>	<b>10,672</b>	<b>10,854</b>

<b>Portfolio Programme</b>	E.06 - Provide National Security and Immigration <b>06055 - Provide Prison Services</b>
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<b>Responsibility Centre</b>	06 - Ministry of National Security and Immigration <b>055 - Prison Department</b>
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<b>Officer in Charge</b>	Commissioner of Corrections
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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
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To improve rehabilitation programmes for prisoners	6	Number of skills training sessions held and persons qualified at the accepted standard
2.To provide training for Prison Officers	25	Number of Officers participating in training activities and qualifying at the accepted standard
3.To reduce the number of repeat offenders through effective rehabilitation practices	4	Number of training and counseling sessions held with inmates, leading to a certified rehabilitation and job suitability
4.To strengthen the infrastructure at the Prisons	24	Number of planned actions for the installation of CCTV cameras for implementation and observance of proper security practices/procedures and improved communications for administration and residents

<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 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	4,464	3,928	4,043	4,117	4,193
Capital	724	425	425	425	425
Transfer	31	45	45	45	45
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>5,219</b>	<b>4,398</b>	<b>4,513</b>	<b>4,587</b>	<b>4,663</b>

<b>Portfolio Programme</b>	E.06 - Provide National Security and Immigration <b>06056 - Enhance Disaster Management in the Federation</b>
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<b>Responsibility Centre</b>	06 - Ministry of National Security and Immigration <b>056 - National Emergency Management Agency</b>
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<b>Officer in Charge</b>	National Disaster Coordinator
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<b>Goals/Global Objectives</b>	To coordinate and manage national disasters and emergencies
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To adopt the Model CDM Policy and legislation	August, 2022	Date draft document submitted to Ministry/ Government
2.To develop district Vulnerability Maps to support mitigation efforts at a community level	8	Number of districts to capture hazard specific information to assist with Risk reduction, Mitigation planning and implementation
3.To develop hazard specific contingency plans at community level	4	Number of plans developed and introduced, explained or rehearsed at community level
4.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
	4	Number of sessions for the national volunteer registration
5.To enhance Urban Search and Rescue	42	Number of trained SAR technicians to train and establish multi-agency teams (inclusion of Military, Police, Fire and Rescue Service' roles) with NEMA providing administrative support
6.To enhance the ongoing NEMA multi-hazard Public Education Campaign and produce Public Service Announcements (PSAs) for special interest groups	20	Number of PSAs to disseminate information via website, social media, telephone, and other tools and to launch PSAs
7.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)
8.To strengthen National Tsumani Readiness (early warnings) and implement Tsunami exercises	1	Number of National Response Infrastructure activity to undertake including acquiring broadcast interrupt equipment
9.To train and recertify Community/ Students Emergency Response Teams (CERTS/SERTS)	August, 2022	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)

**Financial Summary**

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	<b>(in thousands)</b>				
Recurrent	536	774	842	857	872
Capital	295	500	300	300	300
Transfer	427	428	568	568	568
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,258</b>	<b>1,702</b>	<b>1,710</b>	<b>1,725</b>	<b>1,740</b>

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

<b>Officer in Charge</b>	Director
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<b>Goals/Global Objectives</b>
To develop policies and strategies to reduce drug use and abuse

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To approve National Drug Policy	December 2022	Date National Drug Policy approved
2.To create awareness of drug use and abuse	5	Number of Public Service Announcements (PSAs) workshops conducted

<b>Sub-Programme :</b>
00782 - National counselling and substance abuse centre
0605116 - Construction of Outreach Center
0605815 - Purchase of Vehicles

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent	448	327	331	335	339
Capital	64		500	400	400
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>512</b>	<b>327</b>	<b>831</b>	<b>735</b>	<b>739</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

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

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>06051</b>	<b>ADMINISTRATION</b>							
0605117	Construction of Explorers Campsite	4,505,437	500,000	-	-	500,000	1,972,766	REVENUE
0605119	Construction of New Correctional Facility	88,000,000	1,000,000	-	-	1,000,000	-	REVENUE
0605130	National Security COVID-19 Response	1,200,584	1,000,000	-	-	1,000,000	478,651	REVENUE
	<b>Subtotal</b>	<b>93,706,021</b>	<b>2,500,000</b>	-	-	<b>2,500,000</b>	<b>2,451,417</b>	
<b>06052</b>	<b>POLICE</b>							
0504411	Safety and Security Improvement Programme	25,912,510	4,000,000	-	-	4,000,000	-	REVENUE
0605211	E-911 System	2,436,709	500,000	-	-	500,000	-	REVENUE
0605212	Construction of Police Stations	26,168,391	1,000,000	-	-	1,000,000	3,285,865	REVENUE
0605215	Refurbishment of Police Stations	2,699,981	2,000,000	-	-	2,000,000	226,071	REVENUE
0605217	Closed-Circuit Television (CCTV) Surveillance and Traffic Management System	11,140,818	-	-	500,000	500,000	354,208	REPUBLIC OF CHINA (ROC) - TAIWAN
0605230	Containerised Forensic Unit	5,018,705	300,000	-	-	300,000	447,271	REVENUE
0605247	Relocation of Traffic Department	1,100,000	1,100,000	-	-	1,100,000	-	REVENUE
	<b>Subtotal</b>	<b>74,477,114</b>	<b>8,900,000</b>	-	<b>500,000</b>	<b>9,400,000</b>	<b>4,313,415</b>	
	<b>TOTAL c/f</b>	<b>168,183,135</b>	<b>11,400,000</b>	-	<b>500,000</b>	<b>11,900,000</b>	<b>6,764,832</b>	



**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

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

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2022				Actual Expenditure 2020	Source of Funding
			Revenue	Loans	Development Aid	Total		
		\$	\$	\$	\$	\$	\$	
	<b>TOTAL b/f</b>	<b>168,183,135</b>	<b>11,400,000</b>	-	<b>500,000</b>	<b>11,900,000</b>	<b>6,764,832</b>	
<b>06053</b>	<b>FIRE AND RESCUE SERVICES</b>							
0605310	Purchase of Vehicles/Equipment (Pumps, radio com, etc.)	6,230,673	558,000	-	-	558,000	787,312	REVENUE
0605314	Construction of Fire Hall - Vance Amory International Airport	1,000,000	500,000	-	-	500,000	57,120	REVENUE
0605317	Access Road - New Castle Fire Station	112,300	112,300	-	-	112,300	-	REVENUE
	<b>Subtotal</b>	<b>7,342,973</b>	<b>1,170,300</b>	-	-	<b>1,170,300</b>	<b>844,432</b>	
<b>06054</b>	<b>DEFENCE FORCE</b>							
0605410	Construction and Refurbishment of Camp Springfield Barracks	2,315,882	200,000	-	-	200,000	199,978	REVENUE
	<b>Subtotal</b>	<b>2,315,882</b>	<b>200,000</b>	-	-	<b>200,000</b>	<b>199,978</b>	
	<b>TOTAL c/f</b>	<b>177,841,990</b>	<b>12,770,300</b>	-	<b>500,000</b>	<b>13,270,300</b>	<b>7,809,242</b>	

06-24

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

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

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2022				Actual Expenditure 2020	Source of Funding
			Revenue	Loans	Development Aid	Total		
		\$	\$	\$	\$	\$		
	<b>TOTAL b/f</b>	<b>177,841,990</b>	<b>12,770,300</b>	<b>-</b>	<b>500,000</b>	<b>13,270,300</b>	<b>7,809,242</b>	
<b>06055</b>	<b>PRISON</b>							
0605519	Construction of Roof for Her Majesty Prison (HMP)	955,000	275,000	-	-	275,000	605,824	REVENUE
0605520	Prison Farm Nevis Refurbishment and Purchase of Equipment	351,699	150,000	-	-	150,000	118,548	REVENUE
	<b>Subtotal</b>	<b>1,306,699</b>	<b>425,000</b>	<b>-</b>	<b>-</b>	<b>425,000</b>	<b>724,372</b>	
<b>06056</b>	<b>NEMA</b>							
0605618	Emergency Response Project	1,000,000	150,000	-	-	150,000	295,138	REVENUE
0605619	COVID-19 Task Force Response Project	500,000	150,000	-	-	150,000	-	REVENUE
	<b>Subtotal</b>	<b>1,500,000</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>300,000</b>	<b>295,138</b>	
	<b>TOTAL c/f</b>	<b>180,648,689</b>	<b>13,495,300</b>	<b>-</b>	<b>500,000</b>	<b>13,995,300</b>	<b>8,828,752</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

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

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>TOTAL b/f</b>	<b>180,648,689</b>	<b>13,495,300</b>	-	<b>500,000</b>	<b>13,995,300</b>	<b>8,828,752</b>	
<b>06058</b>	<b>National Crime Commission</b>							
0605116	Construction of Outreach Center	1,500,000	500,000	-	-	500,000	64,250	REVENUE
	<b>Subtotal</b>	<b>1,500,000</b>	<b>500,000</b>	-	-	<b>500,000</b>	<b>64,250</b>	
	<b>TOTAL c/f</b>	<b>182,148,689</b>	<b>13,995,300</b>	-	<b>500,000</b>	<b>14,495,300</b>	<b>8,893,002</b>	

ST. KITTS AND NEVIS ESTIMATES, 2022

(CAPITAL PROJECTS)

C. 06 MINISTRY OF NATIONAL SECURITY AND IMMIGRATION

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>TOTAL b/f</b>	<b>182,148,689</b>	<b>13,995,300</b>	<b>-</b>	<b>500,000</b>	<b>14,495,300</b>	<b>8,893,002</b>	
	Purchase of Protective Gear and Op. Equipment	2,371,983	-	-	-	-	299,427	REVENUE
	Purchase of Generators	958,629	-	-	-	-	639,257	REVENUE
	Purchase of Bunk Beds/Mattresses	734,750	-	-	-	-	95,440	REVENUE
	Purchase of Vehicle - Prison	200,000	-	-	-	-	-	REVENUE
	Coast Guard Barracks	1,472,829	-	-	-	-	181,605	REVENUE
	Refurbishing of Fire Services Buildings	875,000	-	-	-	-	269,376	REVENUE
	Upgrade of National Emergency Operations Centre and Emergency Broadcast Unit	275,000	-	-	-	-	-	REVENUE
	Renovation of Residence for Commissioner of Police	388,590	-	-	-	-	388,590	REVENUE
	Social Interventions Project	496,100	-	-	-	-	-	REVENUE
	<b>TOTAL</b>	<b>189,921,570</b>	<b>13,995,300</b>	<b>-</b>	<b>500,000</b>	<b>14,495,300</b>	<b>10,766,697</b>	

Total Ministry \$14,495,300

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

**Report on Plans and Priorities  
for the Year  
2022**

**Volume 2**

December 2021

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## Section 1: Minister's Message and Executive Summary

### 1.1 Minister's Message

Fiscal year 2022 promises to be one that will, to a great extent, better define how global trade developments will impact our local business environment – from importers to wholesalers and retailers, to local producers, manufacturers, and consumers. There are early signals that the year ahead will present several challenges and opportunities for the private sector in general, as well as for our citizens and residents, largely because of the supply chain interruptions that have already been set in motion by the ongoing setbacks of the Covid-19 pandemic. Such trade bottlenecks have been attributed, in large measure, to (a) repeated lock-downs in major producing and exporting countries, such as China and parts of Europe; (b) labour shortages due to relatively high infection rates in the said jurisdictions; and (c) manpower challenges re: stevedoring and logistics at major international ports through which goods destined for the Caribbean Basin must be transhipped.

These trade roadblocks are telling signs that the time has come to reduce our traditional reliance on imports from Asia and to look to other emerging markets such as those in South America. Hence, the reason for the Ministry's continued thrust towards the finalisation of the Partial Scope Agreement (PSA) between our Federation, Brazil and Guyana.

Even amid the knock-on effect of supply chain interruptions such as the possible shortage of imported goods and increased prices of available stock in-Country, global attention to standards and quality of international trade will be far more pronounced than in recent years.

St. Kitts and Nevis is well on its way to taking up its international position on these critical matters that will impact trade, largely because of:

- the major physical plant renovations, process improvements, capitalisation re: laboratory equipment and technology, and human capacity building in which our National Bureau of Standards is engaged. At the end of this process, the local Bureau and Multi-purpose laboratory would be the first in the OECS to house both metrology and microbiology under one roof. The chemistry laboratory will soon be providing increased scientific services with the imminent acquisition of a Gas Chromatograph Mass Spectrometer (GCMS).
- the provisions enshrined in the recently passed Bureau of Standards and Quality Act which replaces the National Bureau of Standards Act (Cap. 23:15; No. 7 of 1999). This major legislative upgrade allows for the gazetting of technical regulations, which inter alia, include requirements for the labelling of goods entering the Country, food labelling, bottled/package water, and conformity re: importation of tyres, etc.



- the development of a Quality Infrastructure and culture in St. Kitts and Nevis that will be facilitated by the adoption of the recently completed National Quality Policy (NQP) that seeks to achieve, among other matters, the implementation of standardisation, conformity assessment, testing, inspection, metrology, and accreditation functions of the Bureau.

A major legislative commitment of the Ministry for the New Year is that of the passage of the new CARICOM Consumer Protection Bill which is meant to update and replace the current Consumer Affairs Act (Cap. 18:38; No. 9 of 2003). By the time of the printing of this publication, the Bill would have already had the first reading in Parliament (August 5, 2021). It is the Ministry's intention to have the Bill debated and passed shortly, thereby setting in motion well-needed upgrades and improvements designed to broaden the suite of services and consumer advocacy that are currently provided, on a rather limited scale, by the Consumer Affairs Department. Major deliverables in this proposed legislation include (i) the establishment of a Consumer Affairs Bureau; (ii) greater advocacy re: consumer rights, education and empowerment than is afforded in the existing legislation; (iii) expanded provisions re: consumer safety, unfair trade practices and recall of goods; and (iv) new provisions regarding distance selling (including e-commerce) and the duties of suppliers. Consultations with stakeholders are ongoing re: the Bill.

Meanwhile, the Ministry is undertaking a critical review of the certain provisions of the present legislation, which are repeated in the replacement Bill, but for which there has been no action to date. Case in point: the establishment of an Appeals Tribunal that is still not implemented after some 18 years. Together with the recently enacted Bureau of Standards and Quality Act, this piece of omnibus legislation for the CARICOM Member States is expected to function as an enabler of the CARICOM Single Market and Economy (CSME) insofar as (a) free movement of goods and services; and (b) uniformity in the economic space re: consumer protection and rights, are concerned.

The Ministry looks forward to 2022 with a sense of guarded optimism, despite the global challenges to international trade; manufacturing; and the local micro, small and medium-sized enterprise (MSME) sector. With the transformation and innovation foreseen within our Bureau of Standards, and our further implementation of the various bilateral and multilateral trade agreements to which our Federation is signatory – such as the CARIFORUM-UK and CARIFORUM-EU Economic Partnership Agreements (EPAs) - the Ministry will do everything in its power boost local production and market access, reduce reliance on certain food and beverage imports, and facilitate local exports – all with the support of our strategic partners within the local, regional and international trading systems. Such national productivity improvements will create new jobs and opportunities for investment, improve our competitiveness, assist in further economic diversification, and increase foreign exchange earnings.

Hon Wendy C. Phipps  
Minister of International Trade, Industry, Commerce and Consumer Affairs

## 1.2 Executive Summary

Considering the onslaught of the Novel Coronavirus, the Ministry of International Trade, Industry, Commerce, and Consumer Affairs 2021 has worked arduously to achieve results despite the limited resources and numerous setbacks encountered. St. Kitts and Nevis, through the Ministry of International Trade, continues to act proactively to secure our national interests through its engagement in various trading arrangements such as the CARIFORUM-EU and CARIFORUM-UK Economic Partnership Agreements, the post-Cotonou agreement, and the Trade Facilitation Agreement.

In 2021, the Department of International Trade revamped and escalated its efforts to implement the Trade Facilitation Agreement (TFA). The National Trade Facilitation Committee (NTFC) continues to convene monthly to review its progress and make the necessary adjustments where needed. To improve the ease of doing business and to implement the national development initiatives for trade facilitation, the governance structure of the NTFC was also remodelled to establish a proactive network whereby other line ministries are obligated to strengthen their commitment by utilising their resources and expertise.

Similarly, the Department of International Trade will continue to explore the provisions of the CARIFORUM–EU Economic Partnership Agreement (EPA) and the new CARIFORUM-UK EPA to secure real market opportunities for its entrepreneurs. This includes professional services such as Architects, Engineers, Consultants, etc., Agri-Processors and light manufacturers, and people employed in the Arts and Entertainment sector. Accordingly, under the leadership of the established EPA Unit, the Department of Trade has strengthened its partnership efforts with critical line Ministries and Private sector bodies. To this end, the EPA Unit has already developed a work plan that will reap benefits from 2022 onwards. We will monitor and engage actively in forums covering the development post-Cotonou agreement and the Twelfth World Trade Organization (WTO) Ministerial Conference (MC12) at the end of this year.

Additionally, through extensive collaborations with our trading partners, the Ministry of International Trade will forge ahead to finalise the St. Kitts and Nevis-Guyana-Brazil Partial Scope Agreement in 2022. The increase in market share is guaranteed to boost employment and generate more wealth for the people of this country. Thus, the Department's efforts are premised on the fact that these trading agreements are instrumental in boosting our overall development and bolstering significant advancement in all areas of our economy, allowing St. Kitts and Nevis to become a major player in the international trade system.

Moreover, 2022 and onward will note the Ministry's continued efforts to implement the CARICOM Single Market and Economy and the OECS integration process. St. Kitts and Nevis, through this Ministry, continue to participate in forums designed to aid this process actively. We will continue to find new ways for our citizens to benefit from the CARICOM Skills Certificate that allows our people to expand their reach into areas within the other CARICOM Member States to apply their skills and conduct businesses.

Thus, in 2022, the Department of Trade will continue its consultative drive with critical stakeholders to ensure our positions on regional integration matters are well-balanced and proactive in addressing our concerns. In this regard, capacity building, education, and awareness, apart from national consultations, remain high on our 2022 budget. The Ministry believes that regional integration among OECS and CARICOM member states will add to our resource pool that will open doors for trade, economic advancement, and development for the people of this country.

To bridge the digital divide within the Federation, the Department of Trade, in 2022, pledges to remain on course to transform our society into a digital economy through the Commonwealth Connectivity Agenda Initiative. This initiative would require assistance from pertinent line Ministries, including the Ministry of Finance, the National IT Department, and the Ministry of Justice and Legal Affairs, etc. Undoubtedly, success in this regard will naturally improve the overall ease of doing business in St. Kitts and Nevis for all nationals and foreigners by improving overall customer and merchant/business experience, the efficiency and working relationship between the private and public sector entities and lower cost and time for all parties involved. A digital economy is a trajectory for significant advancements in socio-economic transformations for St. Kitts and Nevis. As such, the Ministry has led by example as it hosted the first of many virtual discussions on the Digital Agenda on Agriculture and Fisheries with our stakeholders and experts in this sector.

Furthermore, the St. Kitts and Nevis Bureau of Standards has a major role in providing the institutional framework for facilitating local, regional, and international trade by offering services in quality systems, product certification, metrology, and establishing standards. In addition, the St. Kitts and Nevis Bureau of Standards is mandated to ensure that the citizens of St. Kitts and Nevis are protected from products that are not in compliance with national, regional, and international standards. As the national arm of the CARICOM Regional Organisation for Standards and Quality (CROSQ), this agency is responsible for the monitoring, compliance, harmonisation and implementation of regional standards and regulations. Thus in 2022, the Bureau of Standards intends to continue to use its resources to attract tangible investments while addressing concerns related to technical barriers to trade.

It would provide consumers, governmental organisations, importers, and the population with the information to make informed choices. It would potentially influence the quality of the product and stimulate fairness and growth within the market. Once a country officially recognises the labelling of a product, some aspects of labelling will be mandatory, while others will be voluntary. From the purview of the consumer, labelling helps one choose safe products, make healthier food choices, and will undoubtedly lead to a healthier Saint Kitts and Nevis. The Bureau of Standards has started making labelling standards legal and will continue to educate the public about the importance and benefits of adequately labelled products.

This commitment is expressed in our partnership with CROSQ. We were recently engaged in the highly prioritised Quality for Sustainable Energy in the Caribbean (QSEC) Project. One of the impetuses of the project was the development of regional energy performance standards for energy-efficient appliances, specifically refrigerators, air conditioners and lighting.

The project also included the development of the Regional Energy Efficiency Labelling Scheme (REEL) for said appliances. The developed energy efficiency labels will eventually be in use in all CARICOM member states.

As we strive to improve our national quality infrastructure, the Bureau will be developing the first metrology mass lab in the Leeward Islands. Funding for this venture was secured from the Caribbean Development Bank and European Union partnership (CBD-EU) under the 11th European Development Fund (EDF). Additionally, the multipurpose lab, which falls under the Bureau of Standards, is on track to meet its commitment as an established trade lab for the Federation of Saint Kitts and Nevis under the WTO-TFA by December 2021. Similarly, the pending acquisition of a Gas Chromatograph Mass Spectrometer (GCMS) for the chemistry lab reiterates the Bureau's commitment to providing all-encompassing and excellent scientific service to our nation. This equipment will allow our lab to separate chemical mixtures, test human or veterinary drugs, and identify unknown chemicals in samples.

Other focus areas that the St Kitts and Nevis Bureau of Standards will be engaged in are:

- the continuation of our rigorous monitoring of indoor air quality for mould, gases, and particulates
- the adoption of a minimum of 30 standards from American Society for Testing and Materials (ASTM), Codex, and International Organisation for Standards (IOS) by December 2022
- the establishment of the standards department arm of the Bureau of Standards and improved awareness about standards work
- the establishment of standards for vehicle pre-inspection before entry into the Federation
- the development of a national standard for inspection bodies to be aligned with the inspection requirements for equipment and tests procedures
- becoming more actively involved with Caricom Regional Organisation for Standards and Quality (CROSQ), Pan American Standards Commission (COPAN), SIM, International Organisation for Standardisation (IOS), World Trade Organisation (WTO), CODEX, Strategic approach to International Chemicals Management (SICAM) and Conventions (Stockholm and Minamata).

Of particular importance to the Bureau is the passing of the St. Kitts and Nevis Standards Act and the implementation of the St. Kitts and Nevis National Quality Policy. Both measures will enable the Bureau to reduce barriers effectively and efficiently to trade.

The St. Kitts and Nevis Standards Act will allow the Bureau to develop the capacity to ensure the quality, consistency and reliability of products, processes, and services. Whereas the implementation of the National Quality Policy provides a fundamental and necessary tool that allows the Bureau, and by extension the Federation, to develop a robust quality infrastructure system and align our practices with regional and global trade contexts. At the heart of the function of the Bureau is its commitment to protecting the interests of our society and environment while safeguarding our socio-economic prosperity.

The Bureau is also involved in several important regional projects, namely The Basel Convention Centre for Training and Transfer of Technology for the Caribbean Region (BCRC- Caribbean) POP (Persistent Organic Pollutants) project funded by Global Environmental Fund (GEF), Fighting Chemical Pollution and Waste from Plastic in the Caribbean Tourism Value Chain and the Technical Assistance Programme for Sustainable Energy in the Caribbean (TAPSEC).

In addition, the Bureau, as the national body for accreditation, is currently working closely with St. Kitts Carib Brewery assisting the company with its efforts to upgrade from Hazard Analysis Critical Control Point (HACCP) which encompasses food safety systems to (ISO 22000). This speaks to an upgrade for food safety management systems certification. This work also falls under the 11th EDF project. To continue to deliver first-class services in metrology, microbiology services, chemistry, and indoor air quality monitoring services, the Bureau of Standards hopes to increase capacity by improving the equipment, technology, and resources currently in place.

Consequently, due to the COVID-19 pandemic, it has been realised that many consumers across the Federation have had to endure the brunt of escalating prices of consumer items on the world market, which has ultimately resulted in diminished purchasing power amongst the most vulnerable in our society. In this regard, through community outreach and collaborative efforts between the Ministry of Health and the Bureau of Standards, the Consumer Affairs Department has continued to empower consumers and working families with important information to navigate this financially challenging period best.

It would be a tremendous task to fix price ceilings for products being sold within the Federation, as the local market is impacted by the increase of prices of goods and commodities on the international market as supply chains continue to be interrupted. Demand either remains or surpasses pre-pandemic conditions resulting in shortages. Thus, the government has taken the stance that all citizens and residents should be allowed to obtain value for money and be afforded the protection expected in a modern consumer-driven economy. We will remain steadfast in our commitment to promote and protect consumer interests within our twin-island state as the profitability of any business. The vibrancy of the overall economy is ultimately dependent upon the support you give the consumer.

Today, I am happy to report that the long-anticipated process to replace the current Consumer Affairs Act of 2003 with the CARICOM Consumer Protection Model Legislation has begun. On August 5th, 2021, the Bill entitled Consumer Protection Bill 2021 received its first reading within our National Assembly. This legislation has benefitted from the consultation held with key stakeholders across the Federation, both public and private, thus ensuring all parties who will be guided by its provisions operate from a position of knowledge. This new comprehensive consumer protection legislation will offer a broader scope of enforcement powers to the Consumer Affairs Department, including the authority to issue fines to merchants who are found in breach of the provisions contained therein.

The COVID-19 pandemic has revealed the need for a comprehensive approach to consumer protection. In this regard, in 2022, the Consumer Affairs Department will begin the preliminary work to integrate regional precedence regarding Landlord and Tenant Legislation within our national legislative framework in the not-too-distant future. Such legislation will further strengthen and modernise the overall consumer protection framework while also establishing clear guidelines between consumers and service providers in all sectors.

It is indeed a feat to note that despite the many challenges that would have confronted the Micro, Small and Medium Enterprise (MSME) Sector, the Ministry, through the Small Business Development Center (SBDC St. Kitts), was able to transform its outreach and service delivery activities. This transformation saw the intensified engagement of entrepreneurs via the use of various electronic platforms such as Facebook, WhatsApp, email communications and other general business training online platforms. This strategic pivoting in service delivery redounded to a high degree of stability for several companies, many of which were able to not only merely exist in survival mode, but in many cases continuing to function at profitable levels despite the devastating effects of the pandemic. Also, this would have significantly facilitated the efforts of many entrepreneurs as they sought to venture into new products and services that were in great demand in a COVID-19 pandemic marketplace.

Considering the drastic effects of the Covid-19 pandemic on the Federation of St. Kitts and Nevis, the Ministry of International Trade, Industry, Commerce, and Consumer Affairs has made great strides in navigating these uncharted waters to accomplish incredible feats in 2021.

Given the shift in the alignment of our priorities, we have not remained stagnant but rather have adapted and adopted new creative ways to function within the new norm to achieve the goals set for the 2022 plan. Therefore, let us remain steadfast in our efforts and forge ahead with confidence as we aim to create a brighter, safer future for the citizens and residents of our beautiful twin-island state.

### **1.3 Management Representation Statement**

I am pleased to present the 2022 Annual Report on Plans and Priorities on behalf of the Ministry of International Trade, Industry, Commerce and Consumer Affairs. This document provides an accurate representation of the Ministry's objectives for using the resources provided in 2022.

This Report outlines the Ministry's goals and considers the anticipated outlay that will facilitate the implementation of initiatives and efforts related to the Ministry's mandate. It responds to the challenges faced due to the COVID-19 pandemic and capitalises on opportunities accompanying global trade. The output is a true reflection of the consensus view of the various personnel in the Ministry and key stakeholders.

I believe the document will serve as an essential planning instrument and working guide for the operation of the Ministry in 2022 and beyond.

Jasemin Weekes (Mrs)  
Permanent Secretary

## 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:

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

The Ministry focuses on effectively matching national needs with the interest of current and potential business partners with the exciting opportunities here in St. Kitts and Nevis.

### 2.2 Planning Overview

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

##### *INTERNATIONAL TRADE*

**Mission:** To strengthen cooperation with the global community, promote the country's contribution to multilateral trade organisations and provide opportunities for economic investments by developing a range of programmes aimed at promoting fair and accessible trade.

**Vision:** To strengthen policymaking and implementation in accordance with the strategic political, social, and economic interests of St. Kitts and Nevis.

**Our aim:** To ensure the smooth implementation into the CARICOM Single Market and Economy (CSME), the OECS Economic Union, the St. Kitts and Nevis – Brazil – Guyana Partial Scope Agreement (PSA), the EPA and other Trade Agreements.

Ultimately, International Trade devises strategic mechanisms to ensure that any adopted approach balances national interests and those of our trading partners.

#### *INDUSTRY AND COMMERCE – SMALL BUSINESS DEVELOPMENT CENTRE (SBDC)*

**Mission:** To advance economic growth, diversification, and competitiveness through an increased number of initiatives, efficient and profitable micro, small and medium-scale entrepreneurs.

**Vision:** To be the lead executive agency and services provider for small businesses in St. Kitts and Nevis.

The threefold principle objectives of SBDC are:

- I. to create a robust national entrepreneurship culture,
- II. to increase domestic enterprises investments, and
- III. to increase the number of viable micros, small and medium-sized businesses.

#### *BUREAU OF STANDARDS*

**Mission:** To deliver the highest quality of service in the areas of metrology, food, water, and environmental testing and monitor compliance to related standards and regulations to foster the improved quality of life for the people of St. Kitts and Nevis.

**Vision:** To improve safety and quality to foster a culture for continual improvement.

**Our aim:** To provide professional, confidential services that consistently meet or exceed the requirements and expectations of our customers.

#### *CONSUMER AFFAIRS DEPARTMENT*

**Mission:** To foster a business environment where ethical relations between service providers and the consumers of these services can thrive through public education, consumer advocacy and efficient complaint resolution.

**Vision:** To empower consumers in making better-informed business decisions when conducting business in the marketplace.

**Our aim:** To provide a professional avenue for consumers to seek redress when their rights are infringed upon.



## 2.2.2 Ministry's Annual Objectives vs Strategic Objectives

### *INTERNATIONAL TRADE*

- The continued monitoring, evaluation, and implementation of the CARIFORUM – EU - Economic Partnership Agreement (EPA)
- The continued evaluation and implementation of the Trade Facilitation Agreement (TFA) and the progressive development of the National TFA Committee.
- Monitoring the development and implementation of the St. Kitts-Nevis-Brazil-Guyana Partial Scope Agreement (PSA)
- Organise special capacity building programmes for Officers
- Continue to implement, monitor, and enforce Regional and International Trade Policy obligations within the context of the OECS Economic Union and the CSME

### *INDUSTRY, COMMERCE AND SMALL BUSINESS DEVELOPMENT CENTRE (SBDC)*

- Maximise the Ministry's efforts by sensitising Entrepreneurs of the services that SBDC offers and other entrepreneurial opportunities
- Annually coordinate activities regarding the Global Entrepreneurship Week (GEW)
- Organise special capacity building programmes for Officers and Entrepreneurs
- Create, implement, and actively participate in Student Programs & Trade Fair
- Coordinate an Award Ceremony for Entrepreneurs

### *BUREAU OF STANDARDS*

- Active participation in Regional and International Standards Organisations
- Improvement in the St. Kitts and Nevis Bureau of Standards' Quality Infrastructure
- Increase awareness of the St. Kitts and Nevis Bureau of Standards
- Continue to service the industries and the economy in the field of Metrology
- Continue the implementation for Energy Efficiency Labelling Standards for Household Appliances and Energy Efficiency Code for Buildings
- Continue to monitor Indoor Air Pollution
- Coordination of GMO testing
- Safeguard health and safety of consumers by upholding regional and international standards on imported goods
- Continue the implementation and coordination of the National Standardization Strategy

## *CONSUMER AFFAIRS*

- To foster a business environment where there is an ethical relationship between service providers and consumers
- Implement and coordinate the CARICOM Consumer Protection Bill
- Facilitate the process of written consumer grievances promptly
- Organise the Consumer Corner Radio Segment in efforts to continue the Ministry's public awareness campaign
- Conduct consumer awareness activities and monitor violations in the marketplace

### **2.2.3 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 given limitations caused by the COVID-19 pandemic.

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

- Provide training for professional staff development
- Solicitation of technical assistance from partnering countries and organisations
- Ongoing Public Awareness and education programs. Ensuring that the legislative framework is in place for the smooth implementation of trade policies and programs
- Strengthening the Ministry's relationship with the business community through seminars and developmental assistance
- Business plan development assistance
- Encourage line Ministries to assume their role in implementing trade policies and the drafting of new legislation (with the supporting regulations) for passing in parliament

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

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

- Limited human resources
- Delay in obtaining requested assistance from third parties
- Inability to attend non-funded meetings
- Competing for limited financial resources as most donor funds are being directed to less developed /third world states
- Securing assistance for specific projects from donor countries and organisations
- Late responses from Ministries regarding training opportunities or meetings
- The widened gap between national and donor countries' priorities continues to be a challenge
- The overall lack of resources and the reprioritisation of major activities due to the COVID-19 pandemic

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

The Ministry's strategic objectives outline its significant activities for the upcoming three years (2021–2024). The Ministry's resources will be carefully utilised to achieve the goals of its Departments/Divisions bearing the main challenges (2.2.5 above) that are beyond its control.

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

We aim to achieve more significant outcomes in the upcoming year in keeping with the Ministry's mandate vis-à-vis the COVID-19 pandemic. The Ministry believes that a 2022 budget must allow for higher levels of flexibility when compared to the 2021 budget.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

- Enhancing the National Quality Infrastructure and Equipment Upgrade

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

- The Bureau of Standards Lab accreditation, quality infrastructure and equipment upgrade project has begun but suffered major setbacks in terms of timelines due to the global closure of borders in response to the COVID-19 pandemic.

## **2.4 Transfer Payment Information**

The Ministry makes annual contributions to the following:

- GATT/World Trade Organization (WTO)
- Caricom Competition Commission (CCC)
- Caribbean Export Development Agency (CEDA)
- CARICOM Regional Organization for Standards and Quality (CROSQ)
- International Organization for Standardization (IOS)
- Office for Trade Negotiations (OTN)
- Pan American Standards Commission (COPAN)

### Section 3: Ministry Summary

**Portfolio E.07 - Support Small Business Development, Industry, Commerce and Consumer Affairs**

**Responsibility Centre**

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

**Officer in Charge**

Permanent Secretary

**Goals/Global Objectives**

To provide opportunities for economic development through small business formulation and industrial development. To provide a range of programs aimed at promoting fair and accessible trade. To develop a competitive consumer sensitive domestic market and economy

#### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
07074 - Provide Administrative Support	1,906	2,163	2,275	2,302	2,330
07075 - Establish and Monitor Standards	943	1,256	1,352	1,377	1,402
07075 - Promote Small Business Dev.	322	437	444	452	460
07117 - Manage Consumer Affairs	900	819	890	903	916
Invest in Bureau of Standards	499	670	400	200	100
<b>Total</b>	<b>4,570</b>	<b>5,345</b>	<b>5,361</b>	<b>5,234</b>	<b>5,208</b>

## Section 4: Programme Summary

<b>Portfolio</b>	E.07 - Support Small Business Development, 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
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<b>Goals/Global Objectives</b>
To provide effective administrative support for International Trade

Objective(s) for 2022	Expected Results	Performance Indicators
1.To continue to negotiate new trade agreements	30%	Percentage increase in new trade agreements completed
2.To create an enabling environment to foster the professional development of staff	4 Sessions	Number of quarterly staff development activities

<b>Sub-Programme:</b>
01542 - Manage General Administration of International Trade
07074 - Manage Telecommunication Service
00554 - Participate in Trade Related Meetings
00553 - Implement Trade Agreements
01315 - Provide administrative support
Participation in Regional and International Organizations

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
Recurrent	1,694	1,848	1960	1,988	2,015
Capital					
Transfer	212	315	315	315	315
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,906</b>	<b>2,163</b>	<b>2,275</b>	<b>2,303</b>	<b>2,330</b>

<b>Portfolio</b>	E.07 - Support Small Business Development, Industry, Commerce and Consumer Affairs
<b>Programme</b>	<b>07074 - Promote and Implement International Trade Policies</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
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<b>Goals/Global Objectives</b>
To assist with the development of the Federation through international trade

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To attend meetings that relate to Regional and International Organizations trade agreements, to assist in the development of the Federation	80%	Percentage of information requested provided in a timely manner
	32	Number of meetings attended
2.To conduct ongoing consultations with stakeholders to ensure that trade agreements are monitored and implemented, and our national interests	18	Number of Consultations conducted
3.To conduct workshops on trade-related matters and the establishment and functionality of a business	4	Number of workshops conducted
4.To create public awareness on trade-related matters, agreements, and business formation	21	Number of media events undertaken to create public awareness
5.To establish a National Co-ordination body to have oversight of the Doing Business Policy in the Federation	2	Number of training seminars
6.To implement two (2) components of the National Manufacturing Strategy	2	Number of training seminars
7.To secure technical cooperation from international trade organizations	8	Number of initiatives done to increase the level of tech cooperation received to build capacity in public and private sector
8.To update and maintain Web Portal for outreach support to service providers	16	Number of articles completed and uploaded on website

<b>Portfolio</b>	E.07 - Support Small Business Development, Industry, Commerce and Consumer Affairs
<b>Programme</b>	<b>07075 - Establish and Monitor Standards</b>

<b>Responsibility Centre</b>
07 - Ministry of International Trade, Industry, Commerce and Consumer Affairs
<b>075-293 - Bureau of Standards</b>

<b>Officer in Charge</b>	Director
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<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 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To become more actively involved with regional and international conventions and projects	15	Number of meetings, training and workshops held
2.To establish standards for vehicle inspection	December 2022	Date of validation of high-quality used vehicles before entry
3.To establish the Standard Department arm of the Bureau of Standards	December 2022	Date to establish a foundation to develop a quality infrastructure
	December 2022	Date to establish standards to be used in the Federation to promote food safety, tourism, environment, trade and agriculture
4.To introduce scientific metrology to the Bureau of Standards	December 2022	Date of completion to build capacity in Scientific Metrology for food
5.To refurbish laboratories for accreditation and certification of the Bureau of Standards	December 2022	Date of completion to modernize laboratory for alignment accreditation with procedures and requirements for ISO 17025
6.To respond to inquiries and site investigations by the air quality Department	3 days	Average time to respond to inquiries and site investigations

<b>Sub-Programme:</b>
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)

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	943	1,256	1,352	1,377	1,402
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>943</b>	<b>1,256</b>	<b>1,352</b>	<b>1,377</b>	<b>1,402</b>



<b>Portfolio</b>	E.07 - Support Small Business Development, Industry, Commerce and Consumer Affairs
<b>Programme</b>	<b>07075 - Promote Small Business Development</b>

<b>Responsibility Centre</b>
07 - Ministry of International Trade, Industry, Commerce and Consumer Affairs <b>075-294 - Small Business Development Center</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To encourage and facilitate the development of small and medium sized businesses in the Federation

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To conduct and deliver training workshops	10	Number of workshops conducted
2.To create opportunities for small businesses to present their products and services	2	Number of trade shows for the year
3.To plan and conduct multimedia promotions	12	Number of media events
4.To provide support for business development to SMEs	275	Number of potential entrepreneurs assisted
5. To train small businesses on aspects of quality assurance and presentation	4	Number of training sessions delivered

<b>Sub-Programme:</b>
01408 - Manage Marketing and Investment Services
01407 - Provide enterprise support and development

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	(in thousands)				
Recurrent	322	437	444	452	460
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>322</b>	<b>437</b>	<b>444</b>	<b>452</b>	<b>460</b>

<b>Portfolio</b>	E.07 - Support Small Business Development, 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>	Director
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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 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To conduct consultations with businesses to highlight their obligations under the consumer protection act	4	Number of consultations conducted with businesses
2.To create public awareness surrounding issues of consumer interest	15	Number of media events, brochures and workshops conducted to inform consumers and businesses
	24	Number of consumer corner segments produced
3.To ensure that all food items sold are fit for human consumption	192	Number of quality inspections that are conducted at shops and supermakets
	12	Number of field verification visits
4.To ensure that price-controlled food items are being sold within the specified markup markup ranges	100%	Percentage of establishments expected to comply
5.To process and mediate written consumer complaints in a timely manner	5 days	To establish an average processing time to close complaint
	4	Number of quarterly reports relating to complaints reporting and resolved cases
	75%	Percentage action initiated within 3 days
6.To train staff to improve their skills in handling competition and consumer issues	5	Number of staff training exercises conducted

**Sub-Programme:**

01389 - Provide administrative support

01390 - Educate consumers and businesses

01401 - Participate in regional and international organisation

01391 - Respond to Consumer Complaints

511 - Manage Licencing and Price Controls

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	900	819	890	903	916
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>900</b>	<b>819</b>	<b>890</b>	<b>903</b>	<b>916</b>

<b>Portfolio</b>	E.07 - Support Small Business Development, Industry, Commerce and Consumer Affairs
<b>Programme</b>	<b>07074 - Invest in Trade</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
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<b>Goals/Global Objectives</b>
To provide effective administrative support for International Trade

<b>Sub-Programme:</b>
0707410 - Purchase of Vehicle
0707411 - Enhancing Agro Processing Industry
0707412 - Implementation of the Economic Partnership Agreement
0707413 - Paving of Bird Rock Industrial Site Road Network
0707414 - Office Renovation
0707415 - Purchase of Vehicle

<b>Portfolio</b>	E.07 - Support Small Business Development, Industry, Commerce and Consumer Affairs
<b>Programme</b>	<b>07-075 - Invest in Bureau of Standards</b>

<b>Responsibility Centre</b>
07 - Ministry of International Trade, Industry, Commerce and Consumer Affairs
<b>075-293 - Bureau of Standards</b>

<b>Officer in Charge</b>	Director
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<b>Goals/Global Objectives</b>
To establish standards in the Federation based on international and regional requirements and monitor for compliance

<b>Sub-Programme :</b>
0707511 - Extension of St. Kitts and Nevis Bureau of Standards Building
0707512 - Purchase of Vehicle
0707513 - Inductively Coupled Plasma Automatic Emission Spectrophotometer (ICP-AES) System
0707515 - Lab Accreditation Quality Infrastructure and Equipment Upgrade

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent					
Capital	499	400	400	200	100
Transfer					
Budgetary Grant		270			
Principal Repayment					
Net Lending					
<b>Total</b>	<b>499</b>	<b>670</b>	<b>400</b>	<b>200</b>	<b>100</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

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

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2022				Actual Expenditure 2020	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	400,000	-	-	400,000	- REVENUE	
	<b>Subtotal</b>	<b>6,513,669</b>	<b>400,000</b>	-	-	<b>400,000</b>	-	
	<b>Lab Accreditation Quality Infrastructure and Equipment Upgrade</b>	<b>4,500,000</b>	-	-	-	-	<b>499,377</b> REVENUE/ CARIBBEAN DEVELOPMENT BANK (CDB) - EUROPEAN UNION (EU)	
	<b>TOTAL</b>	<b>11,013,669</b>	<b>400,000</b>	-	-	<b>400,000</b>	<b>499,377</b>	

**Total Ministry \$400,000**

07-24

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## **08 - Ministry of Finance**

# **Report on Plans and Priorities for the Year 2022**

**Volume 2**

**December 2021**

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Capital Projects Estimated Expenditure	20

## **Section 1: Minister's Message and Executive Summary**

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

During the past year, the COVID-19 pandemic continued to impact our lives here in St. Kitts and Nevis. Notwithstanding the many challenges, we have managed the crisis well and achieved success in keeping the ship of State buoyant. In 2022, we will focus on pushing forward with our objective to build a stronger, safer future for all citizens and residents living here in the Federation. The 2022 Estimates will continue its sterling contribution in helping the Government to advance the mandates given by the people. The Ministry of Finance would therefore play an essential role in continuing to prudently manage the fiscal affairs of the Government and to provide strong policy advice.

In support of the work of the Ministry, the 2022 Estimates highlight the proposed resources to be utilized by the Ministry for the implementation of various programs, projects, and other activities central to fulfilling its mandate. The Ministry of Finance will continue to be actively engaged with the various Line Ministries to sustain the efforts of the Government to effect positive change through investment in our people and critical infrastructure. Such investments along with the policy stance of the Government would help to put St. Kitts and Nevis back on track. The Ministry's dedication towards the strengthening of public financial management, fiscal prudence and upholding of international standards is unwavering and remains a key focus for the upcoming fiscal year.

The International Monetary Fund (IMF) publication, World Economic Outlook October 2021 issue, predicts growth in global Gross Domestic Product (GDP) of 5.9 percent and 4.9 percent in 2021 and 2022 respectively. Nationally, a 0.5 percent GDP growth is expected by the end of 2021 while a GDP growth rate of 11.3 percent is projected for 2022. Over the medium term, the economy is projected to grow by an average annual rate of 7.1 percent. In 2022, growth is expected to be driven by increased activities in such Sectors as Hotels and Restaurants, Agriculture, Manufacturing, Construction, and Financial Services. Based on the Revenue and Expenditure plans being proposed for the Government in 2022, we are projecting a Recurrent Account Surplus of \$169.5 million, an Overall Surplus of \$4.0 million and a Primary Surplus of \$21.8 million. The Government is aware of some of the major risks to the economic and fiscal forecasts and is therefore prepared to implement any necessary measures to mitigate these risks as far as possible.

The Total Public Sector Debt of St. Kitts and Nevis was \$1,609.4 million at end of September 2021. Compared to the corresponding period in 2020, this represented a decrease of \$3.6 million or 0.2 percent. The reduction in the debt stock was attributed to a \$14.7 million or 2.2 percent decrease in Central Government's debt. The Ministry of Finance continues to spearhead the implementation of the Debt Management Strategy which has been successfully implemented over the last several years. The implementation of this Strategy has achieved very positive results for the country having previously achieved the Eastern Caribbean Central Bank's (ECCB's) debt to GDP target of 60 percent ahead of the deadline to do so. Even though the impact of the pandemic has disrupted this achievement, the Government is set to get back on track by 2023 when we hope to achieve a debt to GDP ratio of 59.1 percent.

Throughout 2021, the Ministry of Finance rose to the challenge of managing the Government's finances in spite of the COVID-19 environment that continued to negatively impact economic activity and the collection of tax revenues. Based on the advice of the Ministry, the Government implemented a second Stimulus package which provided an important lifeline for thousands of our citizens and residents who were unemployed due to the impact of the pandemic here in the Federation.

The implementation of our Stimulus Packages came at a great cost to the Government but, we believe it was the right thing to do, to invest in our people and our economic future. In 2022, the Government will continue to be vigilant and proactive in the management of the Coronavirus within our borders and the fiscal affairs of our beloved country.

The Strategic Plan for the Ministry of Finance is aligned with the Constitution, the Finance Administration Act, the Tax Administration and Procedures Act, the Customs and Excise Act and all other relevant legislations and policies of the Government. I take this opportunity to thank the staff of the Ministry of Finance, including the Treasury Department, the Inland Revenue Department, Customs and Excise Department and Financial Intelligence Unit for their continued hard work, commitment and dedication without which the successes achieved in 2021 would not have been possible.

Dr the Honourable Timothy Harris  
Prime Minister and Minister of Finance

## **1.2 Executive Summary**

The Ministry of Finance, governed by its established mandate, will continue to uphold its responsibility for the formulation, implementation, monitoring and evaluation of the Government's fiscal policies. Guided by the Finance Administration Act and the Constitution of St. Kitts and Nevis, the Ministry endeavors to further strengthen Public Financial Management (PFM). Despite the unrelenting negative impact of the COVID-19 pandemic, the Ministry of Finance continues to rise to the challenge of effectively delivering on its mandate. The Ministry has therefore prepared a Medium-Term Fiscal Framework that covers the period 2022-2024. The Framework was used to guide the fiscal policy advice provided to the Government including the financial parameters for proposals that are put forward for the 2022 Estimates.

The Ministry remains committed to prudent fiscal management including the efficient management of the revenues collected and spent on behalf of the Government. This would be achieved through enhanced monitoring of Government's cash flows with special attention paid to expenditure levels. Further, the Ministry will continuously strive to ensure that value for money is received.

The Ministry of Finance has initiated work to develop a National Economic Recovery Strategy in response to the devastating impact of the pandemic on the economy. With the assistance of the consulting team, relevant economic and social partners were consulted in 2021 in determining the primary areas of focus for the Strategy.

It is anticipated that the Economic Recovery Strategy would be completed and ready for implementation by the end of the first quarter in 2022. The Ministry also hopes to use 2022 to get back on track with the implementation of some activities that were disrupted due to the impact of the pandemic. The Ministry will therefore work with partner entities to accelerate the pace of digital transformation of Government services. This is deemed critical in the Government's quest to improve effectiveness and efficiency in the delivery of services to the public.

The activities of the Ministry of Finance span across various Departments that are distinctly designed to safeguard efficient and effective service delivery to the Public as well as the achievement of the overall goals of the Ministry.

The Treasury Department continued to successfully execute its mandate despite the challenges presented by the Coronavirus pandemic. This was made possible through the implementation of its Comprehensive Disaster Management, Recovery and Business Continuity Plan. The Department will continue to lead on the implementation of the PFM Action Plan that would result in improved practices as it relates to transparency and accountability. In an effort to continually enhance the level of internal controls, compliance and accountability in Line Ministries and Departments, the Internal Audit Unit has sought to enhance its capabilities through training and certification. A focus on Risk Management has been adopted which should further strengthen internal controls within the Public Sector.

The Inland Revenue Department, in its effort to continuously provide taxpayers with maximum efficiency in the delivery of its services, spent fiscal year 2021 focused on re-examining and refining its operational plan. These efforts will allow for the Department to engage in a process of reinvention that will enable it to overcome the challenges presented by the COVID-19 pandemic as well as ensuring it is robust enough to deal with any unforeseen issues that may arise in the future. In 2022, the Department aims to achieve success in various endeavors which include the following:

- Launch of a mobile tax application
- Implementation of a new tax administration
- IT System to support the shift to a more digital and data driven business environment

The Customs and Excise Department has sought to increase its efficiency in the delivery of its mandate to collect revenue and protect the borders of St. Kitts and Nevis. The Department is engaged in building out the capacity of the recently implemented ASYCUDA Pre-release Module which allows for the electronic processing of imports. These capacity building endeavors will aid in ensuring the integrity of the examination process and the Department as a whole. The Department is scheduled to introduce its online payment services during the last quarter of 2021. The online payment platform will significantly improve the effectiveness and efficiency in the delivery of services to importers and traders, especially during the current pandemic climate.

The Ministry of Finance in collaboration with the Financial Services Regulatory Commission, the Financial Intelligence Unit, the Attorney General's Chambers and other Government agencies will continue to manage the work related to Anti-money Laundering and Combating the Financing of Terrorism and Proliferation Financing (AML/CFT/PF) and international good tax governance. In December 2021, the Federation completed the Fourth Round of Mutual Evaluations by the Caribbean Financial Action Task Force (CFATF) and the authorities are awaiting the publication of the official Report. In this regard, the Government team will continue to work assiduously to ensure the necessary remedial actions are taken to correct any weaknesses identified in the AML/CFT/PF regime.

In 2022, the Ministry of Finance will oversee the implementation and continuance of a number of strategically important Capital investments including:

- Government of St. Kitts and Nevis Digital Transformation Project
- Upgrade/Rehabilitation of Government Buildings
- Construction of the Printery Building
- Purchase of Baggage X-Ray Scanner
- Purchase of Body Scanner
- Customs IT Infrastructure Upgrade

### **1.3 Management Representation Statement**

On behalf of the Ministry of Finance, I present the Annual Report on the Plans and Priorities for 2022. 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 with for 2022.

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 2022 and beyond. This report provides strategic direction for the Ministry and will facilitate monitoring and evaluation of the Ministry's performance.

Hilary Hazel (Mrs.)  
Financial Secretary

## **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 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 from sugar to a diversified economy driven mainly by tourism, construction and financial services

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

The Annual Objectives for the Ministry are:

- To strengthen Public Financial Management
- To reduce Public Sector debt to a sustainable level
- To strengthen the management of Government's debt
- To establish conditions for sustained economic growth
- To ensure compliance with the international standards on tax transparency and exchange of information
- To achieve a Primary Balance Surplus of 0.8% of GDP
- 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 the year.

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

- Continue to strengthen Government's Public Financial Management Procedures
- Coordinate activities in respect of Exchange of Information (EOI) agreements and the Base Erosion and Profit Sharing (BEPS) Inclusive Framework
- Complete drafting of Procurement Regulations
- Complete preparation of the Economic Recovery Strategy
- Implement Government-wide Online Payment System
- Implement activities to support digital transformation of the Ministry of Finance
- Continue to develop policies and implement measures to support economic recovery

## **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

## **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 economic recovery in light of the downturn caused by the COVID-19 pandemic will continue in 2022 and the fiscal space that was created over recent years will be utilized to support priority areas that will contribute to the achievement of the Government's strategic objectives.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

- Pre-Investment Fund
- Customs and Excise Enforcement Compound
- Purchase of Pallet Scanners
- Purchase of Body Scanners
- Upgrade/Rehabilitation of Government's Buildings



- Construction of Printery Building
- Tax Collection and Analysis IT System
- Customs IT Infrastructure Upgrade
- Government of St. Kitts and Nevis Digital Transformation Project
- Customs Headquarters Renovation
- K-9 Training and Recreation Centre

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

- Penetration Testing Upgrade

## **2.4 Transfer Payment Information**

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

- (1) Pensions and Gratuities
- (2) Contributions will be made to the following Local, Regional and International Organizations

### **OFFICE OF THE FINANCIAL SECRETARY**

- Organization for Economic Co-operation and Development (OECD)
- Caribbean Financial Action Task Force (CFATF)
- Caribbean Regional Technical Assistance Centre (CARTAC)
- International Finance Corporation (IFC)
- Caribbean Development Bank (CDB)
- St. Kitts-Nevis-Anguilla National Bank (SKNANB)
- CARICOM Development Fund (CDF)
- Nevis Island Administration (NIA)
- Commonwealth Secretariat

### **INLAND REVENUE DEPARTMENT**

- Commonwealth Association of Tax Administrators (CATA)

### **CUSTOMS AND EXCISE DEPARTMENT**

- Caribbean Customs Law Enforcement Council (CCLEC)

### **FINANCIAL INTELLIGENCE UNIT**

- Egmont

## Section 3: Ministry Summary

<b>Portfolio</b>	<b>E. 08 - Manage of Finance</b>
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<b>Responsibility Centre</b>	<b>08 - Ministry of Finance</b>
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<b>Officer in Charge</b>	Financial Secretary
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<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
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### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
08081 - Administer Government Finances and Policies	112,222	112,174	144,560	141,800	142,055
08082 - Manage Government Accounts	102,943	118,195	125,442	122,930	114,230
08083 - Manage Collection of Inland Revenue Department Revenue	11,792	11,437	12,761	10,822	10,986
08084 - Manage Collection of Customs and Excise Department Revenue and Enforce Border Security	11,590	15,147	16,277	15,490	15,269
08090 - Provide Counter Measures to Money Laundering and Terrorist Financing	337	645	656	667	679
08081 - Net Lending	0	500	500	500	500
<b>Total</b>	<b>238,884</b>	<b>258,098</b>	<b>300,196</b>	<b>292,209</b>	<b>283,719</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E. 08 - Manage of 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>	Deputy 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 in order to improve the social, financial and well-being of the citizens of St. Kitts and Nevis	
<b>Objective(s) for 2022</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 2022	Date by which the Medium-term Fiscal Framework is updated
	December 2022	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 cost with prudent degree of risk	December 2022	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 the Financial Performance of State-Owned Entities	2 each	Number of reports on the Financial Performance of monitored State-Owned Entities
6.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
	4	Number of Public Debt and Statistics Bulletins
	4	Number of Debt Summary Reports
	1	Number of Debt Portfolio Reviews
7.To prepare a timely Budget consistent with government's strategic plans and objectives	December 2022	Date by which Government's 2023 Budget is submitted to Parliament

**Sub-Programme:**

301 - Provide Administration Services

302 - Fiscal, Policy, Investment and Debt Management Division

303 - Provide Budgeting Services

08081 - Manage Telecommunication Service

08081 - Invest in Financial Secretary's Office

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent	36,514	48,988	82,374	83,115	83,870
Capital	1,198	7,950	6,950	3,450	2,950
Transfer	74,510	55,236	55,236	55,236	55,236
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>112,222</b>	<b>112,174</b>	<b>144,560</b>	<b>141,801</b>	<b>142,056</b>

<b>Portfolio Programme</b>	E. 08 - Manage of Finance <b>08082 - Manage Government Accounts</b>
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<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 2022</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 2022	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

**Sub-Programme:**

311 - Provide Financial Control and Treasury Management

312 - Provide Funds Management Services

313 - Provide Systems Support

01147 - Provide Internal Audit Services

315 - Monitor and Repay Public Debt

01144 - Provide Accounting and Reporting Services

08082 - Invest in Accountant General's Department

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	80,837	81,682	82,798	81,982	81,277
Capital					
Transfer					
Budgetary Grant					
Principal Repayment	22,106	36,513	42,643	40,948	32,953
Net Lending					
<b>Total</b>	<b>102,943</b>	<b>118,195</b>	<b>125,441</b>	<b>122,930</b>	<b>114,230</b>



<b>Portfolio Programme</b>	E. 08 - Manage of Finance <b>08083 - Manage Collection of Inland Revenue Department Revenue</b>
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<b>Responsibility Centre</b>	08 - Ministry of Finance
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<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 maximize revenue
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.Enhance Audit Compliance	65%	Percentage of audits completed.
2.Improve Collections and Eforcement 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>	<p>SP3.1 - Provide Support in the Collection of Revenue and the Administration of Taxes</p> <p>00998 - Provide Taxpayer Service including Registration</p> <p>00999 - Assess Tax Liability and Process Tax Declarations</p> <p>01000 - Collect Taxes and Enforce Collections</p> <p>01001 - Audit the Application of Taxes</p> <p>01002 - Provide Property Valuation Services</p> <p>08083 - Invest in the Collection of Domestic Revenue</p>
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## Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent	11,376	8,949	9,473	9,634	9,798
Capital	328	2,400	3,200	1,100	1,100
Transfer	88	88	88	88	88
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>11,792</b>	<b>11,437</b>	<b>12,761</b>	<b>10,822</b>	<b>10,986</b>

<b>Portfolio Programme</b>	E. 08 - Manage of Finance <b>08084 - Manage Collection of Customs and Excise</b> <b>Department Revenue and Enforce Border Security</b>
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<b>Responsibility Centre</b>	08 - Ministry of Finance <b>084 - Customs and Excise Department</b>
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<b>Officer in Charge</b>	Comptroller of Customs
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<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
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<b>Objective(s) for 2022</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
02008 - Contribute to Regional Organisations
08084 - Invest in the Collection of Customs Revenue
04276 - Liquid Petroleum Gas (LPG)

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	10,814	13,435	14,215	14,390	14,569
Capital	776	1,712	2,062	1,100	700
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>11,590</b>	<b>15,147</b>	<b>16,277</b>	<b>15,490</b>	<b>15,269</b>

<b>Portfolio Programme</b>	E. 08 - Manage of 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>

<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

<b>Objective(s) for 2022</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 Workshops/Seminars of 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
	Dec 2021	Time frame in which annual report is submitted
6.To reduce the time taken in forwarding reports to law enforcement	Within 1010 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 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024	
(in thousands)						
Recurrent		324	631	642	654	665
Capital						
Transfer		14	14	14	14	14
Budgetary Grant						
Principal Repayment						
Net Lending						
<b>Total</b>		<b>338</b>	<b>645</b>	<b>656</b>	<b>668</b>	<b>679</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

**C. 08 MINISTRY OF FINANCE**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>08081</b>	<b>ADMINISTRATION</b>							
0808121	Pre-Investment Fund	5,065,036	750,000	-	-	750,000	-	REVENUE
0808127	Upgrade/Rehabilitation of Government Buildings	10,184,078	1,000,000	-	-	1,000,000	269,540	REVENUE
0808128	Construction of Printery Building	6,000,000	1,000,000	-	-	1,000,000	716,905	REVENUE
0808131	GSKN Digital Transformation Project	20,000,000	4,000,000	-	-	4,000,000	-	REVENUE
0808524	Institutional Strengthening for Social and Economic Development	10,500,000	200,000	-	-	200,000	-	REVENUE
	<b>Subtotal</b>	<b>51,749,114</b>	<b>6,950,000</b>	<b>-</b>	<b>-</b>	<b>6,950,000</b>	<b>986,445</b>	
<b>08083</b>	<b>INLAND REVENUE DEPARTMENT</b>							
0808334	Penetration Testing Upgrade	850,000	200,000	-	-	200,000	328,259	REVENUE
0808335	Tax Collection and Analysis IT System	5,600,000	3,000,000	-	-	3,000,000	-	REVENUE
	<b>Subtotal</b>	<b>6,450,000</b>	<b>3,200,000</b>	<b>-</b>	<b>-</b>	<b>3,200,000</b>	<b>328,259</b>	
	<b>TOTAL c/f</b>	<b>58,199,114</b>	<b>10,150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,314,704</b>	

008-20

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 08 MINISTRY OF FINANCE**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>TOTAL b/f</b>	<b>58,199,114</b>	<b>10,150,000</b>	-	-	<b>10,150,000</b>	<b>1,314,704</b>	
<b>08084</b>	<b>CUSTOMS AND EXCISE DEPARTMENT</b>							
0808422	Customs and Excise Enforcement Compound	3,200,000	400,000	-	-	400,000	400,000	REVENUE
0808426	Purchase of Pallet Scanners	1,981,000	412,000	-	-	412,000	288,048	REVENUE
0808427	Customs IT Infrastructure Upgrade	900,000	300,000	-	-	300,000	10,530	REVENUE
0808428	Customs Headquarters Renovation	1,200,000	300,000	-	-	300,000	77,711	REVENUE
0808429	K9 Training and Recreation Center	500,000	300,000	-	-	300,000	-	REVENUE
0808430	Purchase of Body Scanners	400,000	350,000	-	-	350,000	-	REVENUE
	<b>Subtotal</b>	<b>8,181,000</b>	<b>2,062,000</b>	-	-	<b>2,062,000</b>	<b>776,289</b>	
	<b>Online Payment Strategy</b>	<b>320,000</b>	-	-	-	-	-	<b>REVENUE</b>
	<b>Renovation of John Gumbs Building</b>	<b>7,000,000</b>	-	-	-	-	<b>211,500</b>	<b>REVENUE</b>
	<b>Financial Data Center</b>	<b>750,000</b>	-	-	-	-	-	<b>REVENUE</b>
	<b>Implementation of Automatic Exchange of Information (AEOI)</b>	<b>2,700,000</b>	-	-	-	-	-	<b>REVENUE</b>
	<b>Purchase of Enterprise Resource Planning (ERP) Software</b>	<b>250,000</b>	-	-	-	-	-	<b>REVENUE</b>
	<b>TOTAL</b>	<b>77,400,114</b>	<b>12,212,000</b>	-	-	<b>12,212,000</b>	<b>2,302,493</b>	

**Total Ministry \$12,212,000**

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

**Report on Plans and Priorities  
for the Year  
2022**

**Volume 2**

**December 2021**

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## 09 - Ministry of Social Development and Gender Affairs

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## **Section 1: Minister's Message and Executive Summary**

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

The Covid-19 pandemic continued its ravages worldwide, including our proud Federation, as we all experienced the various waves of community spread and increased infection rates. Through it all, the Ministry of Social Development and Gender Affairs remained resolute in protecting the most vulnerable amongst us. The Ministry applied the lessons learnt from the pandemic to ensure that the services and staff members remain adaptive, resilient, effective and efficient.

The year 2022 presents an opportunity for reflection on the mission and vision of the Federation by implementing overarching policies. This exercise began in 2021 with the engagement of stakeholders towards the finalisation of population-specific policies. While to many, policy development is a technical exercise, such is critical for this Ministry because of the international and regional obligations of the Federation to protect specific populations, namely women, children, the disabled and senior citizens.

#### **Gender Equality and Development**

Through technical support from UNESCO, the Federation has developed the National Gender Equality Policy and Plan of Action. This policy and accompanying Action Plan are the Government's commitment to mainstream gender in all sectors and areas of social, economic, political, and environmental development so that all citizens and residents can reap the benefits of inclusive, sustainable development. It further serves as the Government's blueprint and declared political commitment for achieving gender justice, with the underlying obligation to respect all citizens' dignity, freedoms, social, political, economic, and cultural rights.

Gender equality and women's empowerment are fundamental to the universal values of the 2030 Sustainable Development Agenda. Together with the human-rights-based approach and Leaving No One Behind (LNOB), these three international human rights standards place equality and non-discrimination at the center of actions to secure economic, social, civil, political, and cultural rights the right to development for all.

These three universal values symbolise the transformative culture that the Gender Equality Policy seeks to create in the Federation-making the reach for gender equality visceral, uniquely owned, and embraced as a common good for all boys, girls, men, and women in St Kitts and Nevis.

A key focus for the Federation in developing a modern and relevant Gender Equality Policy was to address discrimination and inequality that boys/men and women/girls face. Another critical focus was integrating into all provisions and protection groups (marginalised) in society because of their socio-economic status or circumstances. The Gender Equality Policy and Action Plan is a tool to monitor and report on the country's progress in attaining agreed inclusive development targets. To that end, the policy supports Government's reporting and compliance obligations under the varying international treaties to which it is a party.

The Gender Equality Policy contains ten pillars or domains corresponding to the agreed international priorities for achieving gender equality. They elaborate on the Theory of Change (TOC) and the strategies to achieve the Government's vision for transformative change on gender equality.

The ten (10) domains and co-domains, with sub-sector primacies, are:

1. Agents of Socialization (Culture, Family, Religion, Mass Media)
2. Agriculture, Fisheries, and Food Security
3. Climate Change and the Environment
4. Decent Work and Inclusive Economic Growth (Labour Market Participation and Social Protection, Employment, Productive Resources, and Entrepreneurship, Digital Technologies, Tourism and Services, The Blue Economy (Optional))
5. Education for All
6. Elimination of Gender-Based Violence and Discrimination for Human Security
7. Health and Well-being (Sexual and Reproductive Health, Non-Communicable Diseases (NCDs), Healthy Outcomes for Men and Boys and Men, COVID-19-Recovery and Resilience)
8. Leadership and Decision-making (Women in Parliament and Politics, Women in Policing and Security Forces, Equal Participation in Society)
9. Rule of Law, Justice, and Gender Rights
10. Special groups for gender mainstreaming (Older Persons, Youth, Persons with Disabilities-PWDs, Lesbian, Gay, Bisexual, Transgender, and Intersex-LGBTI people, Adults in the Justice System, and Migrant-foreign-born Populations)

### **Support for Individuals and Families**

With the assistance of UNICEF, the Ministry has been able to complete the drafting of the National Social Protection Policy and Action Plan. The vision of the policy is the attainment of Universal Social Protection and to support a high quality of life for the people of the Federation. The Government, through the actions of the Ministries with responsibility for social protection services and programming, will protect the population against chronic poverty and hunger, shocks, destitution, and social exclusion through programmes designed to ensure equitable human capital development and enhanced capacity of the population to manage their livelihoods and welfare better. Our goal is to contribute significantly to the alleviation and eventual eradication of poverty and vulnerabilities in our Federation by building an efficient, effective, and integrated social protection system. All of this would ensure that our Federation remains the best place to grow up and grow old across the world.

The vision, aims, and objectives of the National Social Protection Policy are built on a human rights-based approach to social protection. This approach includes gender responsiveness in understanding and responding to the different needs of women and men and girls and boys and ensuring that they can exercise agency in decisions that affect their lives. It also includes child-friendly and responsive social protection that recognises that poverty and vulnerability disproportionately affect children and can have severe negative lifelong and generational impacts. Rights herein are universal (all hold rights), indivisible (all rights held, and none excluded from any person) and equal (rights held without discrimination).

## **Support for Children**

Through the United States Agency for International Development (USAID) funded, Organisation of Eastern Caribbean States (OECS) Commission implemented Juvenile Justice Reform Project; the Federation has received technical support to complete the National Diversion, Rehabilitation and Reintegration Strategy and Standard Operating Procedures. This Strategy is intended to pave the way for a more structured and considered approach to how diversion, both pre and post-charge, rehabilitation and reintegration is administered. It is designed to offer meaningful guidance to all of the stakeholders working within the Child Justice System, including probation officers, social workers, police and judicial officers. It is designed to be a user-friendly document that embodies the proposed frameworks for diversion, rehabilitation, reintegration, and all of the most important forms and other relevant tools considered necessary to support effective implementation of the Child Justice System.

With the adoption of the complimentary regulations to support the execution of the Child Care and Adoption Act and the Child Justice Act, the Probation and Child Welfare Board and the Ministry are better positioned to protect effectively and efficiently the most vulnerable amongst our population – our children and adolescents.

### **Other Significant Developments for 2022:**

#### **1. Rebranding of the Counselling Department to the National Counselling Center:**

Recognising the need to support the mental health and wellness of the citizens, nationals and residents of this Federation, the Counselling Department will be rebranded in 2022 to the National Counseling Center. With this rebrand, the Center would be able to increase its outreach and network to introduce new services and fee structures to serve the population's needs better.

#### **2. Cabinet adoption of the National Ageing Policy**

The continued erosion of close family ties, which serves as a bedrock for the support of our senior citizens as they transition from active employment to retirement, thereby opening new opportunities for engagement and development, presents the most significant challenge to active and empowered ageing for our population. While it is never the intent of a government to legislate behaviour, the time has come to restore basic responsibilities for the care of seniors and other vulnerable populations by those who share a familial (blood or legal) bond. The Government is committed to ensuring the graceful ageing of our population as one cohort transitions, thereby opening up opportunities for the next generation while paying homage and respect for those who paved the way. This is our commitment, but one which cannot be recognised without an all of society approach beginning with familial and societal partners.

### 3. Cabinet adoption of the National Policy for Persons with Disabilities

Following the ratification and adoption of the International Convention on the Rights of Persons with Disabilities by the Federation in 2019, the local adaptations and amalgamations of the tenets of this Convention has to commence to ensure compliance with its intent. Key to this process is the local declaration of our intention for the tenets. This declaration will be clearly expounded in the National Policy for Persons with Disabilities, which expands the Special Needs Policy drafted with assistance from the European Union.

The Ministry continues to be eternally grateful to its social partners who continue to engage willingly, collaborate, and support us in attaining the Sustainable Development Goals agenda 2030. These partners include, but are not limited to the United Nations Children's Fund (UNICEF), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the United Nations Development Programme (UNDP), the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), the Pan American Health Organization (PAHO), the Organisation of Eastern Caribbean States (OECS) Commission, the United States Agency for International Development (USAID), along with our local partners Mickey's Hope, A Time for Us Foundation, Garden of Rebirth, The Rotary Clubs of St. Kitts and Liamuiga, Social Security Board, Business and Professional Women (BPW), the Chamber of Industry and Commerce (CIC) and the numerous other individuals and agencies who assisted in our Covid response and the realisation of our adapted programmatic schedule for the populations we serve.

Finally, commendations and appreciation are being extended to the management team and staff of all departments and units that serve under the ambit of the Ministry of Social Development and Gender Affairs. Your sacrifice and service continue to mimic the highest call of our nation, "Country Above Self." May you take comfort in knowing the lives you have positively impacted by using yourself, your time, talents, and skills to make the Federation truly the best place to grow up and grow old. Blessings to each of you as faithful and humble servants.

Hon. Eugene Hamilton  
Minister of Social Development and Gender Affairs

## 1.2 Executive Summary

Over the past two (2) years, the Ministry has been unrelenting in its efforts to navigate its course around the critical challenges of keeping staff and families safe while ensuring the ongoing provision of services to clients and populations adversely affected by the global pandemic. Consequently, this has led to modifications in the way the various Departments function. It has significantly obliged officers to, more than ever before, demonstrate their commitment and dedication to the empowerment of individuals, families, and communities.

Notwithstanding the disruptions from such turbulent times, the Ministry intensified its focus towards accomplishing several goals during 2021, including completing the National Gender Equality Policy and the National Social Protection Policy and Action Plan. These critical documents that will be finalised shortly are intended to provide the framework for coordinated, and cohesive efforts of the Ministry and other stakeholders to ensure that our beloved Federation achieves notable progress towards Sustainable Development Goals, especially those related to poverty and inequality.

The Ministry has embraced new and innovative mechanisms and techniques that allow us to be cost-effective and more efficient in meeting clientele needs. As such, we will, in 2022, transition from a food voucher programme to a cash transfer programme that will provide greater choice and dignity for clients and allow them to spend money according to their needs while at the same time receiving their benefits discreetly. Through collaboration with the IT Department, the Ministry will work assiduously towards the complete digitisation of the Social Protection Programme. This will reduce administrative cost overheads of managing physical documents and the provision of greater security of invaluable records from disasters and theft. Additionally, there will be an increase in the efficiency of file retrieval, sharing of files for quicker decision-making, and the enhanced ability for officers to work remotely when required. Following the pandemic's onslaught, an increased focus has been channelled towards mental health and wellbeing. Consequently, in our efforts to be responsive and better equipped to meet the changing needs of our populace, the Counselling Department, with assistance from PAHO, will continue its conversation to the National Counselling Centre offering a more comprehensive range of services to clients.

One of the most significant investments a nation can make involves advancing the wellbeing and care of our children. Toward this end, the Child Protection Case Management System developed several years ago will be further enhanced with an application to enable the public to report suspected child abuse cases to the Probation and Child Protection Services. Accordingly, the Ministry will continue its efforts at executing approved diversion programmes for young persons who need a second chance and those at risk of offending.

As the United States Agency for International Development (USAID) has approved an extension for the OECS-managed Juvenile Justice Reform Project (JJRP) Phase II, the Ministry will have the opportunity to recruit additional human resources to assist with meeting the objectives of the project. This is envisioned to encompass the following: increase the use of alternative sentencing for youth in conflict with the law; ensure rehabilitation centres and diversion programs provide support services to foster rehabilitation and support the reintegration of youth leaving rehabilitation facilities and returning to their families and communities.

In its continued promotion of partnership and collaboration in the execution of its mandate, the Ministry was humbled by the generous support of local partners in responding to the Covid-19 crisis. To build on this synergy, the Ministry will shortly enter a Memorandum of Understanding with a Non-Governmental Organisation (NGO) to support abuse victims. A Disabled Empowerment Committee will also be established for greater cohesion and effective responses to the needs of persons in this community with a view of engendering an enabling environment for all persons with disabilities. This Committee will assist the disabled in achieving their optimum potential and participate fully in every aspect of community life and advancement.

With the significant contribution of the Republic of China on Taiwan, training for women will continue in several entrepreneurial areas, allowing these women to achieve greater financial empowerment and self-sufficiency. Coupled with this undertaking, the Department of Gender Affairs will continue to work with men and boys in partnership with the Men's Council.

As we fast approach the tenth (10th) anniversary of the opening of the New Horizons Rehabilitation Centre, the Ministry will continue our physical upgrades to the facility. We will also finalise the revised operations manual, intended to ensure that this critical institution provides an environment conducive to rehabilitation and the continued positive growth of the young persons entrusted to its care.

Undoubtedly, the peculiar challenges encountered in 2021 have demonstrated the Ministry's important role, particularly in working towards facilitating the Federation's recovery from the socio-economic destabilisation caused by the pandemic. For this reason, the Ministry has renewed and revitalised its commitment to serve our nation in 2022 and beyond.

### **1.3 Management Representation Statement**

On behalf of the Ministry of Social Development and Gender Affairs, it is my privilege to register the Ministry's plans, objectives and expected outcomes for 2022.

This information presented is because of consultations with the Ministry's partners, Departments, and staff. The Ministry, therefore, stands committed to implementing the initiatives and programmes using all resources available to us as we strive towards poverty alleviation, gender equality and the creation of communities where vulnerable persons, including children, older persons, and persons with disabilities, can live and grow to achieve their full potential.

Janelle Lewis-Tafari (Mrs)  
Permanent Secretary



## **Section 2: Ministry Overview**

### **2.1 Mission Statement**

The Ministry of Social Development and Gender Affairs is dedicated to serving vulnerable populations through advocacy, education, empowerment and enhancement of individuals, families and communities through evidence-based and customer-oriented programmes that promote equality, growth, and development, regardless of race, gender and culture.

### **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. This mandate is in keeping with the Government's directive to build resilience and self-efficacy amongst the population.

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

1. Enhanced policy development to provide a foundation for the local implementation of regional and international conventions and agreements that support the protection and support for vulnerable populations such as seniors and the disabled
2. Improved access and delivery to social protection services and programmes
3. Enhanced visibility and access to mental health practitioners and services to aid in the recovery efforts related to the pandemic on an individual, organizational, and national level
4. Improved coordination and programming to advance the goal of gender equality
5. Enhancement of the rehabilitation agenda for juveniles in conflict with the law through expanding programmes and services in diversion, rehabilitation (community and institutional) and reintegration.

### **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 2022:

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

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

1. Continued staff development and training. Launch of the rebranded National Counseling Center, formerly the Counseling Unit
2. Completion of the National Disability Survey and the development of the Disability Database as a component of the National Household Registry
3. Development of the Senior Abuse Policy and Protocol
4. Infrastructural upgrades and improvement at the New Horizons Center to improve safety and security of residents, staff and visitors
5. Adoption of the National Diversion, Rehabilitation and Reintegration Strategy
6. Introduction of the Girls at Risk platform through the Department of Gender Affairs

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

1. Staffing: Recruitment and retention of high-quality staff members in juvenile justice and rehabilitation cause challenges with the execution of the complete offering of programs and activities at the New Horizons Juvenile Rehabilitation Center.
2. Gaps in service delivery: The Ministry continues to receive requests from clients for assistance with housing. These include victims and survivors of domestic violence and clients with various circumstances that resulted in inadequate shelter,
3. Availability of current data to inform programming and policy development: There is a need to utilise a Memorandum of Understanding (MOU) with state agencies that outline the reporting requirements of these agencies to the ministry to fulfil the state's obligations to regional and international agencies. These MOU's will allow for the breaks associated with a management change in the agencies to not affect these responsibilities for any long durations.

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

The commissioning of the Adoptions Committee allows for stability to be returned to a child following the disruptions associated with foster care.

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

1. Completion of the National Social Protection Policy and Plan of Action
2. Completion of the National Gender Equality Policy and Plan of Action

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

- Upgrade of Community Centres
- Furnishing of Lodge-Ottleys Community Centre
- Internet Connectivity Upgrade - New Horizon Rehabilitation Center

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

#### **Administration Building General Upgrades**

For 2021 the Ministry was able, with the support of Her Majesty's Prison and the Public Works Department, to complete upgrades to comply with the Covid Protocols while providing adequate storage space for office supplies and equipment. The activities completed included:

- a) Division of the storage room to create an office/meeting space
- b) Combining of two small office spaces to become one larger office/meeting space
- c) Window replacement
- d) Construction of an enclosure for the Receptionist

Installation of new toilets Additional works completed included:

- a) Electrical upgrades to facilitate the commissioning of the VOIP System
- b) Replacement of air condition units across the entire building
- c) Installation of blinds in specific office spaces where there are challenges with natural light

## **2.4 Transfer Payment Information**

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

- a) Ade's Place
- b) International; Organization for Migration
- c) St. Christopher Children's Home
- d) St. Kitts Nevis Association of Person's with Disabilities
- e) UN WOMEN
- f) United Fund for Population Activity (UNFPA)

## Section 3: Ministry Summary

**Portfolio** E.09 - Promote Community Development and Gender Affairs

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

**Officer in Charge** Permanent Secretary

### Goals/Global Objectives

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

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
09101 – Provide General Administration	1,149	1,227	1,248	1,268	1,288
09102 – Manage Community Development and Social Services	37,668	32,998	32,837	32,456	32,405
09103 – Gender Affairs Department	411	459	455	463	470
09104 – Provide Care and Protection for Children	1,406	1,693	1,786	1,808	1,830
09105 – Provide Probationary Services at New Horizon Co-Ed Center	1,812	1,833	1,922	1,952	1,983
<b>Total</b>	<b>42,446</b>	<b>38,210</b>	<b>38,248</b>	<b>37,947</b>	<b>37,976</b>

## Section 4: Programme Summary

<b>Portfolio</b>	E.09 - Promote Community 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 ensure the institutional arrangement, systems, and legislative framework for a more coordinated, efficient and effective social service delivery

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To continue to improve the professionalism of staff	4	Number of Conduct learning circle sessions within the Ministry
	60%	Percentage of Staff members participate in at least one (1) training session annually
2.To improve reporting and information sharing on activities of the Ministry and related stakeholders	June 2022	Date of Publication of Annual Review for 2021
3.To improve the collection and reporting of data to regional and international agencies	2	Number of MOU's entered with local agencies to provide data to the Ministry for the completion of regional and international reports

<b>Sub-Programme:</b>
00285 - Provide Administrative and Policy Support
09102 - Invest in Administration
01942 - Support for Persons with Disabilities
09101 - Manage Telecommunication Service
09101 - Participate in International and Regional Organizations

## Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	1,103	1,183	1,204	1,223	1,242
Capital					
Transfer	46	45	45	45	46
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,149</b>	<b>1,228</b>	<b>1,249</b>	<b>1,268</b>	<b>1,288</b>

<b>Portfolio Programme</b>	E.09 - Promote Community Development and Gender Affairs <b>09102 - Manage Community Development and Social Services</b>
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<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 enhance and increase existing services and protection for vulnerable groups and provide opportunities for individuals and communities and meet their social and economic responsibilities
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To develop Senior Abuse Policy and Protocol	December 2022	Date of completion of the Senior Abuse Policy and Protocol
2.To develop a fully digitized application system for the processing of applications for social services	December 2022	Date of completion of digitized application system
3.To develop an Emergency Shelter Management Manual and Standard Operating Procedures	July 2022	Date of completion of the Emergency Management Manual and Standard Operating Procedures
4.To establish a Disabled Empowerment Committee	April 2022	Date of establishment of a Disabled Empowerment Committee to address the programming and service needs of persons with disabilities
5.To establish a costed action plan for the comprehensive refurbishment and maintenance of the Community Centres on St. Kitts	April 2022	Date of costed action plan for the comprehensive refurbishment and maintenance of Community Centres on St. Kitts with consultation with stakeholders
6.To establish a registry of Homecare Givers	December 2022	Date of completion of the Homecare Givers registry
7.To improve social media and online communication strategies of the National Counseling Centre (NCC) for more effective and efficient delivery of services and greater visibility	December 2022	Date of completion Implementation of and communication strategy
8.To transition the food voucher programme to a cash transfer programme	December 2022	Date of completed agreement with the service provider for the delivery of the assistance



**Sub-Programme:**

- 00334 - Provide Counseling Services
- 00322 - Provide Administrative Support to Community Development and Social Services
- 00323 - Provide Community Support and Social Services
- 00324 - Support Community Development Activities
- 09102 - Provide Social Assistance
- 09102 - Invest In Communities
- 09102 - Invest in Community Development and Social Services
- 03654 - Support for Community-based Organizations
- 0911225 - Internet Connectivity Upgrade - New Horizons Rehabilitation

**Financial Summary**

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	<b>(in thousands)</b>				
Recurrent	34,241	31,200	31,387	31,436	31,485
Capital	2,599	1,078	730	300	200
Transfer	828	720	720	720	720
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>37,668</b>	<b>32,998</b>	<b>32,837</b>	<b>32,456</b>	<b>32,405</b>

<b>Portfolio</b>	E.09 - Promote Community 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>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
Ensuring that policies and the programmes of the state take into consideration the impact on men and women sharing equally in society

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To actively engage men and boys in the Mentorship Programme	2	Number of additional schools with the Mentorship Programme implemented
2.To enhance gender mainstreaming in all policies, programmes and legislation	3	Number of aactivities implemented from the action plan of the National Gender Equality policy
3.To facilitate research on gender issues to generate information for dissemination and decision making	December 2022	Date to complete the technical specifications for the Intentional Injuries Surveillance System
4.To help empower women financially and economically	120	Number of women trained in entrepreneurial topics
5.To increase participation of females in decision making at all levels of development in both the public and private sector	20	Number of women and girls trained in leadership, governance and democracy

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

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
Recurrent	411	459	455	463	470
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>411</b>	<b>459</b>	<b>455</b>	<b>463</b>	<b>470</b>

<b>Portfolio</b>	E.09 - Promote Community Development and Gender Affairs	
<b>Programme</b>	09104 - Provide Care and Protection for Children	
<b>Responsibility Centre</b>		
09 - Ministry of Social Development and Gender Affairs		
<b>Officer in Charge</b>	Permanent Secretary	
<b>Goals/Global Objectives</b>		
To address the cause(s) of some social problems through child protection		
<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To assist with the rehabilitation and diversion of juveniles in conflict with the law	60%	Percentage of juveniles successfully diverted from the court through intervention by the Child Justice Committee
	60%	Percentage of juveniles who come in conflict with the law not reoffending
2.To ensure that all reported cases of abuse and neglect are addressed in a timely fashion	70%	Percentage of Assignment to investigator for each case within 24 hours of receipt of a report for emergency (life and limb-threatening) cases and 48 hours for non-emergency cases
3.To establish the Diversion Programmes Registry	6	Number of Diversion programmes registered for the year 2022
4.To have all probation and child protection officers trained in social work	40%	Percentage of officers trained in social work
5.To implement fully functional diversion programmes in the school zones	2	Number of fully functional diversion programmes in the school zones
6.To increase the percentage of children who are placed in family-based environments	20%	Percentage of children in foster care who exit to permanent living arrangements or successful reunification with biological families
	April 2022	Date for Development and implementation of the training schedule for foster parents
	June 2022	Date to launch the rebranded Foster Care Programme
	60%	Percentage of children in need of protection placed in foster care
7.To promote and enhance the professional growth of officers	December 2022	Study tour completed
	60%	Percentage of officers participating in at least two (2) training sessions annually

**Sub-Programme:**

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

**Financial Summary**

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
Recurrent	1,017	1,409	1,502	1,524	1,545
Capital					
Transfer	389	284	284	284	284
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,406</b>	<b>1,693</b>	<b>1,786</b>	<b>1,808</b>	<b>1,829</b>

<b>Portfolio</b>	E.09 - Promote Community Development and Gender Affairs
<b>Programme</b>	<b>09105 - Provide Probationary Services at New Horizon Co-Ed</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 prevent re-offensive cases of children who conflict with the law

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To create and maintain an environment of genuine care that provides meaningful opportunities for the juveniles in care to succeed in efforts towards rehabilitation	70%	Percentage of Juveniles participating in key worker sessions weekly
	80%	Percentage of Juveniles participating in psycho-educational and psycho-life skills programmes
2.To ensure that consistent, objective criteria are utilized to screen juveniles admitted to the Centre that will be used to inform the implementation of an appropriate rehabilitation/care plan	60%	Percentage of new admissions who had a Risk-assessment undertaken and documented on the appropriate form
3.To ensure that the staff of the Centre display and adhere to the highest standard of professionalism in their interactions with colleagues and residents	80%	Percentage of staff to attend supervision sessions that are recorded monthly
4.To ensure the safety and security of all staff, residents, and visitors of the Centre	90%	Percentage of Centre emergency preparedness plans developed and implemented

<b>Sub-Programme:</b>
00357 - Manage New Horizons Co-Ed Training Center
00358 - Support Services for Youths at-risk

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	1,812	1,833	1,922	1,952	1,983
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,812</b>	<b>1,833</b>	<b>1,922</b>	<b>1,952</b>	<b>1,983</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

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

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>09102</b>	<b>SOCIAL DEVELOPMENT</b>							
0910286	Upgrade of Community Centres	1,582,300	330,000	-	-	330,000	101,324	REVENUE
0911225	Internet Connectivity Upgrade - New Horizons Rehabilitation Center	1,000,000	250,000	-	-	250,000	79,591	REVENUE
0911222	Construction of Lodge Community Project	5,600,000	150,000	-	-	150,000	2,372,478	REVENUE
	<b>Subtotal</b>	<b>8,182,300</b>	<b>730,000</b>	<b>-</b>	<b>-</b>	<b>730,000</b>	<b>2,553,393</b>	
	<b>Outfitting of Two (2) 40 foot Containers</b>	<b>86,868</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>Administration Building General Upgrades</b>	<b>45,477</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,477</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>8,314,645</b>	<b>730,000</b>	<b>-</b>	<b>-</b>	<b>730,000</b>	<b>2,598,870</b>	

**Total Ministry \$730,000**

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

**Report on Plans and Priorities  
for the Year  
2022**

**Volume 2**

**December 2021**

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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**

Our continued efforts are aimed at enhancing and transforming the Agriculture and Fisheries sector considering the challenges of a changing climate, growing population, rising food prices, and environmental stressors which all have significant impacts on food security. Adaptation strategies and policy responses, including addressing water challenges, land use patterns, food trade, postharvest food processing, and food prices and safety are all to be considered and effected. The ongoing training and investment in the sector are strategically targeted toward the promotion of sustainable agricultural technologies, building resilience to shocks, and ensuring increased production in crop, livestock, fisheries, and agro-processing.

There are great opportunities for us as we forge ahead in transforming agriculture by generating new production and distribution systems and developing and strengthening value chains. These can provide opportunities for quality employment. In value-added agriculture we can realize increased focus on production or manufacturing processes, marketing or services that increase the value of our primary agricultural commodities. Greater opportunities for establishment of small businesses will be achieved through a value-added addition as it generates higher return, allow penetration of a new, potentially high-value market, and extend the production season.

In this period of achieving agricultural transformation in our Federation, we are addressing the transformation of our agri-food system from a high prevalence of subsistence and small-scale farming to high productivity, so that poverty falls and food security increases. Thus, our policy reform is essential to help agricultural transformation. We must no longer lag but use the opportunities afforded us to advance our agenda for greater food security.

Despite great challenges, we have forged ahead with our plan to increase production in the sector. Overall, production performance is still positive despite multiple challenges experienced during the year. Drier weather conditions have impacted productivity in some way. Nonetheless, the additional resources made available through the COVID-19 stimulus package and the ongoing support of the Ministry continue to help farmers enhance their operations.

We have recently seen the official launch of the St Kitts and Nevis Agricultural Transformation and Growth Strategy 2022-2031. As the Federal Minister for this sector, I call on all government ministries, private entities, farmers and fishers cooperatives, fishers, farmers, vendors, agro-processors, public sector, academia, and other stakeholders involved in agricultural and food systems transformation to step up and coordinate our efforts to address the challenges the Federation faces and the need for real and meaningful reform in the agriculture and fisheries sector. This will be a truly consultative process.

It is anticipated that during this new year we will conduct a national agriculture census, adopt improved policies for the sector, and review and strengthen its operations as well as provide an improved enabling environment for all stakeholders. This strategic objective deals with the policies, institutions, legislation, and necessary infrastructure required to facilitate the agricultural and marine resources transformation process. We will realize in this new year the establishment of policy frameworks and improved coordination across the sector, which will present a new vision for the agricultural sector of St Kitts and Nevis.

The Ministry will continue to partner with regional and international agencies, our allied institutions and technical cooperation agencies in support of the implementation of our strategic plan and work programme. We will foster mutually beneficial partnerships with our regional and international counterparts and development partners. This enhancement of our sector is a prerequisite to poverty alleviation and the reduction in the cost of food and the high food import bill. The increased production of local foods will contribute to employment creation and the creation of business enterprises.

The sector is highly vulnerable to climate change, and increased incidence of natural disasters and other extreme weather events. But we will strengthen the agricultural sector's resilience to climate change and natural disasters, reduce its adverse impact from climate change and the environment, and ensure that development is socially, economically, and environmentally sustainable. Our investments and efforts are strategically targeted towards increasing agriculture and fisheries contribution to national economic growth, employment creation, poverty reduction and national development.

The Veterinary Division will provide technical support to the livestock sector with the view to maintain a healthy livestock population and to prevent the transmission of animal-borne diseases to humans through early detection. This division will continue to serve and increase its operations and efficiency as an early warning mechanism that will facilitate the prevention and/or establishment of transboundary animal diseases. The Veterinary Division ensures the development of an efficient alert system that facilitates the early detection of animal diseases of economical importance or interest for public health as well as swift interventions to limit their establishment, thus creating an environment in which livestock can thrive in St. Kitts and Nevis. The capacity of the veterinary laboratory diagnostic and food quality control will be highly increased.

The work programme of the livestock unit for 2022 includes training livestock farmers in production and financial management, introducing methods for odour control in poultry pens, developing breeding programs for cattle and swine on farms and at Bayfords, bringing farmers together to supply mutton and beef, consistently to supermarkets, as a collective, experimenting on alternative feed sources for poultry and swine, and experimenting on rotational grazing with trellised grown legumes. A programme to manage access roads will be reintroduced along with a project on paddock rehabilitation.

The Bayfords Livestock Centre of Excellence is a dramatic and significant transformation of some 183 acres of land into a Center which will directly benefit farmers and the country. It is the start of a tremendous programme aimed at promoting food security by increasing livestock production through the implementation of modern and sustainable techniques, with the view to significantly reduce the gap between imported and locally produced meat. This programme will see the establishment of breeding programs to maintain and support sustainable improvement in livestock production. With the aid of our partners, our allied institutions, the business community, livestock farmers, animal health practitioners and others, we will ensure coordination and collaboration for the advancement of this industry.

The Ministry envisions the enhancement of Broiler production and the establishment of a processing facility to provide for the orderly flow of hatching eggs, chicks, feed, and other supplies necessary for the efficient production and supply of processed broilers into market channels.

The Crop Management and Production Unit will focus on agricultural best practices to improve the growth, development, and yield of crops. The strategy will include a combination of crop scheduling, seminars, and crop forecasting. The current production system for crop farming, more specifically vegetable production, is over 80% rain-fed. Limited rainfall poses a serious threat to food security within the local farming community because, as stated, a significant number of farms are rainfall dependent. Therefore, we will introduce measures to mitigate the problems of limited rainfall and generally boost local agricultural production.

We, therefore propose to work with farmers to implement initiatives aimed at bolstering water security which will include:

- a) On-farm water harvesting and storage
- b) Re-activating water dams, which lay dormant and out of use due to lack of maintenance
- c) Construction of dams
- d) Encouraging the use of irrigation systems on farms to ensure efficient use of water
- e) Research on different varieties of crops that are drought or flood resistant
- f) Technology transitions (greenhouse, hydroponics, and aquaculture)
- g) Creating enabling environments to support scaling up and mainstreaming of water-smart agricultural practices
- h) More efficient and sustainable use of water in agricultural production/postproduction and related sectors through improved infrastructure, technology, innovation, information, and knowledge systems.

The work plans of the Crop Division's outreach programmes include a variety of strategies to ensure that the full range of training services reach the farmers in all Districts. The Fahie's Outreach Centre will be re-engineered to provide better technical assistance to farmers through training programmes that will keep farmers abreast of emerging issues and problems facing the sector. We are striving to greatly reduce the importation of selected fruits and vegetables. We will work with our farmers to fully supply local demand for roots and tubers and significantly reduce our import dependency on bananas.

Shade houses have been re-introduced in crop production. These will be used to protect cultivated plants from excessive heat, light, and dryness. Crops grown under shaded conditions are also protected from harsh weather conditions and have minimal exposure to pests and diseases. With this structure, crops can be grown all year-round.

Our Agro-processing Unit holds a bright future with great growth potential. Currently, the Unit produces and sells 47 different products to leading supermarkets, duty-free shops at Port Zante, the RLB International Airport, major hotels in St. Kitts and Nevis, and outlets at popular tourist sites in St. Kitts. The income from the sales of products provides support to the Unit which helps in its sustainability. With our Agro-Processing building now operational, we will see the continuation of the upgrade of the Agro-processing Unit, repair of the Nursery Shed at the Needsmust Farm, and the propagation of exotic plants for sale to the public including the stevia plant, dragon fruit, sapodilla, etc.

The Policy and Planning Unit work programme includes establishing, operationalising, and maintaining a system and institutional framework for agricultural data collection, analysis, storage, and dissemination to stakeholders. The Unit will be responsible for the Agricultural Census and the new national agriculture policy in 2022. The Policy and Planning Unit will work with our farmers, fishers, agro-processors, allied institutions and other relevant ministries and stakeholders to harmonize agricultural sector policies, plans and strategies within the Federation, in alignment with regional and international policies, plans and strategies.

The Unit will assist the departments in ensuring that institutional support requirements are adequately considered and that all assistance from external sources is consistent with and targeted to the development programmes of the Ministry of Agriculture et al.

In light of the economic challenges that have developed since the presence of the COVID-19 global pandemic, the Department of Marine Resources is building the foundation for a resilient marine resources sector. It is in the process of seeking infrastructure support to aid the fishing operation of our citizens who depend more now on marine resources due to the contraction in economic opportunities. The Department will work to ensure that quality fish and fisheries products are improved with the provision of testing equipment to examine for ciguatera and heavy metals in our fish.

With the increased importance placed on food and nutrition security, the Federation needs to ensure that the quality of the products being consumed, and the standard of those products are suitable for human consumption. The right testing equipment for heavy metal, ciguatera, and other contaminants is important to ensure that our citizens consume only the best quality fish.

As the economy rebounds from the negative effects of the pandemic, the development of the blue economy is significant to support our sustainable income-generating sources for the Federation of St. Kitts and Nevis.

In 2022, we propose to further strengthen and develop enabling legal and policy frameworks to ensure the sustainable use of our ocean's resources safely and efficiently. The Department of Marine Resources will continue the training activities for fishers. Basic Fisher Training Courses are again planned for 2022. These courses will teach fishers how to fish sustainably to improve production while addressing their safety and general business concerns.

Our Financial Control and Management Unit will continue to ensure the overall efficiency and effectiveness of the financial services and systems by directing, coordinating, monitoring, and controlling the Ministry's finances. Its functions include general financial administration, payment and receipts, income and expenditure administration, finance management and financial controls, budgetary control, and financial reports submission. Internal control is at the core of fulfilling its mission and accomplishing its goals. The Unit will assist the Ministry's management with meeting its responsibility for having internal controls in place that provide reasonable assurance in the achievement of such objectives as ensuring the Ministry's operations are effective and efficient and in compliance with applicable laws, regulations, and business practices.

These are exciting times for the sectors of fisheries and agriculture as we reposition ourselves for the enhancement and improvement that is ahead. The Ministry of Agriculture, Fisheries and Marine Resources programmes are aligned with the government's commitment to ensure a brighter future post-Covid-19 and to put our economy back on track and roaring through the field of greater production.

Hon. Alexis Jeffers  
Minister of Agriculture, Fisheries and Marine Resources

## 1.2 Executive Summary

Agriculture is poised for take-off. The sector is poised to soar, but lack of serious follow through and real investment may ground the sector before it can take off. We are excited at the possibilities, the improvements and the environment that supports reform now.

Improving the production capacity of agriculture in our Federation through productivity increases is an important policy goal where agriculture becomes an important sector in the economy. The agricultural sector provides livelihood to many in our nation and thus must be supported. Thus, a growing agricultural sector will contribute to both overall growth and poverty alleviation. Within the context of growth in agriculture, emphasis must be placed on productivity because expansion of agriculture land is very limited for several reasons. In addition, the difference between actual and technically feasible yields for most crops implies great potential for increasing food and agriculture production through improvements in productivity, and advances in technology.

Throughout this year, the Ministry has been engaged in constant dialogue with farmers and fishers, made regular visits to farms and fish landing sites and conducted monthly planning and quarterly review meetings with all departments and staff, and as a result produced data and reports on the work programme of each department. This frequent engagement of farmers, fishers and agro-processors have resulted in a better working relationship for the forward movement of the sector.

Activities and events such as our quarterly night market continue to be well received and supported. The night Market gives the community access to a wide variety of fresh, local, in-season farm products direct from the producer. It provides a centralized location for local producers to market directly to the buying public. This event draws tremendous support and large numbers of customers to the market allowing market vendors to flourish and advancing the market's overall sustainability and community impact.

We have done a lot of work on our infrastructure to better serve our stakeholders and increase the productivity of departments. Our expanded Agriculture Sector Development Strategy continues to guide the implementation of our work programme, projects and activities outlined for 2022. We are on track with the continued recovery in agricultural sector. Our energies have been targeted to address such areas as institutional strengthening, and sector capacity building. We have seen areas of increase and enhancement although we have not yet achieved the growth we are aiming for.

We are actively addressing the challenges facing the agriculture sector and its development, consistent with the sustainable development goals and our overall mission for the ministry. Our many activities are a coordinated response to mitigate the food security challenges in the Federation. Our strategic interventions also place attention on marketing and climate resilient farming practices. It aims to:

- Sustainably increase agricultural production
- Enhance agricultural production systems to absorb climate-induced shocks
- Institute value chain and marketing systems for fruits and vegetable and products



Our programme seeks to achieve enhanced agriculture productivity, agriculture diversification, and intensification. The main objectives:

- Strengthening and capacity building of farmers and agricultural technicians
- Adaptation of technically sound farming system
- Availability and use of improved seeds, fertiliser, and other inputs
- Increase in yield per unit area under various crops and season
- Increased income for individual farmers

The Ministry seeks to facilitate agricultural development through the sustainable utilisation of our resources, by promoting the application of good agricultural practices, promoting food and nutrition security, adopting climate-smart agricultural practices and facilitating climate change research, promoting agricultural health and food safety, facilitating agri-business industries through the provision of farmers' and agricultural support services and policies, fostering knowledge creation and sharing, establishing partnerships and collaboration with local, regional and international institutions and facilitating farmer-focused, solution-driven research.

The Ministry's policies seek to support the agriculture and fisheries sectors and further enhance their productivity. We seek to strengthen agriculture and fisheries by expanding market access, decreasing the import bill, implementing improved farming, and fishing support programs, and promoting our local food systems. The Ministry is committed to foster real and meaningful dialogue to ensure that a wide variety of viewpoints are heard on issues such as the impact of agriculture and fisheries in production and marketing.

We are committed to reform efforts that will ensure that we realize increased efficiency in the sectors, ensuring food safety and security. The Ministry will support its departments in their efforts in promoting the development of our local food system that deliver fresh food to our populace. The Budget reflects our commitment to the enhancement of Agriculture and Fisheries and highlights the choices inherent in pursuing this goal of the ministry. The Ministry's new programmes and initiatives will improve the efficiency and productivity of our departments so we can realize the increased growth being envisioned. We will focus our efforts on achieving our strategic goals, which will enhance the production capabilities of the crop, livestock, policy and planning, agro-processing, fisheries, and marine resources sub-sector.

Better implementation of our work programme at all levels with a dedicated pool of functionaries and enhanced and responsible usage of our resources will help us realise our desired outcomes. The Ministry will also work with its departments to continue to improve extension and advisory services delivered to livestock and crop farmer and fishers and strengthen their technical capacities.

We aim to establish a well-developed and dynamic extension and advisory services system that contributes to wealth creation among farming and fishing communities. We will undertake the necessary structural reforms of our employees to boost our performance and contribute to well-needed reforms in the sectors. We are putting agriculture back to work in the best interest of our nation.

Finally, the Ministry will do all in its power to ensure the smooth functioning of our sectors. We also see this as an opportunity to accelerate transformations in the agriculture sector to build its resilience in the face of a range of challenges.

## **1.3 Management Representation Statement**

On behalf of the Ministry of Agriculture, Fisheries and Marine Resources, I present the Annual Report on Plan and Priorities for 2022. It is my honour to present the Work Programme Budget outlining the plans and priorities for the Ministry for 2022. In my estimation, this presentation reflects an accurate account of the objectives to be achieved as well as the strategies required to realize the Ministry's goals.

This work plan is a result of a consultative and collaborative process that saw meaningful dialogue with units and departments within the Ministry and relevant stakeholders and social partners in helping to guide the overall objectives and priorities for the Ministry. The report takes into consideration the vision, mission and needs of our nation in the areas of agriculture, fisheries, and marine resources. It addresses and corrects significant deficiencies of the past and provides for the implementation of such measures to improve the performance of the Ministry effectively and efficiently. It introduces measures to ensure that the Ministry meets the various objectives. The work plan also aligns with national objectives and that of our regional and international agencies.

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 and the Ministry for 2022 and beyond.

Ron Dublin-Collins  
Permanent Secretary

## **Section 2: Ministry Overview**

### **2.1 Mission Statement**

To create a diversified agricultural sector through sustainability, modernization, 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 economy. Its agricultural policies therefore are designed to transform the sector into a modern, more efficient, and competitive economic engine that would contribute to the overall economic transformation of the economy and improve economic and social well-being of the population.

The Government's agricultural policies have thirteen broad objectives:

1. Promote sustainable development of the agricultural sector and rural communities.
2. Increase the competitiveness of the agricultural sector.
3. Accelerate diversification of the production base and exports.
4. Strengthen inter-sectoral linkages.
5. Improve income distribution and contribute to poverty alleviation.
6. Increase food production, enhance food security and improve the nutritional status of the population.
7. Create an environment for Agri-business to be more productive and profitable via capacity building and innovation.
8. Enhance national food security with emphasis on food safety.
9. Assist in development of value-added chains domestic and export.
10. Develop and strengthen appropriate institutional structures mechanisms and human resource capacities
11. Create an environment to attract and retain youth and women involvement in agriculture.
12. Adopt an Integrated Water Resource Management approach.
13. Reduce crop and livestock losses.

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

- Improve management of the Ministry's various medium-term plan
- Conduct training in programme planning and project writing
- Publish Annual Agriculture and Fisheries Statistics Digest
- Promote the transformation of learning of agricultural science and agribusiness management at all levels in the school curriculum
- Enhance data collection and record keeping
- Facilitate farmer field school training in target commodities
- Formalize links with local teaching institutions to enhance the outcomes of the Agri-business management training
- Train a greater proportion of staff and other stakeholders, with emphasis on youth training
- Promote the use of protected agriculture structures
- Increase farmer income
- Increase adoption of Good Agricultural Practices on farms and along the supply chain
- Increase planting of fruits and vegetables at schools, homes and at institutions nationwide
- Food Safety
- Improve post-harvest handling of produce

- Reduce the occurrence of market gluts and shortages
- Meet the domestic, regional, and international market requirements by adhering to quality grades and standards established by the market for agricultural products
- Strengthening Producers' Organizations to facilitate greater collaboration in production planning, and marketing of produce
- Promote value chain development of select target crops and livestock
- Facilitate research in product development
- Develop export market for select commodities
- Strengthen the linkages with demand centres (tourism, agro-processing, food service industries) inclusive of a Market Information System
- Promote a greater level of collaboration, monitoring and accountability among key agriculture stakeholders
- Develop market linkages with neighbouring Caribbean countries in the sourcing of the supplies of competitively priced, quality raw material and semi-processed commodities
- Establish collaborative links with regional and international partners for information sharing, investing, and marketing collaboration
- Enhance institutional capacities, in the areas of planning, policy analysis and formulation, project management and results-based performance monitoring
- Create an enabling environment to increase the involvement and retain youth and women involvement in agriculture
- Facilitate credit access by youth and women
- Increase the number of youth and women farmers and traders
- Increase the number of youth and women agro processors
- Provide technical assistance in implementing business plan activities
- Make gear available for sale to fishers
- Provide training for fishers in modern fishing techniques
- Expand the range of value-added fish products at the Basseterre Fisheries Complex
- Develop the Federation of St. Kitts and Nevis Marine Management Area (SKNMMA)
- Review and amend where necessary the operation of the Basseterre Fisheries Complex
- Improve cooperation/collaboration with the relevant departments in Nevis

### **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**

- The Agricultural Resource Management Project is being replaced with the Land Conservation Unit
- Increase crop production through the implementation of new technologies
- Conduct internal review and planning meetings in each Department
- Publish annual Agriculture and Fisheries Statistics Digest
- Conduct internal training in project writing
- Conduct review of existing emergency preparedness and response plans
- Work with Departments to upgrade preparedness and response plans
- Increase educational programmes for farmers, new entrants especially youth through the Communication and Extension Unit

- Increase training in the manufacturing of value-added products
- Continue with research to introduce new hybrid vegetable varieties that are adopted to a tropical climate in collaboration with CARDI
- Continue the distribution of land to increase the acreage under crop production
- Increase farmer training in agronomic practices for specific crops
- Provide training for staff in human resource development and regulatory procedure
- Commission the Veterinary Laboratory after staff training and putting equipment and tools in place
- Operate and maintain real time weather data station to assist with hurricane mitigation and best planting time
- Implement a lumpy skin eradication programme
- Continue the goat breeding programme
- Training related to the factors of production, the market forces and marketing process
- Assist with project writing to donor agency
- Specialised targeted training in field of endeavor
- Make beekeeping inputs available at reasonable prices
- Liaise with stakeholders to deliver radio programmes
- Liaise with allied institutions to deliver programmes for the benefit of the sector
- Increase fish landings with focus on underutilized species
- Purchase the necessary safety equipment for sale to fishers
- Train fishers in improved fishing techniques
- Establish the sale of value-added products at the Basseterre Fisheries Complex
- Work with stakeholders to develop the St Kitts and Nevis Marine Management Area (SKNMMA)
- Ensure food safety standards are maintained at the Fisheries Complex
- Strengthen collaboration with the fish farmers
- Develop a policy for Aquaculture
- Publish fisheries statistics

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

- Poor animal husbandry practices by farmers
- Poor infrastructure
- High incidence of dog attacks
- Crop damage caused by monkeys and stray animals
- The absence of water for supplemental irrigation
- Lack of business approach by farmers
- High incidence of Praedial larceny
- Vulnerability of land erosion during heavy rainfall

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

- More efficient and profitable farm businesses
- Better trained and serviced farmers
- Increase production of good quality foods

## **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:

- Construction of Veterinary Laboratory
- Rehabilitation of Old Road Fisheries Complex
- Agriculture Support Project
- Bayfords Livestock Center of Excellence
- Pest Control Programme

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

- Renovation and Upgrade of the Agro-processing Unit
- Improvement and Expansion of Basseterre Abattoir Market
- Upgrade of Small Farmers Machinery Pool
- Improvement of Fisheries Management

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

Work is ongoing on Improvement and Expansion of Basseterre Abattoir Market Project

## **2.4 Transfer Payment Information**

The Ministry facilitates payment of annual contributions to the following Regional and International Institutions:

- Food and Agriculture Organisation (FAO)
- Caribbean Agricultural Research and Development Institute (CARDI)
- Inter-American Institute for Cooperation on Agriculture (IICA)
- Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
- Caribbean Agriculture Health and Food Safety Agency (CAHFSA)
- Rotterdam Convention
- Caribbean Regional Fisheries Mechanism (CRFM)
- International Whaling Commission (IWC)
- United Nation's International Seabed Commission (ISA)
- International Law of the Sea (ITLOS)

### Section 3: Ministry Summary

**Portfolio**                    **E.10 - Manage Agriculture, Fisheries and Marine Resources**

**Responsibility Centre**

10 - Ministry of Agriculture, Fisheries and Marine Resources

**111 - Permanent Secretary's Office**

**Officer in Charge**                    Permanent Secretary

**Goals/Global Objectives**

To significantly increase agriculture production and to provide employment opportunities within the marine sector in a competitive and sustainable manner

### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
10111 – Provide General Administration Support	1,412	1,578	1,664	1,691	1,719
10112 – Support the Development of Agriculture	17,857	10,175	15,984	12,258	11,585
10115 – Manage Marine Resources	3,037	4,093	2,612	2,643	2,624
<b>Total</b>	<b>22,306</b>	<b>15,846</b>	<b>20,260</b>	<b>16,592</b>	<b>15,928</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E.10 - Manage Agriculture, Fisheries and Marine Resources <b>10111 - Provide General Administration Support</b>
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<b>Responsibility Centre</b>	10 - Ministry of Agriculture, Fisheries and Marine Resources <b>111 - 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 administrative and policy support for the Ministry and departments
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To improve the execution of the 2017- 2021 Strategy and action plan by training staff in programme planning	4	Number of meetings held
2.To increase the training staff in project writing skills	2	Number of workshops in Departmental quarterly reports
3.To provide support for the development of Departmental disaster preparedness and response plans	1	Number of reviews of current preparedness and response level published
	1	Number of Departmental preparedness and response plans published

<b>Sub-Programme:</b>
11451 - Provide Administrative support
00008 - Provide Policy Support
10111 - Manage Telecommunication Service



## Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	1,403	1,552	1,638	1,665	1,693
Capital					
Transfer	9	26	26	26	26
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,412</b>	<b>1,578</b>	<b>1,664</b>	<b>1,691</b>	<b>1,719</b>

<b>Portfolio Programme</b>	E.10 - Manage Agriculture, Fisheries and Marine Resources <b>10112 - Support the Development of Agriculture</b>	
<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>	Director	
<b>Goals/Global Objectives</b>	During the plan period the major agricultural focus will be the continued implementation of the new Strategic Plan and execution of activities under the four pillars. The fisheries sector will expand the use of FADs to target large pelagic and promote fish processing	
<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To Increase production and sale of vegetables, root crops and fruits locally	3	Number of Tariffs to be applied seasonally
2.To conduct training sessions in animal health diagnoses (traceability, HACCP, pathology, helminths, GAP)	1300 MT	Number of metric ton (MT) in tonnage of produce for the 18% increase in crop production
	160 MT	Number of metric ton (MT) in tonnage of meat for the 7% increase in livestock production
3.To increase planting of fruits and vegetables at schools, homes and at institutions nation-wide	5	Number of Establishment's report for at least one community garden and 4 school gardens
	10	Number of Establishment of home gardens
4.To increase production and sale of livestock locally (also infuse superior genes in local herd)	5%	Percent increase in the number of lambs born in the program
5.To promote the transformation of learning of Agriculture Science and Agri- business Management at all levels in the school curriculum	3	Number of pilot schools to continue the programme in Primary Schools
6.To protect water supplies, soils and coastal zones and ensuring resilience to climate change	1	0.25-acre Demonstration plot under zero tillage at experimental unit, DOA
	45	Donations to groups and planting of trees in community spaces for World Food Day

**Sub-Programme:**

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

**Financial Summary**

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	4,953	5,177	9,684	9,838	9,995
Capital	12,566	4,608	5,910	2,030	1,200
Transfer	338	390	390	390	390
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>17,857</b>	<b>10,175</b>	<b>15,984</b>	<b>12,258</b>	<b>11,585</b>

<b>Portfolio Programme</b>	E.10 - Manage Agriculture, Fisheries and Marine Resources <b>10115 - Manage Marine Resources</b>
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<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>	Director
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<b>Goals/Global Objectives</b>
To promote the increase in fish landings, while ensuring that all of the fish and fishery products that are available for local consumption and export, are obtained while practicing conservation measures that will protect their sustainability

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1. To build the capacity of fisherfolk to improve their ability to function efficiently in the marine environment	20	10% increase in the number of fishers from 2021
2. To conduct training in improved fishing techniques	50	Number of participants registered

<b>Sub-Programme:</b>
03122 - Procure Marine Resources 00045 - Manage Marine Resources and Technical Support 10115 - Invest in Marine Resources 115491 - To participate in Regional and International Organizations

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	<b>(in thousands)</b>				
Recurrent	1,729	1,879	1,898	1,929	1,960
Capital	1,218	2,100	600	600	550
Transfer	90	114	114	114	114
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>3,037</b>	<b>4,093</b>	<b>2,612</b>	<b>2,643</b>	<b>2,624</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

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

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>10112</b>	<b>AGRICULTURAL SERVICES</b>							
1011217	Improvement and Expansion of Basseterre Abattoir Market	450,000	200,000	-	-	200,000	226,948	REVENUE
1011231	Renovation and Upgrade of the Agro-processing Unit	750,000	150,000	-	-	150,000	99,669	REVENUE
1011232	Construction of Veterinary Laboratory	2,406,920	800,000	-	-	800,000	478,802	REVENUE
1011234	Upgrade of Small Farmers Machinery Pool	798,350	160,000	-	-	160,000	160,663	REVENUE
1011240	Pest Control Programme	1,242,865	300,000	-	-	300,000	740,391	REVENUE
1011241	Bayfords Livestock Center of Excellence	1,567,478	300,000	-	-	300,000	-	REVENUE
1011242	Agriculture Support Project	10,000,000	4,000,000	-	-	4,000,000	-	REVENUE
	<b>Subtotal</b>	<b>17,215,613</b>	<b>5,910,000</b>	<b>-</b>	<b>-</b>	<b>5,910,000</b>	<b>1,706,473</b>	
<b>10115</b>	<b>MARINE RESOURCES DEPARTMENT</b>							
1011517	Rehabilitation of Old Road Fisheries Complex	6,250,000	500,000	-	-	500,000	1,090,682	REVENUE
1011518	Improvement of Fisheries Management	5,000,000	100,000	-	-	100,000	127,094	REVENUE
	<b>Subtotal</b>	<b>11,250,000</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>600,000</b>	<b>1,217,776</b>	
	<b>TOTAL c/f</b>	<b>28,465,613</b>	<b>6,510,000</b>	<b>-</b>	<b>-</b>	<b>6,510,000</b>	<b>2,924,249</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

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

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>TOTAL b/f</b>	<b>28,465,613</b>	<b>6,510,000</b>	-	-	<b>6,510,000</b>	<b>2,924,249</b>	
	<b>Agriculture and Fisheries COVID-19 Sectors Response</b>	<b>10,859,596</b>	-	-	-	-	<b>10,859,596</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>39,325,209</b>	<b>6,510,000</b>	-	-	<b>6,510,000</b>	<b>13,783,845</b>	

**Total Ministry \$6,510,000**

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# **11 - Ministry of Tourism and Transport**

## **Report on Plans and Priorities for the Year 2022**

**Volume 2**

**December 2021**

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## 11 - Ministry of Tourism and Transport

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## **Section 1: Minister's Message and Executive Summary**

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

As a transversal sector, Tourism supports and is supported by many other sectors. According to the World Travel and Tourism Council (WTTC) in 2019 the tourism industry represented 19.9 million jobs (7.9% of total employment) in Latin America, and 2.8 million jobs (15.2% of total employment) in the Caribbean. Apart from its critical importance as a driver for job creation, prior to the COVID-19 pandemic the industry has had a significant multiplier effect, contributing to the sustainable socio-economic development of communities, enabling value chains and facilitating the advancement of economies in numerous countries across the globe.

The COVID-19 outbreak, and the measures being taken to contain the subsequent pandemic - mandatory testing, quarantines, near-complete border closures and the virtual cessation of tourism activities on the whole - have been exacting a devastating toll on the global tourism industry, which was one of the first sectors to be deeply impacted. The latest edition of the World Tourism Organisation (UNWTO) of the United Nations' World Tourism Barometer indicated that from as early as January 2021 all world regions continued to experience large drops in tourist arrivals, with new data showing an eighty-seven percent (87%) fall in international tourist arrivals in comparison with the same period in 2020. To mitigate the fallout of this crisis, the UNWTO continues to call for stronger coordination on travel protocols between countries to ensure the safe restart of tourism and avoid another year of massive losses for the sector. This is also my Ministry's fervent wish and desire.

In the Federation, Government's interventions through stimulus packages, incentives and other safety nets have provided some relief for many in the industry during the pandemic, but we are all aware that these measures are not sustainable over the long term. The preferred alternative, the goal that we are laser-focused on achieving is safe and sustainable recovery in the tourism sector - a carefully managed return to a competitive and much sought-after tourism product; one that once again supports thousands of jobs across several sectors and enables progress and prosperity for our people, measurable growth, and development of our economy. To this end over the past months my Ministry has engaged in several initiatives that prioritise innovation, collaboration and holistic sustainable tourism development and have crafted policies and embarked on programmes that are designed to improve resilience and support productive transformation in the tourism sector.

With the closure of our borders on 25 March 2020 the Ministry of Tourism and the St. Kitts Tourism Authority began working proactively and systematically to balance our response to the deepening crisis, deploying resources, and establishing frameworks to support concerted and strategic action that would benefit our stakeholders and the industry at large. We rolled out several media campaigns in the United States, the United Kingdom, and Canada to maintain brand awareness in our major source markets and lay the groundwork for a phased reopening of air travel as circumstances permitted.

We then turned our attention to strengthening strategic partnerships at home and collaborating with the Ministry of Health to lead the vaccination campaign in the Tourism Industry. This resulted in multiple vaccination awareness sessions that attracted widespread stakeholder participation and the production of compelling videos and PSA's to advocate vaccine acceptance. By the end of August 2021, the Federation boasted the highest vaccination rate in the OECS; with 65.1% of the target population fully vaccinated and 73.4% of that population having had one dose of the Astra Zeneca/Oxford. As a proven antidote to serious illness and death from the virus, vaccination is also key to maintaining a healthy tourism-sector workforce and hastening our steps to recovery. We gladly welcome the recent arrival of the first of three tranches of the Pfizer/BioNTech to the Federation, therefore, with its rollout scheduled for 1 September 2021. We are even more optimistic that the numbers will continue to trend upwards as our citizens and residents, including our young people ages 12-17, now have a second vaccination option at their disposal.

My Ministry also worked closely with the COVID-19 Task Force and our tourism counterparts on Nevis to develop The St. Kitts and Nevis Covid-19 Health and Safety Protocols, a critically important tool in Government's efforts to revise industry standards and practices so they reflect the radical changes that now characterise operations in the tourism and hospitality sector. Similarly, between July 2020 and August 2021 the Travel Approved Training and Certification Programme exposed 5,205 workers (3,491 in St. Kitts and 1,714 in Nevis) in all sixteen sectors of the industry to sector-specific health and safety measures to be observed; with all fees waived to secure maximum participation. Refresher courses began in September 2021.

As we rebuild, my Ministry is sparing no effort to ensure that our human capacity development agenda keeps pace with a rapidly evolving and dynamic industry which will require not just a healthy workforce, but also one equipped to manage and contribute to the new business paradigms that are already emerging and which no doubt will define and transform the sector over the next few years. To this end in the intervening months, both internal staff and tourism-related businesses have participated in a number of virtual and face-to-face seminars that have provided practical insights into the future of work in the sector and techniques for transitioning to the 'new normal'. Additionally, this past June the Ministry facilitated the participation of forty-six (46) primarily women-headed micro, small and medium enterprises (MSME's) on St. Kitts and Nevis, which along with others in the Eastern Caribbean and Barbados will benefit from the eighteen-month long Future Tourism Business Adaptation Programme; jointly funded by the United Nations Development Programme (UNDP), the University of the West Indies (UWI) and the Frankfurt School of Finance and Management. A significant percentage of our MSME's in the sector are operated by women from single-parent households so in this period of recovery this initiative is indeed timely and practical to retool them for new business models that adopt enhanced health and safety practices. That embraces the use of blockchain technologies such as mobile payment systems to expose them to digitalised tourism services and other platforms to expand visitor choices, spur innovation, development and facilitate access to markets within tourism value-chains. Moreover, the programme complements core projects already being implemented by the Ministry of Tourism and Transport and is aligned with key United Nations Sustainable Development Goals (UN SDGs) that promote gender equality, poverty reduction and support for sustainable cities and communities.

Within recent years the Federation has been making phenomenal strides in the cruise sector. In 2018 and 2019 we recorded the fastest growth in cruise tourism in the OECS; consecutively delivering over one million passengers. The Federation enjoys the third highest spend-per-day in the entire Eastern Caribbean, and just before the pandemic hit in 2020 our marquis port was poised to deliver another remarkable season. As the sector pivots we are once again demonstrating our pioneering spirit by being among the first to develop and implement Bubble Vaccinated Tours; an innovative option for kick starting the economic recovery process without jeopardising the health and safety of our guests and service providers. Given the numerous accolades and compelling visitor-testimonials that St. Kitts and Nevis has received over the years, I foresee a steady, progressive rebuilding of our cruise sector on the horizon. I am advised that there were several calls scheduled for September through to the end of 2021, so we continue to refine and adapt our cruise protocols, to collaborate with local agents and to train our workforce to become fully prepared to welcome again all of our customary cruise partners in the ensuing months.

In regards to air arrivals, we are just as determined to regain momentum, as long-stay visitors have a higher and more inclusive impact on the economy, resulting in job creation and other income-generating opportunities for our people. Sales calls, multi-media marketing campaigns, virtual events and leveraging of strategic alliances with local and overseas partners will continue to maintain top-of-mind brand awareness of the destination and inspire travellers' trust and confidence in choosing St. Kitts for a safe, uncrowded, authentic visitor experience. We are convinced that the messaging, reduced quarantine protocols and no-fuss virtual entry application process are resonating with our target audiences. The Federation's tourism product and our management of the pandemic have also received recognition from a number of reputable regional and international media entities among them Caribbean Journal, Conde Nast Traveller and Air Canada Vacations. Our extensive advertising campaign with Air Canada via digital and social media has resulted in a resumption of flights on 7 November 2021 and American Airlines will be providing daily service from Miami starting 2 November 2021. Also, with the lifting of the UK travel ban on 1 September 2021 plans were mobilised for British Airways to resume year-round service to Robert L. Bradshaw International Airport, commenced on Sunday, 3 October 2021; operating on Saturdays and Wednesdays thereafter.

As we meet the challenges and embrace the opportunities for achieving a safe and sustainable recovery we are also instituting measures to retrofit a number of facilities, protect the natural environment and preserve the rich cultural heritage on which so much of our tourism product depends. Facilities such as the Robert L. Bradshaw International Airport, Black Rocks, the St. Kitts Eco Park and South Frigate Bay (both land and sea sides) are all benefitting from my Ministry's generous investment in serious infrastructural upgrades to make them more user-friendly, comfortable and safe. These are also key first steps in our recovery plan to inspire traveller trust and confidence as the industry reboots.

Similarly, through the St. Kitts and Nevis Traffic Safety and Public Service Drivers Board my Ministry continues to review and explore avenues for supporting more customer-oriented operations, raising service-provider excellence and generally supporting a more professional and modern transport sector with networks that are safe and efficient to the ultimate benefit of service users, providers and the travelling public at large.

Hosting the Hero Caribbean Premier League (CPL 2021) at the Warner Park grounds from late-August to mid-September 2021 presented a golden opportunity for highlighting our well-managed response to the pandemic, boosted our profile as a Sports Tourism destination and showcasing the charm and natural beauty of our twin-island Federation. With all thirty-three (33) matches held at the venue, and practice facilities provided at Conaree grounds, a clear message was sent to the world at large that we were indeed open for business; that the Federation possessed the will and organisational capacity to successfully manage this undertaking. From preparation to execution, the tournament required an array of goods and services, generating revenue streams for multiple individuals, businesses, and sectors – accommodations, bars and restaurants, hardware suppliers, contractors, cleaning companies, caterers, just to name a few.

Though cautiously optimistic, we are already mobilising plans to host the 24th edition of the St. Kitts Music Festival; one of the longest surviving festivals in the region. Like in years past, we anticipate that this signature event will continue to attract a wide cross-section of musical talents and genres to the satisfaction of local, regional, and international patrons, who traditionally are afforded three (3) nights of spectacular performances. As confirmed by an Economic Impact Assessment (EIA) conducted in 2018 by the Centre for Responsible Travel (CREST), the festival's economic spinoffs are unquestionable; enjoyed broadly by the corporate community, Micro, Small and Medium Enterprises (MSMEs) and hundreds of citizens and residents who are employed directly by the festival to provide myriad goods and services. We have every intention of building on the phenomenal gains made in 2018 and 2019 to make Music Festival 2022 just as exciting and memorable, and set the stage for the 25th hosting of this musical extravaganza in 2023.

The crippling effects of the virus on the tourism industry, our economy and our way of life over the past year-and-a half must have underscored for us that Tourism is indeed everybody's business; supporting and being supported by practically every sector of our economy and society. We must also be reconciled to the fact that COVID-19 will be with us for the foreseeable future, even as we rebuild. It is our civic and patriotic duty therefore to do all we can to safeguard this transversal industry on which so many lives and livelihoods depend. Managing and controlling the disease requires strict adherence to the tried and proven non-pharmaceutical protocols – regular hand sanitising and washing, mask wearing and avoiding crowded spaces and close contact with others. All eligible citizens and residents are also strongly urged to get vaccinated to reduce the chance of contracting and transmitting the virus, of becoming seriously ill or of dying from the disease. With statistics confirming that there is pent-up demand for travel, our demonstrated responsible handling of the virus and our high vaccination rate will no doubt add to the Federation's ratings as a safe and enjoyable vacation option. More visitors translate into more jobs, less uncertainty about the future and a return to greater self-reliance and improved spending-power for thousands of our citizens and residents. These are key factors in supporting a thriving and resilient economy.

As the Minister of Tourism and Transport, I assure you that my Ministry is definitely playing our part by pursuing an agenda of inclusion, innovation and strategic planning and execution to reinvigorate the industry and rebuild a more sustainable, competitive and transformative tourism sector; one that continues to positively influence the lives and livelihoods of our people and the direction of our economy. We are confident that with the approach being adopted we are well on our way to securing a brighter and safer future in Tourism.

Hon. Lindsay F. P. Grant  
Minister of Tourism and Transport

## **1.2 Executive Summary**

The COVID-19 pandemic continues to have a deleterious effect on the global tourism industry, which over the last decades has become one of the most dynamic and fastest growing economic sectors in the world. Pre-COVID-19, the local tourism industry had indeed begun to enjoy remarkable success with notable performances in the cruise sector in 2018 and 2019 and a record setting year for air arrivals in 2019. However, the deepening crisis eventually led to border closures, lockdowns and restrictions placed on most tourism activities. With the Federation's Travel and Tourism sector representing over twenty-five percent (25%) of total employment, the direct impacts rippled through the industry - massive unemployment, underemployment and disrupted value chains, lives and livelihoods and negative knock-on effects touching just about every other sector of the economy. But the pandemic must not be perceived as just a time of crisis, constraints, and challenge, it is also a catalyst for spurring innovation and transformation in how we conduct the business of tourism. It is a watershed moment that is expediting much-needed cross-sectoral reforms and interventions, recalibration and sustainable recovery that will benefit the industry and economy.

With the support and collaboration of public and private sector partners and stakeholders such as the Ministry of Health and the COVID-19 Task Force, the Ministry of Tourism and Transport and Ports have generated frameworks like the St. Kitts and Nevis COVID-19 Health and Safety Protocols to drive coordinated, strategic and comprehensive policy action to control spread of the virus. To date our concerted efforts have delivered several broad-based stakeholder training programmes including the Travel Approved Certification and Seal; vaccination sensitization campaigns; as well as several other initiatives to mitigate the impacts of the pandemic and promote enhanced health and safety measures with best practices in the tourism industry. We have engaged with cruise and airline partners to intensify promotion of our tourism product regionally and internationally to transition to a full reopening of our borders. The harmonized approach to monitor and respond to the COVID-19 crisis is certainly contributing to informed decision-making and strategic planning.

Moreover, our longer-term plans for re-energising the travel and tourism sector now include strengthening other synergies Federation-wide to maximise local supply and sourcing of inputs to the tourism value-chain to reduce economic leakage from unnecessary imports and promote economic benefits for more local businesses, especially our more vulnerable micro, small and medium enterprises (MSME's). Many are operated by talented entrepreneurs and agro-processors using local ingredients to make beauty, wellness and food products. For our economic recovery to be truly inclusive and equitable we must improve their access to mainstream markets and accelerate their digital transformation, so that they can also successfully compete in the virtual market.

As the tourism sector rebounds, Government's continued investment in major initiatives such as the South Frigate Bay Enhancement Project (De Strip), a joint Government-CDFproject, will be key to hastening economic recovery and maintaining revenue circulation. With the completion of elements in Phase One, among them, paved roads, wheelchair accessible sidewalks and gazebos, De Strip has been enjoying a resurgence in popularity among locals and offshore students in particular. Though progress in Phase Two was delayed owing to the challenges of the pandemic, the remarkable transformation of the venue continues and over the next few months Phase Two will see the completion of the following: a reception and information centre, Police outpost, toilet blocks with accommodations for the specially-abled, a modern sewage disposal system, extended parking, enhanced landscaping, stalls for craft vendors, turtle-friendly lighting, and a boardwalk connecting the various outlets.

The Frigate Bay-Friars Bay Coastal Erosion Project is another of Government's comprehensive rehabilitation plans for the area and our iconic beaches in general. Over the past six to eight months this project has contributed directly and indirectly to the economy through the employment of well over eighty (80) persons; among them construction companies, technical experts and service providers. The nearly completed beach nourishment exercise has delivered the following to date: two breakwaters, three groynes, natural sand accretion and an extension of about twenty feet (20') in the waterline in several areas. The actual sand replacement exercise was completed at the end of September 2021, returning the beach to its former glory; for our enjoyment and that of our visitors. Apart from protection from storm surges these interventions are already supporting thriving marine ecosystems of fish and vegetation which augurs well for marine conservation and near-shore activities such as snorkeling. Phase Two of this project is scheduled to start in 2022 at Friar's Bay.

Since winning the World Travel and Tourism Council (WTTC) top award for destination stewardship in 2019 in Seville, Spain, we have not waned in our commitment to champion a responsible tourism development agenda that balances livelihoods with environmental preservation and cultural heritage protection. In recognising the inherent and extractive value of these shared resources to the survival of our tourism industry and other vital sectors, we are becoming more intentional and strategic in developing frameworks for their sustainable use.

Under the auspices of the Organization of Eastern Caribbean States (OECS) Commission the Federation will join a cohort of five Caribbean countries to participate in the Caribbean Regional Oceanspace Project (CROP), designed to develop and market the Blue Economy with its rich potential for stimulating ocean-based growth for improved livelihoods, while managing and protecting coastal and marine areas for the enjoyment and benefit of current and future generations.

In September 2021, the fifteen-year project earmarked the following five areas of concentration for St. Kitts and Nevis: Coastal Erosion Prevention, Coastal and Offshore Renewable Energy Exploration, Bluffs Restoration, Integrated Management of Watersheds and Coastal Areas, and Coastal Habitat Restoration.

With over two hundred and fifty (250) inventoried sites of historical interest and importance, St. Kitts possesses the raw materials for comprehensive Community Based Tourism (CBT) development; leveraging our tangible and intangible culture and heritage to add to our inventory of immersive, memorable experiences for locals and visitors alike. It is a highly inclusive brand of tourism that is strongly encouraged and promoted to diversify our tourism real estate; deliver a more eclectic and competitive tourism product that is aligned with the sustainability interests of potential patrons; inspire stewardship and ownership among residents; and distribute the economic spinoffs of tourism to a larger number of individuals and communities that are able to directly participate in and enjoy the benefits of the industry. This is critically important for creating and sustaining decent work and protecting livelihoods as Tourism rebounds and as we prepared to celebrate World Tourism Day 2021 in November, under the theme 'Tourism for Inclusive Growth.'

Continued collaboration with the White Gate Development Corporation at Black Rocks saw the commissioning of a three-tiered viewing platform and additional restrooms in July 2020. The grounds have since been fenced and construction of a stairwell with handrail is near completion ensuring everyone is afforded safe access to the pebbled beach below and close-up views of 400-year-old sculpted, volcanic rock formations that are frozen in time. The quaint chattel-house style vendors' booths were also recently repainted in preparation for our return to an active season. Similarly, patrons can look forward to several new features being integrated into the Eco Park experience to enhance the product's appeal and build the park's reputation as a venue for wholesome family fun and edutainment, among them: butterfly, tilapia and livestock exhibits, a bee sanctuary, a restaurant specializing in local food and beverages, vertical farming, aqua and hydroponics systems, a mini kid's park and retail outlets. School visits, tutorials on hands-on backyard gardening, and recycling techniques are also on the to-do list. Of course, we will continue to retail the usual horticultural and agricultural products, tours, and promote the spectacular twenty-acre versatile facility for hosting a variety of social events and supporting synergies within and beyond the immediate tourism community.

Predictions are that return to 2019 levels in international travel is likely to take up to four years. For us, sustainable recovery in the tourism industry will require patience, meticulous planning and a shift to pursue the path of a more Circular Economy, as envisioned by the United Nation's Sustainable Development Goals (UNSDG's).

We need only reflect on the gains made in Tourism in a relatively short time, among them: a global top award and accolades in the international media, two successive years of regional cruise tourism excellence, and significant investment in infrastructural and capacity development, to remind ourselves that we are a resilient and pioneering people with myriad resources for differentiating our tourism product. By remaining focused and inspired we can emerge from this crisis as exemplars of tourism best practices with innovative strategies for tackling challenges such as, climate change, biodiversity loss and pollution, for delivering increased competitiveness and boosting innovation, job creation and exponential socio-economic growth.



Replicated and amplified, these advances can revolutionize the global industry and usher in a brighter, more equitable and more prosperous future in Tourism for all.

### **1.3 Management Representation Statement**

On behalf of the Ministry of Tourism and Transport I present the Annual Report outlining the strategic direction, indicated by the Plans and Priorities for 2022 fiscal year. The document provides an accurate presentation of the overall objectives of the Ministry and affiliated stakeholder groupings within the sector, seeking to maximize available resources efficiently, effectively and prudently in the overall development of our people.

The programmes designed were prepared using a consultative process with our internal and external stakeholders as we intend to maintain the trend established for sustainable and impactful growth and development.

I do believe 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.

Carlene Henry-Morton (Mrs.)  
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**

This coincides with the overall strategic objective of the Government's policy in relation to the role of the Tourism Industry in the sustainable development of the country. Emphasis is placed on infrastructural development, environmental preservation and empowerment of citizens. These are fundamental ingredients and areas for major emphasis in the enhancement of the Tourism product.

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

The Ministry remains consistent with the overall objectives and the goals established in 2021.

### **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 past year.

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

As a Ministry we pride ourselves on our culture of consultation, collaboration and cooperation with colleagues, partners and stakeholders in the sector and on pooling of human, technical and material resources where possible. These synergies are critical to the development of an efficient, productive, and competitive tourism industry. The Ministry of Tourism and Transport continues to pursue and facilitate staff development locally, regionally and internationally to improve our skill sets and increase our capacity to be productive and equipped to contribute to an efficiently managed Ministry and sector.

Training is also ongoing to ensure that all staff understand the Ministry's mission and vision and to refine the soft skills needed to consistently deliver high levels of customer service. Our broad annual objectives include the following:

#### *TOURISM:*

1. To ensure that St. Kitts Tourism Authority (SKTA) effectively carries out government mandate for tourism promotion and product development
2. To create an enabling environment for stakeholders to generate more revenue from the increased cruise arrivals resulting from strengthening relations with cruise companies and the construction of a second cruise pier
3. To continue negotiations and manage agreements with airline companies for the introduction and sustainable growth of direct scheduled air services, in our ongoing efforts to improve the market accessibility of our destination and increasing stay-over numbers
4. To combine efforts with the relevant Ministries to address cultural and environmental matters that will aid product development and enhance the overall visitor experience
5. To obtain support from local, regional and international organizations and tourism partners for the provision of training opportunities as a means of human resource development
6. To work with private sector stakeholders and overseas offices to attract more direct foreign investments
7. To strengthen collaboration with the Ministries of National Security and Immigration and Health to monitor and control related visitor safety and occupational health and safety
8. To combine efforts with all concerned for the improvement of the collection and analysis of tourism related data
9. To strengthen marketing of the destination through web-based marketing efforts and the continued development of niche markets such as heritage, dive, conferences, event, and community tourism, among others
10. To strengthen the human resource capacity of the Ministry and the St. Kitts Tourism Authority

11. To create and capitalise on opportunities to actively and frequently engage our Youth to share the principles of the Tourism business and the message of a bright and exciting future in Tourism
12. To effectively utilize Tourism-related events as a means of strengthening partnerships with the private sector and other Ministries thus heightening public awareness on the importance of tourism to our federation
13. To continue our partnerships with various ministries and other stakeholders in our ongoing efforts to establish St. Kitts and Nevis as a premier Tourism destination willing to collaborate to explore emerging niche markets that can keep the destination relevant and competitive

*EVENTS PRODUCTION UNIT:*

1. To build on, further develop and maintain partnerships of cooperation with the business community and other entities that can provide financial and other support in the area of cultural preservation and advancement
2. To continue to build on the foundation now established, to ensure greater accountability, transparency, and efficiency
3. To continue to co-ordinate the planning and execution of the St. Kitts Music Festival, St. Kitts and Nevis Restaurant Week and similar events as major destination-promotion tools and avenues for increased economic activity and opportunities for short term entrepreneurship and employment

*TOURISM EDUCATION UNIT:*

1. To share the vision and thrust of the Federal Ministry of Tourism in charting a course forward for tourism in St. Kitts and Nevis
2. To promote the tourism sector to the public at large and develop a more knowledgeable sector employee who can add value to the guest experience
3. To develop and implement mechanisms for exposing the Youth to innovative thought and action in the field of Tourism and provide opportunities for them to share ideas on marketing the destination to consistently attract cruise visitors and increase stay-over numbers
4. To attract more young people to careers in the industry whether through employment or entrepreneurship.
5. To create greater awareness of local traditions, culture and heritage sites and empower citizens to be custodians who engage in sustainable tourism practices which safeguard their natural environment and patrimony for themselves, for posterity and to share with our visitors

*TRANSPORT:*

1. To ensure an efficient public transportation sector that delivers customer service excellence and a fair and equitable chance for service providers to make a decent living
2. To design and implement training seminars that educate service providers on traffic, transport and road safety, and other information deemed necessary to personal development and professional conduct of the fraternity.

## *MARITIME:*

1. To continue work on development of the St. Kitts and Nevis National Ocean Policy, Coastal Master Plan, Marine Spatial Plan and the St. Kitts and Nevis National Maritime Transport Policy
2. To work with relevant public and private partners and stakeholders to promote the Blue Economy as a viable source of sustainable socio-economic growth, decent livelihoods and viable marine transport network
3. To participate in the fifteen-year Caribbean Regional Oceanspace Project (CROP) scheduled to commence in September 2021 with a view to supporting sustainable use of our shared ocean space to ensure equitable distribution of the benefits to be derived and the protection and management of coastal and marine areas in the best interest of current and future generations

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

1. Failure as a collective to adhere to COVID-19 protocols could derail gains made and efforts to sustain a well-managed response to the virus; putting our image as a safe destination at risk.
2. There is need for in-house tourism sector specialists trained in data collection, analysis and management using a variety of platforms such as Tourism Information Systems (TIMS), Tourism Satellite Accounting (TSA) and Visitor Intelligence Databases for Analytics (VIDA). This will contribute to enhanced and informed policy-formation and real-time, evidence-based decision- making, especially pertaining to marketing of the destination and improving airline access to the federation. Moreover, as Tourism is a transversal sector, we are seeing a growing need to develop and integrate systems that seamlessly aggregate information; eliminate redundancies; maximise our human, material and financial resources; and secure the best possible outcomes from public-public and public-private partnerships.
3. Although we have seen significant improvement in the consistency and quality of customer service overall there is evidence of lingering resistance from some operators to comply with stipulated standards and norms that are intended to raise the profile of the industry and of the destination.
4. With the National Yachting Advisory Committee established and the Yachting Sector Strategic Plan and Yachting Sector Implementation Plan (2017-2022) completed, a working budget is imperative for the Ministry of Tourism to activate relevant programmes and initiatives that will deliver the social and economic benefits to be derived from this lucrative sector.

#### *Critical Issues:*

1. The COVID-19 pandemic has adversely affected face-to-face operations in practically every department and highlighted the need for improved and upgraded telecommunication systems to remain productive to continue providing excellent service to all stakeholders.

Similarly, spikes in virus transmission, subsequent lockdowns and closures of our borders have resulted in significant losses in the industry that will resonate for some time even after the sector begins to rebound.

2. The Tourism Education Programme, the Tourism Youth Congress Effective Speaking Competition, the annual Summer Green Camp and the FCCA Poster and Essay Competitions, and myriad other youth-focused initiatives were suspended over the past year. As a result, our young people have missed out on these critical opportunities for learning about the critical socio-economic importance of Tourism and the integral role it can play in supporting a bright and exciting future for many residents, citizens, and the Federation overall. Plans are underway however, for strengthening and creating partnerships with stakeholders for a strong recovery in the industry and increased momentum in taking the Sustainable Tourism message to a wider cross-section of our young people in 2022 and beyond. In fact as a Ministry, we believe that the time is ripe for incrementally introducing a comprehensive Tourism Education Programme in all schools to be delivered by a cadre of facilitators specially trained to do so. In this way we will realise our vision of having all citizens sensitized to the multi-faceted nature of the industry, government's plans for its sustainable development and their individual and collective roles in its protection and preservation.
3. For two consecutive years we have not been able to host the three-night St. Kitts Music Festival, a signature event that has traditionally attracted a wide cross-section of musical talents and genres, generated economic spinoffs for the business sector; especially those in the Micro, Small and Medium Enterprises (MSME) community, and created temporary employment for hundreds of residents and citizens who are employed directly by the festival.

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

We are still the only OECS destination ever to reach the million-cruise-passenger milestone in two consecutive cruise seasons, 2018 and 2019. Our strategic planning, extensive media and marketing campaigns in our primary source markets and efforts to retain our longstanding cruise and airlines partnerships are paying dividends as the sector rebounds. The Federation is one of the first to implement bubble Vaccinated Tours, an innovation to stimulate the economic recovery process without jeopardising the health and safety of guests and service operators. Air Canada, American Airlines, British Airways will resume flights to the Federation over the upcoming months starting in October. Government continues to invest in human resource and infrastructural development to contribute to a thriving and viable industry and decent livelihoods.

To maintain the socio-economic gains made and secure a more diversified tourism industry the following areas are among those that will require greater investment of financial, human, and material capital in the short to medium term:

- (i) Airlift to the Federation
- (ii) Cruise Industry
- (iii) Yachting Sector
- (iv) Tourism Education and Awareness
- (v) Community Tourism
- (vi) Infrastructural development

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

The financial guarantees paid to major airlines for their much-needed service continues to consume a significant portion of the Ministry's budget. The other funds would execute the Ministry's mandate locally and otherwise.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

- South Frigate Bay Beach Enhancement Project
- Coastal Erosion Mitigation Project South Frigate and Friars Bay
- Airlift Support Project
- Support for Eco Park Project

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

- Black Rocks Enhancement

## **2.4 Transfer Payment Information**

1. St. Kitts Tourism Authority (SKTA)
2. Caribbean Memorandum of Understanding on Port State Control (CMOUPSC)
3. International Maritime Organization (IMO)

### Section 3: Ministry Summary

<b>Portfolio</b>	<b>E.11 - Promote and Develop Tourism and Transport</b>
<b>Responsibility Centre</b>	11 - Ministry of Tourism and Transport 121 - Permanent Secretary's Office
<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

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To increase the number of new Tourism initiatives and economic activity generated by Tourism initiative	at least 10%	Percentage increase in initiatives and activities of Tourism
	at least 10%	Percentage to increase stay-over visits

### Financial Summary

<b>Programme</b>	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
11121 - Manage General Administration	8,156	1,354	1,374	1,390	1,407
11122 - Promote and develop Tourism	30,011	32,350	30,887	30,560	30,583
12125 - Manage International Transport	241	346	356	362	368
00397 - Administer and Regulate Local Transportation		48	96	97	98
<b>Total</b>	<b>38,408</b>	<b>34,098</b>	<b>32,713</b>	<b>32,409</b>	<b>32,456</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E.11 - Promote and Develop Tourism and Transport <b>11121 - Manage General Administration</b>	
<b>Responsibility Centre</b>	11 - Ministry of Tourism and Transport <b>121 - Permanent Secretary's Office</b>	
<b>Officer in Charge</b>	Permanent Secretary	
<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 2022</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 to be held
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 to be 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 staff of the ministry
<b>Sub-Programme :</b>	00224 - Provide administrative support 11121 - Manage Telecommunication Service 03326 - Sustainable Tourism	



## Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	7,935	1,149	1,169	1,185	1,201
Capital					
Transfer	221	205	205	206	207
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>8,156</b>	<b>1,354</b>	<b>1,374</b>	<b>1,391</b>	<b>1,408</b>

<b>Portfolio Programme</b>	E.11 - Promote and Develop Tourism and Transport <b>11122 - Promote and develop Tourism</b>
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<b>Responsibility Centre</b>
11 - Ministry of Tourism and 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 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

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To increase local participation in community-tourism entrepreneurial and employment initiatives	8	Number of start-up or new elements to existing businesses
2.To increase tourism awareness and its importance to the Country	20	Number of public relation programmes undertaken by the Ministry and the St. Kitts Tourism Authority (SKTA)
3.To increase visitor attendance to the St. Kitts Music Festival and participation in St. Kitts and Nevis Restaurant Week	15%	Percentage increase in visitor attendance for St. Kitts Music Festival and participants for Restaurant Week
4.To strengthen the partnerships with the public and private sectors in promoting and improving the tourism product	8	Number of partnership initiatives with the public and private sectors in promoting and improving the tourism product

<b>Sub-Programme :</b>
01782 - Provide Administrative support
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
00330 - Support to Frigate Bay Golf
00331 - Support to Frigate Bay Development Corporation
00263 - Support for Eco Park

## Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	5,091	5,174	5,264	5,286	5,309
Capital	7,076	8,928	7,374	7,025	7,025
Transfer	17,844	18,249	18,249	18,249	18,249
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>30,011</b>	<b>32,351</b>	<b>30,887</b>	<b>30,560</b>	<b>30,583</b>

<b>Portfolio Programme</b>	E.11 - Promote and Develop Tourism and Transport <b>11125 - Manage International Transport</b>
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<b>Responsibility Centre</b>
11 - Ministry of Tourism and 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 monitor and regulate International Transportation

<b>Objective(s) for 2022</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 2022

<b>Sub-Programme :</b>
00398 - Regulate and Monitor Maritime Affairs 11136 - Invest in Local Transportation 11125 - Invest in International Transport 03758 - Caribbean MOU on Port State

### Financial Summary

	<b>Expenditures</b>					
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>	
	(in thousands)					
Recurrent		216	321	331	337	343
Capital						
Transfer		25	25	25	25	25
Budgetary Grant						
Principal Repayment						
Net Lending						
<b>Total</b>		<b>241</b>	<b>346</b>	<b>356</b>	<b>362</b>	<b>368</b>

<b>Portfolio Programme</b>	E.11 - Promote and Develop Tourism and Transport <b>11136 - Monitor and Regulate Transportation in the Federation</b>
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<b>Responsibility Centre</b>	11 - Ministry of Tourism and Transport <b>121 - Permanent Secretary's Office</b>
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<b>Officer in Charge</b>	Permanent Secretary
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**Goals/Global Objectives**  
Ensure the safe ground transport of the public through the regulation and monitoring of public ground transportation

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To formulate a ground transportation policy and guide for St. Kitts	October 2022	Date new policy will be presented to Cabinet
2. To revise public ground transportation regulations for St. Kitts	July 2022	Date new regulations will be signed by the Minister

**Sub-Programme :**  
00397 - Administer and Regulate Local Transportation

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	<b>(in thousands)</b>				
Recurrent		48	96	97	98
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending	<b>Total</b>	<b>48</b>	<b>96</b>	<b>97</b>	<b>98</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 11 MINISTRY OF TOURISM AND TRANSPORT**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>11122</b>	<b>TOURISM DEPARTMENT</b>							
1112216	Black Rocks Enhancement Project	874,075	100,000	-	-	100,000	31,620	REVENUE
1112223	Coastal Erosion Mitigation Project South Frigate and Friars Bay	8,228,117	2,000,000	-	-	2,000,000	4,033,291	REVENUE
1112224	South Frigate Bay Beach Enhancement Project	7,483,194	1,200,000	-	2,074,396	3,274,396	161,948	REVENUE/CARICOM DEVELOPMENT FUND (CDF)
1112229	Support for Eco Park Project	1,000,000	500,000	-	-	500,000	396,885	REVENUE
1112230	Airlift Support Project	6,516,000	1,500,000	-	-	1,500,000	2,451,947	REVENUE
	<b>TOTAL</b>	<b>24,101,386</b>	<b>5,300,000</b>	<b>-</b>	<b>2,074,396</b>	<b>7,374,396</b>	<b>7,075,691</b>	

**Total Ministry \$7,374,396**

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**12 - Ministry of Public Infrastructure, Posts  
and Urban Development**

**Report on Plans and Priorities  
for the Year  
2022**

**Volume 2**

**December 2021**

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## **12 - Ministry of Public Infrastructure, Posts and Urban Development**

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## **Section 1: Minister's Message and Executive Summary**

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

I begin with the sobering words of Friedrich Nietzsche; "that which does not kill us, makes us stronger". I insist that because of us being present here today, we are stronger than we were yesterday because of the challenges we faced. The theme selected for the Ministry is, 'Strength and Motivation for 2022'. We are living literally in perilously unprecedented times. A culture of uncertainty has enveloped us, and we are being called to rethink and retool as we map the way forward.

The year 2021 has proven to be a trying year for the Ministry of Public Infrastructure and Posts due to the economic and market decline that continued after a year of Covid-19 pandemic. The Covid-19 global pandemic and the lockdowns in 2021 created major setbacks for the different departments in my Ministry. The Island Main Road Project completion date was pushed back to the second quarter in 2022. The Old Road Bay project has also experienced some delays as workers at the Quarry were unable to provide the 10 tons rocks on time due to the Covid-19 restrictions and the lockdowns. Considering the fact, that Postal Services are essential services, during the lockdown days only a small group of workers were allowed to work on selected days. This brought a major halt to many of the services that the post office provides.

To date, we have been able to advance the work on our capital projects. The successes that we have achieved so far are because of collaboration with the Covid-19 Task Force, the Ministry of Health, our contractors, and partners. In 2022, some high priorities on the agenda of my Ministry will be to strengthen capacity of our human resources. This will be done by creating stronger partnerships between civil society, the private sector and various government agencies. The Public Works Department (PWD) is committed to enhance the quality of life and safety of all citizens by providing quality service through very responsive and responsible team committed to high standards, accountability, and effective maintenance of the country's infrastructure. We will continue to improve on the modernization of our public infrastructure by arresting erosion of the coastline in areas that are threatening the island main road by constructing reinforced concrete cantilever retaining wall along with rock armoring, constructing new drains and new roads in communities. Added to the foregoing will be the completion of phase two of Traffic lights in Basseterre. This will ensure a safe and secure flow of traffic in and around the capital.

The Urban Development Unit will pursue an integrated approach by combining economic empowerment, social inclusion, cultural expressions, and environmental protection issues as we shape policies on density, land use, public spaces and the layout of infrastructure and services. The Urban Development Unit (UDU) continues to work towards the enhancement of our urban centres, through the rehabilitation of the urban landscape in Basseterre, Sandy Point and Cayon. The UDU will lead the way for Government in bringing an amicable and harmonious solution to the challenges in our urban cities.

Our thrust will be on repurposing abandoned building in Basseterre into positive uses. It is our intention to establish an Urban Council so that we can articulate a vision for the 2030 agenda on Sustainable Development, particularly SDG 11, "making our cities safe, inclusive, resilient and sustainable."

Through responsible stewardship, efficient management and strong commitment, the Water Services Department will put the infrastructure that ensures secure and sustainable water services, essential for our health, our communities, the economy, and the environment. The Energy Unit continues work towards its vision to provide reliable, renewable, clean, and affordable energy services to all its citizens where energy efficiency and the replacement of fossil energy by renewable energy will be promoted in all sectors of the economy. The General Post Office's mandate is to significantly advance the work of the National Addressing System and to complete the full automation of the counter processes to better serve the public and improve efficiency.

Multiple disasters in recent years have demonstrated the significant socio-economic impacts of disasters and the consequences for residents who must live for an extended period without the proper infrastructure such as safe drinking water, reliable electricity, communications, and mobility that infrastructure provides. Disruptions to these critical systems spread the social hardships of disasters by slowing down the development of people. I am therefore pleased to report that the year ahead will see the completion of a major infrastructure project that is affordable, and the overall investment envelope is sustainable.

The estimate remains an integral part of the annual budgeting process for the Government of St. Kitts and Nevis. In considering the prevailing economic climate which requires careful consideration around the management of public funds, it has become critically important to focus our efforts on reprioritizing existing government resources to areas where the most value can be derived for the benefit of the citizens of the Federation. This year's budget unpacked in this document reflects the outcome of careful planning as we are well positioned to aid the Government on its economic recovery. Over the medium term, the Ministry continues to focus on creating opportunities for professional growth; providing better oversight, cooperation, and service delivery; reviewing and developing policies, and improving governance and mitigating risk.

The Ministry of Public Infrastructure, Posts and Urban Development is fully aware of the challenges that we faced because of the pandemic but is ever mindful that with careful planning we can have a more productive year in 2022. I wish to take this opportunity to express appreciation to all the employees of the Ministry for their dedicated service to the advancement of the Ministry.

Hon. Shawn Richards Deputy Prime Minister and  
Minister of Public Infrastructure, Posts and Urban Development

## **1.2 Executive Summary**

The fallout from the pandemic could have been far worse for St. Kitts and Nevis had it not been for the proactive and comprehensive response by Government, coupled with prudent fiscal management which has generated surpluses over the past few years. Knowing that this Ministry provides services critical to our survival on a daily basis, particularly in times of natural and man-made disasters, it is our intention to further create an enabling environment by delivering better quality of services to our citizens.

The Administration of the Ministry of Public Infrastructure, Post and Urban Development is responsible for providing leadership, managerial and administrative direction, policy formulation, support services, including budgeting, financial and technical guidance and planning advice. In rising to meet the mandate, the Administration understands that a well-trained workforce is a prerequisite to delivering high performance levels thus exceeding customers' expectations.

Our emphasis and key breakthrough objectives for 2022 will seek to develop opportunities for interpersonal interactions to help build teamwork, improve our customer service performance by reaching out to our customers. We will re-organise to become more responsive to our customers' needs, review our use of technology throughout, seek to incorporate advanced technologies to improve our service delivery and co-ordinate training and technical assistance to strengthen the Departments.

In 2022, we will empower Water Services Department to conduct meaningful research and engage the relevant resources to ensure there is island wide access to safe and clean water. We also intend to implement clear and well-documented guidelines to address the concerns of overtime, streamline tasks associated with the request of funds and the processing of purchases and institute specific reporting protocols.

### **PUBLIC WORKS DEPARTMENT**

The Public Works Department is the Government's Engineering and Works Agency which is committed to Public Safety by ensuring that all public infrastructure is constructed and maintained to the highest standard. Nevertheless, the most important asset of the department is the human resource, as such we will focus on specific training in all departments for 2022.

Emphasis in the selection of contracts was primarily based on price. Public Works Department has introduced a new approach to the tendering process. This methodology is a more comprehensive analysis of the bidders understanding of the scope of work, capability to undertake the work financially and possess the appropriate resources for the execution of the project. In this regard, the Government can enjoy the benefits of best values for money, projects will finish on time, little dispute, completion of works within the budget and work should proceed with little interruption.

### *Quarry Operation*

The Government owned and operated Quarry located at Canada Industrial Estate is a vital source of crushed aggregate for the construction industry and for providing boulders for sea defence work and slope stabilization.

However, the Government is unable to meet the local demands due to wear and tear of the crushing plants. As such, other entities are assisting with the production of aggregate. We will undertake an assessment as to the way forward for the best practice for 2022.

### *Facility Maintenance Division (FMD)*

Continuation of the proper use of the Work Order Request Form before and after maintenance works are executed to assist in the monitoring and evaluation of performance. Continued training will be provided to all senior staff in basic excel and Project Management.

### *Vehicle Maintenance Division (VMD)*

One of the objectives for VMD for 2022 is to procure Computer Diagnostics tools and provide training to staff. The division will also provide leadership and management workshops for staff with an emphasis on management of personnel and equipment.

### *Roads Division*

Public Works Department would continue its maintenance of village roads including patching, resurfacing, cleaning of drains and construction of sidewalks. The Government has several housing projects where concrete roads will be constructed for 2022. The Roads Division will design the roads and drainage, prepare documents for tender and construction of those roads and provide supervision of the contractors.

## **WATER SERVICES DEPARTMENT**

The motto of the Water Services Department (WSD) is "Water is Life-every Drop Counts." This signals that conservation and the sustainable use of our water resources runs throughout the fabric of the WSD. Whereas for years there has always been an emphasis on increasing water production to meet increasing demands; there has not been a concurrent concentration on reduction in losses or water unaccounted for. Given the challenges that we are beginning to face, related to reduced supplies due to Climate Change, it is incumbent that we now focus equally on managing water demands.

The Water Services Department has identified several new initiatives that would enable us to achieve our overall objective of providing a reliable and safe supply of potable water to all water consumers in St. Kitts. In terms of Capital expenditure, we have engaged Bedrock Exploration and Development (BEAD) LLC to undertake well drilling.

BEAD will be undertaking drilling in the Cayon area as well as the re-mediation of a well in Shadwell, Basseterre. The Cayon system is one of the most vulnerable areas especially during the dry season (January to June). BEAD has previously identified a target area in Cayon and it is expected that they would be able to provide at least 500,000 gallons per day of additional water. The current demand in Cayon is about 350,000 gallons per day while the supply capacity is about 300,000 gallons per day (dry season) or 360,000 per day (rainy season).

The Water Services Department will continue to ensure the timely installation/extension of our distribution network to serve new Housing Developments; we continue to add approximately four hundred (400) new customers to our system every year. This of course necessitates the expansion of storage capacity for several communities through the construction of new or the expansion of existing reservoirs. It is anticipated that reservoir construction/expansion would occur in the following areas: Lodge, Cayon and West Farm amongst others.

The WSD would be partnering with the United Arab Emirates (UAE) to construct a small partially solar-powered desalination plant (approximately 12 cubic metres per day) in the Canada area. This would help to augment our supplies to the Keys/Cayon System. We also expect to begin looking at further development of desalination as a means of meeting future demands especially in the Basseterre system.

We currently operate twenty-six (26) wells throughout the island of St. Kitts ranging in size from 20 gallons per minute to 400 gallons per minute. All these wells are required to be equipped with a standby diesel generator in the event of power interruption from the national grid; especially during hurricane impact. We expect to be purchasing additional standby generators to meet this standard. As we continue to focus on the protection and safety of our potable water supplies, we would continue with the Fencing of our Reservoirs projects and the securing of our intakes and other appurtenances.

As previously indicated, we would continue to focus on the reduction of water losses and non-revenue water. Towards this end we would be engaging in the replacement of non-functional customers meters in our system. We would also continue the expansion of metering of government facilities, as many of these were not metered in the past.

The Water Services Department would also be vigorously pursuing the modernization and upgrading of our distribution network. Towards this end we would be introducing Supervisory Control and Data Acquisition (SCADA) Systems that would improve our reliability, efficiency, and cost-effectiveness. This would involve telemetry which would allow us for example to remotely monitor our reservoir water levels and control the turning on and off of our pumps. The data derived from our SCADA system would enable us to better manage and plan our future development.

The sustainable management of our Water Resources must be underpinned by the effective management of our human capital. The institutional capacity of Water Services Department will be reviewed to ensure that it is able to adapt to the ever changing climatic and technological environments in which it operates. We will ensure that our staff is adequately trained, and that proper succession planning is put in place. The extent to which the current institutional framework does not allow for this to happen, will be the driver for the necessary transformation of the water sector.

## **ENERGY UNIT**

In 2022, the Energy Unit plans to continue working towards the vision set out in the Energy Policy. That vision is to become a nation with a sustainable energy sector where reliable, renewable, clean and affordable energy services are provided to all its citizens.

The energy efficiency and the replacement of fossil energy by renewable energy sources will be promoted in all sectors of the economy. The vision will be pursued, based on the objectives of gaining universal access to affordable energy that is secure and environmentally friendly. The Unit will also continue to work towards the goal of one hundred percent (100%) of the nation's energy being generated from renewable sources.

In pursuit of this vision, the objectives, and the goal, amidst the constraints that are expected due to the COVID-19 pandemic, the Unit will take the necessary steps to move the energy-related projects forward. These include: a 33 megawatts (MW) solar farm with 44 MW of battery storage in the Basseterre Valley, for which land-clearing has already started. There will be ongoing negotiations for the construction of a wind farm at Belle Vue. Also included will be the pursuit of geothermal energy, the consideration of waste-to-energy, the ongoing project to replace all the existing streetlamps and playfields lighting on St. Kitts and Nevis, with LED lamps.

Additionally, collaboration with the Water Services Department to construct a partially solar-powered desalination plant on St. Kitts and on Nevis, which is funded by the United Arab Emirates, collaboration with the Department of Environment on the electric school bus initiative, the development of our human resources in the energy sector through training; the implementation of a tariff to compensate consumers with renewable energy installations for energy that they feed into the grid, the development of an integrated resource and resilience plan to guide St. Kitts Electricity Company (SKELEC) and Nevis Electricity Company (NEVLEC), and the initiative by the Republic of China on Taiwan to assist the Government of St. Kitts and Nevis in the development of renewable energy and its human resources in this area.

The Unit is expected to have the results of a consultancy for an operational framework and training plan to assist in charting the way forward. The Unit will continue to collaborate with other stakeholders such as the Ministry of Sustainable Development, the Department of Environment, the Bureau of Standards, SKELEC, NEVLEC, and the private sector to achieve its goals.

## **GENERAL POST OFFICE (GPO)**

The General Post Office has been confronted with far-reaching changes over the past year because of the COVID-19 pandemic. The St. Kitts and Nevis Postal Service has provided essential support to governments during the global crisis, helping to deliver important medical supplies, pensions, and serve vulnerable populations who must remain home. It has become essential for Posts to apply the latest technology to respond effectively to the evolution of its customer needs. The St. Kitts and Nevis Postal Service continues to upgrade their postal services to retain their customers, maintain market presence and remain competitive. The Department is committed to provide high quality and affordable products and services to all our customers by facilitating cost efficiency service updates. Customs Declaration System (CDS) is a web-based system used by the Postal services island wide.

The recent upgrades to CDS includes benefits such as: reducing handling times of small packages, parcels, and efficient flow of mail, and improving communication between Postal operators and Customs. In 2022, CDS will improve the customs clearance process and supporting integration with e-commerce systems. This is particularly important as global authorities urge Posts, Airlines, and Customs officials to improve screening, transportation, packets and parcels traffic.

In 2022, the GPO will continue working on the National Addressing System (NAS) which will update the postcode system and the house/street addressing system. The NAS will facilitate the efficient distribution of mail/packages, thereby, reducing delays and allowing items to reach their destination faster. More importantly, the NAS will immensely diminish some of the problems facing our National Emergency Responders (EMS and Fire Services). Such problems include the ability to quickly locate addresses in times of crisis. An addressing system is an essential infrastructure which paves the way for social and economic development. It allows people to connect, improves emergency response, increases access to utilities, facilitates postal services and delivery of goods and services. The need for a functional and efficient system on street names and house numbering in St. Kitts and Nevis is increasingly becoming critical and more noticeable.

Postal staffs on the frontlines were our main priority by limiting interaction with customers. They can only continue to serve the public daily if they remain safe and healthy. The introduction and installation our new postal networking application software is geared towards helping Post Offices in the federation to manage and coordinate their postal products and services by automating transactions online operation and allowing online payments by our customers. A next major advantage of the new application is the easy technical integration between the Information Technology (IT) systems of the Post, e-commerce platform, and the incorporation United Postal Union (UPU) IT product. The application that facilitates the delivery process and data collection is also compliant with the UPU's regulatory and security requirements.



## **URBAN DEVELOPMENT UNIT (UDU)**

The Urban Development Unit continues to work towards the continuous enhancement of our urban centres, through the rehabilitation of the urban landscape in Basseterre, Sandy Point and Cayon. 2021, though challenging, was a productive and rewarding year for the Unit. Urban Development has been intimately involved in several initiatives which have been congenially accepted throughout the population of our country. Projects achieved in 2021 include:

1. The collaboration with Public Works Department in the planning and implementing of sidewalks and traffic lighting projects in Basseterre
2. The creation of a food court on North Independence Square Street, dedicated to Food Truck Vendors operating in the Basseterre area
3. The rehabilitation of the Independence Square fountain
4. The implementation and management of vending sites in the Basseterre area
5. The street enhancement project, allowing for the aesthetical upliftment of the major Basseterre avenues

In 2021, the Urban Development Unit along with the Urban Development Corporation successfully launched the first annual Urban Development Week. The objective was to communicate, sensitize, inform, and promote Urban Development in St. Kitts and Nevis.

### *Objectives for 2022*

The Unit will continue with the strategy of Urban Renewal as highlighted in the Urban Revitalization Master Plan. The Unit will maintain the functional efficiency of Basseterre by reducing congestion and providing for the safe and efficient movement of vehicular and pedestrian traffic within the city. The UDU will endeavour to maintain the residential character of Basseterre and Sandy Point and secure properties for a variety of housing solutions to meet the varied needs and circumstances of the resident population.

The UDU will enhance the provision of social and physical infrastructure which reflects the status of Basseterre as the Country's capital city. The Unit will preserve and conserve the cultural heritage of Basseterre and optimize the use of valuable heritage resources namely Independence Square, the Circus, and any other heritage resources in the urban centres.

The Urban Development Unit is committed to have attractive parks, open spaces and footpaths which will contribute to the mental and physical serenity of city users. The UDU is desirous of returning dilapidated properties in our urban centres to productive use returning to the local tax roll, through the redevelopment of abandoned properties, thereby revitalising neighbourhoods and businesses. The Unit will upgrade downtown urban streetscapes using appropriate lighting, landscaping, signage, sidewalk improvements and street furniture. Promotion of the Urban Development Unit and its work in the communities will be ongoing.

## *2022 Outlook*

The Urban Development Unit will continue to work on its objectives, with the implementation of the proposed initiatives. Development must protect the country and enable all inhabitants, to lead decent, dignified, and rewarding lives, and to achieve their full human potential. The Urban Development Unit is committed to pursuing programmes in Urban renewal and the restoration of abandoned properties. Other programmes of the UDU include securing urban housing solutions especially in heavily depressed areas.

In carrying out our responsibilities, the Urban Development Unit would remain cognizant of all Sustainable Development Goals, and we intend to work on developing programmes like Urban Farming, Renewable Urban Energy and conservation projects like the National Park initiative. In the Sandy Point area, the Urban Development Unit is desirous of redeveloping four sites in the community namely: the old Exchange, The old Police Station, the Terminus, and the Old Boy's School. Plans and proposals would be laid out in 2022 with the provisions to execute by 2023.

The need for sustainable development is so great in the urban sector. The Urban Development Unit attempts to respond to the pressure points of shelter, employment creation, food supply, water, waste disposal, energy, transport, health, and social services in the capital city of Basseterre and in the secondary urban centres of Sandy Point and Cayon.

All these pressure points can only be dealt within the framework of an integrated, well-organized implementation strategy of plans and projects, which would be provided through the Urban Development Unit.

### **1.3 Management Representation Statement**

I am pleased to present the Annual Report and Plans and Priorities for the Ministry of Public Infrastructure, Post and Urban Development to be tabled in Parliament for 2022.

The Strategic Plan is designed to guide the Ministry's efforts in crafting a roadmap for implementing the right policies and approaches. As such, I wish to express profound thanks to all my colleagues who worked on the completed document that will ultimately be used to judge the Ministry's performance over the next year.

I am confident that once properly implemented, we will be in a good position to improve on the plans.

Daryll R. Lloyd  
Permanent Secretary

## **Section 2: Ministry Overview**

### **2.1 Mission Statement**

To provide a framework to identify and prioritize the public infrastructure development needs of the country in energy, potable water, urban renewal and flood management, also to facilitate their delivery 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**

Our Strategic Plan is designed to outline the direction that the Ministry will take for the next year. Its foremost intent is to ensure that all initiatives of the Ministry are aligned with the policies of the Government. Throughout the year, we will work to build capacity to promote sound and efficient policies, equip the departments with full complements of suitably qualified staff through specific training initiatives, increase social dialogues with the different Ministries, continue investments in renewable and clean energy for generation, design and implement an urban renewal strategy, and the integration of a digitalized postal system.

Other Strategic Plans will include pursuing Geothermal Energy, supporting solar farm development for both commercial and residential use, continued upgrade, maintenance of public infrastructure and facilities, and transform the Ministry by developing its human resource and technology.

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

The Annual Objectives outlined by the Ministry of Public Infrastructure, Post and Urban Development along with the Strategic Objectives as outlined in the Strategic Plan will chart the course for the year 2022. The objectives are:

1. To provide customers with improved and enhanced facilities and services through modernized postal operations, in a safe and secure environment
2. To provide the public with 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.
5. To rehabilitate the urban landscape and bring amicable and harmonious solutions to the challenges of the urban centres

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

To upgrade security measures for the entire Ministry

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

1. The continuation of professional development training to improve skills and productivity
2. Implementation of schedules for inspection and preventative maintenance of all government facilities
3. On-going well drilling exploration to introduce new sources of water into the storage and distribution system
4. The integration of technologies in the services offered
5. Create an inventory of abandoned properties
6. Repurpose abandoned properties into productive use
7. Install security upgrades for all the Ministry's facilities

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

1. Improvement in the periodic monitor and evaluation of staff
2. 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, Posts and Urban Development will use the resources provided to achieve its medium to long-term strategic objectives

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

#### **PUBLIC WORKS DEPARTMENT:**

- Purchase of Equipment - Public Works Department (PWD)
- Construction of Coastal Area Revetments (Irishtown, Fortlands and New Guinea)
- Road Improvement Project
- Rehabilitation of Old Road Bay
- Upgrade of Island Main Road
- Phillips Slope Stabilisation Project

## **WATER DEPARTMENT:**

- Fencing of Reservoirs and Upgrade of Pump Houses
- Well Drilling and Extension of Water Lines
- Upgrade of Equipment
- Construction of Reservoir at Boyd's View, Buckleys and Olivees

## **URBAN DEVELOPMENT UNIT:**

- Traffic Signalization Project - Phase II

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

#### **POSTAL SERVICES**

- Upgrade of Postal Services

#### **WATER DEPARTMENT:**

- Procurement of Meters and Lockable Valves

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

#### **PUBLIC WORKS DEPARTMENT:**

##### *The Island Main Road Rehabilitation Project*

The Island Main Road Rehabilitation Project commenced in 2019 and intends to be completed in the second quarter of 2022. The major activities which would be done in 2022 are to submerge two ghauts (Stonefort and Cranston Ghauts) that currently cross the Island Main Road at street level so that traffic is not interrupted when these ghauts are flowing heavily. When these works are completed the safety of both motorists and pedestrians would be greatly improved.

##### *Rehabilitation of Old Road Bay Road*

The 1.2km (0.75miles) long road is a part of the Island Main Road and had been a fearful experience for many years to road users. The land side had frequent rock falls and landslides from the hill. On the seaside, during tropical storms and hurricanes the road has experienced damage making it unusable for several days. As a result, a new road is under construction in the general vicinity.

### *Installation of Traffic Signals in Basseterre – Phase 2*

Phase 1 of the project has been completed and we are nearing the end of Phase 2 of the project. This phase should have started since early 2020 but the COVID-19 pandemic delayed the project. Phase 2 includes Traffic Signals at seven (7) intersections. 85% of the works have been completed to date.

### *Phillips' Slope Stabilization*

This is a new project ear-marked for 2022. Whenever there is torrential rain there is soil erosion (landslide) in the Phillips area. The impact of a soil erosion can be extensive, including loss of life, destruction of infrastructure, damage to land and loss of natural resources. The erosion of the soil can also block the roads which limits commuters. This will threaten the basic needs for living of the people of Phillips. The impact of soil erosion can also block the ghaut, which can cause an increase in the risk of floods.

The design is a gabion wall with low maintenance, which provides for speed of construction and allows for permeability to water (good drainage). Gabions offer an easy-to-use method for decreasing water velocity and protecting slopes from erosion.

### *Road Improvement Project*

This is an ongoing component of public infrastructure and the Ministry's mandate to the populace to facilitate road improvement.

### *Construction of Coastal Area Revetments Work*

There are two main areas which will be the concentration for 2022, namely the stretch of the Island Main Road (IMR) along New Guinea and the Fort Thomas Bay Road. The New Guinea area has undergone significant erosion over recent years and the existing retaining walls at Fort Thomas Bay Road have failed and are in urgent need of replacement. The Government of St. Kitts and Nevis in conjunction with the Caribbean Development Bank (CDB) has undertaken a multi-hazard risk assessment of the entire IMR with a focus on coastal erosion and to include specific detail designs for protection of the roads.

## **WATER DEPARTMENT:**

### *Well Drilling and Extension of Water Lines*

Exploratory work will be undertaken by drilling in the Cayon area as well as the re- mediation of a well in Shadwell, Basseterre.

### *Construction of Reservoirs at Boyd's View, Buckleys and Olivees*

The department will try to expand the reservoirs in Boyd's by constructing another reservoir at the existing sites.

## 2.4 Transfer Payment Information

1. Universal Postal Union (UPU)
2. Caribbean Postal Union (CPU)
3. Caribbean Water and Sewage Association (CAWASA)

## Section 3: Ministry Summary

<b>Portfolio</b>	<b>E.12 - Manage Public Infrastructure, Posts and Urban Development</b>
<b>Responsibility Centre</b>	12 - Ministry of Public Infrastructure, Posts and Urban Development <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 housing, public works, energy and water in order to deliver the best quality services to all customers, and to enhance the national economic landscape thus improving the quality of life

### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
12131 - Manage General Administration	1,212	912	1,089	1,101	1,114
12132 - Provide Postal Services	3,337	3,705	3,693	3,739	3,737
12133 - Maintain and Develop Infrastructure	40,271	51,881	41,441	31,471	26,603
12134 - Manage Energy Unit	26	87	104	105	106
12135 - Supply and Manage Water	8,906	9,494	8,753	7,954	7,006
12137 - Manage Urban Development Unit	331	264	4,108	2,312	1,316
<b>Total</b>	<b>54,083</b>	<b>66,343</b>	<b>59,188</b>	<b>46,682</b>	<b>39,882</b>

## Section 4: Programme Summary

<b>Portfolio</b>	E.12 - Manage Public Infrastructure, Posts and Urban Development
<b>Programme</b>	<b>12131 - Manage General Administration</b>

<b>Responsibility Centre</b>
12 - Ministry of Public Infrastructure, Posts and Urban Development
<b>131 - Permanent Secretary's Office</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To provide a framework to identify and prioritize the public infrastructure development needs of the country in the areas of energy, transport, potable water, urban renewal and flood management, also to facilitate their delivery in a manner that advances the social and economic fabric of the Federation of St. Kitts and Nevis.

Objective(s) for 2022	Expected Results	Performance Indicators
1.To develop and implement a communication plan to convey information and better sensitize the Public	June 2022	Date to complete plan utilizing 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
12131 - Manage Telecommunication Service

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
Recurrent	1,212	912	1,089	1,101	1,114
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,212</b>	<b>912</b>	<b>1,089</b>	<b>1,101</b>	<b>1,114</b>



<b>Portfolio</b>	E.12 - Manage Public Infrastructure, Posts and Urban Development
<b>Programme</b>	<b>12132 - Provide Postal Services</b>

<b>Responsibility Centre</b>
12 - Ministry of Public Infrastructure, Posts and Urban Development
131 - Permanent Secretary's Office
<b>132 - Postal Services</b>

<b>Officer in Charge</b>	Postmaster General
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<b>Goals/Global Objectives</b>
To provide the public with an affordable and modern postal service

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1. To complete the assignment of Addressing for two pilot communities	2	Number of communities with street names and numbers
2. To computerize various operations within the Postal Service for improved efficiency	December 2022	Date to complete computerization of the Counter Operations, Parcel posts, and Mail operations despatch
3. To enhance the image of the post through improved customer care and relations	8	Number of public information announcements or presentations
4. To improve the security within the Postal Service by installing appropriate Security Systems	April 2022	Date of completion installation of Security Systems

<b>Sub-Programme :</b>
00403 - Administer postal service and customer service
00404 - Deliver and dispatch mail
00406 - Provide financial services
12132 - Invest in postal service
Participate in Regional and International Organizations
00407 - Support U.S. Mailbox Services

## Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent	3,133	3,405	3,393	3,439	3,487
Capital	175	100	100	100	50
Transfer	29	200	200	200	200
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>3,337</b>	<b>3,705</b>	<b>3,693</b>	<b>3,739</b>	<b>3,737</b>

<b>Portfolio Programme</b>	E.12 - Manage Public Infrastructure, Posts and Urban Development <b>12133 - Maintain and Develop Infrastructure</b>
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<b>Responsibility Centre</b>
12 - Ministry of Public Infrastructure, Posts and Urban Development 131 - Permanent Secretary's Office <b>133 - Public Infrastructure Department</b>

<b>Officer in Charge</b>	Permanent Secretary
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<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 2022</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 time frame
4.To provide maintenance of Governemnt's vehicles	100/month	Number of service requests performed within a specified time frame
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 or cleaned
6.To undertake the maintenance of Government Buildings and facilities	40 per month	Number of service requests completed within a specified time frame

<b>Sub-Programme :</b>
00417 - Provide administrative services 00421 - Maintain roads, bridges and drains 00446 - Maintain Government Buildings and Facilities 00447 - Maintain and upkeep Government Vehicles and Equipment 00449 - Mine and Supply Aggregates 12133 - Invest in Infrastructure

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent	9,700	11,881	11,941	12,071	12,203
Capital	30,571	40,000	29,500	19,400	14,400
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>40,271</b>	<b>51,881</b>	<b>41,441</b>	<b>31,471</b>	<b>26,603</b>

<b>Portfolio</b>	E.12 - Manage Public Infrastructure, Posts and Urban Development
<b>Programme</b>	<b>12134 - Manage Energy Unit</b>

<b>Responsibility Centre</b>
12 - Ministry of Public Infrastructure, Posts and Urban Development
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>
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Objective(s) for 2022	Expected Results	Performance Indicators
1.To create and implement opportunities for reliable, renewable, clean and affordable energy for citizens	4	Number of workshops in renewable energy to create capacity building through the Indian Technical and Economic Corporation (ITEC)
<b>Sub-Programme :</b>		
00450 - Manage Energy Unit		

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	26	87	104	105	106
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>26</b>	<b>87</b>	<b>104</b>	<b>105</b>	<b>106</b>

<b>Portfolio</b>	E.12 - Manage Public Infrastructure, Posts and Urban Development
<b>Programme</b>	<b>12135 - Supply and Manage Water</b>

<b>Responsibility Centre</b>
12 - Ministry of Public Infrastructure, Posts and Urban Development
131 - Permanent Secretary's Office
<b>135 - Water Services Department</b>

<b>Officer in Charge</b>	Water Engineer/Manager
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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 2022</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 MG/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</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	(in thousands)				
Recurrent	4,915	4,995	5,070	5,121	5,173
Capital	3,957	4,466	3,650	2,800	1,800
Transfer	33	33	33	33	33
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>8,905</b>	<b>9,494</b>	<b>8,753</b>	<b>7,954</b>	<b>7,006</b>

<b>Portfolio</b>	E.12 - Manage Public Infrastructure, Posts and Urban Development
<b>Programme</b>	<b>12137 - Manage Urban Development Unit</b>

<b>Responsibility Centre</b>
12 - Ministry of Public Infrastructure, Posts and Urban Development
<b>131 - Permanent Secretary's Office</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 revitalization 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 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To develop an urban nature ecological base - the Basseterre Valley Nature Park	December 2022	Date to complete feasibility study and design
2.To draft Regulation and Act to govern urban development	September 2022	Date first draft to be delivered
3.To undertake the removal of derelict vehicles and galvanize fencing in Basseterre	December 2022	Date to complete the required work

<b>Sub-Programme:</b>
00440 - Manage and Maintain Urban Development
00399 - Provide Administrative Support
00500 - Support Bus Terminal
1213701 - Traffic Signalization Project - Phase 2

### Financial Summary

	<b>Expenditures</b>					
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>	
Recurrent		331	264	308	312	316
Capital				3,800	2,000	1,000
Transfer						
Budgetary Grant						
Principal Repayment						
Net Lending						
<b>Total</b>		<b>331</b>	<b>264</b>	<b>4,108</b>	<b>2,312</b>	<b>1,316</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

**C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, POSTS AND URBAN DEVELOPMENT**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>12132</b>	<b>POSTAL SERVICES</b>							
1513211	Upgrade of Postal Services	1,647,752	100,000	-	-	100,000	174,976	REVENUE
	<b>Subtotal</b>	<b>1,647,752</b>	<b>100,000</b>	-	-	<b>100,000</b>	<b>174,976</b>	
<b>12133</b>	<b>PUBLIC WORKS DEPARTMENT</b>							
1213339	Purchase of Equipment - Public Works Department (PWD)	20,000,000	500,000	-	-	500,000	731,375	REVENUE
1213341	Construction of Coastal Area Revetments (Irishtown, Fortlands and New Guinea)	58,000,000	2,000,000	-	-	2,000,000	-	REVENUE
1213342	Road Improvement Project	67,000,000	3,000,000	-	-	3,000,000	7,232,770	REVENUE
1213347	Rehabilitation of Old Road Bay	45,000,000	5,000,000	-	5,000,000	10,000,000	6,138,797	REVENUE/ REPUBLIC OF CHINA (ROC) - TAIWAN
1213348	Upgrade of Island Main Road	71,751,000	10,000,000	-	-	10,000,000	16,296,336	REVENUE
1213350	Phillips Slope Stabilization Project	7,500,000	4,000,000	-	-	4,000,000	-	REVENUE
	<b>Subtotal</b>	<b>269,251,000</b>	<b>24,500,000</b>	-	<b>5,000,000</b>	<b>29,500,000</b>	<b>30,399,278</b>	
	<b>TOTAL c/f</b>	<b>270,898,752</b>	<b>24,600,000</b>	-	<b>5,000,000</b>	<b>29,600,000</b>	<b>30,574,254</b>	



**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

**C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, POSTS AND URBAN DEVELOPMENT**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>TOTAL b/f</b>	<b>270,898,752</b>	<b>24,600,000</b>	-	<b>5,000,000</b>	<b>29,600,000</b>	<b>30,574,254</b>	
<b>12135</b>	<b>WATER DEPARTMENT</b>							
1213516	Fencing of Reservoirs and Upgrade of Pump Houses	1,000,000	300,000	-	-	300,000	-	REVENUE
1213530	Procurement of Meters and Lockable Valves	900,000	200,000	-	-	200,000	-	REVENUE
1213538	Well Drilling and Extension of Water Lines	13,800,000	2,500,000	-	-	2,500,000	3,345,367	REVENUE
1213541	Construction of Reservoir at Boyd's View, Buckley's and Olivees	10,300,000	400,000	-	-	400,000	-	REVENUE
1213542	Upgrade of Equipment	1,304,198	250,000	-	-	250,000	244,585	REVENUE
	<b>Subtotal</b>	<b>27,304,198</b>	<b>3,650,000</b>	-	-	<b>3,650,000</b>	<b>3,589,952</b>	
	<b>TOTAL c/f</b>	<b>298,202,950</b>	<b>28,250,000</b>	-	<b>5,000,000</b>	<b>33,250,000</b>	<b>34,164,206</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

**C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, POSTS AND URBAN DEVELOPMENT**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>TOTAL b/f</b>	<b>298,202,950</b>	<b>28,250,000</b>	<b>-</b>	<b>5,000,000</b>	<b>33,250,000</b>	<b>34,164,206</b>	
<b>12137</b>	<b>URBAN DEVELOPMENT UNIT</b>							
1213701	Traffic Signalization Project - Phase II	4,365,022	3,800,000	-	-	3,800,000	-	REVENUE
	<b>Subtotal</b>	<b>4,365,022</b>	<b>3,800,000</b>	<b>-</b>	<b>-</b>	<b>3,800,000</b>	<b>-</b>	
	<b>Construction of Bus Terminal</b>	<b>6,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>171,810</b>	<b>REVENUE</b>
	<b>Water Resource Management Project Aquifer Protection Study</b>	<b>5,145,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>367,472</b>	<b>REVENUE</b>
	<b>Water Loss Programme</b>	<b>900,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>ICT Upgrade to VOIP</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>314,812,972</b>	<b>32,050,000</b>	<b>-</b>	<b>5,000,000</b>	<b>37,050,000</b>	<b>34,703,488</b>	

**Total Ministry \$ 37,050,000**

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# **13 - Ministry of Education**

## **Report on Plans and Priorities for the Year 2022**

**Volume 2**

**December 2021**

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## **Section 1: Minister's Message and Executive Summary**

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

Education For All: Embracing Change Securing the Future. The theme adopted by the Ministry of Education to guide its 2017-2021 Education Sector Plan remains the guiding principle as my Ministry sets out its priorities for the fiscal year 2022. A vital pillar of the Education Sector Plan 2017-2021 is building the human resource capacity of educational administrators, teachers, and students. The strengthening of human resource capacity in education is central to the fight against the Covid-19 pandemic.

In 2022 the Ministry of Education will continue its work in undertaking a fundamental scaling up in the professionalization of our teaching force in the Federation. The Ministry of Education is poised to establish a National Teaching Council to regulate the teaching profession in St. Kitts and Nevis, following best practices regionally and globally. The professionalizing of the teaching force will include the registration and licensing of teachers, control of teaching standards and enforcement of a code of ethics.

The Covid-19 pandemic gave use to widespread closures of schools and disruption of education systems worldwide. The pandemic continues to have a severe impact on teachers worldwide. Teachers in our country would not be spared; consequently, to further strengthen the technological capability of teachers, the Ministry of Education will continue to ensure that school-based administrators and teachers receive the relevant training to deliver quality teaching via the online modality.

The significant challenges that confront education stakeholders would be access to devices and internet connectivity. In 2022 the Ministry of Education intends to expend financial resources to provide laptops for teachers and tablets for students. As the Ministry of Education continues to build human resource capacity among teachers, it reaffirms its commitment to having a qualified teacher in every classroom. In keeping with this commitment, the Ministry of Education will partner with the University of Arizona to provide training and certification of a cohort of teachers in Teaching English to Speakers of Other Languages (TESOL).

During this fiscal year, Technical Vocational Education and Training (TVET) will continue to be a priority for the Ministry of Education. All students in our secondary schools regardless of their intellectual abilities must be given the opportunity to pursue technical and vocational skills.

The Ministry of Education is pleased to report that establishing a National Training Institute (NTI) has begun. A core committee consisting of several persons from across the Education Sector has been formed. This committee is responsible for developing the concept and framework for the creation of a National Training Institute (NTI). It is anticipated that this entity will provide opportunities for training and certification of teachers in the various TVET disciplines that will enable our education system to respond to the labour market needs of our country.

St. Kitts and Nevis TVET Council has made tremendous strides towards implementing Caribbean Vocational Qualification (CVQ) and National Vocational Qualification (NVQ) within the federation. Under the SKN TVET Enhancement Project, we have seen the operationalization and enhancement of the TVET Secretariat and Council, the establishment of a Quality Assurance Framework for TVET, a Monitoring and Evaluation Framework, a marketing and promotional plan, TVET Strategic Plan 2019-2025, the training of TVET teachers in Competency-Based Education and Training (CBET) and Assessment, as well as the upskilling of TVET Teachers in specific skill areas. In addition, we have upgraded the TVET spaces at five high schools on St. Kitts and constructed a brand-new state of the art TVET wing at Gingerland Secondary School, along with the outfitting of labs with tools and equipment. While Covid-19 impacted and significantly delayed many initiatives, all of this work has been done specifically to introduce CVQs and NVQs in schools within the Federation.

St. Kitts and Nevis is now positioned to be audited by the Caribbean Association of National Training Agencies (CANTA) in 2022 as we seek accreditation from the Council for Human and Science Development (COHSOD) for the awarding of CVQs for adults and post-secondary institutions. Now that the secondary schools' TVET labs have been upgraded, the Ministry of Education will engage the Caribbean Examination Council (CXC) to implement CVQs in Schools for the instructional year 2022-2023. CXC is the regional body accredited with the implementation and award of CVQs in Schools.

For 2022 the Curriculum Development Unit (CDU) will continue to roll out the enhanced curriculum in grade 5 and form 1 while refining the process for grades 4 and 6. It is also envisioned that after two years of no national assessment being conducted on stages 4 and 6 that this process will be redesigned and reintroduced in the fiscal year 2022. It is expected that the curriculum writing process will continue with curriculum writing beginning for lower secondary TVET, Modern Languages, Visual Arts, Principles of Business and at least two other subjects.

As the enhanced curriculum expands into secondary schools and the introduction of the instructional coaching process, it is even more imperative that additional coordinators are lined with Social Sciences, supported by two coordinators. There is a need for additional coordinators for Mathematics, Language Arts and Science.

The writing of the Modern Language, which will continue in 2022, will require a coordinator to manage the writing and roll out of the languages, including French, Spanish and Mandarin. The Ministry of Education will continue to promote the desire for in-person instruction of students in a safe and healthy school environment as outlined in the Guidelines for Reopening Schools.

Hon. Jonel Powell  
Minister of Education

## 1.2 Executive Summary

### *Quality Relevant Education*

The Ministry of Education, in alignment with the Education Sector Plan and UNESCO's SDG 4, which aims to "ensure inclusive and equitable quality education and promote lifelong learning opportunities for all," is utilizing a blended approach to education as a means of increasing students' accessibility to continued education. This endeavour has become even more critical during the COVID-19 Pandemic because the Ministry of Education utilized remote learning modalities to facilitate continuous learning. The blended approach to education is articulated in two documents: 1) Guidelines for the Re-opening of Early Childhood Centres, Primary and Secondary Schools, AVEC and NSTP and 2) St. Kitts and Nevis Plan for Continuity of Learning.

The prepared guidelines for the re-opening of education facilities were to guide school-based administrators in the overall management of their schools. It has four major components: Part A outlines important days and dates for the school year 2021–2022, Part B describes the logistical arrangements for school operations, Part C describes school operations and Part D gives the health and safety protocols in light of the pandemic. The St. Kitts and Nevis Plan for Continuity of Learning is designed to support administrators and teachers in making decisions that address students learning needs. Further, it outlines the parameters and expectations of education and curriculum officers, principals and teachers as they remotely engage in instruction delivery, support and supervision.

The work of the EMIS Department further supported the approach to education. The primary infrastructure obligations of EMIS during the period 2020-2021 were the support of the COVID-19 devices as assigned to students and staff, along with the provisioning of the necessary site WiFi infrastructure required for classroom-level access. An additional focus for EMIS was the implementation of an enhanced strategy for data management. In 2020, the Ministry furthered OpenEMIS procurement and deployment discussions with an aim to deploy in 2021. The OpenEMIS functionality provided institution and student management, human resource management, transport and projects management and education sector analysis.

In February 2021, the system was configured with the federal parishes as administrative boundaries, an access universal resource locator (URL) for site access as <https://kn-moe.openemis.org>, and an established Service Desk. The continued system setup was realized by April 2021. To date, the OpenEMIS has been configured for the population of all federation schools. OpenEMIS functions include storing institution data, capturing and managing student demographics, attendance and term report sheet grades, and staff demographics, including qualification data and placement data. Other pertinent functions include the management of school repair and maintenance projects, student school bus transportation, structuring and management, and staff career path and leave management.



### *Curriculum Enhancement Project*

The Curriculum Development Unit (CDU) has been engaged in reviewing and redeveloping its curricula through the Curriculum Enhancement Project. For the academic year 2020-2021, the focus of the project has been the pilot of the enhanced curriculum on grades 4 and 6 in Language Arts, Mathematics, Social Studies, Science and Health and Wellness. In addition, the unit continued to engage teachers in writing towards the completion of the grade 3-6 curricula for primary schools in all five subject areas and secondary school curricula in all five core subject areas and the ECE (K-2) integrated curriculum. To date, all core subjects have been written for primary grades 3-6, while secondary level curricula are at various levels.

During the 2020-2021 academic year, the most significant achievement has been the pilot of the enhanced curriculum on grades 4 and 6, the completion of a core curriculum for grades 3-6 and Forms 1 to 5 for Mathematics, and the start of the curriculum writing process for K-2. As part of the pilot, another significant achievement was establishing a Monitoring Implementation and Support Team (MIST) which provided individual support to teachers.

Currently, the piloting of the new curriculum on grades 4 and 6 has been completed. Thus, 2021-2022 will involve the execution of post-pilot activities that include surveys, focus group discussions and curriculum review. These post-pilot activities are geared towards the analysis and evaluation of the pilot of the curriculum. Further, an ICT Framework has been written. Elements of the ICT curricular have been incorporated into the written draft of the Science Curriculum. A team of educators will review the ICT framework and its integration into the Science curriculum during 2021-2022.

School leaders and Principals were oriented to the new curriculum in August 2021, which was followed by the provision of resources, including hard and soft copies of the curriculum guides, term schemes and instructional resources, particularly for Health and Wellness. The science curriculum was also complemented with the provision of science supplies to teachers, particularly for instruction in term one.

During the period 2020-2021, significant gains were also made in enhancing reading programmes in primary schools. These gains were achieved through the deployment of reading intervention teachers to each primary school. A team of 25 teachers received certification through a training course in reading offered by the University of the West Indies. They were also trained to administer the Caribbean Assessment Battery – Reading (CAB-R), a diagnostic assessment to identify students' reading levels, strengths, and weaknesses, as well as as trained to conduct the Marie Clay 'Observation Survey of Early Literacy Achievement' to identify students further individual needs.

### *TVET Enhancement Project*

A significant component of the TVET Enhancement Project is capacity building. To that end, several consultancies aimed at enhancing the skills of teachers and instructors of TVET were undertaken. A few critical capacity-building activities undertaken during the period 2020-2021 are outlined below.

The Ministry executed a consultancy to train TVET Teachers/Instructors to deliver literacy and numeracy education. The major activities and deliverables completed under the consultancy were as follows:

1. Assess the literacy and numeracy gap of the TVET students in St. Kitts and Nevis pursuing the CVQ
2. Review (a) current instructional approaches to literacy and numeracy instruction within TVET courses and programmes in St. Kitts and Nevis in terms of their adequacy, appropriateness, and effectiveness for challenged learners in secondary and post-secondary programmes; and (b) review TVET curricula, particularly at the post-secondary level to determine the level of coverage of literacy and numeracy education in each programme and identify shortcomings or challenges that need to be addressed
3. Identify best practices for dealing with the literacy and numeracy concerns identified in the initial assessment, given the age, sex and other characteristics of typical TVET students in St. Kitts and Nevis
4. Develop an assessment programme - inclusive of methodology and instruments - to be carried out to determine the literacy and numeracy competency levels of registrants of TVET programmes
5. Produce a Training Module to guide literacy and numeracy instruction in TVET
6. Conduct a three-day training-of-trainers workshop for Curriculum Officers and Teacher Education Lecturers to deliver training in the new approach and programmes to TVET principals, teachers, and instructors
7. Assist teacher educators and curriculum officers in orienting principals, teachers, and instructors to integrate literacy and numeracy in TVET content

This consultancy has one remaining activity to complete: the three-day training-of-trainers workshop for Curriculum Officers and Teacher Education Lecturers to deliver training in the new approach and programmes to TVET principals, teachers, and instructors. This workshop was postponed due to COVID-19 in 2020 and was since postponed due to the rise in cases in 2021. However, efforts are being examined to conduct this training in an online modality early in the academic year 2021-2022.

Several scholarships were made available to persons in St. Kitts and Nevis under the TVET Enhancement Project. Initially, funds were allocated for 45 individuals to receive training in specific skill areas with qualifications ranging from certificate programs to bachelor's degree programs. Ultimately, the project provided funding to 72 individuals. Of the 72 individuals, 17 pursued education opportunities at the diploma and bachelor's degree level and 55 pursued Master's in Education (M. Ed). The scholarship award component of the project did not originally envision support beyond that of a Bachelors degree. It did not initially support M. Ed. students. However, the Ministry of Education made an exception and supported these students with 50% of the tuition at the cost of EC\$594,000.00.

Civil work is a substantive component of the TVET enhancement project. In St. Kitts and Nevis, civil works in six high schools and two major projects in Nevis were identified under the project. The renovation of high schools in St. Kitts began on August 16, 2020. The pace of work progressed well, as most of the labs were completed by December 31, 2020. There were, however, some minor works left to be completed in Cayon, Saddlers and Verchilds that were completed in January 2021.

Washington Archibald High and CEMSS took longer to complete as the decision was made to start only one of the home economics labs to allow for the schools to have access to these spaces. All renovations were fully completed on March 24, 2021.

### *Strategic Partnerships*

The Ministry of Education, working in coordination with St. Kitts and Nevis National Commission for UNESCO, was successful in obtaining funding from UNESCO Headquarters in Paris to undertake a Participation Programme to develop a framework for establishing a National Teaching Council. The project at caption began consultations with a series of meetings which will continue through November 2021. In a series of interactions with stakeholders from different Ministries/Departments, International Consultant Dr. Steve Nwokeocha aimed to address the overall objective, which was to ensure equitable access to quality teaching, high-level-learning outcomes for lifelong learners through efficiently managed, regulated and adequately supervised and supported teaching force in Saint Kitts and Nevis.

Developing a National Teaching Council (NTC) is one of the strategies the Ministry of Education wants to implement to improve teacher quality, which will, in turn, improve the quality of education, increase equitable access and participation while strengthening sector efficiency and effectiveness to improve learning outcomes. Through improvement of management, regulation, supervision and professional development of the teaching force, the Ministry expects to address the factors that undermine Government investments in quality education. It is proposed that the NTC will streamline and coordinate teacher development and deployment of trained, qualified teachers, implement gender equality in teacher recruitment, and monitor adherence to national standards for teachers and teaching.

The Ministry of Education continues its efforts to work towards the successful completion of all major projects and their related activities under the OAS DCF Program "Professionalizing the Teaching Force." A consultancy to develop a Continuous Programme of Professional Development for Educators, inclusive of a costed career pathway," commenced in February 2020. The project reached completion on August 31, 2021. As such, the Ministry of Education has been able to reformulate its strategy for professional development utilizing the framework for a continuous programme of professional development and revised career pathway for educators to guide decision making.

As of October 18, 2021, the Ministry of Education commenced a consultancy that will focus on the development of (i) professional standards for teachers and (ii) refine existing teacher performance management systems, including policy development, to ensure an appropriate balance of formative and summative components. The revised appraisal process and teacher standards will be used to inform professional development and human resource decisions. Additionally, under the project is an opportunity for capacity development. The Ministry of Education is seeking to build capacity among our teachers in critical areas of need within the education sector. The initial programs of development for teachers identified include English as a Second Language (ESL).

The Ministry is taking measures to enroll a cohort of special educators in a certification course in Teaching English as a Second Language as it is an issue in schools. The University of Arizona has been identified to deliver the programme of ESL teacher certification with the first cohort of teachers to commence training in the first quarter of 2022.

### **1.3 Management Representation Statement**

I am pleased to present the Annual Report and Plans and Priorities for the Ministry of Education. The Ministry held consultations with all departments in the Ministry and information was shared. Presented is a synopsis of the shared information. I am satisfied that the relevant management and accountability systems are in place within the Ministry to ensure effective and efficient implementation of the strategies, initiatives, programmes, and projects that have been presented.

William Hodge  
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 contribution to national development.

### **2.2 Planning Overview**

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

The Ministry's strategic objectives are guided by the Government's Directions for Education These are as follows:

- Implement critical curriculum reform that is designed for skill development and knowledge transfer
- Upgrade the professionalism, standards and certification of all teaching and career guidance counseling staff in order to ensure that our children are afforded the best quality education available anywhere in the world
- Provide free Pre-school Education

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

The Ministry's Annual Objectives are consistent with the Strategic Objectives as outlined in the Strategic Plan which is guided by our vision: to provide for all citizens and residents, in collaboration with other stakeholders, a comprehensive course of quality life-long education which will enable individuals to develop and achieve their full potential, allowing them to make meaningful contributions to national development. The objectives are as follows:

- a) To provide the opportunity for all vulnerable and non-vulnerable children from age 3 to 5 years to access early childhood education
- b) To enhance the Reaching the Unreached Programme to empower home-based centres for children ages zero to 2 to provide comprehensive early childhood stimulation
- c) To strengthen the student support services for struggling learners and those at risk of early school leaving at the secondary level
- d) To enhance the professional and technical capacity of members of staff
- e) To implement continuous schools' maintenance, and health and safety plans implementing the TVET Enhancement Project to ensure a high quality, relevant, and gender-responsive education system
- f) To support UNESCO activities

## **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 2022 include the following:

- To monitor the full implementation of the Education Sector Plan
- To continue the TVET Enhancement Project
- To continue the Offering of a range of Caribbean Vocational Qualifications and National Vocational Qualifications at AVEC
- To amalgamate the three (3) TVET institutions (AVEC, National Skills Training and Project Strong) and the establishment of a National Training Institute reporting to the SKN TVET Council
- To continue the National Skills 'Skills School Work-Based' Training Programme and other training programmes to equip learners from Cotton Thomas Comprehensive School, the New Horizons Rehabilitation Centre, the St. Kitts Association of Persons with Disabilities, AVEC and other unemployed persons with critical life and employability skills and prepare them for the world of work
- To train the Ministry Officials, teachers and students in the use of OpenSis and Office 365
- To continue the use of the National Qualifications Register for all qualifications offered in St. Kitts and Nevis

- To continue the subvention for parents with children in early childhood education
- To continue the Reaching the Unreached Programme to empower home-based centres for children ages zero to two
- To revise the existing ECD Policy to ensure alignment with national, regional, and global developmental thrust
- To continue licensing of Public and Private Early Childhood Education (ECE) Centres
- To continue the SELF and School Meals feeding Programmes to deliver adequate social assistance and other support services to students
- To publicize events and achievement in education by the Education Media Unit through the Ministry of Education Website and video programmes

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

1. There is still hesitation on the part of TVET teachers in upgrading their skills in the TVET Areas.
2. The different locations of Ministry of Education Offices continue to pose a great challenge for the Ministry.
3. The dilapidated buildings which house different departments have caused some health challenges for officers. There is an urgent need for a modern and healthy Ministry of Education Building.

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

- EMIS platform developed and training conducted to improve the leadership capabilities of system leaders and school management teams
- Office 365 collaboration and productivity platform introduced
- TVET Enhancement Project implemented

SKN Accreditation Board regulatory role strengthened:

- Accreditation Act passed and the National Qualification Framework (NQF) implemented
- National Qualifications Register, which will be a database that houses all qualifications offered in St. Kitts and Nevis introduced
- New Supervisory Checklist and Performance Appraisal instruments for Preschool teaching staff implemented and instructional/clinical supervision conducted for teachers in Early Childhood Education
- Reaching the Unreached Programme continued to empower home-based centres for children ages zero to 2 to provide comprehensive early childhood stimulation
- Reaching the Unreached Programme received great commendation from UNICEF
- Establish targeted programmes, where necessary, to support access of:
  - Students who are in the three lower levels of the social bracket received assistance through the Student Education Learning Fund (SELF) and School Meals feeding Programmes
  - Interim Social Studies Curriculum for Kindergarten-Grade 3 implemented

- Orientation sessions on the interim curriculum conducted for teachers
- Interim curriculum standards for Language Arts were prepared
- Draft of Information Technology (IT) curriculum to include the integration of life skills and the teaching of programming from Grade 3 commenced
- National Junior Science Quiz launched
- Annual Test of Standards for all students from Grades 3 to 6 administered

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

In the previous year, a significant investment was made in the upgrade of the facilities and operation of the School Meals Programme, several schools, and other educational facilities. The upgrades allowed the Departments to function with more efficiency in environments that were more conducive to the accomplishment of their goals.

Several schools also benefitted from investments in the area of TVET. School Labs, Home Economics Centres, and Building Technology Centres were upgraded that positively impacted the performance of students in those areas.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

- Construction of New Basseterre High School
- Technical and Vocational Education and Training Enhancement Project
- Construction of Education Building
- Support for the Education Sector Plan (2017-2021)
- WAHS Roof and Window Renovation
- Secondary School Electrical Upgrade - Phase 1
- Supporting Learning Continuity in Vulnerable Population Project - St. Kitts and Nevis

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

- Purchase of School Buses

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

Construction of New Basseterre High School:

The new facility is proposed to be located in Newtown, Southeast of the Adventist School and West of the Paul E. Southwell Industrial Park.

## **2.4 Transfer Payment Information**

Contributions to the following regional institutions:

- Caribbean Examinations Council (CXC)
- Commonwealth of Learning (COL)
- Caribbean Knowledge Learning Network Agency (CKLNA)
- Caribbean Association of National Training Authorities (CANTA)



## 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

### Goals/Global Objectives

To provide all persons of the state with access and developmental opportunities to satisfy their developmental needs through the provision of quality education which will equip them to achieve their full potential and make a meaningful contribution to national development

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To implement quality assurance for the delivery of TVET programmes in all institutions	50	Number of person on the register of trained assessors
	170	Number of students successfully meeting level 1 competency requirement
2.To improve access to and participation in quality Early Childhood Education (ECE) and compulsory education	100%	Percentage of children from 3 – 16 years enrolled in an Educational institution
	100%	Percentage of a learner-centred national Curricula implemented for the different educational levels
3.To improve opportunities for Post Secondary 21st Century Skills through access to TVET	90%	Percentage of secondary school leavers demonstrating employability skills and achieve 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 years of secondary Education
5.To increase the number of students participating in early childhood education	3005	Number of students registered
	170	Number of additional spaces available

## Financial Summary

<b>Programme</b>	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	<b>(in thousands)</b>				
13141 - Provide Administrative Support	9,720	10,582	11,545	11,693	11,845
13141 - Invest in Education	1,121	2,213	9,956	8,640	8,640
13142 - Promote and support Early Childhood	7,669	7,352	7,398	7,445	7,493
13143 - Deliver Primary Education	18,336	17,651	17,909	18,204	18,505
13144 - Deliver Secondary Education	23,094	45,946	36,726	35,143	35,609
13145 - Post Secondary Education	2,194	3,137	3,185	3,237	3,289
13146 - Deliver Special Education Services	1,604	1,559	1,581	1,604	1,627
13147 - Tertiary Education - CFB College	9,639	14,635	15,318	15,348	15,378
13148 - Provide Public Library Services	743	904	917	930	943
<b>Total</b>	<b>74,120</b>	<b>103,979</b>	<b>104,535</b>	<b>102,244</b>	<b>103,329</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E.13 - Manage Education Services <b>13141 - Provide Administrative Support</b>
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<b>Responsibility Centre</b>
13 - Ministry of Education <b>141 - Permanent Secretary's Office</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
Support the development of the people of the Federation by providing the necessary policy guidance, administrative support and effective management of the activities of the Ministry

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To implement Interim Curriculum for Primary and Secondary Schools for forms 1 - 3 being used by teachers	50%	Percentage of teachers using the new curriculum
2.To implement the Interim Curriculum for Kindergarten to Form 2	100%	Percentage of teachers in schools using the new curriculum
3.To implement the new CCSLC programme for Secondary Schools	70%	Percentage of students taking CCSLC exam in 3rd and 4th Form

<b>Sub-Programme :</b>
00032 - Provide Administrative Support
00033 - Support Project STRONG
00122 - Provide Planning and Policy
00035 - Support the UNESCO programme
141623 - Provide administrative support for Education Services
00082 - Provide Accreditation Services
Participation in International and Regional Organizations
02356 - Support TVET
13141 - Manage Telecommunication Service
03900 - Provide Ongoing Maintenance to Educational Institutions
00083 - Education Management Information System
00040 - St. Kitts Spectrum Services/Autism Centre

## Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	9,039	10,292	10,755	10,903	11,055
Capital					
Transfer	681	290	790	790	790
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>9,720</b>	<b>10,582</b>	<b>11,545</b>	<b>11,693</b>	<b>11,845</b>

<b>Portfolio Programme</b>	E.13 - Manage Education Services <b>13141 - Invest in Education</b>
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<b>Responsibility Centre</b>
13 - Ministry of Education <b>141 - Permanent Secretary's Office</b>

<b>Officer in Charge</b>	Permanent Secretary
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<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
1314131 - Support for the Education Sector Plan (2017-2021)
1314133 - Purchase of School Bus
1314139 - Supporting Learning Continuity in Vulnerable Population Project - St. Kitts and Nevis

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent					
Capital		1,121	2,213	9,956	8,640
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>		<b>1,121</b>	<b>2,213</b>	<b>9,956</b>	<b>8,640</b>

<b>Portfolio Programme</b>	E.13 - Manage Education Services <b>13142 - Promote and support Early Childhood</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 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To improve the quality of the learning environments for children from birth – 5 years of age by increasing the percentage of centres meeting the standards for licensing	85%	Percentage of Centres that receive a license certificate
2.To increase the percentage of centres receiving the weekly subvention	100%	Percentage of Centres receiving the weekly subvention
3.To increase the percentage of teachers implementing the High Scope Curriculum in centres that serve vulnerable children	75%	Percentage of teachers trained to implement the High Scope Curriculum.
4.To provide high quality early childhood education	70%	Percentage of centres meeting the required quality standard for early childhood education
<b>Sub-Programme:</b>	13142621 - Administer and deliver Early Childhood Education 13142 - Invest in Early Childhood Education	

### Financial Summary

	Expenditures					
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024	
	(in thousands)					
Recurrent		7,669	7,352	7,398	7,445	7,493
Capital						
Transfer						
Budgetary Grant						
Principal Repayment						
Net Lending						
<b>Total</b>		<b>7,669</b>	<b>7,352</b>	<b>7,398</b>	<b>7,445</b>	<b>7,493</b>

<b>Portfolio Programme</b>	E.13 - Manage Education Services <b>13143 - Deliver Primary 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 improve access to and participation in quality primary education
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1. To increase the average grade of all students writing the Tests of Standards	50%	Percentage increase of average grades in Tests of Standard
2. To increase the percentage of children entering the mainstream of Secondary School cycle from the Primary cycle	85%	Percentage of children that enter mainstream over the previous year.
3. To increase the percentage of students accessing student support services	90%	Number of students accessing the support programmes
4. To increase the percentage of students attaining the pass mark for all tests in Primary Schools	85%	Percentage of students achieving 60% and above in tests

<b>Sub-Programme:</b>  143642 - Provide Primary Education 13143 - Invest in Primary Education
--

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent	18,336	17,651	17,909	18,204	18,505
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>18,336</b>	<b>17,651</b>	<b>17,909</b>	<b>18,204</b>	<b>18,505</b>

<b>Portfolio Programme</b>	E.13 - Manage Education Services <b>13144 - Deliver 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 improve participation and retention at the Secondary School Level
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To implement new curriculum in special areas	4	Number of new curriculum in special areas of Physical Education, Health and Family Life, Modern Languages, Information Technology implemented
2.To increase the number of students taking CXC/CSEC and being successful	77%	Percentage pass rate of CSEC subjects
3.To increase the percentage of children in mainstream of the Secondary Schools	80%	Increase percentage of children in the mainstream
4.To increase the percentage of students completing form 5 of Secondary Schools	85%	Percentage of students completing form 5 of Secondary Schools
5.To increase the percentage of students passing 5 C-SEC Subjects	85%	Percentage of students achieving 5 C-SEC Subjects

<b>Sub-Programme :</b>  144651-5: Provide Secondary Education 13144 - Invest in Secondary Education
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## Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent	23,094	23,646	24,086	24,543	25,009
Capital		22,300	12,640	10,600	10,600
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>23,094</b>	<b>45,946</b>	<b>36,726</b>	<b>35,143</b>	<b>35,609</b>

<b>Portfolio Programme</b>	E.13 - Manage Education Services <b>13145 - Post Secondary Education</b>
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<b>Responsibility Centre</b>
13 - Ministry of Education <b>141 - Permanent Secretary's Office</b>

<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

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To increase the number of students graduating from the CFB College	80%	Percentage increase in the number of students completing the college programme in the various divisions
2.To increase the pass rates of TVET subjects at the CSEC level	85%	Percentage increase in pass rate at CSEC level
3.To increase the percentage of instructors trained and certified as CVQ Assessors	50%	Percentage of persons with trained assessors certificates
4.To produce competent artisans	30	Number of students successfully completing Level 1 Caribbean Vocational Qualifications (CVQ)

<b>Sub-Programme :</b>
00182 - Deliver National Skills training
00181 - Deliver Skills and Vocational training through AVEC

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
Recurrent		2,194	3,137	3,185	3,237
Capital					3,289
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>		<b>2,194</b>	<b>3,137</b>	<b>3,185</b>	<b>3,237</b>
				<b>3,289</b>	

<b>Portfolio Programme</b>	<b>E.13 - Manage Education Services 13146 - Deliver Special Education Services</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 ensure that every school has access to a qualified team of individuals who collaborate to design enrichment and intervention program/courses that are aligned with students educational needs and schools' core curriculum
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To improve school to work transition opportunities for students who are to be employed	75%	Percentage of students gainfully employed after completing the programme
2.To increase the number of students who return to the mainstream from Learning Support	40	Number of students who return to the mainstream classes
3.To improve the quality of educational services offered at the Cotton Thomas Comprehensive School	50%	Percentage increase of qualified professionals at the school
4.To increase the number of students that have Individual Education Programmes (IEP)	50	Number of students on the register for Individual Education Programmes (IEP's)

<b>Sub-Programme :</b>  00178 - Deliver Special Education Services
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#### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
Recurrent	1,604	1,559	1,581	1,604	1,627
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,604</b>	<b>1,559</b>	<b>1,581</b>	<b>1,604</b>	<b>1,627</b>

<b>Portfolio Programme</b>	E.13 - Manage Education Services <b>13147 - Tertiary Education - CFB College</b>
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<b>Responsibility Centre</b>
13 - Ministry of Education <b>141 - Permanent Secretary's Office</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To create opportunities for students in the Federation leaving Secondary School to easily pursue higher academic learning and certified technical and vocational training

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To increase student enrolment and reduce the attrition rate while achieving graduation rates	90%	Percentage pass rate of students completing the CFBC Programmes

<b>Sub-Programme :</b>
00194 - Deliver Tertiary Education through CFB Community 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 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
(in thousands)					
Recurrent	9,639	10,385	10,514	10,544	10,575
Capital		4,250	4,804	4,804	4,804
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>9,639</b>	<b>14,635</b>	<b>15,318</b>	<b>15,348</b>	<b>15,379</b>

<b>Portfolio Programme</b>	E.13 - Manage Education Services <b>13148 - Provide Public Library Services</b>
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<b>Responsibility Centre</b>
13 - Ministry of Education 141 - Permanent Secretary's Office <b>148 - Public Library</b>

<b>Officer in Charge</b>	Librarian
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<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 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To increase the number of students participating in the annual Summer Camp	225	Number of students registered for Summer Camp
2.To increase the number of students participating in the annual Read-A-Thon	35	Number of students registered for the Read-A-Thon

<b>Sub-Programme :</b>
02546 - Provide Administrative Support 13148 - Invest in Public Library 04030 - Library Collection/ACS

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
Recurrent		743	904	917	930
Capital					943
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>		<b>743</b>	<b>904</b>	<b>917</b>	<b>930</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 13 MINISTRY OF EDUCATION**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>13141</b>	<b>ADMINISTRATION</b>							
1314129	Construction of Education Building	7,500,000	500,000	-	-	500,000	360,000	REVENUE
1314131	Support for the Education Sector Plan (2017-2021)	3,924,570	500,000	-	113,000	613,000	312,325	REVENUE/CDB/UNICEF/OAS/RUSVM/UNESCO
1314133	Purchase of School Bus	550,000	203,000	-	-	203,000	246,000	REVENUE
1314139	Supporting Learning Continuity in Vulnerable Population Project - St. Kitts and Nevis	10,800,000	-	8,640,000	-	8,640,000	-	INTER-AMERICAN DEVELOPMENT BANK/CARIBBEAN DEVELOPMENT BANK
	<b>Subtotal</b>	<b>22,774,570</b>	<b>1,203,000</b>	<b>8,640,000</b>	<b>113,000</b>	<b>9,956,000</b>	<b>918,325</b>	
<b>13144</b>	<b>SECONDARY EDUCATION</b>							
1314424	Construction of New Basseterre High School	30,000,000	10,000,000	-	-	10,000,000	-	REVENUE
1314425	Secondary School Electrical Upgrade - Phase I	4,600,000	1,000,000	-	-	1,000,000	-	REVENUE
1314427	WAHS Roof and Window Renovation	1,640,000	1,640,000	-	-	1,640,000	-	REVENUE
	<b>Subtotal</b>	<b>36,240,000</b>	<b>12,640,000</b>	<b>-</b>	<b>-</b>	<b>12,640,000</b>	<b>-</b>	
	<b>TOTAL c/f</b>	<b>59,014,570</b>	<b>13,843,000</b>	<b>8,640,000</b>	<b>113,000</b>	<b>22,596,000</b>	<b>918,325</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 13 MINISTRY OF EDUCATION**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2022				Actual Expenditure 2020	Source of Funding
			Revenue	Loans	Development Aid	Total		
		\$	\$	\$	\$	\$	\$	
	<b>TOTAL b/f</b>	<b>59,014,570</b>	<b>13,843,000</b>	<b>8,640,000</b>	<b>113,000</b>	<b>22,596,000</b>	<b>918,325</b>	
<b>13147</b>	<b>TERTIARY EDUCATION</b>							
1314719	Technical and Vocational Education and Training Enhancement Project	32,756,400	-	4,553,622	250,000	4,803,622	-	CARIBBEAN DEVELOPMENT BANK (CDB)
	<b>Subtotal</b>	<b>32,756,400</b>	<b>-</b>	<b>4,553,622</b>	<b>250,000</b>	<b>4,803,622</b>	<b>-</b>	
	<b>Central School Farm Project</b>	<b>128,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>Education Sector COVID-19 Response</b>	<b>202,869</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>202,869</b>	<b>REVENUE</b>
	<b>Support for the Advancement of Further Education (SAFE)</b>	<b>829,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>466,343</b>	<b>REVENUE</b>
	<b>Organization of the Eastern Caribbean States (OECS) Conference of Education Ministers</b>	<b>85,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>52,596</b>	<b>REVENUE</b>
	<b>Pilot of Electric Buses in Public School Transportation</b>	<b>2,537,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>95,554,139</b>	<b>13,843,000</b>	<b>13,193,622</b>	<b>363,000</b>	<b>27,399,622</b>	<b>1,640,133</b>	

**Total Ministry \$ 27,399,622**

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## **14 - Ministry of Health**

# **Report on Plans and Priorities for the Year 2022**

**Volume 2**

**December 2021**

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## **Section 1: Minister's Message and Executive Summary**

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

Some twenty months following the WHO's declaration of the SARS CO-V-2 Pandemic, COVID-19 continues to exact a toll on the lives, health and wellbeing of people, their communities, and countries. Globally, the pandemic also continues unabated, its impact exacerbated by several factors including the politicization of science, global inequities regarding access to the lifesaving COVID-19 vaccines and significant vaccine hesitancy. These challenges are prolonging the pandemic, facilitating the generation and proliferation of ever more dangerous variants.

Fortunately, St. Kitts and Nevis has been spared from the rampant ravages of the pandemic, unlike many countries which can be attributed to the excellent leadership displayed by the Team Unity Government. Further, the COVID-19 pandemic has cast a spotlight on health sector capacities and infrastructure and demonstrated the intrinsic linkages with a country's financial capability. Within the Federation of St. Kitts and Nevis, the direct cost to the health system to contain COVID-19 and prevent it from being overwhelmed, has been high, having expended almost nineteen million dollars since March 2020. Clearly, a very powerful transformational approach to health sector function was required. Expenditures included funds to procure equipment, additional health personnel (local and recruited) and other necessary human resources to facilitate an effective surveillance, contact tracing and entry mechanism; pharmaceuticals, particularly vaccines and Covid-19 related drugs; retrofitting of the institutional and community setting, renting of quarantine facilities and purchasing and renting of vehicles to facilitate testing.

While the Federation has managed to avert the monumental losses experienced by many countries, it has not fully escaped the pandemic's dangerous tentacles, having registered a surge in the number of Covid-19 cases mid-year, 2021. However, having at the fulcrum of its multi-pronged strategy a "life first" approach to combat COVID-19, it is not surprising that currently, St. Kitts and Nevis has one of the lowest deaths count in the region and as of September 2021, the Ministry of Health has been able to contain to a minimum, the number of ongoing active cases and associated deaths. Simultaneously, it has been necessary to strengthen essential public health functions and ensure that public health programmes are not siloed or segmented but are fully embedded with care services throughout the health delivery network, addressing both individual and population health needs in a most cost-effective manner.

In support of the Government's agenda, "Path to Recovery" the Ministry of Health intends to maintain an environment where there are concerted efforts to reduce the surge of the virus and the associated variants and decrease their transmission. Furthermore, ensuring citizens and residents' physical and mental wellbeing and dignity are sustained, within a robust public health system while addressing other priority health needs and, most importantly, ensuring availability of equitable access to safe and effective vaccines to all eligible citizens in the country.

The Ministry of Health continues to restructure the health care delivery system recognizing that insufficient attention has been placed on the first level of community or primary care, where it is believed that an approximate 70% of health needs of the population can be successfully addressed through the health promotion and illness prevention approach. An imperative is to shift the focus of stakeholders and consumers from being hospital-centric and illness and disease oriented to that of being community center managed health care delivery networks, built on a highly resolute first level of care to address the needs of the population. This is the premise for the Primary Health Care approach, a concept that dates back to 1978 and the Declaration of Alma Ata, where health systems are built around the needs of people, within the community, and with the community. In addition, the Primary Health Care approach is an effective strategy to support the achievement of Universal Access to Health and Universal Health Coverage, an initiative the Government of St. Kitts and Nevis will be embarking on, imminently. The Ministry also plans to "build out" its digital technology mechanism to enhance primary health care function and provide for an integrated communicative approach which undoubtedly will constitute a very powerful transformational approach to an improved health service in a more cost-effective manner.

For certain, the COVID-19 Pandemic has forced the Ministry of Health to rethink health delivery strategies and utilize all the tools including vaccines to combat the dreaded virus. Moreover, COVID-19 has highlighted the need for greater attention to emergency preparedness that is risk based, and for the effective delivery of an appropriate response to the pandemic. While I am particularly heartened by the manner in which the Ministry of Finance explicitly acknowledged the need for greater investment in the health system during the pandemic, there will be further need for increased levels of health financing. In addition, there is a need for strategic health services utilization and allocation of resources to match health priorities and needs; to mitigate inequities and eliminate out of pocket expenditures (for testing in particular) to increase efficiency within the health system and in a manner whereby ill-informed ideology cannot distort health decisions based on science.

The necessary health resources including a well-trained workforce, and efficient information systems for health surveillance, preparedness, detection, and response are essential to the way we envision and transform health and as evidenced from our experience in the Corona virus pandemic, a health system must be resilient, responsive and adaptive to the needs of the population, both in pandemic and non-pandemic times and in addressing the needs of the most vulnerable.

At the 59th Directing Council of the Pan American Health Organization [PAHO], 20-24 September 2021, health ministers discussed measures to strengthen health policies in the Americas and tackle urgent challenges, such as the erosion of routine immunization coverage and responding to the continuing COVID-19 pandemic. It is a well-known fact that in response to the pandemic, Caribbean countries have been at a disadvantage as they face "global supply chain failures, inequities in availability and distribution of essential supplies, limited or no regional production capacity, inadequate regulatory and support systems," all of which together deepened regional vulnerability.

The Council resolved to:

- increase production capacity for essential medicines and health technologies and focus on regional production by creating government mechanisms to strengthen national capacity in research, development, innovation, and production.
- repair structural deficiencies in health systems exposed by the pandemic and build "resilient" health systems that expand coverage, address social determinants of health, and are prepared to cope with health emergencies. Specific actions include increasing public health financing and transforming health systems, based on a primary health care approach, to accelerate pandemic recovery, recuperate and sustain public health gains, and progress toward universal health.

Certainly, St. Kitts and Nevis has previously recognized and sought to address many of the challenges outlined by the Directing Council beforehand. So much more that prior to May 2021 St. Kitts and Nevis gained much global recognition as one of the few countries which had successfully contained the virus. The Ministry remains acutely cognizant of the high incidence of Non-Communicable Diseases (NCDs) in the Federation of St. Kitts and Nevis and its high associated morbidity and mortality rates, particularly when authoritative health entities have warned of the consequences of COVID-19 relative to NCDs, if countries do not boost prevention and control programmes, therefore, all efforts have been exerted to combat challenges and inoculate as many persons as possible to protect citizens and residents. Justifiably so, once again, the Federation is being recognized as an outstanding leader in the global community by being the first independent territory in the Caribbean sub-region to achieve the World Health Organization's (WHO) benchmark of having at least 40 percent of the country's population vaccinated against COVID-19 by the end of 2021, having inoculated approximately 52% of the population by October, 2021. With the successful rollout of vaccines intended to provide acquired immunity against COVID-19 in the Federation, and the recent announcement by Pfizer regarding the 5-11 age group, one of the steady thrusts of the Ministry of Health will be to shift the focus of attention to the immunization of the highest numbers, possible.

Moreover, while I lament the high levels of vaccine hesitancy, globally, St. Kitts and Nevis will exert every effort to expand vaccine coverage by improving its vaccine outreach programmes and building on its successful childhood vaccination platform and simultaneously investing in the first level primary care and an effective secondary health care infrastructure for quality health outcomes.

This is the vision of health and wellbeing that I envisage; for the inclusive, sustainable development of all our people; for greater resilience in facing the next pandemic and one that is central to the achievement of Health for All.

The life-saving power of the covid vaccines cannot be underestimated and thus, should not be a privilege for the few, but a right for all, especially in small island developing states with limited resources such as ours. As of the end of October, 72.5 percent of the adult population and 8.9 percent of the target population of children between 12 to 17 years are fully vaccinated against the deadly COVID-19 virus. St. Kitts and Nevis' electronic database and electronic vaccination cards with QR code have certainly provided a valid augmentation to its robust vaccination programme.

In addition, the Ministry is pleased with its recently revised sound contact tracing and testing and quarantine management mechanisms and improved laboratory capacity in its COVID-19 response.

All things considered, the Ministry of Health reaffirms its consummate commitment to develop and promote policies to achieve the United Nations Sustainable Development Goals, working together to respond to COVID-19 and strengthen and improve the health system's response. Furthermore, the Ministry intends to implement essential regulatory interventions in support of health protection, reduction of communicable and non-communicable diseases risk factors, and strengthening of health care services that are sustainable, equitable, accessible, and affordable, currently, and in the post COVID-19 era, while maintaining its continued vigilance and adherence to the regional public health approach being led by the Caribbean Public Health Agency.

At this juncture, the critical importance of multilateral and international cooperation in combatting the transnational challenge of the pandemic could not be more perspicuous. It is therefore necessary to recognize and document the magnanimity of several countries who were instrumental in St. Kitts and Nevis' procurement of requisite COVID-19 vaccines at an all-important period. These countries include the Republic of China (Taiwan) and the Governments of Dominica, India and the USA for their donation of the Oxford Astra Zeneca and the Pfizer BioNTech vaccines. The early acquisition of vaccines from these benefactors enabled St. Kitts and Nevis to commence inoculation early on February 22, 2021, as well as to facilitate the continued roll-out of its vaccination programme without any significant gaps and propelling the Federation forward to the stronger safer future promised.

Further, the tremendous support of local, regional, and international entities such as the WHO/PAHO, EU, CARICOM, OECS and CARPHA must be recognized since the Ministry submits that the only way out of the pandemic is through national unity and global solidarity. PAHO's role, has been critically central to meeting the Federation's objective in view of the fact the entity has been instrumental in vaccine purchase through COVAX Facility.

Without a doubt, PAHO's partnership with St. Kitts and Nevis cannot be underestimated and continues to be valuable, having in September 2021, assisted the Ministry with its plans and priorities to garner the necessary support from WHO for the biennium 2022-2023 in the quest for a stronger, more resilient and safer health sector.

The executive summary which follows my message, succinctly articulates the key strategies, interventions, and achievements of the Ministry in its continued endeavour to meet the objectives and attain the goals set out in its overall strategic plan, as it confronts what can be considered the greatest challenge in our Federation's recent history.

Hon. Akilah Byron Nisbett  
Minister of Health

## 1.2 Executive Summary

The Ministry of Health (MOH) is primarily responsible for health service delivery and is the authority for ensuring that a continuum of quality, appropriate, cost-effective and timely health services are available to all residents of St. Kitts and Nevis.

The Ministry reaffirms its commitment to provide equitable access to integrated quality health services to all users of health care in the Federation while embracing its motto, "People first, Quality always" in 2021-2022. Hence, the Ministry of Health continues its quest to wholly adopt and promote the United Nation's 2030 Sustainable Development Goal, number 3-Family Health, Good Health and Well-Being, in conjunction with the fight against the SARS-CoV-2 pandemic. Simultaneously, the Ministry persists in placing a strong focus on key areas as delineated in the National Strategic Plan for Health. Such priority areas are chronic Non-Communicable Diseases; Communicable Diseases; Family Health; Mental Health and Substance Abuse; Health Policy and Legislation; Human Resources; Health information; Medicine and Supplies; Health Financing; Research; Disaster and Health Emergency Preparation; and Expanding Strategic Partnerships.

All twelve areas are important to the Ministry's goal of expanding access and promoting individual good health and wellbeing. However, Chronic Non-Communicable Diseases, Mental Health and Substance Abuse, Health Information, Health Financing, Disaster and Health Emergency Preparation and Expanding Strategic Partnerships are major areas of concern and they are extremely germane to the Ministry's accomplishment of its goals. Consequently, the Ministry continues to make purposeful strides to strengthen its health system and to ensure all efforts are expended to facilitate the necessary relevant infrastructure.

In the context of disaster and health emergency preparation, it is appropriate to commence this presentation with the current status of the COVID-19 in the Federation.

### *The COVID-19 Response Status*

The COVID-19 pandemic has illustrated the critical need to invest in and strengthen the country's health system to be more resilient and responsive to multiple disasters, as well as mitigate against public health emergencies such as the SARS-CoV-2.

Many challenges have impacted the national pandemic response, including "global supply chain failures, inequities in availability and distribution of essential supplies, limited or no regional production capacity", all of which together exacerbate national vulnerability. It is certainly too early to assess the potential ultimate impact of the virus at the country level, nevertheless, vast sums of almost nineteen million dollars have been expended to finance the operations and response to COVID-19, notwithstanding, it became necessary to reallocate resources and priorities to respond to COVID-19, while ensuring vital services remain accessible to citizens.

In addition, many larger countries continue to 'stock-pile' essential supplies resulting in significant difficulty and delay for smaller countries to access the relevant COVID-19 supplies. These supplies include viral transport media and reagents for RT-PCR testing of samples as demand for testing grows.

Delay has also been experienced in procuring and shipping of basic medicinal agents, key medical equipment and personal protective equipment (PPE). Another challenge is the working process to mitigate against the risk of human-to-human transmission in healthcare facilities and subsequent quarantine time. The Ministry has been fortunate to acquire the safe and effective Oxford Astra Zeneca and the Pfizer BioNTech vaccines in sufficient quantities to inoculate the population. St. Kitts and Nevis is on the trajectory of achieving the goal of vaccinating at least 80% of citizens and residents including children between 12 to 17 years of age by the end of 2021. Thus, the Ministry is 'scaling-up' measures to urgently mitigate against vaccine hesitancy and accelerate vaccination coverage through a robust vaccine/vaccination outreach programme and significant supportive investment at the primary level of care.

- The scaling – up of the health system to respond to COVID-19 must include the areas of diagnostics, therapeutics and preventive medical care
- The WHO approved therapeutics agents that have the potential to treat COVID-19 are costly. The FDA approved REGEN-COV will cost USD\$ 1265.00 per kit per patient and Merck's anti- viral pill may cost USD\$ 700.00 per 5-day course
- The COVID-19 vaccines are the tool in the fight against this pandemic and the unit cost per vaccine dose is also significant

Further, recognizing that the most vulnerable population groups are persons with chronic underlying health conditions, it is essential for the Ministry to step up to the challenge and flatten the infection curve to mitigate against serious Covid-19 disease, hospitalization and mortality, while providing the necessary system-level coping strategies. Noteworthy is the fact that healthcare professionals continue to be on the frontline to engage in surveillance, contact tracing, testing and treatment modalities for persons affected with the virus. Certainly, for a small island developing state, the financial implications have been tantamount, with resources geared at an improved mechanism with associated equipment and knowledge acquisition to combat the virus.

#### *Opportunities and Capacity and Expanded Partnerships*

The 'whole of society' partnership approach, including various acts of philanthropy is still embraced by the Ministry of Health. The Ministry continues to receive significant donations of funds and supplies realized from St. Kitts and Nevis' multi-lateral cooperative relationships with other countries. A field hospital was recently donated by the USA and commissioned to be utilized as the need arises, having adopted a life first strategy in the fight against the COVID-19 virus and will be a critical resource, augmenting overall country bed capacity.

The main J N F General Hospital-based, national laboratory and three other privately owned laboratories now have capacity for differential diagnosis and confirmation of unusual respiratory diseases, including the Polymerase Chain Reaction (PCR) gold standard RT test for COVID-19 thus enabling symptomatic clients to be immediately tested at the venue.

The Ministry of Health recognizes the importance of partnerships and alliances with organisations as a strategic mechanism to advance the imperatives and goals of the health sector and more specifically in its response to the COVID-19 pandemic.



At this juncture, there has been an enormous demonstration of collaboration with individuals, groups and countries. The Ministry certainly commends the Pan American Health Organization (PAHO) and the World Health Organization (WHO) whose partnership extended beyond its usual Biennial Work Plan for their continued support relative to excellent technical (advisory) and financial support, including COVID-19 supplies. In addition, it has been through WHO/PAHO's instrumentality that the COVAX Facility provided St. Kitts and Nevis with vaccines as soon as they became available. PAHO also assisted the Ministry of Health in designing a national COVID-19 Response Plan of which many of the elements have been successfully implemented to combat the virus.

Other benefactors include groups of regional and international agencies, such as the EU and OECS Commission, CARPHA, CARICOM and the Global Fund who provided critical support in various ways. These entities have exhibited the true meaning of partnership and exemplified their roles as regional and international 'big brothers and sisters'. At this juncture, the Ministry is increasingly cognizant of its continued obligation to forge closer linkages and engage in shared resources with civil society organizations, NGOs and other stakeholders such as social media experts that will culminate in greater positive outcomes and successes for 2022 and beyond.

#### *Other Aspects of the Ministry's Plans*

There is no doubt that the Coronavirus disease (COVID-19), like in the rest of the world, is profoundly affecting the citizens of the Federation and the Ministry of Health. Despite the difficult circumstances, however, the Ministry of Health commits to maintaining its regular and emergency functions as far as possible to reduce negative consequences. The Ministry is nearing the end of its current strategic plan and collaborative discussions are ongoing with PAHO to develop the new national health plan. However, many of the strategic priority areas will roll over to the new plan owing to their critical importance. Be that as it may, the Ministry intends to leave no one behind and continues to place strong focus on the following critical areas:

#### *Chronic Non-Communicable Diseases (NCDs)*

Non-Communicable Diseases remain a potent threat to the Ministry of Health and the quality of life of the Federation's citizens. NCDs are the Federation's biggest health challenge and our older adults with multiple comorbidities are at an increased risk of contracting and dying from COVID-19. It is therefore critical that we improve the management of the chronically ill older adults to prevent complications, especially in the context of the COVID-19 pandemic.

Thus, efforts persist to counteract the occurrences and reduce the burden of morbidity and mortality in the Federation. The Ministry remains steadfast in promoting its NCD-related initiatives for 2021- 2022 and beyond. These include:

- i. The development of the National Multi-Sectoral plan for the Prevention and Control of NCDs. However, the completion of this plan hinges strongly on the Ministry's ability to complete the Steps Survey to provide data to justify the activities outlined in the plan.

- ii. *The Steps Survey Completion* - discussions are ongoing with PAHO relative to measures that can be taken during the pandemic for an early resumption in the first quarter of 2022 to complete the survey adequately, while ensuring the safety of all personnel involved.
- iii. The Chronic Disease Self-Management Program (CDSMP) conducted a refresher workshop to prepare CDSMP facilitators to administer the program virtually during the COVID-19 pandemic. The workshop was held in October 2020 and six (6) facilitators were trained to build capacity in NCD management.
- iv. The Metabolic Disease Project continues to augment the Health Promotion Unit in the fight against NCDs in the Federation. The team conducted over twenty-six hours of workshops for Diabetes and Hypertension for Nurses, Doctors and Social Workers during 2021. Additionally, the team is currently engaged in a community health screening program with businesses, organizations, churches and the general community. This program has allowed for the screening of over 2000 persons across St. Kitts and Nevis thus far.
- v. A food consumption project financed by the FAO and UWI, entitled "Improving Household Nutrition Security and Public Health in the CARICOM (FaN) was conducted in February 2021. It sought to capture home-based dietary consumption with a view to improving local food systems at the government and community level.
- vi. The Health Promotion Unit collaborated with Lake Health and Wellbeing on a Mega Mass Media Campaign for Sugar Sweetened Beverages from March - November 2021. The focus was on bringing greater awareness of the harmful effects of SSBs on health, the importance of drinking adequate amounts of water and advocacy for the development of the SSB policy. This type of CSO partnership is necessary to move the NCD agenda forward.
- vii. The Ministry of Health engaged in a successful first SKN Moves 7-Week Campaign, from August 1st to September 17th 2021 in commemoration of the 2nd Anniversary of the launch of SKN Moves in 2019. This will become an annual event which focuses on the 3 pillars of the SKN Moves program, healthy eating, increased physical activity and regular health screenings. The Caribbean Wellness Week, celebrated September 11th - 17th was incorporated into the 7-Week campaign.
- viii. Publication of the SKN Manual of Food Portion Quantification in September 2021. This Manual will be used in nutrition education programs to demonstrate portion sizes, providing knowledge for ordering and preparing food, and meeting the nutritional needs of the population.
- ix. Production and launch of the "In Ya Kitchen Cookbook" consisting of simple and healthy culinary recipes to help families manage their food budget, motivate persons to use fresh locally grown produce and enjoy healthier diets. This was a collaborative initiative between Ya Chen Lin, Diabetes Educator, Taiwan and the Ministry of Health in September 2021.

### *Communicable Diseases*

The Ministry remains resolute in its commitment to strengthen the prevention, management and control mechanism of communicable diseases. On securing a coordinator, a national work plan was developed and the HIV/AIDS Secretariat regained momentum and continues its aggressive education/awareness campaign to achieve the UNAIDS 90-90-90 targets, the global ambition to eradicate HIV in 2030. However, the pandemic has greatly affected planned activities.

The Federation persists in maintaining a remarkable, above 92% immunization rate. The multi-year (five) Plan of Action for the strengthening of the Immunization programme will commence in 2022 from which the annual Enhanced Immunization (EPI) Plans of Action should emanate. The first step of the process is the review of the EPI Manual which has started and is expected to be completed in December 2021. Information regarding two new antigens, Gardasil for the HPV and COVID-19 vaccines will be included in the updated manual in accordance with international standard.

- We must continue to strengthen the HIV program (the prevention, screening, diagnostic and treatment arms) to ensure attainment of at least one of the three UNAIDS 90-90-90 targets in 2022.
- We must conduct continuous education sessions for health professionals to improve the management of syphilis sero-positive mother and child in pregnancy to maintain Federation's EMTCT status.
- We must aim to maintain and improve the gains (extremely high coverage rates) of the EPI Programme even in the context of the COVID-19 public health and social measures like lockdowns and restriction of movements.

### *Mental Health and Substance Abuse*

The Ministry of Health continues to place a strong emphasis on mental health so that persons can cope with the normal stresses of life, particularly during the period of the virus. Investment in mental health human resource for primary and secondary health care levels remain a priority for the ministry. The Ministry intends to address the demand for mental health care professionals to help meet the growing mental health needs of the country, hence the Ministry is actively seeking to recruit another psychiatrist and trained nurses to meet the psychological needs of persons and mitigate against treatment gap. The development and establishment of policies and programs for mental health promotion and prevention are a necessary part of the national efforts to improve mental health in the overall population. The development of the MHPSS plan and the MHPSS SOPs will continue into 2022. The plan will provide a toolkit to strengthen the service of the St. Kitts and Nevis Mental Health and Psycho-social Committee and address the MHPSS needs of the federation of St. Kitts and Nevis by providing overall guidance and coordination of services, activities and assessments and advocating for best practice standards. The Ministry will continue to champion any type of support that aims to protect and promote individual psychological and social wellbeing and prevents or treats any mental disorder.

We need to complete the integration of mental health into primary care through the implementation of MH GAP programme. In addition, a comprehensive substance abuse, prevention and treatment program is required at this critical juncture as the Federation is establishing a medicinal cannabis industry. The significant psycho-social impact of the COVID-19 pandemic on our people particularly our children and older adults makes mental health a priority for the MOH and the Government.

## *Health Policy/Legislation*

The Attorney General's Office and the Ministry of Justice and Legal Affairs continue to provide guidance regarding all health legislations. However, owing to the challenges of the COVID-19, the process of draft development was slowed in 2021. These include the development of a National Tobacco Control Act that seeks to reduce the use of tobacco products and the development of the fiscal policy and excise tax on Sugar Sweetened Beverages (SSB). First draft documents have been developed for both policy areas. The draft Tobacco Control Act is being reviewed by the legal drafters and PAHO is currently reviewing the draft SSB policy prior to submission to the Cabinet. It is envisaged that both documents would be submitted to Cabinet and approval acquired by October 2022.

In 2022, the MOH and the AG's chambers should endeavour to advance the MOH's legislative agenda in which the following must be prioritized:

- Laboratory policy and legislation – the draft documents are already completed only to be updated
- Pharmacy legislation – also in draft but will require updating
- Mental health legislation is archaic and must be updated
- St Christopher and Nevis Nurses and Midwives Council Act
- Medical Act – to be updated to cover all para health professionals

## *Human Resources*

The Ministry of Health continues to explore opportunities to build human capacity across the health sector through discussions with allied Governments, Ministries and Affiliates. The COVID-19 pandemic has proven the need for resilient health systems that can navigate through a dynamic and threatening environment with adequate and timely responses. The pandemic has also demonstrated the importance of human resources for health to face this and other health emergencies. Thus, the Ministry must have the necessary capacity to respond with human resources that are sufficient in quantity and possess the skills and capacities to meet the needs of the population in a timely, relevant, efficient and effective manner to improve health care outcomes, rationalize the use of resources and reduce the stress on staff. Several measures have been initiated to improve the response to the coronavirus from the HR perspective, building on the Ministry's priority areas.

The MOH must establish and maintain a Human Resource for Health (HRH) database and should improve forecasting of HRH related needs. To this end, several health personnel have engaged in various hybrid training opportunities at the local, regional and international levels in alignment with the HRH Plan of Action 2018-2022. While there are sufficient budgetary appropriations for nurses, the shortage of local nursing staff, particularly specialist nurses, persists which necessitates significant recruitment activities from other countries, mainly from the Philippines and Cuba. Currently, while there are adequate numbers of general medical practitioners, there is a dearth of local specialist medical practitioners and the Ministry has had to rely on its cooperative partnership with the Cuban Government for mainly specialist medical personnel.

As the Ministry gauges the impact of the pandemic, it is fundamental to begin to identify, systematize and analyse the interventions and policy development around HRH generally and in support of the COVID-19 response.

### *Health Information*

One of the main goals of the Ministry for 2020-2022 is to ensure the complete implementation of the Health Information Systems (HIS) at all hospital and community-based institutions. The process has commenced with the retraining of staff in collaboration with the Ministry of Information Technology but owing to its scope it has been delayed. The primary goal is to establish a common standardized, integrated, single electronic, end-to-end clinical information system and environment in alignment with the "One Person - One Record" concept to keep track of a patient's health records in one single record across units and services, over the patient's health-illness continuum.

### *Medicines and Medical Supplies*

The Ministry of Health continues to participate in the OECS Pharmaceuticals Procurement Service (PPS). Having said that, with the onset of COVID-19, the Ministry has had to explore other entities to source COVID-related supplies. However, many challenges exist including global supply chain failures and low production rate, as well as stockpiling by larger countries resulting in inadequate or absence of certain essential stock at the national medical store and pharmacies. Further, owing to the pandemic and associated restrictions there are global protracted production and shipping delays. Such issues have been affecting the availability of essential drugs at the national level. In addition, the Ministry continues to source elsewhere, current-based anti-psychotic agents, potent antibiotics and oncological/ chemotherapeutic agents which are not accessible through the PPS.

### *Health Financing*

It is critical that the Ministry of Health receives sufficient funds to adequately fund the health sector. It is also an ethical imperative to ensure that financial resources are spent correctly and transparently in order to offer more services of better quality to the entire population, in particular the most vulnerable groups. Moreover, strengthening of the Ministry's financial capacity is critical to quality health service delivery and improve preparedness and response to public health emergencies. However, it is important not only to sustain public financing in health but also to explore factors to promote revenue intake.

Unfortunately, the Ministry has not been realizing the envisaged revenues from the services it provides, particularly at hospital-based institutions although the fees are minimal in comparison with other countries. Moreover, one must be cognizant of the fact that as a public health institution/hospital, persons in established categories are facilitated with exemptions, a barrier to access funds at the point of service.

Further, the Ministry is providing strong support to the National Insurance Ministry recognizing that such an initiative would provide for more indirect revenues. Nonetheless, the Ministry is collecting data to guide the crafting of policies relative to a revised fee structure at institution-based services for operating theatre use, radiology, haemodialysis, oncology and laboratory. The Ministry of Finance recognizes the need for greater health system resilience during the pandemic and continues to invest significant amount of funds to secure needed human resources and procure essential COVID-19 related equipment and supplies for the Ministry of Health.

### *Disaster and Emergency Preparation*

Health disaster and emergency coordination remains a priority for the Ministry of Health. This would have been exemplified by the ongoing national response to the COVID-19 pandemic which has embattled the Federation over the past eighteen to twenty months. Within the Ministry, health disaster and emergency management is coordinated through the Health Emergency Operations Centre technical committee. The operations of the HEOC is guided by the Multi-Hazard Health Disaster Management Plan which outlines the roles and responsibilities of health sector entities to manage any type of health disaster or emergency event whether it be natural or manmade.

Critical to an adequate response to any potential health emergency event, is the availability and access to technical and financial resources needed at all phases of the disaster management cycle – Preparedness, Response, Mitigation and Recovery. Over the past two budgetary cycles, the Federation would have been fortunate to have budgetary funds appropriated to the Ministry of Health specifically for health disaster and emergency response. At the end of the current budgetary cycle the Ministry of Health would have expended almost \$19 Million to service the national COVID-19 response.

During 2021, Regional and International partner agencies including PAHO/WHO, CARPHA and OECS continued to provide substantial technical and financial support to the Ministry of Health for both COVID-19 and Non-COVID-19 related initiatives. Technical support provided by international partners include technical consultation, training and capacity building, laboratory testing, preparation of guidance and policy documents for COVID-19 response and the acquisition of medical and public health supplies. Additional contributions from international agencies include the donation of two forty-bed fully equipped field hospitals to aid in the potential overflow of patients at any of the principal hospitals in the Federation.

It is envisaged that the COVID-19 pandemic will extend well into the next financial year and beyond. The Ministry is also cognizant of the potential for other hazardous threats based on the existing environment. Therefore, the necessary budgetary allocations towards health disaster and emergency management initiatives must be committed to upgrade infrastructure to build resiliency to disaster events, capacity building of staff, port health surveillance, personal protective equipment and the establishment of an isolation/quarantine unit for infectious cases.

The USAID has also provided ventilators and personal protective equipment in support of the Federation's response to COVID-19. CARPHA, CARICOM, and the Global Fund have also demonstrated solidarity in the response to the virus in various ways. CARPHA has not only provided us with PCR testing capability, but has also furnished the Federation with invaluable information and guidelines relative to the COVID- 19 and the re-opening of the country's borders. The Ministry's partnership with the Pan American Health Organisation (PAHO) has extended beyond its Biennial Work Plan. With the onset of the Pandemic, PAHO has exhibited the true meaning of partnership and exemplified its role as an international 'big brother'.

Further, at this juncture, in particular, the Ministry is increasingly cognizant of its valuable cooperation with the Republic of China (Taiwan) and the Government of Cuba who have been stalwart partners and demonstrated rich friendships, especially during the COVID-19 fight. The Ministry will continue to forge closer linkages with these partners and engage in shared resources with civil society organizations, NGOs and other stakeholders such as social media experts that will culminate in greater positives outcomes and successes for 2022 and beyond.

Further, the Ministry intends to continue to embrace its strategic focus, to improve the delivery of an integrated, patient/client-centred health care system and reaffirms its commitment to ensure there is adequate, accessible and affordable health care throughout the length and breadth of the Federation. The Ministry cannot afford to reverse the gains it has made over the years. Therefore, it will prudently engage in the fight and containment of the COVID-19, being cognizant that the delivery of quality service, requires compromise, collective responsibility, and commitment to delivering on the promises made.

### **1.3 Management Representation Statement**

On behalf of the Ministry of Health, I present the annual report on plans and priorities for the utilization of resources for the fiscal year, 2022. To the best of my knowledge, the information provided in this document is accurate and was retrieved as a result of comprehensive consultation and meticulous collation by key personnel within the Ministry.

Dr. Delores Stapleton-Harris  
Permanent Secretary

## Section 2: Ministry Overview

### 2.1 Mission Statement

The Ministry of Health shall "utilize its resources to provide equitable access to quality health services that are available and affordable to all users in the Federation."

#### *Ministry Vision*

The Ministry of Health will position itself as the principal organization responsible for safeguarding the health of the people of the Federation, with a vision that foresees "the People of the Federation leading healthy and productive lives". (New National Strategic Plan for Health, 2017-2022)

#### *Ministry Motto*

People First, Quality Always

### 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 Ministry's strategic goals are two-fold: The Empowerment of individuals and families to manage their own health; and the reorganisation, reorientation and strengthening of the building blocks of the national health system to improve health outcomes.

The Ministry remains committed to its four guiding principles which are intended to guide the formulation and execution of the National Strategic Plan for Health. These are:

1. Equity/Human rights: a rights-based approach that caters to the health needs of the entire population regardless of age, gender, social and economic status, or sexual preference
2. Evidence Based interventions: Investment decisions will focus on high-impact interventions that are based on empirical evidence and cost-effective buys
3. Shared responsibility: Harnessing the resources of all stakeholders in a proactive and deliberate manner to foster positive health outcomes
4. Good Governance: Effective and transparent use of human, financial and physical resources

In keeping with these principles, the Ministry has outlined the following strategic objectives in its Strategic Plan for Health 2017 to 2022:

- Contain and manage the Corona Virus to the degree of punctum maximum;
- Provide the necessary infrastructure to mitigate transmission of the Corona Virus;



- Reduce mortality from Chronic Non-Communicable Disease (CNCD) by 10% consistent with the criteria established by the WHO Global Action Plan;
- Reduce overweight and obesity in the adult population by 20% and among adolescents by 25%;
- Reduce the National aedes aegypti mosquito household index from 4.1% to 2.0%;
- Establish national HIV prevalence and related indicators for St. Kitts and Nevis;
- Achieve the global 90-90-90 target for HIV;
- Maintain effective surveillance systems for the management and control of communicable diseases, including COVID-19, STI and TB;
- Reduce infant mortality rate from 25.3 to 12 per 1000 live births;
- Aim for 100% immunization coverage among children 0-11 months old;
- Improve the scope and quality of health and wellness programmes for children, adolescents and youth within an improved social environment; and
- Reduce values for dental missing and filled teeth (DMFT) among the 5-15 years age group from 50% to 30%.

## 2.2.2 Ministry's Annual Objectives vs Strategic Objectives

The annual objectives are intended to support ongoing efforts by the Ministry to decrease morbidity and mortality associated with the COVID-19 and other diseases and conditions as well as improve the overall health of the population. These objectives are geared towards the incremental achievement of the Ministry's strategic goals as outlined in its National Strategic Plan 2017-2022. The annual objectives are as follows:

- Streamline and implement CNCD Action Plan
- Strengthen protocols and procedures for the containment of the Corona Virus
- Strengthen protocols and procedures for effective management of Chronic NCDs (CNCDs)
- Build capacity for community-based actions
- Strengthen capacity for surveillance of CNCDs
- Promote healthy eating within homes, schools and workplaces
- Promote the importance and benefits of physical activity among the entire population
- Establish a true national aedes aegypti mosquito index
- Implement extensive source reduction for aedes aegypti
- Establish HIV prevalence using most appropriate scientific measures
- Strengthen multi-sectoral response to HIV
- Institutionalize evidence-based and culturally sensitive behaviour change interventions
- Implement a mix of biomedical and behaviour modification interventions
- Develop and strengthen national HIV policies
- Establish the epidemiological features for care of mothers and their newborns
- Implement comprehensive packages for care of mothers and their newborns
- Upgrade vaccine storage facilities and inventory management
- Train key staff in cold chain management
- Develop National Policy for health and wellness of children, adolescents and youths
- Implement National Child, Adolescent and Youth Wellness Policy
- Reform oral health programme in schools

- Intensify oral health information and education
- Streamline integrated health care for older persons
- Regulate privately-owned facilities for older persons
- Create mechanisms for effective management and coordination
- Strengthen mental health delivery
- Undertake comprehensive reviews of existing national health policy and legislative framework
- Modernize all outdated regulations and develop new instruments as appropriate
- Conduct sector-wide assessment of Human Resources for Health (HRH) needs
- Develop medium term HRH policy
- Institutionalize the discipline of operational planning
- Formalize succession planning
- Conduct Health Metrics Network Assessment
- Phased implementation of National Health Information System
- Strengthen personnel management at Central Medical Stores
- Upgrade supplies management system
- Improve physical conditions
- Establish a standing Health Advisory Committee
- Develop and implement health research agenda
- Streamline National Health Emergency Management Plan
- Mobilize requisite human, financial and material resources to support implementation of National Health Emergency Management Plan
- Provide specialist training for health workforce
- Stimulate community and health sector involvement
- Develop a strategic partnership plan
- Develop and implement partner engagement strategies
- Measure and report on progress

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

A significant modification to the Ministry's Strategic Direction in 2022 is a strong focus on the management and containment of the Corona Virus.

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

The Ministry of Health continues to support activities which provide a better health experience and outcome. There is a strong commitment to continue making gains in the management and containment of the SARS CoV2 and provide improved services which are affordable, accessible, and adequate. The Ministry's capacity and capability to plan, implement and monitor proposed interventions and activities will significantly impact St. Kitts and Nevis' ability to achieve success in the priority areas outlined in the Executive Summary.

The following are the proposed activities for 2022 which would contribute to the Ministry's successes:

1. Continued strengthening of health infrastructure to ensure the protection of citizens from COVID-19 and effective and efficient utilization of financial and human resources
2. Continued fostering of new and impactful strategic public/private partnerships geared towards the advancement of the health agenda
3. Passage and/or revision of legislation to guide the provision of health services

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

It is anticipated that the main challenges in 2022 will be to:

- successfully combat the Corona Virus and adopt to the prescribed new norms and regulations.
- surmount the Non-Communicable Diseases phenomenon for behaviour modification.
- strengthen the primary level of care.
- maintain the elimination of Mother to Child Transmission (EMTCT) of HIV and Syphilis status.
- strengthen the Vector Control and the Expanded Immunization (EPI) Programmes owing to the regional/global threats.
- increase capacity in Mental Health, hence the urgent need for another Psychiatrist and other mental health professionals to serve the Federation.
- fast-track the Health Policy/Legislation Agenda.
- establishing a formal Human Resource for Health Unit (HRH)
- implement preventive maintenance of infrastructure, medical equipment, PPE's and emergency and surveillance vehicles
- develop sustained health care financing

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

The Ministry recognizes the importance of planning and has committed to its National Strategic Plan for Health which covers the 5-year period 2017-2022. PAHO has been consulted regarding a revised strategic plan. The Ministry has endeavoured to achieve its objectives incrementally over the previous years, recognising the importance of (a) the necessary budgetary resource allocations from the national budget; and (b) forging new public/private partnerships geared at the advancement of the health agenda. This strategy will ensure the ongoing investments in health services, protection of citizens from the COVID-19, promote human resources capacity and infrastructural development in achieving further improvement in the health status of the population.

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

The implementation of the National Strategic Plan for Health and the continuation of several infrastructural developments are expected to roll over into 2022. Owing to the unexpected expenditure in relation to the COVID-19 Pandemic, the Ministry has had to reprioritize and scale back on items which were appropriated for in 2021.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. JNF General Hospital Development - Phase III
2. Health Sector COVID-19 Response
3. Health Sector Improvement - Health Centers and Purchase of Equipment
4. Construction of St. Peter's Health Center
5. Institutional Enhancement Project
6. Establishment of Catherization Lab

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

The following projects are intended to support aspects of the Ministry's ongoing works to provide quality health care to the population of St. Kitts and Nevis. The Ministry submits these projects, which are multi-phased, and which merit more attention where wide variations persist to achieve progress toward achieving accessible, high-quality, and affordable care at the national level.

#### **Health Sector Improvement:**

The Health Sector Improvement Project utilizes a multi-phased programme of work to implement upgrade to the physical and operational infrastructure at facilities used to deliver health care services at both the community and institutional levels. Going forward, the Ministry of Health will adopt measures to build resiliency within the health sector to the potential impact of climate change and to meet international recognized standards for energy and environmental conservation. In the initial phase, the Ministry will utilize the Pan American Health Organization (PAHO) Green Checklist and SMART Hospital Toolkit to assess all healthcare facilities with the aim being to improve energy and operational efficiency. This assessment for example, has been done for the New St. Peter's Health Centre and will be a requirement for all future health capital projects.

## **Community Based Health Services**

### *1. Construction of New Health Centre in St Peters:*

- Construction work for this new facility commenced 17th August of 2020 with a scheduled completion date of 20th July 2021. Unforeseen delays owing primarily to the COVID-19 protocols and longer turnaround time in procurement of materials from abroad, amongst other challenges would have necessitated a rescheduled completion date to September of 2021. As of this date however, the construction of the new St. Peters Health Centre is about 60 percent completed. The contractual cost for construction of the facility is \$3,759,148.83.

The Ministry of Health being mindful of the ongoing challenges that can impact a project of this magnitude continues to work diligently with all parties to resolve ongoing issues and challenges to advance completion of the construction phase of the project.

Upon completion, the modern state of the art healthcare facility will replace the existing structure and will also expand on the normal health care and emergency response services for residents of the health district of St. Peters, its environs and the Federation at large.

### *2. Newtown Health Centre*

- Major renovation work at a cost of over \$500,000.00 commenced on the Newtown Health Centre during the first quarter of 2020. However, in spite of the extended delays due to the COVID-19 emergency restrictions and other logistic challenges, contractual work was completed, and the Ministry of Health was able to recommence services at this refurbished facility during the second quarter of 2021.

### *3. Installation of Backup Electricity Generators and Water Storage System*

- As part of the ongoing improvement programme as well as to ensure all health centres remain fully operational to respond to the local COVID-19 outbreaks and other emergencies, the Ministry of Health has taken the initiative to install new backup electricity supply generators at all health centres. The aim is to ensure that critical medications including vaccines can be maintained at requisite temperature within the facility in the event of a general power outage.
- Within the coming months, all health centres will further be retrofitted with backup water systems under a project being implemented by the Department of Environment and funded by the Caribbean Community Climate Change Centre (CCCCC).

### *4. Basseterre Health Centre Project*

- The Design phase of the Basseterre Health Centre Expansion and Refurbishment project has commenced, and it is anticipated that construction work will begin during the latter part of 2022.

### *General scope of work*

- I. Design for refurbishment of the existing structure
- II. Design for the construction of new building for administrative spaces
- III. Environmental health
- IV. Community nursing services
- V. Registrar
- VI. Administration offices
- VII. Pharmacy
- VIII. Health Promotion Unit
- IX. Facilities Maintenance Unit
- X. Medical storage

### **Institutional Health Services:**

#### *1. JNF General Hospital Phase III Project*

Now in the design phase, this project aims to demolish all of the old infrastructure at the back of the facility and to reconstruct brand new buildings to house the following services:

- I. Mortuary
- II. Pathology laboratory,
- III. Central Medical Stores Laundry
- IV. Kitchen and stores area
- V. Central Sterilization Unit
- VI. Maintenance workshop
- VII. Conference and lecture halls
- VIII. New Psychiatric Ward
- IX. Information Technology Unit
- X. Upgrades to dialysis unit
- XI. Landscaping and parking
- XII. Other specialized care units

#### *2. Cardiac Catheterization Lab*

The design of this facility is now completed, and a Bill of Quantity is being prepared by the PWD. It is anticipated that construction will proceed for 8-12 month during 2022. Construction of a basic Cardiac Catheterization Unit will address the increasing local need of clients with heart issues. The Unit will include essential cardio- equipment to align with international standards and will be registered on the OECS Inventory listing of emergency and critical care facilities and services online database.

#### *3. JNF Sewage Treatment Plant Refurbishment project*

After a protracted delay owing to the pandemic, the JNF Hospital Sewage Treatment Plant Project was completed in June of 2021. Upgrade work included cleaning and repairs to holding tanks, installation of brand-new pumps, agitators, blowers, control boxes and treatment system and upgrade to electrical systems.

#### 4. *Cardin Home Renovation and Refurbishment*

The Public Works Department has submitted a revised Scope of Work and Cost Estimate for proposed refurbishment work to existing facility. The Ross University School of Veterinary Medicine has expressed interest in partnering with the Ministry of Health to fund this work.

- *Revised scope of work for existing infrastructure 2021:*
  - i. Electrical upgrade
  - ii. Repainting of building
  - iii. Remodelling of all bathrooms
  - iv. Remodelling of Kitchen
  - v. Upgrades to nurse's office
  - vi. Upgrades to Laundry department
  - vii. Remodelling of mental area
  - viii. Repairs to Critical Care area
  - ix. Addition of Isolation rooms
  - x. The long-standing issue of complete roof replacement/Repairs
  - xi. Repairs to fence
  
- Proposal to construct new wing to include
  - i. 50 additional rooms.
  - ii. 25 private rooms (20 single and 5 double occupancy)
  - iii. 25 beds shared open room space
  - iv. Resident Critical Care area
  - v. Nurses station
  - vi. Nurses/ staff lounge
  - vii. Residents lounge
  - viii. Kitchen
  - ix. Storeroom

#### **2.4 Transfer Payment Information**

The transfer payment beneficiaries for the Health Sector are the following:

- World Health Organization (WHO)
- Pan American Health Organization (PAHO)
- Caribbean Public Health Agency (CARPHA)
- Caribbean Association Medical Council (CAMC)
- Caribbean Accreditation Authority for Education in Medicine and Other Health Professionals (CAAM-HP)
- World Paediatric Project (WPP)

### Section 3: Ministry Summary

<b>Portfolio</b>	<b>E.14 - Manage Health Care and Health Environmental Services</b>
<b>Responsibility Centre</b>	<b>14 - Ministry of Health</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				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
14151 - Provide Administrative Support	5,760	5,347	5,912	5,347	5,382
14152 - Deliver Health Care in Communities	15,925	18,515	17,717	17,616	17,527
14153 - Provide Health Care through Institutions	41,866	42,053	50,035	47,505	46,540
<b>Total</b>	<b>63,551</b>	<b>65,915</b>	<b>73,664</b>	<b>70,468</b>	<b>69,449</b>



## Section 4: Programme Summary

<b>Portfolio</b>	E.14 - Manage Health Care and Health Environmental Services
<b>Programme</b>	<b>14151 - Provide Administrative Support</b>

<b>Responsibility Centre</b>
14 - Ministry of Health
<b>151 - Office of Policy Development and Information Management</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To provide effective policy and administrative management and guidance towards maintaining a healthy Nation

Objective(s) for 2022	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
14151 - Invest in Health
14151 - Manage Telecommunication Service
Participation in Regional and International Organizations
04325 - Mental Health Day Facility Services
01035 - Monitor Public Health Situation/Trends
04326 - Disaster Mitigation

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	2,044	2,545	2,593	2,628	2,663
Capital	3,443	2,500	3,000	2,400	2,400
Transfer	273	302	319	319	319
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>5,760</b>	<b>5,347</b>	<b>5,912</b>	<b>5,347</b>	<b>5,382</b>

<b>Portfolio</b>	E.14 - Manage Health Care and Health Environmental Services	
<b>Programme</b>	14152 - Deliver Health Care in Communities	
<b>Responsibility Centre</b>	14 - Ministry of Health 151 - Office of Policy Development and Information Management <b>152 - Community Health Services</b>	
<b>Officer in Charge</b>	Permanent Secretary	
<b>Goals/Global Objectives</b>	To ensure that all members of the family have the opportunity to reach their full potential for healthy and productive lives	
<b>Objective(s) for 2022</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 antiretroviral 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 immunization coverage among young children	97%	Percentage of children (0-11) against BCG
	96%	Percentage of children (0-11) against Pentavalent
	99%	Percentage of children (0-11) 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 No. of live births per 1,000 live birth
9.To reduce mortality for Non-Communicable Diseases (NCDs)	81	Number of deaths due NCDs
10.To reduce obesity among population groups	35%	Percentage of general population categorized 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 :**

- 14152 - Monitor Health and Environmental Conditions
- 01035 - Monitor public health situation and trends
- 01202 - Monitor sanitation
- 01203 - Monitor solid waste Management
- 01207 - Monitor water quality and food control
- 14152 - Promote Good Health and Illness Prevention
- 01208 - Promote proper nutrition
- 01210 - Promote the prevention of non-communicable diseases
- 01211 - Promote HIV/AIDS awareness
- 01213 - Administration of Community Based Services
- Provide Family Health Care Services
- 01216 - Provide dental health care
- 01218 - Deliver community psychiatric care
- Provide Environmental Health Services
- 01231 - Support the Solid Waste Management Corporation
- 01226 - Control vectors
- 01227 - Provide Port Health services
- 01228 - Clean and beautify parks and beaches
- 01229 - Clean and maintain drains
- 1415210 - Health Sector Improvement Project
- Provide Health Care through Community Centers
- Participation in Regional and International Organizations
- 14152 - Invest in Community Based Health Services
- 1415214 - Construction of St. Peter's Health Center

**Financial Summary**

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	14,244	16,515	15,717	15,616	15,527
Capital	1,682	2,000	2,000	2,000	2,000
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>15,926</b>	<b>18,515</b>	<b>17,717</b>	<b>17,616</b>	<b>17,527</b>

<b>Portfolio</b>	E.14 - Manage Health Care and Health Environmental Services
<b>Programme</b>	<b>14153 - Provide Health Care through Institutions</b>

<b>Responsibility Centre</b>
14 - Ministry of Health
151 - Office of Policy Development and Information Management
<b>153 - Institution 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>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To process patients for admission or discharge for hours after accessing care at Accident and Emergency Department	85%	Percentage of patients requiring care at Accident and Emergency artment will be admitted or harged within four (4) hours

<b>Sub-Programme :</b>
01014 - Provide Administrative and Maintenance Services
Deliver Health Care through hospitals
14153 - Provide Health Support Services, and Medical Supplies
01246 - Procure and distribute pharmaceutical and medical supplies
01258 - Dispense pharmaceuticals

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	(in thousands)				
Recurrent	38,666	39,853	43,035	43,805	44,590
Capital	3,199	2,200	7,000	3,700	1,950
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>41,865</b>	<b>42,053</b>	<b>50,035</b>	<b>47,505</b>	<b>46,540</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

**C. 14 MINISTRY OF HEALTH**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>14151</b>	<b>ADMINISTRATION</b>							
1415115	JNF General Hospital Development - Phase III	26,000,000	1,000,000	-	-	1,000,000	-	REVENUE
1415116	Health Sector COVID-19 Response	7,443,007	2,000,000	-	-	2,000,000	3,443,007	REVENUE
	<b>Subtotal</b>	<b>33,443,007</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>3,000,000</b>	<b>3,443,007</b>	
<b>14152</b>	<b>COMMUNITY-BASED HEALTH SERVICES</b>							
1415210	Health Sector Improvement - Health Centres and Purchase of Equipment	11,321,000	2,000,000	-	-	2,000,000	1,681,747	REVENUE
1415214	Construction of St. Peter's Health Centre	3,759,149	1,009,149	-	-	1,009,149	970,674	REVENUE
	<b>Subtotal</b>	<b>15,080,149</b>	<b>3,009,149</b>	<b>-</b>	<b>-</b>	<b>3,009,149</b>	<b>2,652,421</b>	
	<b>TOTAL c/f</b>	<b>48,523,156</b>	<b>6,009,149</b>	<b>-</b>	<b>-</b>	<b>6,009,149</b>	<b>6,095,428</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 14 MINISTRY OF HEALTH**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>TOTAL b/f</b>	<b>48,523,156</b>	<b>6,009,149</b>	-	-	<b>6,009,149</b>	<b>6,095,428</b>	
<b>14153</b>	<b>INSTITUTION-BASED HEALTH SERVICES</b>							
1415318	Institutional Enhancement Project	14,811,083	1,000,000	-	-	1,000,000	2,307,565	REVENUE
1415319	Establishment of Catheterization Lab	2,807,653	1,000,000	-	-	1,000,000	891,897	REVENUE
1415320	Purchase of Medical Equipment (MRI Machine)	7,700,000	5,000,000	-	-	5,000,000	-	REVENUE
	<b>Subtotal</b>	<b>25,318,736</b>	<b>7,000,000</b>	-	-	<b>7,000,000</b>	<b>3,199,462</b>	
	<b>TOTAL</b>	<b>73,841,892</b>	<b>13,009,149</b>	-	-	<b>13,009,149</b>	<b>9,294,890</b>	

**Total Ministry \$13,009,149**

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# **15 - Ministry of Youth, Sports and Culture**

## **Report on Plans and Priorities for the Year 2022**

**Volume 2**

**December 2021**

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## 15 - Ministry of Youth, Sports and Culture

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## **Section 1: Minister's Message and Executive Summary**

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

The Ministry of Youth, Sports and Culture presents its strategic plans for the 2022 Fiscal Year. The Ministry aims to continue its efforts to leverage the collaboration of a diversified yet synergistic portfolio to lend to the socio-economic development of our Nation. The emphasis on capacity building, people empowerment, enhanced security, and sustainability of national cultural and heritage assets ensures that the work of the Ministry reaches its target clientele in a fiscally responsible manner. This thrust will be the hallmark of the programs for the Ministry of Youth, Sports and Culture.

The Ministry of Youth, Sports and Culture endeavors to be more policy-driven, building on the successful tabling of the National Sport Policy 2020-2025 on October 15, 2020. The Commonwealth Secretariat has committed to assisting in the revising of the National Youth Policy 2017-2022 and the Ministry hopes to complete the revision draft Cultural Policy in 2022. We will complete work initiated on a five-year Strategic Plan to guide the Youth Policy and likewise begin the design of a five-year Strategic Plan to augment the Cultural Policy.

The thrust in the Department of Sports is to utilize the powerful medium of Sports to address issues affecting Youth in schools and communities, to promote healthy and active lifestyles, and generate new revenue streams and economic activity for the Federation. All these attributes are fully embraced by the St. Kitts and Nevis National Sport Policy 2020-2025. As the Minister responsible for Sports, I had the honour of laying the Policy in Parliament on October 19, 2020, bringing it into effect.

Our National Sports Policy recognizes the critical role that National Associations and their membership play in the success of Sports in St. Kitts and Nevis. It commits to working with relevant partners to strengthen the capacity of National Associations and Sports Clubs so that they can function more effectively and efficiently and be better placed to support the goals of our National Sport Policy. To facilitate the success of the National Sports Policy, the Department of Sports, with the approval of the Cabinet, has established the National Sports Council. The Sports Council comprises with sixteen (16) members from various facets of the business and sporting fraternities across St. Kitts and Nevis. The Council has the mandate to work collaboratively with all stakeholders to support a shared vision and common goal for the Federation.

The seasonality of sporting events and the high cost of construction and maintenance of sports facilities demand managed application of limited resources to ensure the longevity and yearlong use of our sporting complexes and communities' playing fields. Great effort and resources were expended to ensure a successful Caribbean Premier League (CPL) 2021 in our Federation. Since its inception, it was the first time that the entire tournament was held at Warner Park Cricket Stadium. The gains of such an undertaking were challenging to enumerate without contemplations of the impact of our country's promotion through the broadcasting of the games to more than one (1) million viewers worldwide, especially, India, the United States and Europe. The continued inflows of visitors, their impact on foreign exchange, and their exposure to the St. Kitts and Nevis culture; albeit the COVID-19 pandemic, lend credence to the ongoing efforts to the upkeep and nurturing of a culture of national representation through Sports.

The Ministry submitted bids for the hosting of the England Tour and the ICC World Cup Under 19 cricket tournaments in 2022 to further drive the promotion of Sports Tourism. This support by the government extends to our sporting organizations. The success of our National "Sugar Boyz" Senior Football team that has allowed them to climb the FIFA/CONCACAF world rankings continuously. Procurement of administrative space for SKN Athletics and the assistance given in gaining Level 1 certification of Netball coaches, underscore the Ministry's perpetual support and encouragement of excellence in Sports. The partnership was established between the Ministry of Sports and the Ministry of Education during the 2020-2021 academic year to implement the Physical Fitness component of the Health and Wellness curriculum in Grades 4 and 6 proved to be very successful. For the upcoming academic year 2021-2022, this Curriculum will be introduced in Grade 5 of all public and private Primary Schools. Thus, ensuring the longevity and sustainability of the Physical Education programme in our schools.

The Department of Youth Empowerment continues to infuse youthful creativity and ingenuity into its programmes. It seeks to balance effective youth engagement with the new normal of social distancing. Guided by the Federal Youth Policy and informed by the sustained input of young people, the Department continues reaching and positively engaging our Youth across various programmes, partnerships, and initiatives. Through the Department's partnership with the youth-led "Food for Creative Souls," the Youth Media volunteers had the opportunity to be mentored by local creatives and media entrepreneurs. They were able to hone their skills in photography, media design and camera operation. It is important to note that some of the trainees have secured employment with local media companies. Additionally, the Department has executed capacity-building sessions for registered youth organizations, including First Aid and CPR Certification training.

The Volunteer Corps is on track to execute over 3,000 hours of volunteer service by the end of the year, having played an integral role in several community service initiatives. These services include, but are not limited to:

- Conducting the COVID-19 health protocols at sporting events
- Maintaining hike trails with the Department of Environment
- Planting and maintaining trees island-wide with a total of 65 trees planted on St. Kitts to date
- Conducting and supporting beach and in-water clean-ups with stakeholder organizations on St. Kitts and Nevis; to date, the volunteers have recorded 39,487 lbs of garbage removed from our beaches

The Department of Youth Empowerment has begun work with the Commonwealth Secretariat on the process of reviewing the Federal Youth 2017-2022. It will undertake a robust strategy of research and consultation with key stakeholders toward shaping a new Policy and Strategic Action Plan to take effect as of 2023.

The new norm of social distancing and heavy infusion of technology caused the Department of Youth Empowerment to adjust the traditional residential summer camp. Not wanting to negate the need for positive youth engagement and development during the summer break from school, the Department hosted its first Virtual Summer Creative Camp from August 23-27, 2021. This innovative approach is a testament to the creativity and ingenuity of the Ministry to continue the engagement and training needs of our Youth.

The UNESCO Capacity Building Project entitled "Strengthening Inventory Preparation Capacity for Implementing the 2003 Convention for the Safeguarding of Intangible Cultural Heritage in St. Kitts and Nevis" was conducted in four phases. It highlighted and documented our tradition and tradition bearers in storytelling, broom-making, calabash utensils, mauby-making, Sunday school, parched nuts on St. Kitts, with vernacular architecture, cactus prickly pear and red clay pottery on Nevis. On February 24, 2021, a "Safeguarding St. Kitts and Nevis ICH Treasures" was held to showcase the work/products of these tradition/knowledge bearers. Some traditions are slowly dying out and need preserving for future generations. Therefore, it is my hope to establish a Policy geared towards safeguarding procedures and mechanisms integral in these traditions.

Quarterly Community Outreach and honouring community-minded persons for their selfless contributions to the development and sustainability of communities across the island is a commitment of the Ministry. In February 2021, three stalwarts of the Market Street community were the recipients for the first quarter and were recognized for their solid contributions to the development of Market Street and the surrounding areas. The uncertainty of COVID-19 halted the Community Outreach for the remaining quarters of 2021.

The Department of Culture seeks to forge strong linkages with the Ministry of Entrepreneurship and Communication as we endeavour to continue the professionalizing and marketing of all our creative practitioners through the St. Kitts and Nevis Cultural Industry Registry (SKNCIR). The Department of Culture has organized a series of meetings with Government departments considered as secondary stakeholders (Inland Revenue Department, Customs, Entrepreneurship) and Tertiary (Ministry of International Trade et al, Department of Youth, Ministry of Education, Carnival Secretariat) to establish partnerships to improve business operation with the Cultural Industry. One successful partnership recently formed is with the Small Business Development Centre (SBDC). They will provide training in Business Plan Development to assist the SKNCIR members in formalizing their businesses.

Amidst ongoing fiscal prudence measures, in 2022, this Ministry will remain committed to supporting strategic, sustainable developments that seek to enrich our Federation's valuable human resources. Our Ministry's unique and diverse grouping of departments lend a genuine opportunity to impact the lives of every national directly and indirectly through a rich programme of initiatives that enrich life through improved social and economical government interventions.

Hon. Jonel Powell  
Minister of Youth, Sports and Culture

## 1.2 Executive Summary

The Ministry will create a synergistic relationship between its three departments in 2022 to deliver on the promise to enhance the overall quality of life at the community level. By providing a regime of activities, the communities will get greater engagement and involvement, leading to healthier lifestyles. We have also identified social partners with whom we share common goals of greater social participation, focused people development, increased Health and Wellness (mental, emotional, physical) and cultural enrichment.

### **The Department of Youth**

The Department of Youth continues to develop positive, self-actualized and community-spirited young people. This initiative is to be achieved by the implementing evidence-based policies and programming that build youth and youth stakeholders' capabilities; and facilitate the integration of youth interests and concerns at all levels of decision-making. For the fiscal period 2022 the Department will engage in:

- Establishment of the Youth Media Unit to enhance the reach and impact of the Department's programming
- The completion and adoption of the Federal Youth Policy and the Strategic Action Plan 2023-2027
- Assist youth groups with the implementation of social intervention initiatives at the community level
- Enhance the reach and impact of the Youth Ambassadors Corp in youth development work
- Expand opportunities for volunteer engagement through the Volunteer Corps
- Organize and empower groups of young volunteers to mobilize and deploy resources in support of youth development initiatives
- Empower higher-risk Youth to realize their value and their potential through the SHINE programme.

### **The Department of Culture**

It is imperative to highlight how the creative and cultural arts could play a significant role in energizing growth and keeping St. Kitts and Nevis on the competitive edge and as a social protection measure.

Great emphasis has been placed on increasing awareness of the creative and cultural industries. Hence, the St. Kitts and Nevis Creative Industry Registry (SKNCIR) is being reorganized, redesigned and restructured to do justice for all our creative and cultural professionals. The SKNCIR will help organize members, outline best industry practices and expose them to regional and international markets afforded by multilateral agreements and conventions that St. Kitts and Nevis has signed unto such as CARICOM Single Market Economy (CSME).

Notwithstanding the current folklore programmes in schools, the Department will continue to build on the foundation already laid. It is planned to expand to include two (2) additional private schools with one (1) clown troupe and one (1) masquerade troupe, respectively; mokoombies in one (1) primary and one (1) secondary school. As the aim of the Department is to expose all facets of our society to the artforms, the following institutions will be included: 1) Corrective institutions (New Horizon and Her Majesty's Prison); the vulnerable population (Project Viola, the Differently abled, Boys' Mentorship programme, the Elderly); and the Ministry of Health's mental programmes.

Having had a successful implementation of the Intangible Cultural Heritage (ICH) under the 2003 convention, the Department hopes to submit to UNESCO a proposal for the Diversification of Cultural Expression (DCE) under the 2005 Convention. This measure will ensure that artists, cultural professionals, practitioners can create; produce; disseminate and enjoy a broad range of cultural goods, services and activities, including their own.

Additionally, the Department will focus on:

- Revision of the National Cultural Policy and Strategic Plan
- Promotion of the four pillars of culture – Culinary, Visual Arts, Literary, Performing Arts
- Creation of the St. Kitts and Nevis Intangible Cultural Heritage (ICH) Policy
- Establishment of a St. Kitts and Nevis National ICH Elements Inventory
- Continued work on the St. Kitts and Nevis Cultural Industry Registry (SKNCIR)
- Introduction of Giant Despair as a new folklore in schools

### **Department of Sports**

The Sports Department concentration on facility improvement and service enhancement and Sports programme customization towards achieving "Sport for All" is planned for continued focus in 2022. The completion of the St. Kitts and Nevis National Sports Policy and Strategic Plan and its subsequent approval by the Parliament has led to the development of the National Sports Council. The National Sports Council is charged with working collaboratively with stakeholders to ensure that the Department makes data-informed decisions that reflect equity and wise use of resources has commenced work and will delve further into its mission for 2022.

Efforts to enhance sporting facilities are constantly hindered through the act of vandalism. The Sports Department plans to solicit the involvement of community groups, through the interactions with the Department of Community Development, to take ownership of the upkeep of community sporting facilities.

Planned partnership with the Ministry of Education to implement the Health and Wellness Curriculum in secondary schools during Term 1 of the Academic Year 2021-2022 will hopefully bear fruits. The recently established Anti-doping Secretariat within the Ministry is presently developing modules to support the "Anti-doping in Sports" to support the Physical Competency component within said Curriculum.

The Department of Sports will also focus on:

- The development of human capital through training and capacity building
- Improvement in our maintenance plan by upgrading equipment used, developing the skills of the ground staff, and putting in place better management and reporting systems. All facilities will have a maintenance plan and schedule.
- Revision and creation of new usage contracts to ensure responsible use and financial accountability

This Ministry aims to employ a collaborative approach to realizing the aims and objectives within these difficult economic times. The Ministry must continue to holistically address the developmental needs of the citizenry through its agencies of youth empowerment, sports development, and cultural education services. The nurturing of attitudinal and leadership values in our young people is of paramount importance. Human capital, creativity and cultural content lend to the ascent of new services and industries that harness the cultural intelligence and entrepreneurial spirit of our nationals and provide revenue streams and employment opportunities.

### **1.3 Management Representation Statement**

On behalf of the Ministry of Youth, Sports and Culture, I present the Annual Report on Plans and Priorities for 2022. This document provides an accurate representation of the Ministry's objectives using of the resources provided in 2022.

This work plan reflects a consultive and collaborative process that saw meaningful dialogue with departments within the Ministry in guiding its overall objectives and priorities. The report considers the vision, mission and needs of our Federation in the areas of Sports Development, Youth empowerment and enhancing the cultural landscape.

This document will serve as an essential tool and a working guide for the operations of the Ministry of Youth, Sports and Culture for 2022 and beyond.

Valencia Syder (Ms.)  
Permanent Secretary (Ag)

## **Section 2: Ministry Overview**

### **2.1 Mission Statement**

The Ministry of Youth, Sports, and Culture seeks to maximize the potential of its citizens through inclusion and participatory engagement. Through the programs of the Ministry, we will see an increase in leadership, greater access to social and economic opportunity, greater ownership and pride within communities, and a healthier nation. This will result in well-adjusted youth; physically engaged citizens and a nation that is proud to be easily identified by cultural and historical heritage.

## 2.2 Planning Overview

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

The Ministry's objectives align with the Government's policy direction in the development of our human capital. The Government has embraced the Sustainable Development Goals and the Ministry is proud to map its initiatives against the overall goals of the Government. The vision to build strong, peaceful communities where everyone is allowed to contribute is aptly integrated into the strategic plan of the Ministry of Youth, Sports, and Culture.

#### *Good Health and Wellbeing:*

- Support for Physical Education in Schools
- Improvement in community sports facilities
- Community Sports programs
- Community Folklore groups

#### *Quality Education:*

- Improved youth programming
- Regular educational hikes
- Annual Summer Camp, physical education and healthy living programme
- Encourage Youth organizations to adopt regular health and wellbeing initiatives

#### *Decent Work and Economic Growth:*

- Youth Entrepreneurial Programs
- Development of authentic National Art forms
- Business incubators within sport and culture

#### *Industry, Innovation and Infrastructure:*

- Development of Sports Tourism
- Support for Local, National and International Cultural festivals

#### *Sustainable Cities and Communities:*

- Youth Peace Initiative
- Improved recreation facilities in communities
- Program for the documentation and development of heritage sites
- Initiation of youth groups within communities

#### *Partnerships:*

- Public Private Partnerships
- Collaboration with UNESCO and the Commonwealth Secretariat on development of National Sports Policy



- Collaboration with UNESCO on the implementation of the Safeguarding of Intangible Cultural Heritage Project
- Collaboration with the Commonwealth Secretariat on development of Youth Strategic Action Plan
- Support for Community Festivals and Cultural Activity
- Collaboration with Sporting bodies for the hosting of local, regional, and international sports events
- Collaboration with other Ministries as well as NGO's on the advocacy of core principles

## 2.2.2 Ministry's Annual Objectives vs Strategic Objectives

The 2022 Annual Objectives are to:

1. Create strategic plans in support of recently created national policies
2. Invest in the development of the human capital within departments
3. Improve overall facility management and maintenance within the Department of Sports
4. Increase the number of persons participating in authentic folklore performances
5. Create entrepreneurial opportunities within non-traditional sectors of youth, sports and culture.
6. Foster youth groups as a means of improving community/social engagement
7. The completion of the revised Federal Youth Policy
8. Adoption of the Youth Policy Strategic Plan
9. Positive engagement and empowerment of higher-risk youth to better themselves and their community
10. Proper documentation of cultural practitioners across the Federation

## 2.2.4 Main Activities Contributing to the Annual Objectives

### YOUTH:

- i. National Strategic Action Plan
- ii. Expansion of the Department's Entrepreneurship program
- iii. Increased opportunities for volunteerism
- iv. Implementation of the SHINE programme
- v. Provide logistical and resource supports for registered youth organizations
- vi. Develop the National Youth Policy Strategic Action Plan

### SPORTS:

- i. Facility evaluation and maintenance plan
- ii. Facility upgrade plan
- iii. Grassroots and recreational sports at the community level

## **CULTURE:**

- i. Continued work of the St. Kitts and Nevis Creative Industry Register
- ii. Completion of the National Cultural Policy and subsequent Strategic Plan
- iii. Folklore Development
- iv. Development of the Intangible Cultural Heritage (ICH) Policy and Strategic Plan

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

The Ministry projects that the fulfillment of its current objectives can be completed within a five (5) year period. This will be affected by collaboration on several of its projects with both Government and Non-government entities.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

- Upgrading Sporting Facilities - Phase 2
- Upgrade of St. Mary's Pavilion
- Upgrade of Conaree Playing Field
- Upgrade of Tabernacle Playing Field

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

- Upgrade of Landscaping and Heavy Equipment
- Procurement of African Drums

## **2.4 Transfer Payment Information**

### ***SPORTS:***

Len Harris Cricket Academy  
World Anti-Doping Agency  
Regional Anti-Doping Agency

### ***YOUTH:***

CARICOM Youth Programme

### ***CULTURE:***

National Handicraft and Cottage Industry (Craft House)  
National Carnival

### Section 3: Ministry Summary

<b>Portfolio</b>	<b>E15 - Manage Youth, Sports and Culture</b>
<b>Responsibility Centre</b>	<b>15 - Ministry of Youth, Sports and Culture</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To implement youth and 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				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
15161 - Administer Youth, Sports and Culture	627	729	739	750	761
15149 - Support Youth Development	726	879	887	895	904
15123 - Develop Sports and people Sports	5,333	5,237	6,415	3,456	3,497
15124 - Organize, support and National and Community Festivals	3,297	3,520	3,661	3,671	3,650
<b>Total</b>	<b>9,983</b>	<b>10,365</b>	<b>11,702</b>	<b>8,772</b>	<b>8,812</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E15 - Manage Youth, Sports and Culture <b>15161 - Administer Youth, Sports and Culture</b>
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<b>Responsibility Centre</b>
15 - Ministry of Youth, Sports and Culture <b>161 - Administration</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To administer Youth, Sports and Culture

Objective(s) for 2022	Expected Results	Performance Indicators
1.To monitor and ensure Ministry's initiatives align with Government policy directives	2	Number of training sessions and workshops for staff
2.To realize measured improvements in the management of Ministry resources	September 2022	Date to deliver programmes designed to manage the Ministry's resources

<b>Sub-Programme:</b>
02764 - Provide Administrative Support 02765 - Administer Telecommunications Services

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
Recurrent	627	729	739	750	761
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>627</b>	<b>729</b>	<b>739</b>	<b>750</b>	<b>761</b>

<b>Portfolio Programme</b>	E15 - Manage Youth, Sports and Culture <b>15149 - Support Youth Development</b>
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<b>Responsibility Centre</b> 15 - Ministry of Youth, Sports and Culture <b>149 - Youth Department</b>
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<b>Officer in Charge</b> Director
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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
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To provide capacity building opportunities addressing Youth development issues	4	Number of capacity building activities
2.To provide workshops and outreach programmes designed to identify and address challenges facing youth	2	Number of workshops and outreach programmes
3.To recognise the accomplishments of youth through Ceremonial Awards from the outreach programmes	2	Number of ceremonials awards recognising the accomplishment of youth
4.To review and complete the Federal Youth Policy	April 2022	Date the Federal Youth Policy is adopted nationally
5.To undertake new youth programmes	2	Number of youth programmes implemented

<b>Sub-Programme:</b>  00171 - Administer Youth Development 03946 - Support Youth Camp and Youth Month Participate in Regional and International Organizations 15149 -Invest in Youth
--

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	707	879	887	895	904
Capital	19				
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>726</b>	<b>879</b>	<b>887</b>	<b>895</b>	<b>904</b>

<b>Portfolio Programme</b>	E15 - Manage Youth, Sports and Culture <b>15123 - Develop Sports and people through Sports</b>
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<b>Responsibility Centre</b>
15 - Ministry of Youth, Sports and Culture <b>123 - Sports Department</b>

<b>Officer in Charge</b>	Director
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<b>Goals/Global Objectives</b>
To foster growth and development of Sports in order to encourage active participation of our youth in all aspects of nation building

<b>Objective(s) for 2022</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	3	Number of training sessions designed to build capacity in key areas
2.To collaborate with National, Regional and International Agencies in development of sporting programmes and events.	6	Number of National, Regional and International sporting events held
3.To develop green sustainable sports facilities, green spaces and equipment accessible to all citizens	November 2022	Date for the completion of upgrades to sustainable sports facilities
4.To provide support to teams participating in local and regional sporting events	4	Number of local and regional sporting events held

<b>Sub-Programme:</b>
15123 - Develop people through sports programs 15123 - Invest in Sports Development

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
Recurrent	3,013	3,173	3,416	3,456	3,497
Capital	2,320	2,064	2,999		
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>5,333</b>	<b>5,237</b>	<b>6,415</b>	<b>3,456</b>	<b>3,497</b>

**Portfolio** E15 - Manage Youth, Sports and Culture  
**Programme** 15124 - Organize, Support and Promote National and Community Festivals

**Responsibility Centre**

15 - Ministry of Youth, Sports and Culture  
**124 - Department of Culture**

**Officer in Charge** Director

**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 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To build community and staff capacity in key areas of the performing arts and cultural folklore artforms	4	Number of workshops in Pan tuning, Fife, Calypso writing and Steel pan
	2	Number of workshops in dance for instructors and dancers
	1	Number of art-forms re-introduced
2.To build primary and secondary school capacity in key areas such as Tonic sol-fa, Theoretical Music and Steel Pan	3	Number of training sessions designed to build capacity in key areas
3.To document cultural practices in St. Kitts	3	Number of cultural practices to be documented
4.To establish a National Cultural Policy	September 2022	Date for the submission of draft National Cultural Policy to Cabinet
5.To expand the visibility of the department in the media, including social media and other forums	10	Number of programmes to increase visibility in creative arts and cultural industry
6.To increase awareness and appreciation of the Cultural and Creative Arts Industry (CCAI)	June 2022	Date to partner with the St. Kitts Music Festival Committee to host annual Music Mentorship Programme
7.To provide a nurturing environment for the Cultural and Creative Arts Industry (CCAI)	11	Number of programmes for SKN Creative Industry Registry Database registration drive

**Sub-Programme:**

- 00257 - Provide administrative, HR, and logistic support
- 00259 - Support the National Handicraft and Cottage Industry (Craft House)
- 00266 - Support the National Carnival
- 15124 - Invest in Cultural Development
- 00270 - Manage Intangible Cultural Heritage (ICH) project

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	3,297	3,520	3,630	3,640	3,650
Capital			31	31	
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>3,297</b>	<b>3,520</b>	<b>3,661</b>	<b>3,671</b>	<b>3,650</b>



**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 15 MINISTRY OF YOUTH, SPORTS AND CULTURE**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>15123</b>	<b>SPORTS DEPARTMENT</b>							
1512321	Upgrade of Landscaping and Heavy Equipment	946,000	100,000	-	-	100,000	189,041	REVENUE
1512323	Upgrade of St. Mary's Pavilion	3,100,000	500,000	-	-	500,000	237,544	REVENUE
1512324	Upgrade of Tabernacle Playing Field	3,442,331	1,398,694	-	-	1,398,694	1,041,490	REVENUE
1512325	Upgrade of Conaree Playing Field	2,500,000	500,000	-	-	500,000	89,319	REVENUE
1512326	Upgrading Sporting Facilities - Phase II	24,283,629	500,000	-	-	500,000	392,887	REVENUE
	<b>Subtotal</b>	<b>34,271,960</b>	<b>2,998,694</b>	<b>-</b>	<b>-</b>	<b>2,998,694</b>	<b>1,950,281</b>	
<b>15124</b>	<b>CULTURE DEPARTMENT</b>							
1512404	Procurement of African Drums - Drumming Programme	62,150	31,075	-	-	31,075	-	REVENUE
	<b>Subtotal</b>	<b>62,150</b>	<b>31,075</b>	<b>-</b>	<b>-</b>	<b>31,075</b>	<b>-</b>	
	<b>TOTAL c/f</b>	<b>34,334,110</b>	<b>3,029,769</b>	<b>-</b>	<b>-</b>	<b>3,029,769</b>	<b>1,950,281</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

**C. 15 MINISTRY OF YOUTH, SPORTS AND CULTURE**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	<b>TOTAL b/f</b>	<b>34,334,110</b>	<b>3,029,769</b>	-	-	<b>3,029,769</b>	<b>1,950,281</b>	
	<b>Upgrade of Kim Collins Athletic Stadium</b>	<b>4,950,000</b>	-	-	-	-	-	<b>REVENUE</b>
	<b>Upgrade of Sandy Point Recreational Grounds</b>	<b>4,647,500</b>	-	-	-	-	<b>300,085</b>	<b>REVENUE</b>
	<b>Caribbean Premiere League (CPL) Games</b>	<b>15,388,774</b>	-	-	-	-	<b>13,168</b>	<b>REVENUE</b>
	<b>Trinity/Boyd's Playing Field</b>	<b>4,390,320</b>	-	-	-	-	<b>56,768</b>	<b>REVENUE</b>
	<b>Youth Entrepreneurship Development</b>	<b>500,000</b>	-	-	-	-	<b>19,337</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>64,210,704</b>	<b>3,029,769</b>	-	-	<b>3,029,769</b>	<b>2,339,639</b>	

**Total Ministry \$3,029,769**

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# **16 - Ministry of Sustainable Development**

## **Report on Plans and Priorities for the Year 2022**

**Volume 2**

**December 2021**

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## 16 - Ministry of Sustainable Development

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## **Section 1: Minister's Message and Executive Summary**

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

The Federation of St. Kitts and Nevis continues to experience volatility and uncertainty in our agendas relating to economic and social issues, so I cautiously but positively submit the objectives and growth policies for the advancement of the Ministry of Sustainable Development for 2022. This succeeding year is one in which the ministry remains cognizant of the importance of stability and sustainability in balancing our economic and social concept for the advancement of our people. Despite setbacks in 2021 due to the continuation of the global impact of the COVID-19 Pandemic, the ministry rolled out its public education and awareness agenda. This platform conveys the enhancement of the type of services that we offer, as well as the relevance and importance of these services. However, we are mindful that COVID-19 and all its facets are still ever present. Consequently, we continue to comprehend and mitigate the challenges that confront us but at the same time focus on a strategy that speaks to economic recovery in a changing domestic and global environment.

For the Department of Statistics, the year 2021 has been equally challenging as 2020 due to the significant and prolonged impact of the COVID-19 pandemic worldwide. Efforts across the globe and within the Caribbean region to re-open economies to stimulate economic growth and employment have been retarded by the impact of new variants of the COVID-19 virus and waves of community spread. Here in St. Kitts and Nevis, the government implemented several stimulus initiatives and moved to reopen the borders in late 2020 to spur economic growth. But, like other countries in the region, these efforts were constrained by the impact of surges of COVID-19 cases in the major trading partner countries and at home, despite the availability of vaccines. As captioned by the International Monetary Fund's (IMF) World Economic Outlook Update, June 2020: "A Crisis Like No Other, An Uncertain Recovery", the global economy is poised for a recovery - but with new waves and new variants, the outlook is filled with incomparable uncertainties.

Following a 3.2 percent decline in 2020, the global economy is projected to grow by 6.0 percent in 2021, and more moderately 4.9 per cent in 2022. The prospects for Latin America and the Caribbean which include St. Kitts and Nevis, declined by 7.0 percent in 2020, but is forecasted to grow by 5.8 percent in 2021 and 3.2 percent in 2022 (World Economic Outlook July 2021). However, the risk is toward the downside given the high probability of a resurgence of COVID-19 viral infections and in some cases fiscal constraints.

On the domestic scene, the economy was deeply impacted by the COVID-19 pandemic, which resulted in a 14.4 percent in Gross Domestic Product (GDP) in 2020. Most notably, the tourism industry was hardest-hit by the COVID-19 pandemic. The cruise industry grounded to a halt and in-bound visitors by air fell to a few; this phenomenon had a ripple effect on many other sectors of the economy. In response, the government introduced a stimulus package to stabilize the economy and return it to a path of growth. However, the prolonged impact of the COVID-19 pandemic on commerce and travel has dampened the prospects for the start of a recovery in 2021.

To this end, the economy is forecasted to record a decline marginally in 2021 by 1.5 percent. But between 2022 and 2023, the economy is forecasted to make great strides to recovery by growing on average by 8.5 percent per annum. Given the openness of our economy, domestic inflationary pressures are often and mostly driven by exogenous factors. The World Economic Report predicted that for the year 2021 inflation rates would increase by 1.5 and 1.6 percent in Advanced economies and the Eastern Caribbean Currency Union (ECCU), respectively. The percentages are relative to recent price pressures which for the most part reflect the unusual pandemic-related supply shortages. In St. Kitts and Nevis, half-year price statistics indicate that inflation will remain relatively flat in 2021 as weak aggregate demand appears to outweigh the impact of supply disruptions and increased shipping costs. However, the inflation rate is expected to return to pre-pandemic levels of between 1 and 2 percent in 2022.

The Department of Statistics remains focused on supporting the goals of the Ministry of Sustainable Development, "to provide the necessary policy and technical guidance and information to provide for the economic growth and improved standard of living for St. Kitts and Nevis." The Department fulfils this mandate by providing a wide range of social, demographic, and economic statistics for policy and planning making. During the past year, the Department's work program was disrupted by the fallout of the COVID-19 pandemic. But in 2021, the Department resumed its regular dissemination of statistical information and preparations for the 2021 Population and Housing Census - the Census being an important stock taking of housing and characteristics of the population that is pivotal to developmental planning for the next ten years.

In 2022, the Department plans to complete several activities, which includes the adoption of up-to-date international standards and best practices for the compilation of official statistics, an expansion of the scope of socio-economic statistics published, and the publication of the Enhanced Country Poverty Assessment and Population and Housing Census reports. Additionally, the Department has pledged to work in collaboration with the Departments of Agriculture and Marine Resources to conduct an Agriculture and Fisheries Census, which aims to enhance their ability to properly plan for the sustainable development of Agriculture and Fishing sectors.

*Major Projects:*

1. Population and Housing Census (2021-2022)
2. Agricultural Census (2022) - in collaboration with the Department of Agriculture

In 2021, the Department of Economic Affairs and PSIP has remained focused on advancing critical work to ensure that the Federation continues to be an active partner in building resilience in the advancement of creating a sustainable island state. Notwithstanding, the limitations that continue to persist on human interactions within and across borders, the Department has utilized virtual platforms to facilitate strategic planning with development partners to devise methods to enable the rollout of activities and maintenance of timelines under important initiatives during this period.

The Department, as the Secretariat for the Global Environment Facility (GEF) continued to coordinate the mobilization of activities in regard to the 'Improving Environmental Management through Sustainable Land Management (SLM) Project' which aims to undertake several activities including the update of the National Physical Development Plan (NPDP) for the island of St. Kitts; the revision of the Building Codes to include the establishment of green codes where applicable; and the restoration of natural capital.

Work was also advanced in collaboration with local stakeholders to undertake the conceptualization of our third national project which will be undertaken with the GEF entitled, 'Achieving a Rapid Decarbonization of the Energy Sector in St. Kitts and Nevis.' In 2022 activities will initialize with the finalization of the recruitment of the core technical assistance team while the decarbonization concept will move to the project preparation phase to develop the detailed project document.

The Department in its role as the National Designated Authority (NDA) for the Green Climate Fund (GCF) has continued to coordinate the mobilization of the second GCF Country Readiness Programme which was approved in December 2019. As a result, the procurement process for a vital lead expert to support the achievement of outputs under this initiative has been completed and will enable the scaling up of activities in 2022 which will include recruitment of expertise to commence the formulation of the Urban Resilience Plan and the National Development Planning Framework (2022-2037). Work was also advanced to recruit needed technical assistance to facilitate the mobilization of our third GCF Country Readiness Support Programme which was approved in December 2020.

This Programme was developed to support the Government's efforts to build resilience in and across sectors by undertaking the assessment, strengthening and building of awareness of local private/quasi-private institutions to become accredited as GCF Direct Access Entities (DAEs). During 2021 two (2) sensitization meetings were convened with the identified institutions and critical engagement began with the project technical assistance team. This work will advance further in 2022 as it is a critical component in charting the way forward to ensure St. Kitts and Nevis has additional avenues to access climate financing which will aid in the transformation of the socio-economic environment.

Similarly, a fourth Country Readiness Programme was developed and submitted for consideration which aims to (i) enhance the capacity of vital public agencies, entities and departments, inclusive of the Geospatial Information System (GIS) Unit within the Department of Physical Planning, to mainstream climate change in disaster risk management; and (ii) strengthen the private sector engagement with the GCF through knowledge building intended to crowd-in-private sector investment for climate action with a focus on micro, small and medium-sized enterprises (MSMEs) particularly those owned and operated by women.

The Sustainable Development Goals (SDGs) continue to underpin the agenda being pursued by the Government to ensure sustained national development. As a result, the Department advanced discussions with the United Nations Economic Commission for Latin America and the Caribbean (UN-ECLAC) Sub-regional Headquarters to acquire the necessary technical assistance to facilitate the undertaking of the national stakeholder engagement and the drafting of the Voluntary National Review (VNR) Report.



The VNR Report will aim to facilitate the sharing of the national experience, successes, challenges, and lessons learned, with a view to accelerate the implementation of the 2030 Agenda for Sustainable Development. The VNR also seeks to identify areas where policies and institutions of government need to be strengthened and to mobilize multi-stakeholder support and partnerships for the implementation of the SDGs. The work on both components have begun with an aim to finalise the Report during the first quarter of 2022 in order to facilitate its presentation during the United Nations High Level Political Forum (UN HLPF) on Sustainable Development scheduled for July 2022.

The advancement of the government's agenda in land use planning and management, being cognizant of the competing priorities, continues to be one of the pivotal roles performed by the Ministry of Sustainable Development. This role is shared by the Department of Physical Planning, and the Department of Lands and Surveys with support from the Administration Department. Land is our major natural resource and diligence must be given to conservation and environmental issues while safeguarding our economic development.

Under the Department of Physical Planning (DPP), the fifteen-year plan that was formulated during the Post Sugar era in 2006, continues to promote an integrated land use planning and development approach. This approach would provide a framework for orderly and progressive development while promoting an environment of coordinated public and private sector investment decision making. It was envisioned that this plan would result in St. Kitts preserving and maintaining its attractive visual appearance while continuing to enhance its high quality of life.

From the inception of the said plan, the DPP has been consistently preparing itself to address the development demands and associated conflicts that would arise when trying to implement policies and strategies that promoted the sustainable use of lands that were once used for Sugar production. Through the consistent strengthening of its functions and the capacity of its human resources, the DPP stands ready to address the future development needs and challenges of St. Kitts.

As such, the DPP continues to undertake several responsibilities which includes:

- to provide advice to the Ministry of Sustainable Development (MOSD) on land use as per the provisions of the National Physical Development Plan 2006,
- to provide Spatial Data Mapping support to the MOSD, other Government Ministries and the Private Sector through Geographical Information System (GIS),
- to grant approval for development activities through the Development Control and Planning Board (DCPB),
- to process, monitor and enforce development applications and standards through regular site inspections,
- to provide land use related input to the Ministry of Finance with regards to the assessment of Business License Applications, and
- to be the Focal Point for the United Nations Convention to Combat Desertification, UNCCD. This Convention deals with the Sustainable Land Management, SLM to maintain soil fertility and productivity.

Most of these activities are carried out by the Forward Planning Section which includes the GIS Lab, the Development Control Section and the Development Control and Planning Board (DCPB).

The GIS Lab continues to work on acquiring the relevant spatial data and associated databases from the relevant institutions that facilitate the sale and use of crown lands and to aid other Government Ministries via mapping support and collection and analysis of data. It also acts as the central repository for their information. These activities are part of the GIS Lab's perennial task of updating and managing geospatial data. The Development Control Section continues to process applications and enforce standards in relation to development around the island. This is done by liaising and consulting with multiple Government Institutions and Private Sector Stakeholders that form the DCPB and provide specialised technical input that is necessary for the assessment of these development applications.

In 2022, the DCPB will continue to work towards the establishment of an Appeals Tribunal and create the position of Compliance Officer to assist in strengthening compliance activities and undertakings. The DPP remains poised and ready to facilitate the ongoing transition of the island of St. Kitts towards the development vision that speaks to the Government's principle of providing a stronger safer future for its citizens.

Another important role of the Ministry of Sustainable Development is the empowerment of our people through land and property ownership. As such, the Department of Lands and Surveys continues to work in collaboration with the Department of Physical Planning, performing an essential and effective role in the distribution and management of crown land. As we examine the role of the Department of Lands and Surveys within the ministry, we appreciate that it is largely to focus on land related matters to ensure that the empowerment of our people, through land and property ownership is achievable. However, despite the numerous challenges caused by COVID-19 during this fiscal year, the Department has managed to accomplish several of its stated objectives.

Consequently, the Department continues to find ways to improve the synergy with the Department of Physical Planning in an effort to reduce expenditure while advancing its role in the effective distribution and management of crown land. As the custodian of maps, relating to the subdivision of commercial, industrial, and residential developments, the department has been pursuing a rigorous agenda of creating subdivisions and cutting roads to provide access.

With the procurement of a new bulldozer, the department has, thus far, accomplished cutting roads at: Shadwell West, Buckleys Circle, Dewars Residences, Shadwell East, Hermitage Highland Residences, Sea Breeze Manor, Upper Stone Castle, Walyn Residences, Belmont Residences, Willetts East Residences, Capisterre Acres and Conyers Extension. However, to satisfy our 2021 agenda, the department is poised to complete Dieppe Bay Extension, Brotherson Retreat, Crab Hill Heights and Stadium View before the end of 2021. The Department continues to actively assess applications, from the Administration Department of the Ministry for Crown Lands and Village Freehold lands in St. Kitts and to improve our efficiency of the process. Thus far, we have accomplished improvements on the implemented geo-database that is used to track the location of the lands under review.

The Department has also densified its National Control Network and is using modern Global Navigation Satellite Systems (GNSS) for data collection. This adds to the confidence of land ownership as the parcels will now be coordinated. The Department is also reviewing its data sharing policy to ensure that real property data is available to both the public and private sectors. The Ministry, through the Department of Lands and Surveys also assists other Government agencies with their data collection requests. This includes, the execution of as-built surveys, subdivision layouts, boundary/cadastral surveys, a combination of drainage survey and designs, boundary checks, boundary retraces and topographic surveys. We further assist with the installation of infrastructure on Government subdivisions, coordinate the initial cutting of the roads and collaborate with St. Kitts Electricity Company (SKELEC) and Water Services.

The Administration Department is responsible for the management and coordination of all land applications, allocation, and infrastructural development. It also manages the processing of applications for land ownership through Village Freehold and issues Alien Landholders License for applicants who are seeking to invest in St. Kitts, whether as a homeowner or to conduct business. During the period of 2021, the Ministry of Sustainable Development through the Administration Department continued to provide access to roads, water and electrical infrastructure in commercial and industrial subdivision and developments. These services are also available to residential landowners in an individual capacity. Thus, we were able to facilitate several persons who acquired land from the 'neigh', thousand plus pieces of land that were distributed under the crown.

The goal of the Administration Department for the year 2022 is to provide roads, water, and electrical infrastructure to, at least, an additional eight developments. The department will also seek to regularize internal processes with the distribution of land within our commercial and industrial developments, enhance our collection methods under our Land Management Initiative and provide a more efficient customer service experience throughout the ministry.

The Ministry of Sustainable Development through the Department of Statistics despite several setbacks, will commence its flagship project to conduct the 2021-2022 Population and Housing Census. The results of census are pertinent to government's assessment of its programmes as well as to guide policy initiatives - aimed to foster the sustainable growth and development of the Federation. Census data is also used by various non-government organizations, the business sector and households to inform everyday decisions - enterprise and investment. Indeed, "Everyone Counts! We need you to make it a priority; our country's future depends on you".

The Ministry of Sustainable Development 2022 agenda speaks to the Department of Economic Affairs and PSIP exerting more attention to our commitment to the Sustainable Development Goals (SDG's). The Department will work towards achieving the country's first submission of the SDG's Voluntary National Review (VNR) to be presented during the UN High Level Political Forum (HLPF) on Sustainable Development scheduled for July 2022. Emphasis will also be placed on the recruitment of expertise to commence the formulation of the Urban Resilience Plan and the National Development Planning Framework (2022-2037). Work will be further accelerated to recruit needed technical assistance to facilitate the mobilization of our third GCF Country Readiness Support Programme.

The department will also continue its close relations and collaborations with international partners such as but not limited to, Caribbean Development Bank (CDB), Green Climate Fund (GCF) Global Environmental Fund (GEF).

The Department of Physical Planning within the Ministry of Sustainable Development is fully aware of the challenges that face a Small Island Developing State (SIDS) like St. Kitts and Nevis during this era of pandemics and global economic instability. It is with these challenges in mind that the DPP plans to roll out an ambitious but feasible work plan for 2022. This plan would focus on building the department's capacity while preparing for the creation and advancement of the Government's medium to long term agenda going forward. The department will continue to standardize the collection and use of spatial data through the creation of a National Spatial Data infrastructure and promote activities that strengthen the DPP's ability to process, monitor and enforce development applications while educating the public on the importance of all developments being authorized, standardized, and organized.

The Ministry of Sustainable Development remains multifaceted, and this propels us to make every effort in 2022 to garner a closer relationship and alliance with all other line ministries and stakeholders to maximize our resources and expertise, in the best way possible, to give support to line ministries and the public. I continue to express appreciation to the Permanent Secretary, the Management Team and by extension, the entire ministry for its commitment, hard work and cooperative efforts. I am optimistic that this approach can continue to power expansion and realize innovative increases in 2022.

The Ministry of Sustainable Development 2022 plans and priorities were prepared in accordance with the relevant legislation and policies. As a result of implementing these measures, we anticipate that we will be able to achieve the targets presented for 2022.

We acknowledge that we function in a dynamic and competitive environment so there is little or no room for complacency in achieving our targets and ensuring that there is continued growth and development in the approaching year. Therefore, if we build an environment of value and consistency, our possibilities of fulfilling our aspirations are extremely achievable.

Dr. the Hon Timothy Harris  
Minister of Sustainable Development

## **1.2 Executive Summary**

The Ministry of Sustainable Development's mandate is to provide sound, economic advice and related pertinent information that pave the way for the advancement of the government's economic, social, and physical agenda. This is achieved by compiling, assessing, and disseminating the requisite information that will allow government and the private sector to develop, plan and carefully implement policies that will stimulate our economic growth and foster proper planning.

The Ministry comprises of five departments namely, Administration, Economic Planning and PSIP, Statistics, Physical Planning and Lands and Surveys that work together to attain its goals and achieve its objectives of resilience in the National Development Agenda. This includes coordinating and/or supervising initiatives through financial management and procurement under various donor agencies, preparation of the government's annual budget, collection and propagation of official statistics, and granting of approval for safe construction and development projects. This enables the Ministry to serve the public in various ways.

During 2022, the Ministry will place great emphasis on relationships with our regional and international partners in Post Economic Recovery. As such, we have had stakeholders' meetings with several said stakeholders relating to the assistance that could be rendered to our federation in our post COVID-19 economic recovery strategy. The ministry will also undertake a few new initiatives in: - Development of the LaGuerite Housing Development Project, Improving Environmental Management through Sustainable Land Management (SLM), Achieving a Rapid Decarbonization of the Energy Sector in St. Kitts and Nevis, Mobilization of the third GCF Country Readiness Support Programme, Formulation of the Urban Resilience Plan, and the National Development Planning Framework (2022-2037).

Ongoing projects through government revenue, St. Kitts and Nevis Population and Housing Census 2021-2022. New Land Distribution Programme, Commercial Infrastructure Development Project, National Museum Restoration Project, Construction of a Sustainable Development Building. Ongoing projects through donor agencies and loans, 'Improving Environmental Management through Sustainable Land Management (SLM) Project', Building Resilience in the Water Supply in St. Kitts and Nevis, Renewable Energy (RE) and Energy Efficiency (EE) which remains vital to achieving our sustainability and resilience agenda.

## **1.3 Management Representation Statement**

On behalf of the Ministry of Sustainable Development, I set forth the Annual Report on significances, Plans and strategies for 2022. The document provides an accurate representation of the Ministry's plans and priorities cognizant of our limited resources in 2022 and the medium term. This submission is based on the performance to date and expectations going into 2022. This can be instrumental to the success of various programmes from planning to implementation. It can further be used as a measure of assessment and mechanism for improvement to stimulate growth and development in the Federation.

Mrs. E. Elreter Simpson-Browne  
Permanent Secretary

## **Section 2: Ministry Overview**

### **2.1 Mission Statement**

To provide information and advice which would enable Government and the private sector to formulate policies and successfully execute the plans for the sustainable social, physical, and economic development of the country.

### **2.2 Planning Overview**

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

Government's policy direction for the Ministry is:

- To create a sustainable social, economic and physical environment.
- To foster a competitive, vibrant environment that expands to include both local and foreign investors, while promoting productivity and economic growth.
- To restructure and transform the economy so that it is driven mainly by tourism, agriculture, information technology, manufacturing and financial services.

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

The 2022 Annual Objectives for the Ministry are:

- To support implementation of policies targeted at stimulating growth in real Gross Domestic Product (GDP)
- To monitor the macro-economic environment to ensure stability
- To work effectively with others to ensure timely implementation of Government policies
  
- To effectively manage crown lands
- To improve aid coordination
- To enhance the management of the physical environment
- To provide timely and relevant statistics
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#### **2.2.3 Modifications to the Ministry's Strategic Directions During the Year**

- Update and launch the Statistical Business Register Database
- Develop Import-Export Indices and Producer Price Indices
- Update of Consumer Price Index (CPI) Basket of Goods and Services
- Conduct of the 2021-2022 Population and Housing Census
- Standardizing the collection and use of spatial data through the creation of a National Spatial Data infrastructure

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

- (1) Implementation of Safety and Security 10th European Development Fund (EDF) Project
- (2) Development of our third National GEF Funded Project.
- (3) Coordinate donor activities in St. Kitts and Nevis
- (4) Support Line Ministries in the execution of capital projects
- (5) Coordinate the Public Sector Investment Programme, while ensuring it is in keeping with national priorities
- (6) Review development proposals
- (7) Implement training and build capacity in policy formulation, project development and monitoring and evaluation
- (8) Develop an effective system of monitoring and evaluation
- (9) Process land application for housing, commercial and industrial use Development of quality Gross Domestic Product (GDP) statistics
- (10) Implement Population and Housing Census Communication Plan

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

1. There is need for improvement in the effectiveness and efficiency in the provision of goods and services to allow for greater resource allocation for investment in infrastructure and human development to increase productivity and competitiveness.
2. There is also a need for greater dialogue and collaboration between Ministries so that resources are used in an optimal manner and there are no duplications of effort

## **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.

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

The results of 2021 have implications for 2022 from several areas. For example, as efforts continue to stimulate growth in the economy, the NEW Land Distribution Initiative where the sale of land was further reduced would require substantial investment in resources and infrastructure. This will be critical in advancing the programme with respect to residential expansions and areas designated for commercial and industrial development to facilitate the establishment of business ventures. We also anticipate a level of increase in additional data and technical requirements to satisfy the demands of regional and international donor agencies.

## **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:

#### ADMINISTRATION:

- Special Land Distribution Initiative
- Construction of Sustainable Development Building - Lime Kiln
- National Museum Restoration Project
- Rehabilitation of Mansion Beach

#### ECONOMIC AFFAIRS AND PSIP:

- Improving Environmental Management through Sustainable Land Management

#### STATISTICS DEPARTMENT:

- St. Kitts and Nevis Population and Housing Census 2021

#### LANDS AND SURVEYS:

- Commercial Infrastructure Development Project

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

#### ADMINISTRATION:

- Sustainable Development Improvement Project

#### STATISTICS:

- Enhanced Country Poverty Assessment (ECPA)



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

In 2022, the Department of Statistics in the Ministry of Sustainable Development aims to complete the Enhanced Country Poverty Assessment Report. This report is to be presented and discussed with various stakeholders, with the aim of designing and implementing strategies and programs that would reduce poverty and provide adequate safety nets for poor and vulnerable persons and households amongst us. However, there was additional setbacks with the continued onslaught of the Novel global COVID-19 impact. Nevertheless, the ministry is hoping to finalise this in 2022. Upon completion, these results will support the designing/redesigning of strategies and programs to help alleviate poverty amongst the residents of St. Kitts and Nevis.

### **2.4 Transfer Payment Information**

The Ministry of Sustainable Development contributes to the following Local, Regional and International Organizations:

1. United Nations Development Programme Government Local Office Cost (UNDP-GLOC)
2. United Nations Environmental Programme (UNEP)
3. Commonwealth Fund for Technical Cooperation (CFTC)
4. Global Environmental Facility (GEF)
5. 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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Objective(s) for 2022	Expected Results	Performance Indicators
1.To efficiently distribute Crown Lands	75	Number of acres of Crown Lands distributed
	30 days	Turnaround time between qualified requests and allocation of lands
2.To efficiently manage Crown Lands	50	Number of acres of Crown Lands distributed
3.To efficiently process Alien Land Holding Licenses	30	Number of Licenses processed

### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
16171 - Provide Administrative Support	3,180	13,616	12,915	10,500	8,965
16172 - Develop Strategic Development Plans	812	5,948	4,462	1,090	1,111
16173 - Manage Physical Planning	1,490	1,786	1,870	1,898	1,927
16174 - Collect, Compile, and Disseminate Statistics	1,095	2,092	2,288	1,733	1,754
16175 - Control Development	149	162	284	285	285
16176 - Register and Manage Land Stock	1,814	2,548	3,565	3,582	3,100
<b>Total</b>	<b>8,540</b>	<b>26,152</b>	<b>25,384</b>	<b>19,088</b>	<b>17,142</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E.16 - Manage Sustainable Development <b>16171 - Provide Administrative Support</b>
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<b>Responsibility Centre</b>
16 - Ministry of Sustainable Development <b>171 - Permanent Secretary's Office</b>

<b>Officer in Charge</b>	Permanent Secretary
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<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 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To develop and analyse Policies	10	Number of policies developed or analyzed
	15 days	Average turnaround time for developing or analyzing policy proposal
2.To develop and implement Annual Action Programme	60 days	Average turnaround time for developing Annual Action Programme

<b>Sub-Programme:</b>
01255 - Provide Administration for Central Planning
01256 - Develop and Analyse Policy
16171 - Invest in Sustainable Development
16171 - Manage Telecommunication Service
03364 - Support St. Christopher National Trust
Participation in Regional and International Organizations

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	(in thousands)				
Recurrent	1,177	1,317	1,341	1,326	1,340
Capital	1,832	12,125	11,400	9,000	7,450
Transfer	172	175	175	175	175
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>3,181</b>	<b>13,617</b>	<b>12,916</b>	<b>10,501</b>	<b>8,965</b>

<b>Portfolio Programme</b>	E.16 - Manage Sustainable Development <b>16172 - Develop Strategic Development Plans</b>
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<b>Responsibility Centre</b>
16 - Ministry of Sustainable Development <b>172 - Economic Affairs and Public Sector Investment Program Department</b>

<b>Officer in Charge</b>	Director
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<b>Goals/Global Objectives</b>
To provide strategic guidance for the economic development of the Federation

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.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 2022	Date of report for the National Development Agenda report
3.To undertake Capital Project Prioritization and Compile the Capital Budget	September 2022	Date to undertake Capital Project Prioritization and Compile the Capital Budget
4.To report on the progress of Economic Development	4	Number of quarterly reports on the Summary of Recent Economic Developments (SRED)

<b>Sub-Programme:</b>
01384 - Provide Administrative Support for Strategic Planning
01261 - Develop and Maintain Strategic Plans and Analysis
01265 - Provide Guidance, Monitoring, Evaluation and Reporting on the PSIP
16172 - Invest in Economic Affairs and PSIP

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	812	1,054	1,069	1,090	1,111
Capital		4,894	3,393		
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>812</b>	<b>5,948</b>	<b>4,462</b>	<b>1,090</b>	<b>1,111</b>

<b>Portfolio Programme</b>	E.16 - Manage Sustainable Development <b>16173 - Manage Physical Planning</b>
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<b>Responsibility Centre</b> 16 - Ministry of Sustainable Development <b>173 - Physical Planning Department</b>
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<b>Officer in Charge</b>	Director
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<b>Goals/Global Objectives</b> 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 mobilization, thereby contributing to poverty reduction
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
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 digitize all approved residential and development projects	60%	Percentage of approved developments and development plans digitized
4.To reduce the processing and review time for the different categories of Building Applications	3 weeks	Time taken to process residential application
	8 months	Time taken to process Hotel Development applications
	3 months	Time taken to process commercial/institutional applications

<b>Sub-Programme :</b>  01309 - Forward Planning
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<b>Portfolio Programme</b>	E.16 - Manage Sustainable Development <b>16173 - Manage Physical Planning</b>
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<b>Responsibility Centre</b>
16 - Ministry of Sustainable Development <b>173 - Physical Planning Department</b>

<b>Officer in Charge</b>	Director
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<b>Goals/Global Objectives</b>
To provide the most effective administration of physical planning

<b>Sub-Programme:</b>
01308 - Administer Physical Planning 16173 - Invest in Physical Planning

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	1,459	1,786	1,870	1,898	1,927
Capital	31				
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,490</b>	<b>1,786</b>	<b>1,870</b>	<b>1,898</b>	<b>1,927</b>

<b>Portfolio Programme</b>	E.16 - Manage Sustainable Development <b>16174 - Collect, Compile, and Disseminate Statistics</b>
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<b>Responsibility Centre</b> 16 - Ministry of Sustainable Development <b>174 - Statistics Department</b>
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<b>Officer in Charge</b>	Director
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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 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To develop County Poverty Assessment National Implementation Plan	March 2022	Date to convene Enhanced Country Poverty Assessment and disseminate analytical report and related statistics to various stakeholders
2.To improve Balance of Payments Statistics based on the adoption of updated international methodological standards and regional best practices	November 2022	Date of publication of Balance of Payments Statistics
3.To improve the quality and expand the scope of the price statistics	June 2022	Date to finalize and publish the Federal Consumer Price Index (CPI) and St. Kitts and Nevis CPI separately
4.To improve the quality of the National Accounts Statistics (NAS) based on adopting updated international methodological standards and regional best practices	June 2022	Period to publish quarterly GDP estimates
5.To update the Labour Market Information Statistics for the analysis of employment and unemployment patterns	June 2022	Date to publish the Labour Force Survey

<b>Sub-Programme:</b>  01267 - Provide Administrative Support for Statistics 16174 - Produce Statistical Reports 16174 - Invest in Statistics
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### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	766	1,046	1,067	1,088	1,109
Capital	329	1,046	1,221	645	645
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,095</b>	<b>2,092</b>	<b>2,288</b>	<b>1,733</b>	<b>1,754</b>



<b>Portfolio Programme</b>	E.16 - Manage Sustainable Development <b>16175 - Control Development</b>
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<b>Responsibility Centre</b>	16 - Ministry of Sustainable Development <b>175 - Control Development</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>Sub-Programme:</b>	01310 - Control Development 01311 - Lands Surveyors Board 01312 - Architect Registration Board
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### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	149	162	284	285	285
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>149</b>	<b>162</b>	<b>284</b>	<b>285</b>	<b>285</b>

<b>Portfolio Programme</b>	E.16 - Manage Sustainable Development <b>16176 - Register and Manage Land Stock</b>
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<b>Responsibility Centre</b> 16 - Ministry of Sustainable Development <b>176 - Lands and Survey Department</b>
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<b>Officer in Charge</b>	Director
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<b>Goals/Global Objectives</b> To facilitate equitable distribution and management of lands
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To Introduce Land Application Management System	February 2022	Date electronic data-base is implemented
2.To build a reliable spatial data infrastructure of St. Kitts	3	Number of additional areas mapped
3.To build the capacity of the department to manage and manipulate land information	2	Number of persons trained in the department to manipulate data
4.To renovate office and up-grade office equipment	February 2022	Date by which field equipment will be purchased
	September 2022	Date by which office equipment will be purchased

<b>Sub-Programme:</b>  01284 - Administer Lands 01285 - Provide Surveying Services 08085 - Invest in Lands Management
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### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	(in thousands)				
Recurrent	772	1,048	1,065	1,082	1,100
Capital	1,042	1,500	2,500	2,500	2,000
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,814</b>	<b>2,548</b>	<b>3,565</b>	<b>3,582</b>	<b>3,100</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

**C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>16171</b>	<b>ADMINISTRATION</b>							
0808528	Special Land Distribution Initiative	10,000,000	7,000,000	-	-	7,000,000	1,677,158	REVENUE
1617110	The National Museum Restoration Project	3,020,000	1,000,000	-	-	1,000,000	11,375	REVENUE
1617111	Sustainable Development Improvement Project	676,917	100,000	-	-	100,000	84,058	REVENUE
1617115	Construction of Sustainable Development Building - Lime Kiln	15,124,070	2,000,000	-	-	2,000,000	59,000	REVENUE
1617215	Improving Environmental Management through Sustainable Land Management (SLM)	8,143,152	-	-	300,000	300,000	-	GLOBAL ENVIRONMENT FACILITY (GEF)
1617216	Rehabilitation of Mansion Beach	8,500,000	500,000	-	500,000	1,000,000	-	REVENUE/REPUBLIC OF CHINA (ROC) TAIWAN
	<b>Subtotal</b>	<b>45,464,139</b>	<b>10,600,000</b>	<b>-</b>	<b>800,000</b>	<b>11,400,000</b>	<b>1,831,591</b>	
<b>16172</b>	<b>ECONOMIC AFFAIRS AND PSIP</b>							
1617202	Climate Action Line of Credit (CLAC) Street Lighting Project	15,487,200	-	3,392,648	-	3,392,648	-	<b>CARIBBEAN DEVELOPMENT BANK (CDB)</b>
	<b>Subtotal</b>	<b>15,487,200</b>	<b>-</b>	<b>3,392,648</b>	<b>-</b>	<b>3,392,648</b>	<b>-</b>	
	<b>Total c/f</b>	<b>60,951,339</b>	<b>10,600,000</b>	<b>3,392,648</b>	<b>800,000</b>	<b>14,792,648</b>	<b>1,831,591</b>	

16-22

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

**C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2022				Actual Expenditure 2020	Source of Funding
			Revenue	Loans	Development Aid	Total		
		\$	\$	\$	\$	\$	\$	
	<b>TOTAL b/f</b>	<b>60,951,339</b>	<b>10,600,000</b>	<b>3,392,648</b>	<b>800,000</b>	<b>14,792,648</b>	<b>1,831,591</b>	
<b>16174</b>	<b>STATISTICS</b>							
0808513	Enhanced Country Poverty Assessment (ECPA)	500,022	45,000	-	125,006	170,006	142,711	REVENUE / CARIBBEAN DEVELOPMENT BANK (CDB) / ORGANIZATION OF EASTERN CARIBBEAN STATES (OECS) COMMISSION
1617415	St. Kitts and Nevis Population and Housing Census 2021	2,168,094	1,047,011	-	3,800	1,050,811	186,526	REVENUE / ORGANIZATION OF EASTERN CARIBBEAN STATES (OECS) CARRIBEAN COMMUNITY (CARICOM) / UNITED NATIONS ECLAC
	<b>Subtotal</b>	<b>2,668,116</b>	<b>1,092,011</b>	<b>-</b>	<b>128,806</b>	<b>1,220,817</b>	<b>329,237</b>	
	<b>TOTAL c/f</b>	<b>63,619,455</b>	<b>11,692,011</b>	<b>3,392,648</b>	<b>928,806</b>	<b>16,013,465</b>	<b>2,160,828</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

**C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT**

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2022				Actual Expenditure 2020	Source of Funding
			Revenue	Loans	Development Aid	Total		
		\$	\$	\$	\$	\$	\$	
	<b>TOTAL b/f</b>	<b>63,619,455</b>	<b>11,692,011</b>	<b>3,392,648</b>	<b>928,806</b>	<b>16,013,465</b>	<b>2,160,828</b>	
<b>16176</b>	<b>LANDS AND SURVEYS</b>							
1011710	Commercial Infrastructure Development Project	20,000,000	2,500,000	-	-	2,500,000	1,041,694	REVENUE
	<b>Subtotal</b>	<b>20,000,000</b>	<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>2,500,000</b>	<b>1,041,694</b>	
	<b>Sustainable Land Use and Development Project</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31,435</b>	<b>REVENUE</b>
	<b>Conserving Biodiversity and Reducing Habitat Degradation</b>	<b>9,103,401</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>GLOBAL ENVIRONMENT FACILITY (GEF)</b>
	<b>Installation of Underground Electrical Supply (Water Pump Ponds I and II, New Guinea and Sir Gilles</b>	<b>1,138,231</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>94,361,087</b>	<b>14,192,011</b>	<b>3,392,648</b>	<b>928,806</b>	<b>18,513,465</b>	<b>3,233,957</b>	

**Total Ministry \$18,513,465**

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# **17 - Ministry of Foreign Affairs and Aviation**

## **Report on Plans and Priorities for the Year 2022**

**Volume 2**

**December 2021**

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## 17 - Ministry of Foreign Affairs and Aviation

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## **Section 1: Minister's Message and Executive Summary**

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

Our beloved Federation of Saint Kitts and Nevis remains at a difficult period in our nation's history, occasioned by the COVID-19 pandemic, having spared no country in the global community of its wrath. The country continues to grapple with the economic, social, political and health challenges exacerbated by the pandemic.

The pandemic has also reiterated the urgent need for international cooperation and transnational responses to address common problems, which confront our countries. The need for COVID-19 vaccines and equitable access to them has emphasized the importance of Diplomacy and has further reinforced the need for our small island developing states like Saint Kitts and Nevis to buttress our diplomatic relations with key and strategic partners to expand our engagements to forge new and meaningful relationships. We owe a debt of gratitude to the Commonwealth of Dominica, the Republic of India and the United States of America for their generous donation of vaccines.

Although traditional tête-à-tête and conferences have been very limited since the onslaught of the pandemic, the Ministry of Foreign Affairs and Aviation has vigorously utilized digital diplomacy to be persistent in our pursuit to safeguard our relationships and advance the strategic interests of our Federation. We are elated that we have been able to facilitate the accreditation of an Ambassador of Ethiopia, a country with which we have recently formalised relations, as well as an Ambassador of Zimbabwe, both based in Cuba. We have also been able to accredit one of our own Ambassadors to Panama for the very first time. It is our hope that these new accreditations will serve to revitalize our relations and open doors of opportunities for the people of Saint Kitts and Nevis.

We anticipate the accreditation of more Ambassadors, as well as ascribing multiple accreditations to our Ambassadors, to leverage their presence abroad and expand our global reach, as we seek to mobilise resources and promote nation building efforts. We also aim to increase our representation in international organizations and would facilitate those who are desirous of not only rendering service, but also piloting the ship of these organizations.

The Ministry will also increase its public diplomacy engagements to engender feedback from all stakeholders to inform our foreign policy. Even though the pandemic remains an exogenous shock that has preoccupied international interlocutors, we remain resolute in our mission to be a strong advocate against all policies that threaten the economic viability of our nation. These include de-risking, blacklisting, climate change and the disconcerting issue of graduation. We will continue to send out a clarion call for a vulnerability index to be a part of the analysis to determine the income status of countries, especially given that our region is on an annual basis exposed to natural disasters such as hurricanes, which can decimate our small economies after a single landfall. The unfair categorization of our country continues to stifle our access to much needed international aid and development assistance, especially at this critical juncture.

Through the robust efforts of the Civil Aviation Division (CAD), we will endeavor to deepen our collaboration with local stakeholders to ensure that our international obligations are properly and consistently implemented through our continuous oversight initiatives. These initiatives include inspection, risk assessment, testing, observation, survey and capacity building workshops. As we look towards 2022, we will continue to work fervently to achieve a one stop agreement among our OECS member states and a USA preclearance for all US carriers. We believe these are all achievable once we continue to enforce the implementation of all safety security and facilitation standards and recommended practices.

Recognizing the need for us to adapt, diversify and recalibrate, the Ministry will continue to provide relevant training for staff, through various mediums and platforms. This is to ensure that the staff remains fully equipped to competently navigate the unprecedented interplay of geopolitical and other major developments affecting the world.

In conclusion, I wish to thank my team at the Ministry of Foreign Affairs and Aviation for their yeoman service and their unwavering commitment to executing the mandate of the Ministry. I also wish to express profound gratitude to the Prime Minister and Minister of Finance and the Financial Secretary and her team at the Ministry of Finance for their effective management of the public purse. I give my assurance, that under my astute stewardship, the disbursements allocated to the Ministry will be managed responsibly, keeping fiscal prudence at the forefront of our thoughts and our actions.

Hon. Mark Brantley  
Minister of Foreign Affairs and Aviation

## **1.2 Executive Summary**

The Ministry of Foreign Affairs and Aviation forges ahead with the Government's mandate despite the multifaceted challenges in the wake of the COVID-19 Pandemic. From face-to-face meetings and conferences to virtual engagements; from in-person trainings across the globe to virtual workshops, the Ministry of Foreign Affairs and Aviation has risen above the technical challenges to maximize on every opportunity that prior to, would have been out of reach. The upcoming year will be no different.

Notwithstanding the persistent complex threat of COVID-19, global warming continues unabated. The existential threat of climate change is increasingly more critical for Small Island Developing States as the world nears the quarter of a century mark. Saint Kitts and Nevis is staring down the loaded barrels of rising sea levels, severe droughts and heatwaves, prolonged wet seasons, and intense hurricanes.

This fact is not lost on the Ministry. This year will see increased advocacy in all multilateral fora for the adoption of a global vulnerability index. It is crucial that developed countries recognize the fragility of developing country economies by viewing the whole picture of development, instead of simply adjudging the Gross Domestic Product. The aim is to have global Official Development Assistance (ODA) rules change to allow access to concessionary financing for high income countries with certain vulnerabilities. In addition, the advocacy will continue with development partners as Saint Kitts and Nevis dually strives to carve its own development path and adhere to the ever-changing goalposts set by developed countries through unilateral rulings of blacklisting and de-risking.

In pursuit of an increased diplomatic footprint and global visibility, the Ministry will continue to establish diplomatic relationships with non-traditional partners with a focus of molding cooperation arrangements in areas critical to national development. Further, visa waiver agreements will be negotiated and concluded to allow access of nationals to foreign lands. In the multilateral sphere, the Ministry will strive to increase global visibility through the nomination of nationals of Saint Kitts and Nevis to prominent positions on committees and boards relevant to the needs of this Federation.

The main engine of the economy has slowed, inspiring the need for increased economic diversification. During this year, the Ministry is expected to bear the fruits of consultations between the Diplomatic Missions overseas and the Chamber of Industry and Commerce (Chamber), through the establishment of Memoranda of Understanding between the St. Kitts and Nevis' Chamber with localized Chambers throughout the United States and further afield. This is expected to create market access for local producers and, through strategic positioning in areas in which nationals reside, will create that critical market presence. The Ministry will also continue to facilitate our Missions so that they can fully engage in economic diplomacy.

Even while air traffic into and out of the Federation has been reduced, the Civil Aviation Division (CAD) has continued to assess the state of safety and security at the ports. The officers consistently engage in virtual training from ICAO to increase their knowledge and sharpen their skills in identifying hazards and detecting emerging threats. These will continue and the CAD will also continue to train local stakeholders to ensure that we implement international Recommended Standards and Practices as a responsible member of the International Civil Aviation Organization (ICAO).

Despite the obvious setbacks due to the Pandemic, the Ministry intends to move full force ahead to fulfil its mandate of engaging in the international sphere to bring tangible results to the people of the Federation, ensuring that we remain visible and active in global arena.

### **1.3 Management Representation Statement**

As the Accounting Officer for the Ministry of Foreign Affairs and Aviation I am pleased to present the objectives, plans and programmes for which the financial resources will be destined. The Ministry will ensure that the goals are achieved with the funds provided. The Ministry is confident that the information shared is adequate to assess and measure the Ministry's work for the next year.

Kaye Bass (Ms)  
Permanent Secretary

## **Section 2: Ministry Overview**

### **2.1 Mission Statement**

To implement the Foreign Policy of Saint 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**

Saint Kitts and Nevis is heavily dependent on services - 67% of Gross Domestic Product (GDP), particularly tourism which accounts for 22% of GDP and 42% of employment. Like most countries worldwide, the economy of Saint Kitts and Nevis consequent to COVID-19 has suffered marked decline. Nonetheless, the Government looks forward to economic recovery given the rate of vaccination and expects that sectors that would fuel that resurgence would include construction, manufacturing, agriculture, information and communications technology (ICT) and services including tourism. To this end, the Ministry will continue to forge links with non-traditional partners including States, organizations and individuals including members of the Diaspora. The Ministry will also seek technical assistance in line with the areas perceived to drive the economic recovery. In support of the National Agenda, the Ministry purports its commitment to the following objectives:

- Mobilize external resources to facilitate economic recovery in the COVID-19 climate;
- Attract foreign direct investment;
- Strengthen relations with traditional partners and non-state actors;
- Establish diplomatic ties with countries that are strategically and geographically positioned;
- Promote adherence to the principles of international law;

- Maintain strong networks with the diaspora through our overseas missions;
- Forge closer political and economic cooperation with countries where many nationals reside;
- Build strategic partnerships for enhanced cultural cooperation;
- Address current global issues of concern to the Federation;
- Enhance visibility and representation in areas of strategic interest to the Federation;
- Collaborate with the international community to promoting peace and security;
- Strengthen our commitment to the regional integration process;
- Take full advantage of our membership in regional and international bodies;
- Promote Trade, Investment and Tourism through bilateral, regional and multilateral cooperation; and
- Pursue technical cooperation to enhance aviation safety and security

### **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 overseas;
- 2) Promote the foreign policy of St. Kitts and Nevis;
- 3) Become state party to new agreements and continue to implement the negotiated agreements;
- 4) Increase the amount of financial and technical cooperation from bilateral and multilateral arrangements;
- 5) Expand foreign relations with other countries;
- 6) Use the Diaspora to achieve foreign policy and foreign trade objectives;
- 7) Provide protocol services for diplomats and other guests of the Government;
- 8) Facilitate the hosting of events and meetings;
- 9) Initiate the follow up action of regional initiatives;
- 10) Initiate consultations on strategy, policy and legislation and submit findings to Cabinet;
- 11) Build technical capacity in the area of Civil Aviation;
- 12) Heighten public awareness about the work of the Ministry; and
- 13) Regularly monitor and evaluate progress.

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

### **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, generate buy-in to maintain staff;
- 8) Partnering with other Ministries and agencies; and
- 9) Engaging in Public Diplomacy.

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

- Delay in receipt of assistance due by third parties;
- Securing timely assistance for specific projects from bilateral partners and multilateral organizations;
- Differences between national objectives and priorities of partner countries and agencies;
- The persistence of the COVID-19 pandemic; and
- The impact of national disasters.

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

- Implementing the foreign policy objectives of the Federation;
- Maintaining and enhancing bilateral and multilateral relations;
- Safeguarding the welfare of citizens overseas;
- Providing protocol services;
- Developing a strategic plan including monitoring and evaluation;
- Implementing a One Stop Agreement;
- Signing and ratifying the Federal Air Marshall Agreement;
- Implementing the Technical Assistance MOU with US FAA; and
- National Aviation Security and Facilitation Program.

### **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 will be required to achieve similar success to the previous year.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

- 1) Purchasing of Vehicle for:
  - Mission in Washington D.C.
  - Mission in Ottawa
  
- 2) Renovation of Embassy Building – Washington D.C.

## **2.4 Transfer Payment Information**

The Ministry of Foreign Affairs and Aviation participates on behalf of the Government in the following regional and international organisations as a part of its mandate to represent the policies of the Federation.

1. Organization of Eastern Caribbean States (OECS)
2. Caribbean Community (CARICOM)
3. Organization of American States (OAS)
4. The Special Multilateral Fund of the Inter-American Council for Integral Development (FEMCIDI)
5. Commonwealth Secretariat
6. United Nations Regular Budget
7. United Nations Master Capital Plan
8. United Nations Peacekeeping International Tribunal
9. Trade with African Caribbean and Pacific (ACP)
10. Association of Caribbean States (ACS)
11. International Civil Aviation Organization (ICAO)

## Section 3: Ministry Summary

**Portfolio** E.17 - Manage the Foreign Policy of the Federation and Manage Aviation

**Responsibility Centre**  
17 - Ministry of Foreign Affairs and Aviation

**Officer in Charge** Permanent Secretary

**Goals/Global Objectives**  
To implement the foreign policy of the Federation of St. Kitts and Nevis

Objective(s) for 2022	Expected Results	Performance Indicators
1.To facilitate Scholarship recipients	50	Number of scholarship offers processed
2.To accede to and ratify international conventions and conclude agreements that advance the national agenda	4	Number of interactions with other ministries and agencies, including the Office of the Attorney General, regarding the ratification of instruments pertaining to agreements and MOUs
	4	Number of conventions ratified and agreements finalized excluding visa waiver agreements
3.To build capacity in Protocol Services	4	Number of training sessions conducted
4.To ensure that Aviation stakeholders adhere to ICAO guidelines	100	Number of inspections done
	30	Number of Corrective Action Plans (CAP) issued
	12	Number of Permits re-issued
	36	Number of aviation-related training sessions conducted
5.To establish diplomatic ties with countries that are strategically and geographically positioned with a view to expanding relations and pursuing national priorities	15	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
	120	Number of meetings arranged for the Minister, Permanent Secretary and Staff of the Ministry



<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
7.To promote the foreign policy of St. Kitts and Nevis	24	Number of Briefs and Talking Points prepared for meetings
	24	Number of speeches drafted
8.To provide Protocol Services	36	Number of visits facilitated to visiting dignitaries
	20	Number of port courtesies facilitated for Government Officials on overseas visits
	24	Number of activities for which protocol services were provided for Government- related activities
9.To safeguard the welfare of citizens of the Federation	100	Number of requests on the issuance of visa(s) and intervention with third-party/agency facilitated on behalf of citizens
	8	Number of requests to process documents (specimen certificates) for returning citizens facilitated
	900	Number of Apostilles on government- issued documents and documents signed by relevant authorities in the Federation issued
10.To sign visa waiver agreements with as many countries as possible	10	Number of visa waiver agreements signed
11.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 organizations

### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
17071 - Manage General Administration	6,176	9,330	12,921	9,569	9,617
17072 - Represent the Federation Abroad	11,248	12,018	12,112	12,169	12,227
17125 - Manage Civil Aviation	259	430	434	439	443
<b>Total</b>	<b>17,683</b>	<b>21,778</b>	<b>25,467</b>	<b>22,177</b>	<b>22,287</b>

## Section 4: Programme Summary

<b>Portfolio</b>	E.17 - Manage the Foreign Policy of the Federation and Manage Aviation
<b>Programme</b>	<b>17071 - Manage General Administration</b>

<b>Responsibility Centre</b>
<b>17 - Ministry of Foreign Affairs and Aviation</b>

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

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 organizations through membership and contributions

### Sub-Programme:

01763 - Provide protocol services  
 00543 - Administer foreign affairs  
 Participate in Regional and International Organisations  
 03340 - Manage Telecommunication Service  
 17071 - Invest in Foreign Affairs

## Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	2,363	2,744	2,811	2,858	2,906
Capital	339	2,369	5,893	2,493	2,493
Transfer	3,474	4,217	4,217	4,217	4,217
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>6,176</b>	<b>9,330</b>	<b>12,921</b>	<b>9,568</b>	<b>9,616</b>

<b>Portfolio</b>	E.17 - Manage the Foreign Policy of the Federation and Manage Aviation
<b>Programme</b>	<b>17072 - Represent the Federation Abroad</b>

<b>Responsibility Centre</b>
<b>17 - Ministry of Foreign Affairs and Aviation</b>

<b>Officer in Charge</b>	Permanent Secretary
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<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>
00544 - Represent the Federation abroad through the Washington Embassy
00558 - Represent the Federation abroad through the London High Commission
00785 - Represent the Federation abroad through the New York Mission
00789 - Represent the Federation abroad through the Dubai Consulate
00787 - Represent the Federation abroad through the Toronto Consulate
02082 - Represent the Federation abroad through the Taiwan Embassy
02083 - Represent the Federation abroad through the Embassy in Cuba
04335 - Represent the Federation abroad through the Ottawa Embassy
17072 - Invest in Missions

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	9,099	9,383	9,478	9,524	9,571
Capital					
Transfer	2,149	2,635	2,635	2,645	2,656
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>11,248</b>	<b>12,018</b>	<b>12,113</b>	<b>12,169</b>	<b>12,227</b>

<b>Portfolio</b>	E.17 - Manage the Foreign Policy of the Federation and Manage Aviation
<b>Programme</b>	<b>17125 - Manage Civil Aviation</b>

<b>Responsibility Centre</b>
<b>17 - Ministry of Foreign Affairs and Aviation</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To participate in regional and international organizations in order to secure maximum benefit from such participation and negotiation

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

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	145	294	298	303	307
Capital					
Transfer	114	136	136	136	136
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>259</b>	<b>430</b>	<b>434</b>	<b>439</b>	<b>443</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

**C. 17 MINISTRY OF FOREIGN AFFAIRS AND AVIATION**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>17071</b>	<b>FOREIGN AFFAIRS</b>							
1707119	Purchasing of Vehicles for Missions in Washington and Ottawa	708,398	493,347	-	-	493,347	339,454	REVENUE
1707121	Renovation of Embassy Building - Washington DC	11,973,447	5,400,000	-	-	5,400,000	-	REVENUE
	<b>Subtotal</b>	<b>12,681,845</b>	<b>5,893,347</b>	<b>-</b>	<b>-</b>	<b>5,893,347</b>	<b>339,454</b>	
	<b>TOTAL</b>	<b>12,681,845</b>	<b>5,893,347</b>	<b>-</b>	<b>-</b>	<b>5,893,347</b>	<b>339,454</b>	

**Total Ministry \$5,893,347**

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# **18 - Office of the Attorney General**

## **Report on Plans and Priorities for the Year 2022**

**Volume 2**

**December 2021**

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## **Section 1: Minister's Message and Executive Summary**

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

In accordance with section 64 of the Constitution, the Attorney General is the principal legal advisor of the Government of Saint Christopher and Nevis. Such functions as outlined in the Attorney General's Act include:

- Ensuring that the administration of public affairs is following the Constitution and the law;
- Supervising all matters connected with the administration of justice;
- Advising on the legislative agenda and generally advising the Government on all matters of law referred to the Attorney General's Chambers;
- Advising the Government on all matters of a legislative nature and superintending all Government measures;
- Advising the Permanent Secretaries, Departmental Heads and Directors of the Ministries on all matters of law affecting such Ministries, Departments and Government as a whole;
- Conducting and regulating all litigation for and against the Crown and any Government Ministry and Department; and
- Performing such other functions as assigned by the Governor-General, acting per the advice of the Prime Minister

As such, the Office of the Attorney General provides significant support to the Government in advice and legal representation in all matters where the Crown is concerned. It also has the responsibility of drafting, reviewing all legislation that goes to Parliament from the Executive Branch.

In its present configuration, the Office of the Attorney General also provides administrative support for the independent functioning of the Office of the Director of Public Prosecutions and the Electoral Office. These two Offices, respectively, are critical to dispensing justice and maintaining the Federation's robust democratic tradition. The Attorney General's Chambers remains cognizant of its role as gatekeeper in upholding the rule of law and the tenets of transparency, accountability and the rational application of the laws. Having been thus strategically poised at the vanguard of the meaningful operation of the Government, the efficient and effective functioning of the Chambers undoubtedly requires the necessary financial and governmental support.

These core functions require that the Office of the Attorney General and the Office of the Director of Public Prosecutions be properly resourced with competent Attorneys-at-Law who function as Parliamentary, Senior, as well as, Junior Crown Counsels, and support staff. The Office must also provide the necessary opportunities for study and training to upgrade skills and exposure to new areas of law on which the Chambers will be called upon to advise the Government.

In relation to the noteworthy objective of adhering to our democratic ideals, there is the ongoing challenge to ensure that we maintain the necessary framework to support free and fair elections. When called upon and where necessary, we will work to improve the physical, technological and human resource infrastructure.

Where needs be, we shall continue our efforts to electoral reform. This must be geared towards reviewing the current system and bringing honest, transparent and credible changes where necessary to the national electoral process. The maturity of our democracy requires that we must continue to sustain our efforts to ensure positive, comprehensive and fair growth in this our great nation.

We believe that the resources sought here will provide for the effective operation that supports the Attorney General's Office. These proposed estimates have taken into account the matters that are normally contemplated in the work of the Office of the Attorney General while at the same time noting the current challenges of the day brought about by the COVID-19 pandemic. This environment has created another level of demand that calls for the rational application of investment in resources at all levels. Accordingly, parliamentary support is being sought via the budget presentation in this National Assembly.

Hon. Vincent F. Byron  
Attorney General

## **1.2 Executive Summary**

The Attorney General's Chambers remains cognizant of its role as gatekeeper in upholding the tenets of transparency, accountability, interpretation, and application of the laws of St. Kitts and Nevis. The Attorney General is the Principal Legal Advisor to the Government of St. Kitts and Nevis. The Office of the Attorney General is committed to serving the people of the Federation with impartiality and fairness. With the Constitution as the supreme law, the Attorney General's Chambers ensures the rights and privileges of citizens and residents are upheld according to the laws of the Land. The Office of the Attorney General ensures that Government's operations are carried out with due consideration being given to the legal implications of such activities. Therefore, the Chambers must be equipped with the necessary financial, human resources, and governmental support for this purpose.

In continuing to improve upon the execution of its mandate, the Attorney General's Chambers engages in capacity building activities. Two (2) such activities include training and the recruitment of qualified and competent staff. Training for our Counsels is essential as it enhances and improves the quality of service exhibited in the performance of their duties. In October 2021, two (2) Counsels were granted study leave to pursue a one-year master's degree in Maritime Law in Malta. Meanwhile, the Chambers actively seeks and recruit skilled personnel to improve the efficiency of work provided to the judiciary and government ministries/ departments.

The Attorney General Chambers will seize every opportunity to network with international, regional, and local agencies to improve its operations further and adopt best practices in delivering the services offered to the courts and public. In 2021 the Attorney General's Chambers advised and represented several governmental departments in court matters.

The Police department was the primary recipient of assistance from the Chambers. Given the critical nature of this responsibility, the Chambers aims to heighten its endeavours to empower counsels to deliver the highest quality of service in this area.

In 2022 the Office of the Director of Public Prosecutions (DPP) will continue to improve court operations and procedures through the efficient and timely processing of Paper Committal. This method of preparation has revamped and rebranded how matters are presented to the High Court for processing. Like e-Litigation, Paper Committal will significantly reduce the processing time of court matters. Litigants will have their cases processed through the judicial system in a more efficient and timely manner. The department recruited an additional Crown Counsel and, in recent history, a Legal Researcher. This will significantly aid in the work output and efficiency in the DPP's office. Also, staff training will be strengthened to enhance their capabilities and competencies.

The work of the Electoral Department continued in 2021 and will be enhanced in the foreseeable future. The registration process was impacted by the COVID-19 pandemic, which resulted in national lockdowns. The Registration Officers continued to post their list in public places as required by law, despite the closures of offices.

In August, discussions were held with a representative from the Electoral Commission on how the Electoral System caters to persons with disabilities (under the Convention of Rights of Persons with Disabilities). These discussions were initiated by the Ministry of Social Development and Gender Affairs in consultation with the World Bank. The Electoral Commission discussed the matters highlighted in the meeting and realized that there were areas for improvement to fulfil better its obligations to persons with disabilities (PWD) as they participate in the electoral process. In the upcoming year, this will be an area of focus.

The Electoral Office is earmarked to be relocated in 2022, where staff will be more comfortable and better able to serve the public. Also, it must be mentioned that the new location is centrally located and easily accessible for all users.

As the Principal Legal Advisor to the Government in Domestic and International Affairs, the Chambers will, in 2022, strengthen its commitment to its local and overseas partners. This will be accomplished by enabling the legal framework by the continual update of the laws to coincide with regional and international standards. The citizens of the Federation will continue to receive unhindered access to justice, security, stability and transparency.

### **1.3 Management Representation Statement**

It is a privilege to present the plans and priorities for 2022 on behalf of the Attorney General's Chambers. I believe that this presentation reflects an accurate account of the objectives to be achieved and the strategies required to realize the Chambers' goals. The report has been prepared in light of information derived from the Chambers. It is opined that this document will serve as an essential planning tool and a working guide for the operations of the Attorney General's Chambers.

Diana Francis (Ms)  
Permanent Secretary

## **Section 2: Ministry Overview**

### **2.1 Mission Statement**

To provide legal advice and services to and on behalf of the Crown and to conduct and regulate all litigation for and against 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 legal representative on behalf of the Crown in all matters. The office also assumes the role of facilitation of the work of the Electoral Office, which the Electoral Commission guides.

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

- Increasing efficiency and capacity building within the Ministry
- Decreasing response time between requests and responses concerning matters submitted to the Attorney General's Chambers
- Making information more readily available to ease the complication of filing legal documents
- Providing continuous training for the staff at the Electoral Office to ensure quality customer service
- Continue to provide updated software and equipment for the Electoral Office

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

- Institute a hybrid digital document management system for the Attorney General's Chambers
- Prioritization of electoral reform
- Continuous professional Development for Crown Counsels

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

- Improving access to resource materials for Crown Counsels
- Recruiting Senior Crown Counsels to Staff
- Continuous upgrading of the hardware at the Electoral Office
- Continuing training of all staff

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

- Limited training availability

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

- Electoral Reform

#### **2.2.7 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 Projects Information**

### **2.3.1 Major Capital Projects**

- Electoral Reform

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

There were no government projects in this portfolio.

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

There were no government projects in this portfolio.

### Section 3: Ministry Summary

<b>Portfolio</b>	<b>E.18 - Office of the Attorney General</b>
<b>Responsibility Centre</b>	<b>18 - Office of the Attorney General</b>
<b>Officer in Charge</b>	Attorney General
<b>Goals/Global Objectives</b>	Represent the Government

#### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
00806 - Provide Electoral Services	1,185	1,388	1,099	1,108	1,117
01234 - Manage General Administration /Represent the Government	11,749	11,259	11,205	11,244	11,284
<b>Total</b>	<b>12,934</b>	<b>12,647</b>	<b>12,304</b>	<b>12,352</b>	<b>12,401</b>



## Section 4: Programme Summary

<b>Portfolio Programme</b>	E.18 - Office of the Attorney General <b>092 - Provide Electoral Services</b>
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<b>Responsibility Centre</b> 18 - Office of the Attorney General <b>041-092 - Electoral Office</b>
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<b>Officer in Charge</b>	Manager
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<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 2022</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 03509 - Manage the Nevis Election Process 18041 - Invest in Election process
---

### Financial Summary

	<b>Expenditures</b>					
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>	
	(in thousands)					
Recurrent		889	888	999	1,008	1,017
Capital		296	500	100	100	100
Transfer						
Budgetary Grant						
Principal Repayment						
Net Lending						
<b>Total</b>		<b>1,185</b>	<b>1,388</b>	<b>1,099</b>	<b>1,108</b>	<b>1,117</b>

<b>Portfolio Programme</b>	E.18 - Office of the Attorney General <b>071 - Manage General Administration/Represent the Government</b>
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<b>Responsibility Centre</b>	<b>18 - Office of the Attorney General</b>
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<b>Officer in Charge</b>	Attorney General
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**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
- 18032 - Invest in Office of the Attorney General
- 01235 - Support to Integrity in Public Life Commission

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent	11,749	10,509	10,455	10,494	10,534
Capital					
Transfer		750	750	750	750
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>11,749</b>	<b>11,259</b>	<b>11,205</b>	<b>11,244</b>	<b>11,284</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 18 OFFICE OF THE ATTORNEY GENERAL**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>18032</b>	<b>OFFICE OF THE ATTORNEY GENERAL</b>							
1804122	Electoral Reform	1,500,000	100,000	-	-	100,000	295,986	REVENUE
	<b>Subtotal</b>	<b>1,500,000</b>	<b>100,000</b>	-	-	<b>100,000</b>	<b>295,986</b>	
	<b>TOTAL</b>	<b>1,500,000</b>	<b>100,000</b>	-	-	<b>100,000</b>	<b>295,986</b>	

**Total Ministry \$100,000**

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# **19 - Ministry of Labour**

## **Report on Plans and Priorities for the Year 2022**

**Volume 2**

**December 2021**

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## Section 1: Minister's Message and Executive Summary

### 1.1 Minister's Message

Some 21 months after the first two cases of the novel coronavirus were imported into our Federation, the local labour market continues to reel from the unprecedented and protracted blows that have been dealt to our national labour force and economy by the COVID-19 pandemic. As such, during the last 16 months, our Federal Government has paid out more than EC\$41.5 million based on some 2519 Severance Payment claims that resulted from lay-offs and job losses, lockdowns, and stagnation mainly in the hotel and tourism, general business and trading, and construction sectors. Thankfully, a considerable number of our displaced workers are back to work, with the greatest rebound being seen in the manufacturing sector, commencing as early as April 2020. Despite these setbacks, the Ministry of Labour has remained focused and committed to fulfilling its multi-tiered mandate of advocacy for decent work for all workers in our Country, inclusive of fair wages and better working conditions, gender equality in the workplace, the promotion of occupational health and safety standards (OSH), and the practical application of international labour standards to which St. Kitts and Nevis is a signatory.

The Ministry of Labour recognises that even amid the continuous adjustments to life with COVID-19, there are several imperatives that must be achieved for our local labour force to continue to benefit from employment that is fair, safe, equitable and forward-looking. The future of work is a key consideration, particularly when one appreciates the lessons which the pandemic has been teaching us.

These lessons include the following:

- a) The centrality of information and communications technologies (ICTs) in the modern workplace, in order to improve efficiencies and competitiveness, control operational costs, facilitate training, and maximise productivity and performance;
- b) The role and advantages of telecommuting – for jobs where in-person presence at work is not compulsory in order to maximise output;
- c) The need to make provision re: legal employment and social protection for self-employed workers in the informal economy, particularly as this category of workers is excluded from the protection of labour laws and standards; and
- d) The imperative for workers to be re-skilled and re-tooled and adopt an openness towards life-long learning - if they are to remain relevant and valuable in today's job market.

The Ministry also recognises that the future of work in St. Kitts and Nevis, the region, and indeed the world, demands that proper attention be paid to climate action, given its impact on jobs in agriculture, transportation, tourism and manufacturing, in particular. By extension, some of the other areas that are going to be affected by climate change include skills' development for the creation of green jobs in Technical and Vocational Education and Training (TVET) disciplines. Equally important would be the creation and enrichment of jobs in the food security sector.

The path to recovery from the COVID-19 pandemic must be people-centric: our local workforce of able-bodied and differently-abled workers – as well as those who are young or ageing - must be protected insofar as their access to and maintenance of employment is concerned, in order for the entire workforce to enjoy a decent standard

of living and quality of life. Execution of this mandate demands that the Ministry of Labour does all in its power to seek out and promote skills training programmes for our young people and lifelong learning opportunities for the ageing workforce within those economic sectors that may be in transition.

It would be impossible to achieve the objectives of the Ministry of Labour without the support of key international agencies and strategic partners. Key among this cadre of organisations is the International Labour Organisation (ILO), with which the Ministry of Labour has had a strong relationship since our Federation joined the organisation in 1996. The ILO continues to provide technical assistance, guidance, best practices and capacity building opportunities and interventions to the Ministry and, as a COVID-19 response, has facilitated uninterrupted training programmes for the Ministry's staff via the online platform provided by the ILO's training centre in Turin, Italy. In 2022, the Ministry will continue to avail itself of this staff training, given that costly travel to Europe is no longer necessary and, as such, far more officers can benefit from the training. As can be expected, Ministry's ongoing work with the ILO will also be inclusive of the operationalisation of the various International Labour Conventions which St. Kitts and Nevis has ratified.

In the ensuing fiscal year, the Ministry will be finalising the amendments to the Protection of Employment Act and follow through on their enactment. These amendments would naturally consider pressing issues such as the sustainability of The Severance Payment Fund and the reach of the Long Service Gratuity that is currently limited to only a few classes of workers. The Ministry also looks forward to continuing its work with Social Security towards the enactment of legislation re: the creation of an Unemployment Insurance Fund. All these legislative matters are being affected with the input of workers' and employers' organisations who, together with the Ministry, constitute the social partners on the National Tripartite Committee on International Labour Standards.

The Ministry commits itself to doing all in its power to ensure that there is full, safe, and decent employment available to our workforce, particularly as our Country navigates its way out of the COVID-19 pandemic. In fulfilling this mandate, the Ministry is also keen on pressing for due consideration and action to be practised by employers re: matters such as gender equality and gender equity in terms of performance-based pay, upward mobility, and opportunities to assume top management positions; work-life balance; and family-friendly workplace policies.

Hon Wendy Phipps  
Minister of Labour



## 1.2 Executive Summary

The Ministry of Labour is mandated to provide the necessary administrative support to maintain a stable and harmonious industrial relations climate in collaboration with the social partners and provide quality services through education, advice and the effective administration and enforcement of labour laws, the promotion of the decent work, increasing opportunities for employment, the administration of the labour market information system and tripartism.

In today's economy, this mandate requires the Ministry to find new ways to build a highly skilled workforce whose talents and productivity can compete in a global, high-technology market. The Ministry of Labour will continue to position itself as the vanguard to foster harmonious labour relations through the promotion of sound employment practices and the resolution of labour disputes. Resources will be strategically utilised to provide a range of employment services to embrace the changes and needs in the labour market. Occupational health and safety management which will be approached in a holistic manner will commence with the promotion of a 'Health and Safety Culture' for the Federation of St. Kitts and Nevis. The existing social partnership mechanism will be strengthened through consultation and participation of workers and employers in labour administration and inspection systems. It is envisioned that the existing safety nets will be continued to ensure that individuals do not fall below a certain poverty level.

The Ministry will also provide labour statistics, offer employment opportunities for jobseekers (local and foreign), administer comprehensive social protection programmes, give policy advice to the policymakers and Cabinet, and submit timely reports to the International Labour Organization (ILO) on all ratified labour conventions.

In 2022, in response to our strategic priorities, the Ministry of Labour will continue to support the Government's priorities of investing in people, supporting a dynamic and innovative business climate, in collaboration with other ministries assist in poverty reduction to create safe, fair, healthy and stable workplaces that increase productivity, protect vulnerable workers and create a competitive economy that attracts jobs and investment.

COVID-19 has tested the Ministry's ability to process large volumes of severance payment claims and the need to improve on our deliverable in this area. Therefore, the Ministry will seek to automate this very tedious manual process to effectively process claims promptly per the Protection of Employment Act, Chapter 18.27. To keep workers safe and healthy continues to be a priority for the Ministry. Therefore, the Ministry will continue to build the capacity of the Health and Safety Officers. The Ministry in collaboration with its social partners will include, as part of the Labour Code, an Occupational Safety and Health (OSH) legislation to improve the health and safety standards in the Federation.

Labour statistics play an essential role in achieving decent work for all. Statistics are needed for the development and evaluation of policies and for assessing progress towards decent work. Thus, the Ministry, in 2022, in collaboration with CARICOM/CSME will implement the Regional Labour Market Information System. This system will also help in shaping new labour policies and increase investments in the labour market.

Social dialogue is fundamental to ensuring industrial peace and harmony. The National Tripartite Committee on Labour Standards has as a priority in 2022, the completion of a new Labour Code for the Federation of St Kitts and Nevis to safeguard the rights and protection of both workers and employers. 2022 will see the continued efforts of the Tripartite Committee to expand the new Labour Code to align with the latest technology and labour market trends to protect the right of both workers and employers.

### **1.3 Management Representation Statement**

To achieve the aforementioned goals, the Ministry will seek to codify a new Labour Code and to promote sound and responsive legislation and policies to attain labour market flexibility for the competitiveness of enterprises which is balanced with the promotion of decent employment. In the formulation of these amendments, the Ministry acknowledges that fair and speedy labour justice is indispensable to sound industrial peace and a favourable climate for investment. The Ministry is resolved to recognise and give value to the social dialogue, which will formulate sound and responsive policies, attained through inclusive involvement of the social partners. The Ministry will put in place the institutional framework and systems to ensure effective monitoring and evaluation of policies and programmes to provide decent work for all and a better life for all our people.

On behalf of the Ministry of Labour, it is my honour to present the Work Programme Budget outlining the plans and priorities for 2022.

Shernel C. James (Ms.)  
Labour Commissioner

## **Section 2: Ministry Overview**

### **2.1 Mission Statement**

To contribute to the socio-economic development of our nation by fostering harmonious communities, promoting healthy and safe workplaces, unprejudicially fostering and safeguarding amicable employment relationships between employers and employees, endeavouring to promote general welfare, social and industrial peace and harmony within the Federation and enhancing social protection through the formulation and development of policies and programmes at the macro and micro levels.

To facilitate and foster the development of our people via Government's partnership with the Church and other faith groups seeking to improve the living standard and provide support to all segments of society, the reduction of inequality, injustice and poverty and improved access to opportunities.

## **2.2 Planning Overview**

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

The Ministry of Labour intends to play a significant role in reducing inequality, unemployment and poverty in the Federation through a set of policies and programmes that will be further developed in consultation with the relevant stakeholders. The plans that will be implemented to align the Ministry's strategic objectives with the Government's vision include, inter alia: -

- i. Building capacity to promote sound and efficient economic and social policies;
- ii. Equipping the Ministry with a full complement of suitably qualified staff through specific training initiatives;
- iii. Initiation of policy and legislative changes to promote efficiency and effectiveness and to advance the scope and vision of the Ministry;
- iv. Increased social dialogue with various Ministry stakeholders and tripartite constituents;
- v. Conducting educational and awareness sessions with the general public regarding the mandate of the Ministry;
- vi. Enhancing the labour administration system so that a peaceful, harmonious and productive work environment is maintained;
- vii. Implementation of the Labour Management System (LMS) and Labour Market Information System (LMIS);
- viii. Implementation of effective inspection and enforcement mechanisms to ensure the highest standards of occupational safety and health at the workplace; and
- ix. Reform of social protection programmes, focusing on long term sustainability.

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

The following are the strategic objectives aimed at achieving the Ministry's annual objectives: -

- i. Developing and strengthening of the human, scientific, technological, organisational, and institutional resource capabilities to achieve overall capacity building;
- ii. Training of the human resources to build capacity in the Ministry;
- iii. Reviewing and upgrading policies and legislation to ensure compliance with regional and international standards;
- iv. Engaging in meaningful discussions with the various social partners;

- v. Embarking on a rapid public awareness campaign on the efforts of the Ministry;
- vi. Reviewing and managing the severance and long service gratuity schemes;
- vii. Providing a one-stop-shop for timely information regarding the labour market;
- viii. Undertaking regular and thorough inspections of worksites, particularly those engaged in dangerous jobs; and reviewing safety net initiatives to ensure full coverage of eligible persons;
- ix. Formulating policies and programmes in support of the work of the Ministry;
- x. Consolidating, harmonising and enacting the appropriate legislation and regulations;
- xi. Implementing modernised inspection, monitoring and enforcement mechanism;
- xii. Providing Employment Service for various stakeholders;
- xiii. Educating the public on their rights, responsibilities and obligations;
- xiv. Providing social and income protection;
- xv. Engaging civil society in a meaningful discussion;
- xvi. Encouraging national programmes aimed at improving economic efficiency and productivity; and
- xvii. Increase activities aimed at promoting social dialogue.

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

There are no major modifications to report.

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

- I. Formulating policies and programmes in support of the work of the Ministry;
- II. Consolidating, harmonising and enacting the appropriate legislation and regulations;
- III. Implementing modernized inspection, monitoring and enforcement mechanism;
- IV. Providing Employment Service for various stakeholders;
- V. Educating the public on their rights, responsibilities and obligations;
- VI. Providing social and income protection;
- VII. Engaging civil society in the meaningful discussion;
- VIII. Encouraging national programmes aimed at improving economic efficiency and productivity; and
- IX. Increasing activities aimed at promoting social dialogue.

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

The following were the main challenges experienced. Efforts in this year's budget seek to overcome these hindrances and allow for the fulfilment of our annual objectives.

- The pandemic resulted in decreased job placements for jobseekers
- The Severance Payment Fund was seriously impacted due to numerous Severance Payment and Long Service Gratuity claims
- Decreased number of positions made available to St. Kitts and Nevis in the Canadian Caribbean Farm Workers Programme

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

Achievement of the Ministry's strategic objective would necessitate ongoing investment of adequate human and other resources. Although this may require allocation of funds from the Government's pool, the Ministry recognizes the importance in sourcing technical and other assistance from our national, regional and international partners.

### **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**

- Capitalization of Long Service Gratuity and Severance Payment Fund

## **2.4 Transfer Payment Information**

- International Labour Organisation (I.L.O.)
- 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 Labour</b>
<b>Officer in Charge</b>	Labour Commissioner
<b>Goals/Global Objectives</b>	To provide key labour administrative services by monitoring issues arising from the relationship between employers and working and enforcing all labour laws

Objective(s) for 2022	Expected Results	Performance Indicators
1.To enhance social dialogue between the tri-partite constituents	4	Number of consultations held in 2022
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 2022
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 (WOK) Quarterly Newsletter produced
5.To resolve cases brought to the Department of Labour	85%	Percentage of cases resolved

### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
00780 - Enhance Labour and Industrial Relations	1,691	1,894	1,991	2,025	2,060
Invest in Labour Department	15,691	7,200	5,045	5,040	5,000
Participation in Regional and International Organizations	5	15	25	25	25
00782 - Provide Telecommunication Expenses	12	6	6	6	6
<b>Total</b>	<b>17,399</b>	<b>9,115</b>	<b>7,067</b>	<b>7,096</b>	<b>7,091</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E. 19 - Enhance Labour and Industrial Relations <b>00780 - Enhance Labour and Industrial Relations</b>
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<b>Responsibility Centre</b>
19 - Ministry of Labour <b>061 - Labour Department</b>

<b>Officer in Charge</b>	Labour Commissioner
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<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

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	1,691	1,894	1,991	2,025	2,060
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>1,691</b>	<b>1,894</b>	<b>1,991</b>	<b>2,025</b>	<b>2,060</b>



<b>Portfolio Programme</b>	E. 19 - Enhance Labour and Industrial Relations 19061 - Invest in Labour Department
<b>Responsibility Centre</b>	19 - Ministry of Labour <b>061 - Labour Department</b>
<b>Officer in Charge</b>	Labour Commissioner
<b>Goals/Global Objectives</b>	To invest in Labour Department
<b>Sub-Programme :</b>	0606102 - Capitalization of Long Service Gratuity and Severance Payment Fund 1906103 - Occupational Safety and Health Administration

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent					
Capital	15,691	7,200	5,045	5,040	5,000
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>15,691</b>	<b>7,200</b>	<b>5,045</b>	<b>5,040</b>	<b>5,000</b>

<b>Portfolio Programme</b>	E. 19 - Enhance Labour and Industrial Relations <b>Participation in Regional and International Organizations</b>
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<b>Responsibility Centre</b> <b>19 - Ministry of Labour</b>
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<b>Officer in Charge</b>	Labour Commissioner
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<b>Goals/Global Objectives</b> To participate in and benefit from regional and international bodies and organizations through membership and contributions
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<b>Sub-Programme :</b>  04330 - International Labour Organization (ILO) 04334 - RIAL 00781 - Grants and Contributions
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### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent					
Capital					
Transfer		5	15	25	25
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>		<b>5</b>	<b>15</b>	<b>25</b>	<b>25</b>

<b>Portfolio Programme</b>	E. 19 - Enhance Labour and Industrial Relations <b>00782 - Provide Telecommunication Expenses</b>
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<b>Responsibility Centre</b>	19 - Ministry of Labour <b>061 - Labour Department</b>
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<b>Officer in Charge</b>	Labour Commissioner
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**Financial Summary**

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent		12	6	6	6
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>		<b>12</b>	<b>6</b>	<b>6</b>	<b>6</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 19 LABOUR**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>19061</b>	<b>LABOUR DEPARTMENT</b>							
0606102	Capitalisation of Long Service Gratuity and Severance Payment Fund	38,378,472	5,000,000	-	-	5,000,000	15,690,769	REVENUE
1906103	Occupational Safety and Health Administration	85,000	45,000	-	-	45,000	-	REVENUE
	<b>TOTAL</b>	<b>38,463,472</b>	<b>5,045,000</b>	<b>-</b>	<b>-</b>	<b>5,045,000</b>	<b>15,690,769</b>	

**Total Ministry \$5,045,000**

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**20 - Ministry of Human Settlements,  
Ecclesiastical Affairs and National Health  
Insurance**

**Report on Plans and Priorities  
for the Year  
2022**

**Volume 2**

**December 2021**

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## 20 - Ministry of Human Settlements, Ecclesiastical Affairs and National Health Insurance

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## **Section 1: Minister's Message and Executive Summary**

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

The Ministry of Human Settlements et al is quite cognizant that nations whose populace are properly housed generally enjoy better living standards and prosperity since housing provides peace of mind and promotes health by providing a place for relaxation and protection from adverse environmental conditions. As such, the Ministry endeavours to ensure that all citizens and residents are decently housed. Considering this, a project is in progress to eradicate unhygienic and sub-standard living conditions. The aim is to ensure that every household has running water and adequate sanitary facilities. The project was rolled out in Constituency number eight (8) and will extend to all communities on St. Kitts.

We concur that every person has the right to accessible and adequate housing, and to reasonable standards of sanitation, which is a basic human right and fundamental human need, so much so that those who cannot afford housing still need it. Suffice to say, housing and residential construction are of central importance to the Government of St. Kitts and Nevis, as these are essential indicators of not only the level of welfare in our Federation but have a direct impact on the level of aggregate economic activity.

In fact, the record of economic activity in the Federation of St. Kitts and Nevis for the period 2020–2021 shows that the construction industry contributed an average of 15% to the Gross Domestic Product (GDP), making it the single largest contributor to the growth of the economy. Hence, the importance of securing viable means of funding for perpetual housing projects and construction activities, in general. For this reason, we will continue the discussions which have already begun with several solicited and unsolicited investors to provide affordable housing for the people of St. Kitts.

The TDC Group has answered the clarion call to facilitate the housing demand and is now poised to construct a total of thirty (30) homes at Dewars Estate on St. Kitts. The necessary infrastructure is already installed and includes, roadways, water distribution system, fiber optics for telephone, cable television and internet. This project is estimated to cost approximately Sixteen Million Eastern Caribbean Dollars (XCD16M), over the life of the project, and is destined to have a tremendous impact on economic growth.

The Government has also partnered with Liamuiga Middle Income Housing, to construct a total of one hundred and eighty (180) middle income homes over the next four (4) years. Construction is planned in the areas of Cayon, Tabernacle, Sandy Point, and West Farm; and each development will have a communal green space, which will contain a Supermarket, Restaurant, Children's Playground, Gazebo, Restrooms, and a barbeque area. The investment will be significant and is estimated at over One Hundred and Sixty-Six Million Eastern Caribbean Dollars (XCD166M). Jobs will be created for many workers in the construction industry, further adding to the explosion of growth in the housing sector of the economy.



Considering the foregoing, other local private sector investors are encouraged to partner with the Government, in this endeavour, and take advantage of the special concessions, in terms of taxes and duties currently available. Notwithstanding, the NHC will continue to construct homes for low-income families through its Housing Scheme and Building Assistance programs. Housing Scheme refers to the building of a home on NHC owned land, whereas Building Assistance refers to construction of a home on the purchaser's land. Additionally, NHC affords the purchaser the opportunity to seek financing through the bank, and then approach the Corporation to undertake the construction of the home.

Building Assistance and NHC's Clusters Development are slated for the areas listed hereunder:

### **Building Assistance**

#### *NHC Clusters Development –*

- Shadwell
- Central Basseterre
- Buckley's
- West Basseterre
- Taylor's
- Conaree Village
- Sandy Point
- Cayon
- Molineux
- Halfway Tree
- Saddlers

It is no secret that the COVID-19 pandemic has created extensive challenges for the Social Security Fund, and these are expected to continue in the coming years, as COVID-19 survivors are likely to increase the number of people applying for sickness benefits. Furthermore, the surge in unemployment created by the pandemic led to a reduction in contributions, while claims have been steadily increasing. Thankfully, efforts to address the labour market disruptions continue to be at the forefront of the government's agenda to minimize the negative impact of the crisis and protect people's livelihoods.

In fact, the Social Security Board is seriously considering the implementation of an unemployment benefit; and draft legislation is already in place. This could be either funded with additional contributions or by excess funds from the National Provident Fund. In the meantime, Management is taking steps to improve contribution compliance, and income, including debt collections; to implement new ways that will allow self-employed persons a higher rate of compliance and for them to make Social Security contributions more easily. Management will also continue to reduce administrative costs, as recommended by the Actuary Review, and invest in new information technology systems and/or upgrade current systems so that service and efficiency levels may be improved.

The time is now upon us to effect those changes that support the Fund's sustainability. To look at the best model of benefits and contributions, investments, and administration to enable the development of a reformed model of providing benefits, with consultation from the people we serve, experts in the field, and from the practitioners.

The idea is to find the right mix, one that will serve the people who benefit now and those who rely on Social Security for future benefits. This is a great responsibility, and we endeavour to act steadfastly. It is probably too early to tell the full impact of the COVID-19 pandemic on the Church Community in the Federation of St. Kitts and Nevis. However, it is evident that the slide in church attendance continues to spiral downward and recovery, at this juncture, is uncertain since some of us are likely to remain virtual attendees indefinitely.

As such, the survival of the church is a major concern on a universal level, but not much can be done to salvage the dwindling congregations and grappling with this truth is near surreal. Thankfully, the Government's commitment to support ecclesiastical affairs is still of importance, as spirituality helps to sustain balance and moral consciousness in society.

The Solid Waste Management Corporation (SWMC) has had its share of financial challenges and difficulties as a direct consequence of the COVID-19 pandemic. Unfortunately, its main revenue generators are all connected to the tourism industry, and the devastation which struck that sector, obliterate the Corporation's revenue collections as many countries had to impose partial or full lockdowns as a measure to mitigate the outbreak.

Consequently, the Corporation has been affected considerably and recovery is not an overnight exercise. Therefore, ongoing support from the Government is essential and corrective measures are necessary, such as a nominal increase in tipping fees, and a reduction in operational cost. These measures would help to safeguard the SWMC's sustainability, and its return to a state of independence.

Moreover, sustainable solid waste management is a critical parameter for the health, and wellbeing of Small Islands Developing States (SIDS), such as St. Kitts and Nevis, especially in this environment of a pandemic. During this crucial time, the services provided by the SWMC are vital as these services help to prevent the improper disposal of waste, which may lead to health risks and exacerbate the spread of the virus in the Federation.

In terms of the National Health Insurance Programme, the Ministry has been working in tandem with relevant authorities and stakeholders, such as the University of the West Indies Health Economics Unit (HEU), Center for Health Economics, the National Commission, and the Ministry of Health to navigate the implementation of the National Health Insurance Programme in the Federation of St. Kitts and Nevis.

However, the COVID-19 pandemic has amplified the need to accelerate efforts to build and roll-out a strong and resilient National Health Insurance Programme, which promotes equity, accessibility, and affordability to the beneficiaries.

To achieve progress towards the implementation of the Programme, the following highlights some of the initiatives undertaken by the Government:

- The University of the West Indies Health Economics Unit, Center for Health Economics had a team of consultants on the ground from March 2018 to February 2019. The objective was to advance the design and specification of a National Health Insurance system for the Federation of St. Kitts and Nevis.
- A National Commission was established in March of 2018 from relevant Government Ministries in St. Kitts and Nevis, the Chamber of Commerce, the Bar Association, and the Insurance Company Association to work in tandem with the UWI team to ensure the objective was achieved.
- In October 2018 a Green Paper was produced by the National Commission that outlined several ongoing programs for improving access to care for all and the overall functioning of the health system. Additionally, the Green Paper gave a summary of a renewed policy on Universal Health Care and a National Health Insurance System. The document also articulated the ongoing concerns and challenges related to the burden of diseases, the demand for delivery and financing of an efficient health care system, with the need to be more sustainable, provide barrier-free access and improve financial protection.
- During the Month of August 2018, a delegation comprising of key members from the National Commission did a study tour to the Turks and Caicos and Tortola, British Virgin Islands. The purpose of the study tour was to observe the administrative operations, garner expert advice and discuss business experiences with Financial, Technological, Legal, and other relevant functionaries of the National Health Insurance Program in the two territories.
- Town Hall Meetings were held in November and December of 2018 on St. Kitts and Nevis simultaneously. The objective of the Town Hall meetings was to inform and educate the citizens of the Federation on what exactly is National Health Insurance and to receive feedback via a questionnaire from those who attended the meetings. Radio and television programs were also conducted to achieve the same objective.
- In June of 2019 a Blueprint was produced by the Commission under the guidance of the University of the West Indies Health Economics Unit who spent a twelve (12) month period in the Federation. The Blueprint was subsequently submitted to Parliament.
- In July of 2019 an Actuarial Review of the Proposed National Health Insurance Plan was conducted by Morneau Shepell Limited.
- Between September 2019 – August of 2021 negotiations were conducted to secure the services of a Legal Consultant to draft the legislation for a National Health Insurance and Security Fund Act.
- In May of 2021 a National Health Insurance Finance Committee was formed to build out the financing component of the Programme.

- In August of 2021 the Pan American Health Organization (PAHO) contributed a sum of US\$60,000 towards the contractual services of a Legal Consultant to draft the legislation.
- In September of 2021 a contract was finally signed by a Legal Consultant for a period of ten (10) months to draft the legislation for the National Health Insurance Programme.
- In December of 2021 a report was submitted by the National Health Insurance Finance Committee, to the Cabinet of Ministers, to determine the way forward with the implementation of the Programme.

The tremendous progress and milestones that have been highlighted above could not be achieved without the hard work and dedication of the National Commission and other key stakeholders. For this, the Ministry is truly appreciative and looks forward to the imminent roll-out of the National Health Insurance Programme.

Honourable Eugene A. Hamilton  
Minister of Human Settlements, Ecclesiastical Affairs and National Health Insurance

## **1.2 Executive Summary**

Over the course of one year, the world we knew prior to 2020 has been drastically changed, beyond the point of only a distant memory. The pandemic has caused disaster in unimaginable proportions and the coming years will be defining for the housing sector in the Federation of St. Kitts and Nevis. This sector is currently experiencing the brunt of this unprecedented crisis, as many residents are finding it difficult to honor basic obligations, such as utility bills and residential rent, thus risking eviction which would indeed fuel homelessness and an eventual public health crisis.

The displacement of low-income families is therefore imminent the longer the pandemic endures, and the Ministry being cognizant of this potential development, has been utilizing ongoing pre-emptive planning to mitigate such a threat. Consequently, the Government continues to facilitate and encourage private sector investors to get involved in the housing revolution and take advantage of the incentives provided by the Government to grow the housing sector.

Although, the rollout of the National Health Insurance Programme has been delayed; we are making steady strides towards its impending implementation. Many milestones have been achieved, the most recent being the engagement of a Legal Consultant to draft a National Health Insurance and Security Fund Act. This exercise is slated for completion in mid-2022. We therefore recognize the Pan American Health Organization (PAHO) for its support and contribution of US\$60,000 towards the realization of this goal.

If we are to remain a dignified people in times of economic hardship and uncertainty, policies and processes must be continuously reviewed and revamped at Social Security to ensure that the Fund stays ahead of the curve. The aim is to strengthen the institution to safeguard its survival well into the twenty-first century and beyond.

As the pandemic has disrupted life in St. Kitts and Nevis and for countless others around the world, Social Security has proven to be the catalyst that is stemming the tide of potential destitution. Hence, the advancement of draft legislation to address the implementation of an unemployment benefit, as part of its reform thrust.

The financial predicament that the Solid Waste Management Corporation (SWMC) is currently experiencing is justifiable, as its major sources of income such as air and sea passenger taxes were negatively and severely impacted, over the course of 2020 and into 2021. Such revenues plummeted to almost zero due to the ravages of the pandemic that led to port closures. Yet, throughout the pandemic SWMC has not reduced its collection of municipal waste, from residential and educational facilities. In fact, there have been several instances where the collection service has had to be increased, particularly during periods of lockdowns, when additional residential waste was generated.

It is important to note that the cost of the municipal waste collection program is now over Three Million Eastern Caribbean Dollars (XCD\$3M), and the Corporation does not take for granted the support of the Government at this difficult time. As such, corrective action is in progress to reduce operational cost, inter alia, whilst at the same time meet policy objectives, and continue to build greater public trust.

Aside from the present situation with the contraction of the global economy, and the resultant reduction in revenues and grant funds, the Ministry in collaboration with the National Housing Corporation (NHC) is relentless in continuously searching for viable pathways to grow the housing sector, through a combination of funding mechanisms to achieve our objectives. Dialogue is ongoing, in this regard, to acquire the much-needed financial resources to fulfill the Government's strategic direction, as mandated.

The Ministry therefore reiterates its commitment, in tandem with the NHC to constantly improve and add to the housing stock, to further transform the landscape and enhance the socio- economic profile of the Federation.

In terms of the church, it is evolving and though it has been there from time immemorial, it is obvious that it can no longer be taken for granted. Essentially, those of us who are not technologically equipped will suffer the most from this sudden paradigm shift, as "church" is no longer confined to an edifice of mortar and bricks. Technology is sweeping the world and virtual church could very well be the wave of the future. The attrition has already begun, and congregations are continuously diminishing, although some semblance of normalcy would have been restored. Nevertheless, budgetary provision to foster the work of the church, and to safeguard its place in our society, will remain a priority of the Government of St. Kitts and Nevis.

### **1.3 Management Representation Statement**

In keeping with the Government's strategic direction, I hereby present the Ministry of Human Settlements, Ecclesiastical Affairs and National Health Insurance Annual Report on Plans and Priorities for the year 2022.

The document provides an accurate presentation of the objectives of the Ministry's plans and priorities, and will serve as a tool to monitor and guide the implementation and evaluation of the Ministry's initiatives in 2022.

Brenda Boncamper  
Permanent Secretary (Ag.)

## **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), to provide equal access to National Health Insurance, to develop partnerships with faith-based organizations to advance the moral fabric of our society, coverage of all employees through the contributory employer-employee Social Security system, to improve the standard of living and sanitation.

### **2.2 Planning Overview**

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

The commitment of the government is to provide a comprehensive national health insurance plan for all citizens of the Federation and to maintain sustainable development of the economy. Its Human Settlement and National Health Insurance policies are therefore designed to contribute to the overall transformation of the economy that would improve the economic and social well-being of its citizens and to deliver an efficient health care service with an improved and sustainable financial protection.

The Government's Human Settlement and National Health Insurance has (5) broad objectives:

1. Strengthen inter-sectoral linkages
2. Create a sustainable health finance system for the management of chronic diseases, addiction and injuries
3. Transform a health care system to an evidence driven, information Technology guided and patient centered future
4. Create strategic alliances to maximize service delivery capacity and quality of the public and private sectors
5. Develop and strengthen bilateral protocols for the availability of tertiary care

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

- Strengthen the Ministry's human resource and technological capabilities to build capacity
- To apply the concepts of Human Settlement in each of the developments taking into consideration environmental concerns, environmental health, infrastructure and other factors
- To facilitate the construction of affordable homes for cross-sections of society based on different schemes
- To develop an appropriate data base with all religious and faith-based organization in the Federation
- To establish and maintain an organized working relationship with the church community within the Federation
- Establish a forum for the church to lend support to policy initiatives and programmes, contribute to discussion on legislation, and other areas deemed necessary
- To support the work of the church in its pursuit to community outreach programmes
- Provide a strong, efficient well run health system that meets priority health needs through people centered integrated care
- Implement an affordable system for financing health services so people do not suffer financial hardship
- A sufficient capacity of well trained, motivated health workers to provide the services to meet patients' needs based on the best available evidence
- Actions to address social deterrents of health such as education, living conditions and household's income which affect people's health and their access to services

## **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**

- To apply the concepts of human settlement in each of the housing developments
- Enable the construction of affordable homes for a cross section of society
- Formulate policies and programmes in support of the work of the Ministry
- Establish programmes that can promote the overall objectives of the Ecclesiastical Affairs
- Strengthen ongoing initiatives to enhance the availability and quality of care such as the introduction of tertiary care services such as oncology and the Health Management Information Systems
- Establish Informal Public-Private-overseas network of health care providers
- Review contributory employer-employee social security system to cover all employees including the self-employed
- Ensure positive economic growth prospects

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

- Lack of proper data on Churches and other faith-based organization
- Limited financial resources
- Limited technical human resources

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

Achievement of the Ministry's strategic objective requires investment in competent personnel and adequate financial resources. The Ministry is cognizant of employing technical staff and establishing partnership with regional and international organizations 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**

- National Health Insurance Scheme
- Support to National Housing Corporation (NHC)



## Section 3: Ministry Summary

<b>Portfolio</b>	<b>E.20 - Manage Human Settlements, Ecclesiastical Affairs and National Health Insurance</b>
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<b>Responsibility Centre</b>	<b>20 - Ministry of Human Settlements, Ecclesiastical Affairs and National Health Insurance</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To provide housing, particularly, for the poor and the indigent in collaboration with the National Housing Corporation. Implementation of the National Health Insurance Programme to ensure that all citizens have access to barrier-free, quality, and affordable health care and to support the work of the church in its outreach to the community
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### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
20113 - Provide and Monitor Human Settlements	266	6,284	11,109	7,112	5,115
20116 - Invest in National Health Insurance	156	600	100	100	100
00781 - Support Ecclesiastical Affairs		40	40	40	40
114 - Provide General Administration		415	321	326	331
<b>Total</b>	<b>422</b>	<b>7,339</b>	<b>11,570</b>	<b>7,578</b>	<b>5,586</b>

## Section 4: Programme Summary

<b>Portfolio</b>	E.20 - Manage Human Settlements, Ecclesiastical Affairs and National Health Insurance
<b>Programme</b>	<b>20113 - Provide and Monitor Human Settlements</b>

<b>Responsibility Centre</b>
<b>20 - Ministry of Human Settlements, Ecclesiastical Affairs and National Health Insurance</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To ensure adequate housing solutions for the population of the country

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To ascertain ownership of abandoned properties in St. Kitts	60	Number of properties identified, and ownership determined
2.To identify areas in Basseterre where gentrification can be considered and implemented	60	Number of areas identified in Basseterre for gentrification

<b>Sub-Programme:</b>
00049 - Provide Support to Human Settlements
00060 - Government Housing Programme
20113 - Invest in Human Settlements

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
Recurrent	266	784	1,109	1,112	1,115
Capital		5,500	10,000	6,000	4,000
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>266</b>	<b>6,284</b>	<b>11,109</b>	<b>7,112</b>	<b>5,115</b>

<b>Portfolio</b>	E.20 - Manage Human Settlements, Ecclesiastical Affairs and National Health Insurance
<b>Programme</b>	<b>20116 - Invest in National Health Insurance</b>

<b>Responsibility Centre</b>
20 - Ministry of Human Settlements, Ecclesiastical Affairs and National Health Insurance
111 - Permanent Secretary
<b>116 - National Health Insurance</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To establish a National Health Insurance Scheme that promotes equity, accessibility, and affordability to the beneficiaries

<b>Sub-Programme :</b>
1011601 - National Health Insurance Scheme

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent					
Capital		156	600	100	100
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>		<b>156</b>	<b>600</b>	<b>100</b>	<b>100</b>

<b>Portfolio</b>	E.20 - Manage Human Settlements, Ecclesiastical Affairs and National Health Insurance
<b>Programme</b>	<b>00781 - Support Ecclesiastical Affairs</b>

<b>Responsibility Centre</b>
20 - Ministry of Human Settlements, Ecclesiastical Affairs and National Health Insurance
111 - Permanent Secretary
<b>061 - Ecclesiastical Affairs</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To provide general support to Ecclesiastical Affairs, as spirituality helps to sustain balance and moral consciousness in society

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To convene meeting with Pastors in St. Kitts and Nevis	75	Number of Pastors registered to set up Community Outreach Initiatives in their respective communities
2.To encourage improved collaboration between the Ministry and the Church Community	December 2022	Review level of support to the registered churches

### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
Recurrent		40		40	40
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>		<b>40</b>		<b>40</b>	<b>40</b>

<b>Portfolio</b>	E.20 - Manage Human Settlements, Ecclesiastical Affairs and National Health Insurance
<b>Programme</b>	<b>10116 - National Health Insurance</b>

<b>Responsibility Centre</b>
<b>20 - Ministry of Human Settlements, Ecclesiastical Affairs and National Health Insurance</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
To provide National Health Insurance and ensure financial risk protection for those in need of health care in the Federation of St. Kitts and Nevis

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To continue work on the legislative framework for the National Health Insurance Programme	June 2022	Date of completion of the legislation to govern the National Health Insurance programme
2.To submit draft legislation for the National Health Insurance Programme to the Cabinet of Ministers	July 2022	Date draft legislation submitted to the Cabinet of Ministers

<b>Portfolio</b>	E.20 - Manage Human Settlements, Ecclesiastical Affairs and National Health Insurance
<b>Programme</b>	<b>114 - Provide General Administration</b>

<b>Responsibility Centre</b>
20 - Ministry of Human Settlements, Ecclesiastical Affairs and National Health Insurance
<b>111 - Permanent Secretary</b>

<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>
Implementation of the National Health Insurance Programme to ensure that all citizens have access to barrier-free, quality and affordable health care

<b>Sub-Programme:</b>
00039 - Provide Administrative Services

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent		415		321	326
Capital					331
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>		<b>415</b>		<b>321</b>	<b>326</b>
				<b>331</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 20 HUMAN SETTLEMENTS, ECCLESIASTICAL AFFAIRS AND NATIONAL HEALTH INSURANCE**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>20113</b>	<b>ADMINISTRATION</b>							
2011302	Support to National Housing Corporation (NHC)	14,000,000	10,000,000	-	-	10,000,000	-	REVENUE
	<b>Subtotal</b>	<b>14,000,000</b>	<b>10,000,000</b>	<b>-</b>	<b>-</b>	<b>10,000,000</b>	<b>-</b>	
<b>20116</b>	<b>NATIONAL HEALTH INSURANCE</b>							
1011601	National Health Insurance Scheme	2,000,000	100,000	-	-	100,000	155,783	REVENUE
	<b>Subtotal</b>	<b>2,000,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>155,783</b>	
	<b>Support to Solid Waste Management Corporation (SWMC)</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>17,500,000</b>	<b>10,100,000</b>	<b>-</b>	<b>-</b>	<b>10,100,000</b>	<b>155,783</b>	

**Total Ministry \$10,100,000**

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**21 - Ministry of Environment and  
Cooperatives**

**Report on Plans and Priorities  
for the Year  
2022**

**Volume 2**

**December 2021**

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## **21 - Ministry of Environment and Cooperatives**

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## Section 1: Minister's Message and Executive Summary

### 1.1 Minister's Message

A safer and sustainable St. Kitts and Nevis remains our vision and the work continues to create a more coherent and focused investment to achieve this. 2021 has been a strong learning curve about the environment. It is simply not about repeated infomercials, multi-media presence and increased awareness that will address the imminent environmental degradation issues that we face every day. To build pillars of sustainability demands a reorganization of the agenda to reflect environment as a core priority area of our strategic direction. Every day we experience the sobering reminder that three planetary crises threaten our collective future. They are:

1. The climate crisis
2. Biodiversity and nature crises
3. The pollution and waste crises

These crises affect our lives. Some of the questions, comments and observations noted are the low pressure of water or why is there no water at different times, longer drought seasons which lead to a scarcity of some food crops, the cutting down of trees, the impact of the sargassum weed on marine life and our health, a possible category 4-5 hurricane experience, the inordinate amount of garbage and how it is disposed and the long term impact of plastic on our environment and health. The plethora of impacts caused by the planetary crisis touches every aspect of our lives. For this reason, our efforts will always focus on how we alter our relationship with nature for the better. This is no easy feat. This national endeavour requires harmony and balance. I therefore plead your undivided attention to the strategic direction of my Ministry.

Our mandate to conserve, preserve and protect the environment is the foundation upon which our work is built. Increased dialogue, visibility and stakeholder consultations are our strategic tools. I am happy to report that stakeholder consultations on the introduction of a ban on single plastic use as well as public education outreach on sustainable consumption and environmentally friendly solutions addressed how we can improve our environmental stewardship. The issues have been well ventilated, and we are now better positioned to present recommendations for reduced plastic use.

Our increased presence on social media platforms (YouTube, Facebook, and Instagram), the Department website and radio outreach continuously provides information on a wide range of environmental threats with emphasis on illegal sand mining, plastic and waste management, energy conservation, ozone health, trail maintenance. Reminder nuggets on this platform serve to reinforce environmentally responsible behaviours. Weekly posts have resulted in increased user traffic.

One of the most incisive lessons learned because of our increased consultations was our legislative review exercise with the proposed National Conservation and Environment Management Bill. This experience poignantly highlighted the need for deepened linkages across ministries and external stakeholders to create enabling strategies.

In so doing, the roles and responsibilities, corresponding actions and administrative landscape must be clearly articulated. This engenders strong social legitimacy for a strong effective environmental stewardship. Looking forward in 2022, we anticipate a safe passage of this new legislation.

Two new projects funded by the Republic of China (Taiwan) were added to our portfolio of climate change, biodiversity, and sustainable land management. The first of these was the Climate and Ocean Risk Vulnerability Index. This project undertakes an assessment of Basseterre and its environmental, political, and administrative risks. The objective here is to make climate smart adaptation and resilient decisions to support better sustainable land management planning. The other project concerns the disposal of solid waste and envisions the development of policy guidelines to improve SKN's waste treatment reduction and recycling capacity. Increased consultations resulted in a response to support shared and urgent tasks to establish a framework to encourage our citizens to become better environmental stewards.

Years of tinkering with the development of a national park coupled with the Ministry's collaboration are taking embryonic roots. The Royal Basseterre Valley National Park will be a bright spot that will shine as an instrument of change to our development trajectory of a safe and sustainable future. The development of this national park will be a green space for healthy living. It is envisioned as an integrated and multi-sectoral development which provides an avenue for strengthening environmental stewardship and encouraging healthier lifestyles. To achieve this, a combination of enabling, crosscutting and sectoral policies will stimulate innovation to make the Royal Basseterre Valley National Park a pillar of sustainability. The future success of this National Park signals possibilities. My Ministry stands ready to lead the way and invite you on this pathway.

As we embrace the possibilities of this era, we continue to promote the core principles of cooperatives: self-help, trust, community, transparency, and accountability. We are proud of our work with the Newtown Fisherman's Cooperative that resulted in the establishment of a new executive in September 2021. On-going training sessions are continuously offered to the cooperatives in how to conduct business and planning their Annual General Meetings.

The COVID-19 lockdowns in the second half of 2021 curtailed some of the planned activities such as Agro-Strip and the anticipated school quiz competitions. Looking ahead in 2022, the Ministry will closely examine the legislative framework to identify gaps or any areas of strengthening that may be needed. Our efforts to strengthen the cooperative movement cannot wane. Livelihoods are under threat by the restrictions of movement and trade because of COVID-19 virus, food security, self-sufficiency, employment and sustainability issues take centre stage. Hence the cooperative movement, too, has to remain on a sustainable path.

The value of the role of stakeholders within and across St. Kitts and Nevis, the region and internationally is a critical driver in search of innovation and effective responses that would bring possibilities to life. And so, I take this opportunity to sincerely thank our stakeholders for taking the time to share their perspectives and offer ideas on the way forward.

To our regional and international funding agencies, your guidance and support has helped us tremendously in our project implementation. A special thank you to the Organization of Eastern Caribbean States, 5 C's and the United Nations organizations for their facilitation of projects. To the Republic of China (Taiwan), sincerest thanks are extended for your technical guidance and funding for our two recent projects.

In spite of stagnating economies across the world and the raging COVID-19 pandemic, I remain optimistic. Our livelihoods are a top priority and navigating these challenges are worth every sweat from my brow and that of my team. I therefore wish to take this opportunity to commend all the employees of the Ministry for their hard work, dedication and unswerving commitment.

In 2022, let us forge ahead amidst the challenge on the horizon.

Hon Eric Evelyn  
Minister of Environment and Cooperatives

## **1.2 Executive Summary**

Aware that this Ministry provides strategic advice on and implements environment and relevant interrelated policies to achieve a safer and sustainable future, the key priority is to create an enabling environment in support of this vision. Coordinated and constructive collaborated partnerships are at the core of achieving inclusive, sustainable, and resilient measures in order to face the dynamic challenges of 21<sup>st</sup> century living. The Ministry has embraced these cross-cutting issues in the face of changing climate patterns, the life changing impacts of natural phenomena particularly on the earning potential of vulnerable groups. To achieve an equitable and sustainable balance is mandatory. Our Ministry is cognizant of its role in contributing to the achievement of the 2030 Sustainable Development Goals.

Eight (8) of these goals fall within the remit of the Ministry:

- Goal 6: Clean Water
- 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 key principles of the Department of Environment is to highlight the environmental issues challenging our Federation. There has been increased public awareness through social media platforms. A wider audience has been targeted. A wide range of environmental threats such as illegal sand mining, plastic and waste management and energy conservation has been shared.

Much attention has been placed on commemorative celebrations highlighting different aspects of the environment. The Ministry stands ready to support the education program with the Green School Program in some primary schools, preparation of an environment activity booklet for Kindergarten to Grade 6 students, vlogs to highlight environmental issues and a staff profile to highlight the work of our environment officers. Informing and educating our citizens is critical to our success. The Ministry of Environment and Cooperatives will continue to lobby for the participation of our citizens and civil society in the decision-making process of this country. The Ministry of Environment will therefore fully implement the principles laid out in the ESCAZU Agreement - a regional agreement on access to information, public participation, and justice in environmental matters in Latin America and the Caribbean.

To accomplish this, the Ministry will continue to engage in collaborative and innovative actions required to craft and implement sustainable actions to achieve an agenda of an improved quality of life. One of our major key programmatic goals will be underpinned by intensified meaningful collaboration across public and private sectors. 2021 has taught us that we must go beyond collaboration and create enabling strategies. This will be a critical driver for analyzing and appreciating the human pressures of population growth and economic activity that impact the environment. Recognizing that we live in a world that demands more, land use change, climate change, habitat fragmentation and degradation and invasive species are priorities which constantly hinge on every decision that impacts our lives.

One such critical area is the management of ecosystems and protected areas. Our 2022 focus will be the Royal Basseterre Valley National Park. This development trajectory will serve as a cross cutting innovative pool of designs as a solution to sustainable land management challenges affecting the Basseterre area. It presents the opportunity to lay the groundwork for economic benefits through a sustainable financing mechanism. The promotion of sustainable livelihoods then becomes our number one priority.

As the impacts of climate change continue to pose unprecedented threats to humankind and our livelihoods, it has become increasingly important for the Department of Environment to provide the relevant support to enhance climate resilience through mitigation and adaptive measures. To do this effectively, the Ministry is seeking to establish an environmental information system as a critical tool for centralizing data in a usable format. We will be then able to readily provide data on the environment and related subject areas to researchers, academicians, policy planners, environmentalists, and the public in a timely and efficient manner.

The critical role of cooperatives as a pillar of economic sustainability also requires national attention. The Department of Cooperatives strategic priorities for 2022 and beyond cover three areas:

1. Cooperatives with high operational efficiency
2. Cooperatives running sustainable enterprises
3. The expansion of the sector contributing to socio-economic stability within the communities they serve

Intensified efforts will be geared towards assuring a sound governance structure within cooperative societies. The value of pooling the resources of the vulnerable and directing them to mutually beneficial needs must drive the achievement of Sustainable Development Goals 9, 11 and 15. The ever-present issues of eliminating poverty and hunger, gender equality, decent work, economic growth, and climate action can be interwoven in our national response to a safer and sustainable future. Moreover, the immediate concern of food security sparked by the advent of the COVID-19 has created a viable plank for thriving cooperatives. There is untapped potential of how cooperatives can aid in land use management and engage in responsible production and at every opportune time the cross fertilization of ideas and strategies to promote both sectors will be explored.

We look forward to continued partnership with the Ministry of Education and schools. The Department of Cooperatives will engage young students in the cooperative movement to develop an entrepreneurial spirit and eventually encourage youth membership into credit unions.

Strengthening technical rigour 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 key 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 driven decisions. As we mature as a Ministry our core focus will be on strengthening our leadership capacities, building our strategic policy skills and becoming more digitally enabled.

We value our international commitments in support of bolstering our technical and financial capacity as a small island developing nation. The Department of Environment 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. Addressing global challenges demonstrates both internationally and locally that the health and welfare of our people here in the now and in the future, is a foundational commitment of our government. 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 cooperative sector continues to work closely with the International Cooperative Alliance and the International Labour Organization. Advocacy and capacity building and technical support very often help to guide key programmes in the cooperative sector. Capacity building opportunities can be explored from the Caribbean Confederation of Credit Unions' headquarters in Basseterre.

The extraordinary challenges we face compel us to pursue active policy reforms, creative and prudent use of financial resources, and 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 and Cooperatives. 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 2022 and beyond. It will also provide the strategic direction and ultimately be used to judge the Ministry's performance provided that the necessary allocations are received.

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 2022.

Sharon Rattan  
Permanent Secretary

## **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 locally, 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.

- Leverage inter-ministerial and cross sectoral linkages to ensure that sustainability remain pivotal to development
- Facilitate the development and application of environmental policies and guidelines to promote the effective management and protection of the environment
- Increase public education and outreach initiatives
- Integrate policies and adapt management actions
- Improve coordination of policy actions
- Strengthen institutional governance and efficient operational capacity
- Position cooperatives as builders of sustainability
- Foster a positive risk management culture



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

- Strengthen legal and regulatory frameworks
- Increase visibility on multi-media platforms
- Strengthen public and private sector partnerships
- Provide training opportunities for staff development and growth
- Improve environmental data management
- Produce accurate data sets
- Prepare international reports
- Prepare proposals for national park development
- Establish a coordinating body to lead the oversight on the development of the Royal Basseterre Valley National Park
- Conduct an EIA on the Royal Basseterre Valley National Park
- Prepare position papers
- Report on country's response to climate change
- Honour commitments to international agencies
- Track milestone accomplishments every quarter
- Utilize every platform and opportunity to integrate resilience in relevant aspects of the Ministry's work
- Prepare and implement training programmes for stakeholders
- Elevate participation in cooperative membership and governance
- Share best practices
- Develop a national environmental policy
- Develop a national cooperatives 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**

- On-going highlighting of key environmental issues in land use and degradation
- Aggressive implementation of public education and outreach agenda
- On-going consultations with stakeholders
- On-going partnership building across the private sector and with NGOs
- Continue implementation of projects across sectors
- Implement leadership and project planning, monitoring and implementation training
- Track the implementation of work plans on a quarterly basis
- Prepare regional and international reports
- Daily monitoring of declared protected areas
- On-going collaborative work with Ministries on projects
- Assist with project writing to donor agencies
- Organize promotional events for environment and cooperatives
- Weekly visits to cooperatives to assist in planning and implementing activities in their business plan

- Monthly inspections of junior cooperatives
- On-going training for cooperatives based on needs
- Coordinate input and representation across Ministries
- Identify collaborative opportunities to advance the Ministry's agenda

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

- Insufficient allocations can severely hinder the implementation of work plans effectively
- Staffing continues to be a problem in some areas, namely park rangers. There are not enough to support the large scale monitoring of the designated protected areas
- Upgrade in vehicular fleet by adding one four-wheel truck to cover more acreage of protected areas
- More office space needed to comfortably social distance as required by COVID-19 protocols

Moreover, regular costs are incurred to fix water problems where the Department is currently housed

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

1. Integrated Water, Land and Ecosystem (IWEco) Management in the Caribbean SIDs Project - Sub National Project
2. Electricity Supply for the St. Kitts Marine Species Center

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

IWECO (Integrating Water, Land and Ecosystems Management) IAS (Invasive Alien Species)

## **2.4 Transfer Payment Information**

1. UNEP Voluntary Indicative Scale Contribution
2. UNEP Action Plan for Caribbean Environment Programme UNEP Convention on Biological Diversity
3. UNEP Budget for Biosafety Protocol Stockholm Convention on Persistent Org. Poll.
4. United Nations Convention to Combat Diversification
5. UNFCCC UN Framework Convention on Climate Change, Core Budget UNFCCC UN Framework Convention on Climate Change, Kyoto Protocol Caribbean Development Bank
6. UNDP Government Local Office Cost and Vol. Cont. for SKN

## Section 3: Ministry Summary

<b>Portfolio</b>	<b>E.21 - Manage Environment and Cooperatives</b>
<b>Responsibility Centre</b>	<b>21 - Ministry of Environment and Cooperatives</b>
<b>Officer in Charge</b>	Permanent Secretary
<b>Goals/Global Objectives</b>	To provide regulatory and technical support for the cooperatives and coordinate environmental management activities in the Federation of St. Kitts and Nevis

### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
21173 - Manage and protect the Environment	844	2,222	2,360	2,372	2,384
21114 - Support the Cooperatives	459	347	352	357	363
111 - Provide Administrative Support		225	239	243	248
<b>Total</b>	<b>1,303</b>	<b>2,794</b>	<b>2,951</b>	<b>2,972</b>	<b>2,995</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E.21 - Manage Environment and Cooperatives <b>21173 - Manage and protect the Environment</b>
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<b>Responsibility Centre</b>	21 - Ministry of Environment and Cooperatives 117 - Permanent Secretary
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	Coordination of environmental management activities in the Federation of St. Kitts and Nevis. Provide technical support and advice to government ministries in the undertaking of environmental management functions
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Objective(s) for 2022	Expected Results	Performance Indicators
1.To design an environmental information system to inform decision-making based on timely and scientific data.	June 2022	Date of completion for environmental informational system
2.To develop implementation plan for the ban on plastics	March 2022	Date of completion for plan to place ban on plastics
3.To enhance programs for protected areas reserves.	December 2022	Review of new programs developed and areas of need
4.To ensure compliance to national commitments on multilateral environmental conventions	5	Number of reports submitted
5.To increase our response to and address breaches of environmental laws	25 percent increase	Number of enforcement issues addressed
6.To increase outreach and engagement for all stakeholder groups	2 per quarter	Number of activities with stakeholders
	4	Number of quarterly assessment of social media presence
7.To promote environmental protection and conservation through stakeholder partnership and implementation of public awareness and environmental activities	6	Number of established partnerships via MOUs
	4	Number of advocacy educational activities per quarter
	4	Number of quarterly assessment of social media presence
8.To strengthen the management of protected areas	1 per quarter	Number of training programmes for forest rangers

**Sub-Programme :**

- 01332 - Plan and manage the Environment
- 21173 - Invest in the Environment
- 01257 - UNEP - Voluntary Indicative Scale Contribution
- 01258 - UNEP- Action Plan for Caribbean Environment Programme
- 01259 - UNEP - Conventional on Biological Diversity
- 01260 - UNEP - Budget for Biosafety Protocol
- 01261 - UNEP - Stockholm Convention on Persistent Organic Pollutant
- 01262 - United Nations Convention to Combat Desertification -UNCCD
- 01263 - United Nations Framework Convention on Climate Change –  
UNFCCC - Convention Core Bu
- 01264 - United Nations Framework Convention on Climate Change –  
UNFCCC - Kyoto Protocol KP B
- 00013 - Environmental Advocacy

## Financial Summary

	Expenditures					
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024	
Recurrent		842	727	799	810	822
Capital			1,458	1,524	1,524	1,524
Transfer		2	37	37	37	37
Budgetary Grant						
Principal Repayment						
Net Lending						
<b>Total</b>		<b>844</b>	<b>2,222</b>	<b>2,360</b>	<b>2,371</b>	<b>2,383</b>

<b>Portfolio Programme</b>	E. 21 - Manage Environment and Cooperatives <b>21114 - Support the Cooperatives</b>
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<b>Responsibility Centre</b>
21 - Ministry of Environment and Cooperatives 117 - Permanent Secretary <b>114 - Department of Cooperatives</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 co-operatives within the Federation, with a view to deliver benefits to members, thereby improving livelihoods

<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To convene marketing and promotional events (Agro-Strip) for cooperatives	2	Number of marketing events to be held by year end
2.To convene two (2) promotional activities to increase visibility and forge economic partnerships with established institution or private sector entity	2	Number of promotional events to be held by year end
3.To deliver training sessions with cooperatives to improve compliance with the Cooperative Societies Act	2	Number of training sessions
4.To prepare and submit project proposals for funding support for cooperatives to funding agencies	2	Number of projects to be prepared and submitted by end of 3rd quarter

<b>Sub-Programme:</b>
00055 - Promote and Regulate the Cooperative movement 21114 - Invest in Cooperatives

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent	459	347	352	357	363
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>459</b>	<b>347</b>	<b>352</b>	<b>357</b>	<b>363</b>



<b>Portfolio Programme</b>	E.21 - Manage Environment and Cooperatives <b>111 - Provide Administrative Support</b>
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<b>Responsibility Centre</b> 21 - Ministry of Environment and Cooperatives <b>117 - Permanent Secretary</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<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
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To build capacity in relevant areas for staff development and growth.	10	Number of training sessions conducted
	February 2022	Date for completion of needs assessment
2.To ensure legislative strengthening and implementation of complementary policies and guidelines	June 2022	Date for the first reading of the NCEMA Bill
	March 2022	Date to complete identification policies to support legislation and Development of relevant SROs
	3	Number of stakeholder consultations
3.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 2022	Date to identify Key Stakeholders, Ministries and Private Sector partners
4.To strengthen institutional governance and efficient operational capacity	4	Number of quarterly assessments of Departments
	4	Number of reports submitted for International Conventions
	March 2022	Date when National Park coordinating body is established

<b>Sub-Programme :</b>  00012 - Provide Administrative Support
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### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024
Recurrent		225		239	243
Capital					248
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>		<b>225</b>		<b>239</b>	<b>243</b>
				<b>248</b>	

**ST. KITTS AND NEVIS ESTIMATES, 2022**  
(CAPITAL PROJECTS)

**C. 21 ENVIRONMENT AND COOPERATIVES**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>21173</b>	<b>ENVIRONMENT</b>							
1617201	Integrated Water, Land and Ecosystem (IWEco) Management in the Caribbean SIDs Project - Sub-National Project	1,711,647	-	-	1,458,000	1,458,000	-	GLOBAL ENVIRONMENT FACILITY (GEF)
2117302	Electricity Supply for the St. Kitts Marine Species Center	96,463	66,463	-	-	66,463	-	REVENUE
	<b>TOTAL</b>	<b>1,808,110</b>	<b>66,463</b>	<b>-</b>	<b>1,458,000</b>	<b>1,524,463</b>	<b>-</b>	

**Total Ministry \$1,524,463**

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**22 - Ministry of Entrepreneurship and  
Communications**

**Report on Plans and Priorities  
for the Year  
2022**

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## **22 - Ministry of Entrepreneurship and Communications**

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## **Section 1: Minister's Message and Executive Summary**

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

With esteemed pride and privilege, I present the strategic initiatives, plans, and objectives of the Ministry of Entrepreneurship and Communications for the 2022 Budget Estimates. This Ministry has created an opportunity for a wide range of digital, economic, and social change in the Federation by introducing new digital initiatives and enhancing existing technologies.

#### **Department of Entrepreneurship (Entertainment and Talent Development)**

Our recently established Department of Entrepreneurship continues to promote entrepreneurship in the creative and innovative industries. We are bold in this approach and commitment because we want to ensure economic freedom for our Creatives and Innovators. Our pursuit of economic transformation and job creation through entrepreneurship in the creative and innovative industries aligns with the government's targeted approach to further extend the economy's diversification and build economic resilience through revenue generation and increased employment.

St. Kitts and Nevis is home to exceptionally talented individuals and groups. Among these are practitioners in music, visual arts, theatre, literary arts, photographers, videographers, application and website developers, to robotics innovators, with many others in between. These collectively form the intricate thread of the Federation's creative sector. The innovative talent of our nation requires focused effort to transform creativity into sustainable commercial success. The COVID-19 pandemic has adversely impacted the Creative and Innovative industries, which have further necessitated skills upgrade, re-tooling, and income generation. The importance of promoting and harnessing the economic value of the creative and innovative industries is more emphasized.

The Ministry seeks to provide such support for participants and continue developing programs holistically and strategically aligned with our stated objectives to help entrepreneurs develop a strong entrepreneurial spirit and equip them for opportunities to grow their businesses to a more substantial and sustainable level. Year one for this new Ministry has been challenging as we grappled with the harsh realities created by COVID-19 and the impact felt by Creatives as it affected their mode of operation. The Ministry has dedicated much time to craft a framework that will allow these sectors to function despite COVID-19. Our continuous engagement and participation of the Creatives at the Creative Arenas will continue to help formulate policy and develop specifically developed programs to foster their craft.

These Industries will also benefit from crafting a policy and legislative environment that supports their work and reduces the regulatory barriers to entry and participation. We have recently concluded the drafting of a Code of Practice for the film and photography Industry which has drawn much attention since the emergence of MSR Media (a boutique filming company originating from the United Kingdom) and its associated filming in Nevis.

This Code of Practice applies to all forms of production (including feature films, television, commercials, drama documentaries, music videos, idents, stills shoots, student and short film crews) shot on location in public places in St. Kitts and Nevis, which are likely to, or have the potential to, cause disruption to regular activity. The Code aims to ensure that the Industry can film effectively, efficiently, and flexibly in St. Kitts and Nevis.

We are happy to state that we have successfully secured a commitment from MSR Media to develop several films in St. Kitts. The Film and Photography sector within the Federation is currently in its elementary stages, and engaging MSR Media will provide the opportunity for this sector to grow as a viable full-time business venture for our Creatives. The Department has embarked on a mission to reduce barriers and develop this sector locally. This endeavour will open doors and create many opportunities for our filmmakers, videographers, photographers, musicians, artists, and more creatives. We will continue to build on this and place the Federation on the map as a viable filming destination. We are in the process of completing our policy guidelines for the entertainment industry to operate during this COVID-19 period. We will continue to develop guidelines for film and photography and all other sectors.

Our approach is about constructing a formidable machine that churns out successful players within the creative sector by increasing engagement and participation and improving the resources, facilities, and opportunities needed to support creative and innovative industries.

For St. Kitts and Nevis to realize its full economic power, the creative industry must focus on how said skills and talents are identified and developed. This focus requires that new and existing participants be allowed to access relevant equipment and finance, have access to strategic resources such as skills, knowledge, networks, finance, and access to facilities/platforms, enter new markets, and be exposed to mentorship and investors both nationally and internationally.

Our country can only attain this success if we change the landscape and mindset of the nation by catalyzing a cultural shift through education to support existing and aspiring entrepreneurs and ensuring that we have a robust domestic market for content on which our international success will depend.

Our collaboration with the Private Sector is vital. The Department collaborates with several institutions to fulfill our objectives to provide financial resources such as the Eastern Caribbean Partial Credit Guarantee Corporation for ease of financing and accessibility to non-interest-bearing loans. The Cable and The Chamber of Industry and Commerce will help us achieve our objective of providing that opportunity for commercialization and diversification of goods and services through internship programs and other means. We are also working closely with the Intellectual Property Office (IPO) and the Caribbean Collective Organisation for Music Rights (ECCO) to train all creatives and bring awareness on matters concerning copyright.

We are committed to ensuring that our entrepreneurs/creatives take their rightful place in our economy and become owners of the means of production. To enable seamless access to support, we plan to establish a one-stop-shop platform at the Ministry for Entrepreneurs/Creatives to access financial and non-financial support.



We believe that an environment that enables Creatives to do business with ease is a pre-condition for a prosperous economy. The Ministry will continue to play a critical role in the recovery and transformation process.

### **Department of Communications**

The COVID-19 pandemic has accelerated the need for digital services and for us to use technology to deliver the most efficient and optimal services to our citizens. The Department of Technology has recently signed off with Deloitte of Barbados on creating a Whole of Government Technology Strategy and is currently completing the Cybersecurity Strategy. This move defines a structural approach to technology implementation, protecting and securing government information, strengthening government-wide area networks, broadband connectivity across the whole government. An additional layer of security recognized on the international stage is being added to the Department of Technology in the International Organization for Standardization (ISO) 27001 Certification.

The Ministry continues to implement digital training programmes that will empower the workforce, supported by tools in the digital workplace. Innovation through several new digital initiatives created by the Department of Technology for the Ministry of Health, Ministry of National Security, and the Ministry of Finance has brought digital government services to improve our management and efficiency. In particular to the Ministry of Health, the development of SKN COVID-19 Vaccine Information System is an internal government-based database system that will collect and manage personal information related to the COVID-19 Vaccination Programme. SKN COVID-19 Vaccine Information System was created to keep statistics and analyze every vaccine shot administered in St. Kitts and Nevis. Also, the Electronic Vaccination Card system was launched, where citizens can access their vaccination records themselves digitally. The Vaccination Card was enhanced to have a scannable QR code on each card for identification and verification by external or international agencies. The Department of Technology also created the KNATravel Form ([www.knatravelform.kn](http://www.knatravelform.kn)) for the Ministry of National Security, an online portal that all passengers must use to submit their travel and health documents to Immigration and Customs before being allowed entry into St. Kitts and Nevis.

The technology evolution needed to combat the challenges of the pandemic has led to technological innovation and digital transformation across the board. We intend to continue our efforts to digitally transform the government and most of its services so that citizens can have easier access to information and use government services. The strategic approach to using critical objectives outlined in the strategy will guide the public sector's digital transformation process over the next five years.

The objectives for 2022 are to implement key elements outlined in the strategy, such as digitizing internal processes of all government departments and facilitating our Online Payment Platform, which will play a critical role in facilitating digital payments across the whole of Government. This objective will increase efficiency, revenue collection and promote electronic commerce across government and the private sector.

Hon Akilah Byron-Nisbett  
Minister of Entrepreneurship and Communications

## 1.2 Executive Summary

### Department of Entrepreneurship

The Department of Entrepreneurship is now operationalized and will continue to develop its projects and programs that will be beneficial to creatives in building capacity and providing opportunities to grow their businesses to a more substantial and sustainable level.

The harsh realities realized by the Creative Industry as a result of the COVID-19 Pandemic have, even more, emphasized the need to provide vital support to this Industry so that they can remain resilient and sustainable in such circumstances.

To effectively execute our mandate to transform the Creative and Innovative Industries in the Federation through entrepreneurship and economic value creation, we have identified the following sectors as priorities for business development and economic diversifications:

- Film and Photography
- Music and Entertainment
- Arts
- Technology and Innovation

The activities of 2021 were scaled down due to COVID-19. Much of our first year in operation was spent focusing on the foundational work needed, such as recruitment of staff, allocation of office space, the establishment of various systems, and the necessary documentation to structure the Ministry to prepare for the proper execution of its programs in 2022.

Our continued engagements with the creatives, including the entertainment industry during 2021, have helped inform our Policy Development as we seek to ensure that the Ministry's objectives meet the demands of these vibrant and growing industries.

We are still in the process of Policy Development. To date, we have completed a draft Code of Practice for location filming in St. Kitts and guidelines for the Entertainment Industry to operate during this COVID-19 period.

We intend to ensure that our objectives are aligned with the needs of entrepreneurs in the creative and innovative sectors to develop an industry that would allow them to ply their trade effectively in the Federation of St. Kitts and Nevis. The Ministry will allow a pathway to monetize creative products and output and provide an opportunity to reach all entrepreneurs in the creative industry across the Federation. Whether you have a new or existing venture, that opportunity will showcase your business idea/talent. The Ministry will provide that conducive ecosystem to empower local entrepreneurs and improve the entrepreneurship ecosystem in terms of markets, policies, skills and talent, funding, technology and innovation.

The Creative Arenas held throughout the year provided the necessary engagement and participation of Creatives to assist in forming the Policy Development that will seek to foster their craft. Several programs have been developed for 2022 and will be focused on the prioritized sectors.

It will be a multifaceted approach that will ensure that all sectors are harnessed. This multifaceted approach ensures that the Ministry ultimately helps develop fully disciplined and formalized business entities.

Several new platforms will allow creatives to showcase their productivity and masterpieces. Establishing our dynamic Social Media Pages (FB, Twitter, Instagram) will enable the Department to communicate with creatives in all sectors constantly. While the Ministry seeks to develop the creative industries, it will collaborate with other stakeholders and ministries, including the Ministry of International Trade, Industry, Commerce and Consumer Affairs, the Department of Culture, and the Ministry of Education, to nurture a culture of innovation and entrepreneurship among children.

All of the Ministry's projects, programmes, and policies will be designed to pursue one or more of the following broad aims:

- i) To develop value-generating creative and innovative talent;
- ii) To professionalize the arts, entertainment, and innovation industries through value creation and harmonization of standards;
- iii) To empower more people through the monetization of creative and innovative talent, and market exposure;
- iv) To create new, sustainable streams of national revenue; and
- v) To catalyze a cultural shift to support existing and aspiring entrepreneurs in the Creative and Innovative Industries

The Ministry continues to progress the planning for its full operationalization. The Ministry intends to develop innovative projects and programmes which will:

- i) Improve the resources, facilities, and opportunities (and access to the same) needed to support people in the creative and innovative industries;
- ii) Identify and develop the skills and talents of our leading and emerging creatives and innovators;
- iii) Promote the creative and innovative culture, products and endeavours of St. Kitts and Nevis, both nationally and internationally;
- iv) Create and facilitate various pathways (Arts/Innovation as a Career) for the economic transformation of young people and their families; and
- v) Facilitate the export and exchange of talent internationally, including the use, participation and engagement of innovation/talent tourists.

These objectives will provide a framework for the Ministry's annual projects and programmes for the year 2022. This scope aligns squarely with the Government's Policy direction and long-term strategy for the Ministry, which includes producing a new cadre of globally competitive citizens, and establishing state-of-the-art facilities for high-quality recording, performing arts, and business incubation.

Our collaboration with our private sector partners will assist in service delivery and enable the Ministry to maximize its reach and impact among creatives, innovators, and entrepreneurs.

## **Department of Communications**

Over the past year, the Department of Technology has undertaken some key initiatives that will lay the foundation for the digital transformation of the Government. One of the key areas identified as part of the overall transformation journey is the enabling of digital government. As part of this process, the Government engaged the consulting firm of Deloitte and Touche to assist with defining a Whole of Government Technology Strategy and a Cybersecurity Strategy Framework. The Technology Strategy maps out the people, process and technology initiatives required to enable digital government. The Cybersecurity Strategy Framework defines the strategies to ensure the safety, integrity, and availability of the Government's data and information as it transitions to delivering online/digital services.

The COVID-19 global pandemic increased demand for digital government services and accelerated the transitioning to online services. The Ministries of Health, National Security and Finance are some of the Ministries that have taken steps to leverage online technologies to provide citizen services. These initiatives include: i) the SKN COVID-19 Vaccine Information System, which is an internal government-based database system that will collect and manage personal information concerning the COVID-19 Vaccination Programme; ii) the Covax (COVID-19 Vaccine) Database that will manage the data on vaccines administered in St. Kitts and Nevis; iii) a GPS enabled Contact Tracing app help with the management and monitoring of COVID-19 cases; iv) the KNA Travel Form ([www.knatravelform.kn](http://www.knatravelform.kn)) online portal for the submission and processing of immigration, customs and health documentation of all incoming travelers; v) expansion of the Traffic Department online services to include the administering of Driver's License Examinations and provision of test results and vi) an online portal for the processing, management and reporting for the COVID-19 Income Support and Fuel Subsidy programmes.

In 2022, the key focus will be on establishing the appropriate governance structures to drive the people, process and technology initiatives in support of digital transformation, establishing a digital culture, defining digital service standards and defining and initiating the digitization process. Activities that will enable digital government will be assigned high priority for implementation. These activities will include strengthening cybersecurity in Government, enhancing the connectivity and network infrastructure, the continued buildout of digital platforms to support e-service delivery, collaboration and data and information sharing. The Department will also work with the Legal Department to review, update and create legislation to enable digital transformation initiatives. Concerning digital platforms, the Department will continue to support Ministries and Departments to digitize their services and offer services online. At the same time, the Department will continue to provide digital training to public servants to assist with building digital capacity and re-skilling.

### **1.3 Management Representation Statement**

It is my privilege to present the 2022 Annual Report on Plans and Priorities on behalf of the Ministry of Entrepreneurship and Communications. This document accurately represents the Ministry's plans and priorities for the budget for the 2022 financial year to deliver on the broad priorities outlined.

I believe that the document will serve as an essential planning instrument and guide to monitor the Ministry's progress, outcomes, and impact for 2022 as it delivers on a well-thought-out strategic outlook.

Cheryleann M Pemberton (Mrs.)  
Permanent Secretary

## **Section 2: Ministry Overview**

### **2.1 Mission Statement**

#### **Communications**

To deliver services and solutions enabling the Public Service to transition to the provision of digital services for the benefit of citizens.

#### **Entrepreneurship**

To transform the entertainment, creative and innovative industries in St. Kitts and Nevis through entrepreneurship and economic value creation.

### **2.2 Planning Overview**

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

Government's policy direction and long-term strategy for the Ministry is:

#### **Communications**

- To facilitate the development of ICTs to enable the Federation to become a world leader in digital service delivery
- To improve the way in which the Government operates and serves the needs of its citizens, businesses, and employees by leveraging people, process, and technology transformation
- To strengthen the Cybersecurity Framework of the Government to provide safe online spaces for citizens and businesses to engage with the Government
- To develop, implement and manage the telecommunications infrastructure of the Government to enable the provision of economical, cost-effective, and efficient telecommunication services

## Entrepreneurship

- To develop an industry that would allow Creatives and Innovators to ply their trade effectively in the Federation of St. Kitts and Nevis
- To develop innovative incentives to help young people start and promote their businesses within the Creative and Innovative space
- To develop legislation to guide the Innovation and Creative Industries
- To work to produce a new cadre of globally competitive citizens

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

#### Communications

- To establish the governance mechanisms to guide the digital transformation process in Government
- To commence implementation of the whole of Government Technology Strategy
- To commence implementation of the cybersecurity measures in the Cyber Strategy Framework
- To review and update the legislative and regulatory framework to enable digital transformation
- To provide timely information to customers and clients who access Government through telecommunications service 24 hours and seven days a week

#### Entrepreneurship

- To develop a 5-year strategic plan, including major capital projects and policies thus creating new sustainable streams of national revenue
- To professionalize the creative and innovation industries through value creation and harmonization of standards
- To promote the creative and innovative culture, products in the areas of business management, financing, sales and marketing, networking, image and branding;
- To catalyze a cultural shift to support existing and aspiring entrepreneurs in the creative and innovative industries making pathways for the economic transformation of young people and their families

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

The above objectives provide the strategic framework for the direction of the Ministry. It is not anticipated that there will be any significant modifications to or deviations from this framework during this period. However, this will be kept under monthly review considering the COVID-19 pandemic is likely to continue to have an adverse impact on the creative and innovative industries, particularly individuals working in the arts and entertainment, and may affect our strategic objectives and priorities.

Due to physical distancing, priority was placed on developing an in-house e-learning platform and digital training modules that could be delivered using online modalities.

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

### **Communications**

- Establish a Transformation Management Office to guide the activities related to digital transformation in Government
- Implement the ISO 27001 Information Security Management System (ISMS) policies and procedures in the Department of Technology
- Establish the connectivity and networking to consolidate departmental networks and implement whole government WAN connectivity
- Enhance the government portal to a more service-oriented and customer centric portal that will connect the public to a one stop shop for digital services and information
- Implement VOIP telephony in Ministries and Departments that are still using analog telephones
- Establish an IT Service Management platform to log, track and resolve all ICT Helpdesk system to log all ICT service requests
- Deliver digital skills training to public servants Entrepreneurship
- Consultations with stakeholders and other partners
- To host at least two film festivals per year
- Engagement of other Ministries/Departments
- Continuous training for existing and potential entrepreneurs within the creative and innovative industries

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

- The ongoing global COVID-19 pandemic continue to pose challenges in accessing in person specialized training services and consultancy services. The emergency regulations that were instituted regarding lock downs and restricted hours affected the implementation of some project activities which was postponed
- Limited pool of adequately trained human resources in specialist IT disciplines such as network engineers, software engineers and security engineers
- Non-competitive remuneration packages which make it difficult to recruit and retain highly skilled personnel
- Inability to travel for training purposes (due to COVID-19 restrictions)

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

Resources will be used to achieve the medium to long-term objectives of i) leveraging ICTs to foster economic growth and development and ii) to realize digital transformation in Government to drive digital transformation in the wider economy and iii) create a conducive environment for the development and success of creatives.

## **2.2.7 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.

The advent of COVID-19 and the adverse impact globally, has created opportunities within the Filming Industry in the Federation. Nevis is a solid business case chosen as a filming location by MSR Media, a company based in London who decided to continue their filming in a COVID-safe zone. As a result, we are currently exploring incentives to support bricks and mortar development in the Film and Entertainment Industry in St. Kitts. If we are to achieve this and continue to attract location filming in St. Kitts, it will require attractive, competitive incentive programs which will result in significant increase of expenditure. Based on research, the market currently is overwhelmed by financial incentives and the most attractive incentive program will determine success.

## **2.3 Capital Projects Information**

### **2.3.1 Major Capital Projects**

- E-Government Network Infrastructure Project
- Creative Industry Development Project
- Internet Exchange Point Development and Support
- Entrepreneurship and Innovation Development Project

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

- Public Service Digital Training

## **2.4 Transfer Payment Information**

- International Telecommunications Union (ITU)
- Commonwealth Telecommunications Union (CTU)
- Caribbean Telecommunications Union (CTU)



### Section 3: Ministry Summary

<b>Portfolio</b>	<b>E. 22 - To promote Entrepreneurship and Communications</b>
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<b>Responsibility Centre</b>	<b>22 - Ministry of Entrepreneurship and Communications</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<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
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### Financial Summary

Programme	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
091 - To provide Administrative Support		265	333	339	345
090 - To promote and develop Entrepreneurship		1,768	2,880	2,990	3,000
089 - To provide Communications Services	3,860	5,540	5,815	4,959	5,004
<b>Total</b>	<b>3,860</b>	<b>7,573</b>	<b>9,028</b>	<b>8,288</b>	<b>8,349</b>

## Section 4: Programme Summary

<b>Portfolio Programme</b>	E. 22 - To promote Entrepreneurship and Communications <b>091 - To provide Administrative Support</b>
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<b>Responsibility Centre</b>	<b>22 - Ministry of Entrepreneurship and Communications</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To manage the administration of the Ministry of Entrepreneurship and Communications
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<b>Sub-Programme:</b>	01000 - Provide Administrative Support
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### Financial Summary

	Expenditures					
	Actual 2020	Estimated 2021	Planned 2022 (in thousands)	Projected 2023	Projected 2024	
Recurrent		265		333	339	345
Capital						
Transfer						
Budgetary Grant						
Principal Repayment						
Net Lending						
<b>Total</b>		<b>265</b>		<b>333</b>	<b>339</b>	<b>345</b>

<b>Portfolio Programme</b>	E. 22 - To promote Entrepreneurship and Communications <b>090 - To promote and develop Entrepreneurship</b>
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<b>Responsibility Centre</b>	<b>22 - Ministry of Entrepreneurship and Communications</b>
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<b>Officer in Charge</b>	Permanent Secretary
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<b>Goals/Global Objectives</b>	To create a conducive environment for the development and success of entrepreneurs and start-ups in the Creative and Innovative space as independent economic generators, with a focus on equipping and developing new businesses and strengthening existing ones
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To catalyze a cultural shift to support existing and aspiring entrepreneurs	At least 3	Number of Secondary Schools, technical/vocational schools offering entrepreneurship programmes or extra-curricular activities to support entrepreneurs
2.To create opportunities for commercialisation and diversification of goods and services	10	Number of civil society organizations and the private sector contributing to programme delivery
	5	Number of internship opportunities made available
3.To establish a National Policy for the Creative and Innovative Industries	September 2022	Date for the completion for the Draft National Policy
	October 2022	Date for submission of the Draft National Policy to Cabinet
4.To optimize the legal and regulatory environment for a thriving Creative and Innovative Industry	May 2022	Date for completion of rules and regulations for the Film Industry
	July 2022	Date for completion of rules and regulations for the Entertainment Industry
	3	Number of laws and legal reforms proposed to facilitate a conducive environment for the Creative and Innovative Industries
5.To provide technical assistance to entrepreneurs and start-ups in the areas of strategy, financing, image and branding, marketing, accounts, supply and distribution and networking	100	Number of existing entrepreneurs engaged by the Ministry
	20 hours	Number of hours of technical assistance or support provided by the Ministry per week
	100	Number of new entrepreneurs assisted by the Ministry

**Sub-Programme:**

01001 - To provide support for Innovation

01002 - To provide support for Entertainment and Talent Development

090 - Invest in Entrepreneurship

### Financial Summary

	Expenditures				
	Actual 2020	Estimated 2021	Planned 2022	Projected 2023	Projected 2024
	(in thousands)				
Recurrent		1,268	1,980	1,990	2,000
Capital		500	900	1,000	1,000
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>		<b>1,768</b>	<b>2,880</b>	<b>2,990</b>	<b>3,000</b>

<b>Portfolio Programme</b>	E. 22 - To promote Entrepreneurship and Communications <b>089 - To provide Communications Services</b>
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<b>Responsibility Centre</b> <b>22 - Ministry of Entrepreneurship and Communications</b>
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<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
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<b>Objective(s) for 2022</b>	<b>Expected Results</b>	<b>Performance Indicators</b>
1.To define and initiate the digitization process	April 2022	Date by which the process should be started
2.To deliver training courses and materials to public officers online and on-demand	40%	Percentage of courses being delivered totally online
3.To design a government networking and connectivity strategy	October 2022	Date to complete strategy
4.To establish the governance mechanisms and structures used to guide the digital transformation process in Government	September 2022	Date to establish the governance structures
5.To provide training for new staff and departments in digital tools	50%	Percentage of new staff trained in into courses and Office 365
	15 Departments	Number of departments fully trained in introductory and productivity courses
6.To review and update the legislative and regulatory framework to enable digital transformation	June 2022	Date to establish the Digital Legislation Team

<b>Sub-Programme:</b>  22089 - Provide Telecommunications Services and IT Support
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### Financial Summary

	<b>Expenditures</b>				
	<b>Actual 2020</b>	<b>Estimated 2021</b>	<b>Planned 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>
	(in thousands)				
Recurrent	3,662	3,974	4,719	4,763	4,808
Capital	74	1,370	900		
Transfer	125	196	196	196	196
Budgetary Grant					
Principal Repayment					
Net Lending					
<b>Total</b>	<b>3,861</b>	<b>5,540</b>	<b>5,815</b>	<b>4,959</b>	<b>5,004</b>

**ST. KITTS AND NEVIS ESTIMATES, 2022**

(CAPITAL PROJECTS)

**C. 22 ENTREPRENEURSHIP AND COMMUNICATIONS**

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2022				Actual Expenditure 2020 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
<b>22089</b>	<b>TECHNOLOGY DEPARTMENT</b>							
0408918	E-Government Network Infrastructure Project	1,200,000	200,000	-	-	200,000	13,379	REVENUE
2208924	Public Service Digital Training	200,000	200,000	-	-	200,000	-	REVENUE
2208926	Internet Exchange Point (IXP) Development and Support	2,000,000	500,000	-	-	500,000	-	REVENUE
	<b>Subtotal</b>	<b>3,400,000</b>	<b>900,000</b>	<b>-</b>	<b>-</b>	<b>900,000</b>	<b>13,379</b>	
<b>22090</b>	<b>ENTREPRENEURSHIP DEPARTMENT</b>							
2209001	Entrepreneurship and Innovation Development Project	4,300,000	500,000	-	-	500,000	-	REVENUE
2209003	Creative Industry Development Project	1,500,000	400,000	-	-	400,000	-	REVENUE
	<b>Subtotal</b>	<b>5,800,000</b>	<b>900,000</b>	<b>-</b>	<b>-</b>	<b>900,000</b>	<b>-</b>	
	<b>GSKN Enterprise Cyber Security Project</b>	<b>700,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,712</b>	<b>REVENUE</b>
	<b>ICT MakerSpace Development Project</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>GSKN Measuring ICT for Development Project</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>Purchase of UPS - ICT Center (Data Center)</b>	<b>270,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>REVENUE</b>
	<b>TOTAL</b>	<b>11,570,000</b>	<b>1,800,000</b>	<b>-</b>	<b>-</b>	<b>1,800,000</b>	<b>74,091</b>	

**Total Ministry \$1,800,000**

# Approved Staff Positions



# **01 – GOVERNOR GENERAL**

01 - GOVERNOR GENERAL

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E. 01001001 ADMINISTRATION  
00744 REPRESENT THE QUEEN

STAFF POSITIONS	2022	2021
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
Total Staff	8	8

## **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	2022	2021
<b>00963</b>		
Clerk to the National Assembly (K39-K41)	1	-
Clerk to the National Assembly (K33-K38)/(K39-K41)	-	1
Deputy Clerk to the National Assembly (K33-K38)	1	-
Deputy Clerk to the National Assembly (K28-K32)	-	1
Clerk (K10-K21)	1	1
Total Staff	3	3

## **03 – AUDIT OFFICE**

### 03- AUDIT OFFICE

**E. 03021041 ADMINISTRATION**  
**00987 MANAGE THE OPERATIONS OF**  
**THE AUDIT OFFICE**

STAFF POSITIONS	2022	2021
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	2022	2021
Audit Manager (K39-K41)	1	1
Senior Auditor (K33-K38)	3	3
Auditor I/II (K22-K27)/(K28-K32)	1	1
Audit Assistant (K10-K21)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 03022052 AUDITS**  
**00990 CONDUCT FINANCIAL AND COMPLIANCE AUDITS**

STAFF POSITIONS	2022	2021
Audit Manager (K39-K41)	1	1
Senior Auditor (K33-K38)	3	3
Auditor I/II (K22-K27)/(K28-K32)	1	1
Audit Assistant (K10-K21)	2	2
<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	2022	2021
Permanent Secretary (K45)	1	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	2
Messenger (K1-K14)	2	2
<b>Total Staff</b>	<b>13</b>	<b>12</b>

**E. 04031061 ADMINISTRATION  
03987 LAW COMMISSION**

STAFF POSITIONS	2022	2021
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 LEGAL AID CLINIC  
01410 PROVIDE LEGAL ASSISTANCE TO PUBLIC**

STAFF POSITIONS	2022	2021
Director (K43)	1	1
Counsel (K35-K42)	1	1
Executive Officer (K28-K32)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 04034085 OFFICE OF OMBUDSMAN  
01242 PROTECT AND ENFORCE CITIZENS'  
RIGHTS**

STAFF POSITIONS	2022	2021
Ombudsman (K45)	1	1
<b>Total Staff</b>	<b>1</b>	<b>1</b>



**04 - MINISTRY OF JUSTICE AND LEGAL AFFAIRS**

**E. 04059221 REGISTRAR'S OFFICE  
01257 REGISTER LEGAL DOCUMENTS**

STAFF POSITIONS	2022	2021
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	1	1
Clerk/Binder (K10-K21)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>7</b>	<b>7</b>

**E. 04059223 REGISTRAR'S OFFICE  
01582 REGISTER INTELLECTUAL  
PROPERTY**

STAFF POSITIONS	2022	2021
Registrar of Intellectual Property (K43)	1	1
Assistant Registrar (K33-K41)	1	1
Counsel (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	2022	2021
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	1
Court Stenographer (K22-K30)	3	4
Senior Bailiff (K22-K27)	1	1
Senior Clerk (K22-K27)	2	2
IT Clerk (K10-K21)/(K22-K27)	1	1
Secretary (K10-K21)	1	1
Bailiff (K10-K21)	2	2
Clerk (K10-K21)	4	5
<b>Total Staff</b>	<b>21</b>	<b>21</b>

**E. 04060231 MAGISTRATE'S DEPARTMENT  
01370 ADMINISTRATIVE SUPPORT TO  
MAGISTRATES**

STAFF POSITIONS	2022	2021
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	2022	2021
Registrar of Land & Property (K43)	1	1
Assistant Registrar (K33-K41)	1	1
Systems Administrator (K33-K38)	1	-
Finance Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	2	2
Office Attendant (K7-K17)	1	1
Total Staff	8	7

**05 – OFFICE OF THE  
PRIME MINISTER**

## 05 - OFFICE OF THE PRIME MINISTER

**E. 05041091 ADMINISTRATION  
00818 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2022	2021
Prime Minister (C)	1	1
Cabinet Secretary (K47)	1	1
General Counsel (K45)	1	1
Permanent Secretary (K45)	2	2
Press Secretary (K44)	1	1
Director of People Empowerment (K43)	1	1
Director of OPM (K43)	1	1
Director (K42)	1	1
Deputy Director of People Empowerment (K33-K38)/(K39-K41)	1	1
Senior Assistant Secretary (K33-K38)/(K39-K41)	1	1
Research/Communications Officer (K33-K38)	2	2
Project Officer (K33-K38)	1	1
Assistant Secretary (K33-K38)	5	5
Personal Assistant (K28-K32)/(K33-K38)	2	2
Executive Officer (K28-K32)	4	4
Senior Clerk (K22-K27)	4	4
Office Attendant/Cleaner (K12)	1	1
People Empowerment Officer (K10-K21)	6	6
Clerk (K10-K21)	9	9
Messenger (K1-K14)	2	2
Driver/Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>48</b>	<b>48</b>

**E. 05041091 ADMINISTRATION  
00825 ADMINISTRATION OF CANNABIS AUTHORITY**

STAFF POSITIONS	2022	2021
Head of Unit (K44)	1	-
Head of Unit (K39-K41)	-	1
Quality Assurance Inspector (K33-K38)/(K39-K41)	1	-
Public Relations Officer (K33-K38)	1	-
Administrative Officer (K33-K38)	1	1
Clerk (K10-K21)	1	1
Driver/Messenger (K1-K14)	1	-
<b>Total Staff</b>	<b>6</b>	<b>3</b>

**E. 05041091 ADMINISTRATION  
00820 SECURITY & MAINTENANCE UNIT**

STAFF POSITIONS	2022	2021
Security Officer (K28-K32)	1	1
Security Officer (K22-K27)	1	1
Maintenance Officer (K22-K27)	1	1
Security Officer (K10-K21)	3	3
Maintenance Officer (K10-K21)	1	1
<b>Total Staff</b>	<b>7</b>	<b>7</b>

**E. 05041091 ADMINISTRATION  
00822 MANAGE NATIONAL HEROES PARK**

STAFF POSITIONS	2022	2021
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. 05041093 ADMINISTRATION  
00827 ELECTORAL CONSTITUENCY BOUNDARIES COMMISSION**

STAFF POSITIONS	2022	2021
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>

**E. 05041093 ADMINISTRATION  
00828 REPRESENT THE FEDERATION IN NEVIS**

STAFF POSITIONS	2022	2021
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	1	-
Driver/Messenger (K1-K14)	1	-
Clerk (K10-K21)	-	1
<b>Total Staff</b>	<b>3</b>	<b>2</b>

## 05 - OFFICE OF THE PRIME MINISTER

**E. 05041095 ADMINISTRATION**  
**01845 ADMIN. SUPPORT TO REGIONAL INTEGRATION**  
**AND DIASPORA UNIT (RIDU)**

STAFF POSITIONS	2022	2021
Head of RIDU (K45)	1	1
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	2	2
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 05042101 HUMAN RESOURCE MANAGEMENT DEPT.**  
**01361 MANAGE HUMAN RESOURCES**

STAFF POSITIONS	2022	2021
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 Secretary (K28-K32)	1	1
Human Resource Technician (K22-K27)/(K28-K32)	7	7
Assistant Personnel Secretary (K10-K21)/(K22-K27)	1	1
Human Resource Clerk (K10-K21)	5	5
Repository Assistant (K7-K17)	1	1
Office Attendant (K1-K14)	2	2
<b>Total Staff</b>	<b>33</b>	<b>33</b>

**E. 05041097 ADMINISTRATION**  
**00833 PRESERVE/ARCHIVE IMPORTANT RECORDS**

STAFF POSITIONS	2022	2021
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>

**E. 05041098 ADMINISTRATION**  
**03608 CITIZENSHIP BY INVESTMENT**

STAFF POSITIONS	2022	2021
Permanent Secretary (K45)	1	1
Director (K43)	1	1
Legal Advisor (K43)	1	1
Operations Manager (K33-K38)/(K39-K41)	1	1
Operations Manager Processing (K33-K38)/(K39-K41)	1	1
Operations Manager Finance (K33-K38)/(K39-K41)	1	1
IT Specialist (K33-K38)	1	1
Assistant Secretary (K33-K38)	12	8
Executive Officer (K28-K32)	7	7
Senior Clerk (K22-K27)	4	2
Secretary (K17-K25)	1	1
Junior Clerk (K10-K21)	17	6
Office Attendant (K1-K14)	2	2
<b>Total Staff</b>	<b>50</b>	<b>33</b>

**05 - OFFICE OF THE PRIME MINISTER**

**E. 05042102 HUMAN RESOURCE MANAGEMENT DEPT.  
01366 SUPPORT THE SERVICES COMMISSIONS**

STAFF POSITIONS	2022	2021
Secretary to PSC (K33-K38)	1	1
Assistant to Secretary to PSC (K28-K32)	1	1
<b>Total Staff</b>	<b>2</b>	<b>2</b>

**E. 05043111 GOVERNMENT PRINTERY  
00824 PRINT GOVERNMENT DOCUMENTS**

STAFF POSITIONS	2022	2021
Manager of Printery (K42)	1	1
Administrative Officer (K33-K38)	1	1
Cameraman (K10-K21)/(K22-K27)/(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
<b>Total Staff</b>	<b>17</b>	<b>17</b>

**E. 05088371 INFORMATION DEPARTMENT  
01139 INFORM THE PUBLIC ON GOVERNMENT  
ACTIVITIES**

STAFF POSITIONS	2022	2021
Director General of 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
Cameraman (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
<b>Total Staff</b>	<b>16</b>	<b>16</b>

**E. 05087361 ST. KITTS INVESTMENT PROMOTION AGENCY  
01050 FACILITATE INVESTMENT PROMOTION**

STAFF POSITIONS	2022	2021
Crown Counsel (K39-K41)	1	1
Multimedia Market & 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>

**06 – MINISTRY OF  
NATIONAL SECURITY AND  
IMMIGRATION**

**06 - MINISTRY OF NATIONAL SECURITY AND IMMIGRATION**

**E. 06051141 ADMINISTRATION  
00703 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2022	2021
Minister (C)	1	1
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 (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Personal Assistant (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	2022	2021
Clerk (K10-K21)	1	-
<b>Total Staff</b>	<b>1</b>	<b>-</b>

**E. 06052122 POLICE  
00707 PROVIDE POLICE SERV. TO COMMUNITIES**

STAFF POSITIONS	2022	2021
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	-
<b>Regular Rank Driven Track</b>		
Inspector (K32-K34)/(K35-K38)	4	4
Inspector (K32-K34)	21	21
Coordinator (K28-K32)	1	1
Station Sergeant (K30)	2	2
Sergeant (K26-K28)	44	44
Technician (K26-K28)	3	3
Senior Clerk (K22-K27)	3	3
Corporal (K22-K25)	30	30
Constable (K15-K21)	350	350
Clerk (K10-K21)	17	17
Telecom Operator (K10-K21)	8	8
Special Constable (K10-K16)	32	32
<b>Graduate Track</b>		
Inspector (K38)		
Forensic Analyst (K33-K38)	4	4
Police Officer (K33-K37)		
<b>Total Staff</b>	<b>536</b>	<b>535</b>

**E. 06051141 ADMINISTRATION  
00775 PROVIDE IMMIGRATION SERVICES**

STAFF POSITIONS	2022	2021
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)	33	33
Driver (K1-K17)	1	1
<b>Total Staff</b>	<b>44</b>	<b>44</b>



## 06 - MINISTRY OF NATIONAL SECURITY AND IMMIGRATION

**E. 06052124 ADMINISTRATION**  
**00727 NATIONAL CRIME COMMISSION (NCC)**

STAFF POSITIONS	2022	2021
Advisor (K44)	1	1
Director (K41)	1	1
Executive Secretary (K33-K38)	1	1
Senior Analyst (K33-K38)	2	-
Analyst (K33-K38)	-	1
Analyst (K33-K37)	3	4
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	2022	2021
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)	4	4
Senior Clerk (K22-K27)	1	1
Fire Sub-Officer (K22-K25)	12	12
Fire Officer (K15-K21)	102	95
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>129</b>	<b>122</b>

**E. 06054123 DEFENCE FORCE**  
**00752 PROVIDE FOR DEFENCE OF THE FEDERATION**

STAFF POSITIONS	2022	2021
Lieutenant Colonel (K44)	1	1
Major (K42)	2	2
Captain (K39-K41)	2	2
Lieutenant (K34-K37)	4	4
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)	1	1
Private/Recruit (K10-K17)	134	134
<b>Total Staff</b>	<b>167</b>	<b>167</b>

**E. 06054123 COAST GUARD**  
**00754 ENFORCE LAWS/PROVIDE EMERGENCY SERVICES**

STAFF POSITIONS	2022	2021
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 AND IMMIGRATION**

**E. 06055181 PRISONS  
00730 MANAGE AND SUPPORT PRISONS**

STAFF POSITIONS	2022	2021
Commissioner of Corrections (K44)	1	1
Deputy Commissioner of Corrections (K42)	1	1
Chief Officer/Matron (K39)	3	3
Rehabilitation Officer (K33-K38)	1	-
Principal Prison Officer (K32-K34)	4	4
Sergeant (K26-K28)	8	8
Prison Officer (K15-K21)	51	51
Civilian Worker (K15)	7	7
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>77</b>	<b>76</b>

**E. 06056191 NATIONAL EMERGENCY MGT. AGENCY  
00767 DISASTER MANAGEMENT SERVICES**

STAFF POSITIONS	2022	2021
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	-
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>10</b>

**E. 06058211 NAT'L COUNCIL ON DRUG ABUSE & PREVENTION  
00782 PROG. TO PREVENT/REDUCE DRUG ABUSE**

STAFF POSITIONS	2022	2021
Coordinator (K43)	1	1
Drug Prevention Officer (K33-K38)	2	2
Executive Officer (K28-K32)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</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	2022	2021
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Coordinator - Trade, Business Development and Consumer Services (K42)	1	-
Administrative/Research Assistant (K33-K38)	1	1
Administrative Assistant (K33-K38)	1	1
Trade Policy Officer (K33-K38)	2	2
Project/Research Officer (K27-K32)/(K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Clerk (K10-K21)	2	2
<b>Total Staff</b>	<b>11</b>	<b>10</b>

**E. 07117511 CONSUMER AFFAIRS  
01389 PROVIDE ADMINISTRATIVE SUPPORT  
01391 RESPOND TO CONSUMER COMPLAINTS**

STAFF POSITIONS	2022	2021
<b>01389</b> Director (K39-K41)/(K42)	1	1
<b>01391</b> Complaints and Investigation Officer (K22-K27)	1	1
Clerk (K10-K21)	2	2
Attendant (K1-K14)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 07074281 INTERNATIONAL TRADE  
01542 MANAGE GENERAL ADMINISTRATION**

STAFF POSITIONS	2022	2021
Director, Trade Research (K39-K41)/(K42)	1	1
Senior Trade Policy Officer (K39-K41)	1	1
Trade Policy Officer (K33-K38)	6	6
Clerk (K10-K21)	2	2
Attendant (K1-K14)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>12</b>	<b>12</b>

**E. 07117511 CONSUMER AFFAIRS  
01399 ENFORCE AND MONITOR  
PRICE CONTROL**

STAFF POSITIONS	2022	2021
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	1
Clerk (K10-K21)	1	-
<b>Total Staff</b>	<b>7</b>	<b>5</b>

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

**E. 07075293 STANDARDS BUREAU AND MULTI-LAB  
01386 PROVIDE TECHNICAL SUPPORT**

STAFF POSITIONS	2022	2021
Senior Metrologist (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)	2	2
Standards Officer I (K33-K38)	2	1
Air Quality Technician (K22-K27)	1	1
Laboratory Technician (K10-K21)/(K22-K27)	4	4
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>14</b>	<b>13</b>

**E. 07075293 STANDARDS BUREAU AND MULTI-LAB  
01355 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2022	2021
Director (K43)	1	1
Science and Research Manager (K42)	1	1
Standards Development Head (K39-K41)	1	1
<b>Total Staff</b>	<b>3</b>	<b>3</b>

**E. 07075294 SMALL BUSINESS AND DEVELOPMENT CENTRE (SBDC)  
01408 MARKETING AND INVESTMENT SERVICES**

STAFF POSITIONS	2022	2021
Director, Industry and Commerce (K39-K41)/(K42)	1	1
Senior Business Advisor (K33-K38)	2	2
Senior Industry Officer (K33-K38)	1	1
Junior Business Advisor (K22-K27)/(K28-K32)/(K33-K38)	1	1
Administrative and Communications Officer (K10-K21)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 07075293 STANDARDS BUREAU AND MULTI-LAB  
01357 LAB SERVICES/MONITOR HEALTH QUALITY**

STAFF POSITIONS	2022	2021
Hazard Analysis and Critical Control Points Coordinator (K33-K38)	1	1
Laboratory Technician (K10-K21)	1	1
<b>Total Staff</b>	<b>2</b>	<b>2</b>

## **08 - MINISTRY OF FINANCE**

**08 - MINISTRY OF FINANCE**

**E. 08081301 ADMINISTRATION  
00865 GENERAL ADMINISTRATION SERVICES**

STAFF POSITIONS	2022	2021
Financial Secretary (K47)	1	1
Deputy Financial Secretary (K45)	2	2
Legal Advisor (K45)	1	1
Financial Advisor (K45)	1	1
Director (K44)	1	-
Director (K43)	-	1
Procurement Manager (K42)	1	1
Business Analyst (K33-K38)/(K39-K41)	2	2
Enforcement Officer (K33-K38)/(K39-K41)	1	1
Inspection Officer (K33-K38)/(K39-K41)	1	1
Administrative Officer (K33-K38)	2	2
Procurement Officer (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Research Assistant (K22-K27)	1	-
Senior Clerk (K22-K27)	2	2
Administrative Assistant (K17-K25)	1	1
Clerk (K10-K21)	5	5
Office Attendant (K1-K14)	1	1
Driver/Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>26</b>	<b>25</b>

**E. 08081302 FISCAL DIVISION  
00918 FISCAL, POLICY, INVESTMENT  
AND DEBT MANAGEMENT DIVISION**

STAFF POSITIONS	2022	2021
<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
<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>18</b>	<b>18</b>

**E. 08081303 BUDGET DIVISION  
00946 PREPARE AND MONITOR THE CENTRAL  
GOVERNMENT BUDGET**

STAFF POSITIONS	2022	2021
Director (K43)	1	1
Senior Budget Analyst (K42)	1	1
Budget Analyst I/II (K33-K38)/(K39-K41)	5	5
Budget Analyst Assistant (K22-K27)	1	1
<b>Total Staff</b>	<b>8</b>	<b>8</b>

**E. 08081304 CENTRALISED PURCHASING UNIT  
00880 PROCURE GOVERNMENT SUPPLIES**

STAFF POSITIONS	2022	2021
Supervisor (K33-K38)	1	1
Administrative Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Technician (K22-K27)	1	1
Clerk (K10-K21)	5	5
Office Attendant/Driver (K8-K19)	3	3
<b>Total Staff</b>	<b>12</b>	<b>12</b>

**08 - MINISTRY OF FINANCE**

**E. 08082311 ACCOUNTANT GENERAL- ADMIN.  
02043 FIN. CONTROL AND FIN. MANAGEMENT**

STAFF POSITIONS	2022	2021
Accountant General (K45)	1	1
Deputy Accountant General (K42)	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	2022	2021
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)	1	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>13</b>	<b>13</b>

**E. 08082313 ACCOUNTANT GENERAL-SYSTEMS MGMT.  
01146 PROVIDE SYSTEMS SUPPORT**

STAFF POSITIONS	2022	2021
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	2022	2021
Senior Internal Auditor (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	2022	2021
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	2022	2021
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	5
Tax Inspector (K28-K32)	1	3
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	2022	2021
<b><u>00996</u></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><u>00997</u></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	2022	2021
<b><u>00999</u></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><u>01001</u></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	2022	2021
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	2022	2021
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	2022	2021
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	2022	2021
Comptroller of Customs (K44)	1	1
Deputy Comptroller (K42)	1	1
Assistant Comptroller II (K41)	4	3
Accountant (K33-K38)/(K39-K41)	2	2
Administrative Research Assistant (K33-K38)/(K39-K41)	1	1
Financial Analyst (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)	2	1
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
<b>Total Staff</b>	<b>42</b>	<b>40</b>

**08 - MINISTRY OF FINANCE**

**E. 08084332 CUSTOMS - EXAM. AND VALUATION DIVISION  
01423 EXAMINE AND EVALUATE CARGO**

STAFF POSITIONS	2022	2021
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	2022	2021
Systems Coordinator I/II (K33-K38)/(K39-K41)	1	1
Senior Customs Officer IV (K33-K38)	1	1
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>25</b>	<b>25</b>

**E. 08084333 CUSTOMS - REGULATORY SERVICES DIV.  
01424 ENFORCE/MONITOR IMPLEMENT. OF LAW**

STAFF POSITIONS	2022	2021
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	-
Customs Officer I/II (K10-K17)/(K18-K25)	15	15
Customs Assistant (K10-K21)	8	9
<b>Total Staff</b>	<b>35</b>	<b>35</b>

**E. 08090391 FINANCIAL INTELLIGENCE UNIT - ADMIN.  
00874 COUNTER MEASURES - AML/TF**

STAFF POSITIONS	2022	2021
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	2022	2021
Minister (C)	1	1
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)	1	-
Administrative Assistant (K33-K38)	2	2
Project Officer I (K33-K38)	1	1
Finance Officer (K28-K32)/(K33-K38)	1	1
Senior Clerk (K22-K27)	1	2
Accounts Officer (K22-K27)	1	1
Intake Officer (K22-K27)	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	2022	2021
Director, Social & Community Development (K41-K43)	1	1
Deputy Director (K33-K38)/(K39-K41)	1	1
Senior Community Development Officer (K33-K38)	1	1
Community Development Officer (K22-K27)/(K28-K32)/(K33-K38)	6	6
Registry Operations Manager (K33-K38)	1	1
Case Manager (K22-K27)/(K28-K32)/(K33-K38)	3	3
Manager, Saddlers Home (K25-K32)	1	1
Social Assistance Officer (K22-K27)	6	6
Clerk (K10-K21)	1	1
Home Care Officer (K10-K21)	21	21
Office Attendant (K1-K14)	1	1
<b>Total Staff</b>	<b>43</b>	<b>43</b>

**E. 09102421 SOCIAL AND COMMUNITY DEVELOPMENT  
00334 THE NATIONAL COUNSELING CENTRE**

STAFF POSITIONS	2022	2021
Director (K41-K43)	1	1
Deputy Director (K39-K40)	1	-
Counsellor (K33-K38)	4	4
Family Counsellor (K28-K32)/(K33-K38)	4	4
Junior Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>11</b>	<b>10</b>

**E. 09103431 GENDER AFFAIRS  
00349 FACILITATE GENDER AWARENESS**

STAFF POSITIONS	2022	2021
Director (K41-K43)	1	1
Executive Officer (K33-K38)	1	1
Gender Field Officer II (K22-K27)/(K28-K32)/(K33-K38)	2	2
Gender Field Officer I (K10-K21)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**09 - MINISTRY OF SOCIAL DEVELOPMENT AND GENDER AFFAIRS**

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**E. 09104441 PROBATION & CHILD PROTECTION SERVICES  
00351 CHILD CARE AND PROTECTIONS SERVICES**

STAFF POSITIONS	2022	2021
Director, Probation and Child Protection (K41-K43)	1	1
Chief Child Protection and Probation Officer (K33-K38)	1	1
Executive Officer (K33-K38)	1	-
Child Protection and Probation Officer II (K28-K32)/(K33-K38)	7	7
Case Manager (K28-K32)/(K33-K38)	3	3
Child Protection and Probation Officer I (K22-K27)	3	3
Part-Time Child Protection and Probation Officer (K10-K21)	1	1
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>18</b>	<b>17</b>

**E. 09105441 PROBATION AND CHILD PROTECTION SERVICES  
00357 MANAGE NEW HORIZONS CO-ED TRAINING CENTRE**

STAFF POSITIONS	2022	2021
Director (K41-K43)	1	1
Deputy Director (K38-K39)	1	1
Assistant Deputy Director (K33-K38)	1	1
Case Worker (K28-K32)/(K33-K38)	6	3
House Parent (K22-K27)	6	6
Clerk (K10-K21)	1	1
Housekeeper (K10-K21)	1	1
Deputy House Parent (K10-K21)	14	17
<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	2022	2021
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	-
Personal Assistant (K33-K38)	1	1
Executive Officer (K28-K32)	2	2
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	2	2
<b>Total Staff</b>	<b>16</b>	<b>15</b>

**E. 10112461 AGRICULTURAL SERVICES**  
**00014 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2022	2021
Director of Agriculture (K43)	1	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>7</b>	<b>7</b>

**E. 10111451 ADMINISTRATION**  
**00008 PROVIDE POLICY SUPPORT**

STAFF POSITIONS	2022	2021
Senior Project Officer (K42)	1	1
Agricultural Planner (K33-K38)	1	1
Institutional Liaison (K33-K38)	1	-
Institutional Liaison (K25-K32)/(K33-K40)/(K41-K43)	-	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	2022	2021
Manager, Agro-Processing (K33-K40)	1	1
Agronomist (K33-K40)	2	2
Agricultural Officer (K33-K40)	6	7
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>38</b>	<b>39</b>



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

**E.10112463 AGRICULTURAL SERVICES-LIVESTOCK  
00023 TECHNICAL SUPPORT/MONITOR ANIMAL HEALTH**

STAFF POSITIONS	2022	2021
Chief Veterinary Officer (K42)	1	1
Senior Veterinary Officer (K33-K41)	1	-
Animal Health Officer (K33-K41)	-	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>22</b>	<b>22</b>

**E.10112463 AGRICULTURAL SERVICES-LIVESTOCK  
03994 SUPPORT DEV. OF ANIMAL POUNDS**

STAFF POSITIONS	2022	2021
Pound Keeper (K31)	1	1
<b>Total Staff</b>	<b>1</b>	<b>1</b>

**E. 10112464 AGRICULTURAL SERVICES  
05900 TECHNICAL SUPPORT TO ALLIED INSTITUTION**

STAFF POSITIONS	2022	2021
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	2022	2021
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)	1	1
Fisheries Officer (K28-K32)	1	1
Assistant Fisheries Officer (K22-K27)	1	1
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>18</b>	<b>18</b>

**11 – MINISTRY OF  
TOURISM AND  
TRANSPORT**

**11 - MINISTRY OF TOURISM AND TRANSPORT**

**E. 11121521 ADMINISTRATION**

**00224 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2022	2021
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Assistant Secretary (K33-K38)	1	1
Strategic Planning Officer (K33-K38)	1	1
Finance Officer (K28-K32)	1	1
Personal Secretary (K28-K32)	1	1
Secretary (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Community Tourism Officer (K22-K27)	1	1
<b>Total Staff</b>	<b>10</b>	<b>10</b>

**E. 11122531 TOURISM DEPARTMENT**

**01782 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2022	2021
Tourism Officer (K28-K32)/(K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Mall Manager (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	1	1
Community Tourism and Education Officer (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	2022	2021
Stakeholder Relation Officer (K22-K27)/(K28-K32)/(K33-K38)	1	1
Executive Director (K30-K35)	1	1
Events Specialist (K30-K35)	1	1
Executive Secretary (K28-K32)	1	1
Office Assistant (K10-K21)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 11122531 TOURISM DEPARTMENT**

**00263 SUPPORT ECO PARK**

STAFF POSITIONS	2022	2021
Manager (K33-K38)	1	1
<b>Total Staff</b>	<b>1</b>	<b>1</b>

**11 - MINISTRY OF TOURISM AND TRANSPORT**

**E. 11125612 TRANSPORT - MARITIME AFFAIRS  
00397 ADMINISTER AND REGULATE  
LOCAL TRANSPORTATION**

STAFF POSITIONS	2022	2021
Public Service Driver Inspector (K10-K21)	1	-
Despatcher (K10-K21)	1	-
<b>Total Staff</b>	<b>2</b>	<b>-</b>

**11125612 TRANSPORT - MARITIME AFFAIRS  
00398 REGULATE AND MONITOR  
MARITIME AFFAIRS**

STAFF POSITIONS	2022	2021
Director, Maritime Affairs (K39-K41)	1	1
Senior Inspector/Surveyor (K33-K40)	1	1
Inspector/Surveyor (K28-K32)	1	3
Maritime Inspector I (K22-K27)	1	-
Junior Maritime Inspector (K10-K21)	1	-
Secretary (K10-K21)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**12 – MINISTRY OF PUBLIC  
INFRASTRUCTURE,  
POSTS AND URBAN  
DEVELOPMENT**

**12 - MINISTRY OF PUBLIC INFRASTRUCTURE, POSTS AND URBAN DEVELOPMENT**

**E. 12131561 ADMINISTRATION**  
**00395 PROVIDE ADMINISTRATIVE SUPPORT**  
**00450 MANAGE ENERGY UNIT**

STAFF POSITIONS	2022	2021
<b><u>00395</u></b>		
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Senior Assistant Secretary (K39- K41)	1	1
Accounts Manager (K33-K38)/(K39-K41)	1	-
Accounts Manager (K33-K38)	-	1
Personnel Officer (K33-K38)	1	-
Communications Officer (K33-K38)	1	1
Personal Assistant (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	4	4
Office Attendant (K1-K14)	1	1
<b><u>00450</u></b>		
Energy Officer (K33-K38)	1	1
<b>Total Staff</b>	<b>14</b>	<b>13</b>

**E.12132571 POSTAL SERVICES**  
**00403 ADMINISTER POSTAL SERVICES**

STAFF POSITIONS	2022	2021
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	5
Senior Clerk (K22-K27)	7	6
Postal Inspectors (K22-K27)	2	2
Logistic Support Officer (K18-K21)	1	1
Technical Support Officer (K16-K21)	1	1
Clerk (K10-K21)	15	16
Postman (K10-K21)	1	1
Postman (K7-K17)	16	16
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>60</b>

**E. 12133581 PUBLIC WORKS**  
**00417 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2022	2021
Director (K43)	1	1
Chief Engineer (K42)	1	1
Engineer (K33-K41)	4	4
Architect (K33-K41)	1	1
Executive Officer (K28-K32)	2	3
Draughtsman (K22-K27)	1	-
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	8	8
Messenger (K1-K14)	1	1
<b><u>Electrical Inspection Unit</u></b>		
Chief Electrical Inspector (K33-38)/(K39-K41)	1	1
Electrical Inspector (K28-K32)	2	3
Junior Electrical Inspector (K10-K21)/(K22-K27)	3	3
Junior Clerk (K10-K21)	2	2
<b>Total Staff</b>	<b>29</b>	<b>30</b>

**E. 12133582 PUBLIC WORKS-ROADS, BRIDGES AND DRAINAGE**  
**00421 MAINTAIN ROADS, BRIDGES AND DRAINS**

STAFF POSITIONS	2022	2021
Engineer (K33-K38)	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>

**12 - MINISTRY OF PUBLIC INFRASTRUCTURE, POSTS AND URBAN DEVELOPMENT**

**E. 12133583 PUBLIC WORKS-FACILITIES  
MAINTENANCE DIVISION  
00446 BUILDINGS AND FACILITIES**

STAFF POSITIONS	2022	2021
Clerk of Works (K33-K36)	1	1
Inspector of Works (K28-K32)	1	1
Foreman of Works (K22-K27)	3	3
Technician (K22-K27)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 12133584 PUBLIC WORKS-VEHICLE MAINTENANCE  
00447 MAINTAIN GOVERNMENT VEHICLES/  
EQUIPMENT**

STAFF POSITIONS	2022	2021
Manager, Government Repair Shop (K33-K36)	1	1
Senior Foreman Mechanic (K28-K32)	1	1
Senior Foreman Mechanic - Vehicles (K22-K27)	1	1
Mechanic, Grade I (K10-K25)	1	1
Draughtsman/Technician (K10-K25)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 12133585 PUBLIC WORKS-QUARRY SERVICES  
00449 SUPPLY AGGREGATES**

STAFF POSITIONS	2022	2021
Quarry Manager (K33-K40)	1	1
Foreman (K28-K32)	1	1
<b>Total Staff</b>	<b>2</b>	<b>2</b>

**E. 12135601 WATER SERVICES  
00465 PROVIDE ADMIN/CUSTOMER SERVICES**

STAFF POSITIONS	2022	2021
Manager/Water Engineer (K43)	1	1
Assistant Engineer (K33-K41)	2	2
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	-
Debt Collection Officer (K28-K32)	1	1
Procurement Officer (K28-K32)	1	-
Pump Operator (K22-K27)	1	1
Draughtsman (K22-K27)	1	2
Supervisor (K22-K27)	3	3
Mechanic, Grade I (K10-K25)	1	1
Meter Reader (K10-K21)	4	4
Junior Clerk (K10-K21)	7	7
<b>Total Staff</b>	<b>26</b>	<b>25</b>

**12 - MINISTRY OF PUBLIC INFRASTRUCTURE, POSTS AND URBAN DEVELOPMENT**

**E. 12135602 WATER SERVICES-DISTRIBUTION AND MAINTENANCE**  
**00488 MANAGE THE DISTRIBUTION OF WATER**

STAFF POSITIONS	2022	2021
Inspector of Works (K28-K32)	1	1
Foreman of Works (K22-K27)	4	4
Water Overseer (K10-K21)	7	7
<b>Total Staff</b>	<b>12</b>	<b>12</b>

**E. 12135603 WATER SERVICES-QUALITY CONTROL**  
**00498 MANAGE WATER QUALITY**

STAFF POSITIONS	2022	2021
Inspector of Treatment (K28-K32)	1	1
Treatment Plant Operator (K22-K27)	1	1
<b>Total Staff</b>	<b>2</b>	<b>2</b>

**E. 12135604 WATER SERVICES-GROUNDWATER MANAGEMENT**  
**00483 MANAGE WATER PRODUCTION**

STAFF POSITIONS	2022	2021
Inspector of Pumps, Electrical (K28-K32)	1	1
Inspector of Pumps, Mechanical (K28-K32)	1	1
Pump Operator (K22-K27)	2	2
Mechanic, Grade I (K10-K25)	1	1
<b>Total Staff</b>	<b>5</b>	<b>5</b>

**E. 12137612 TRANSPORT - MARITIME AFFAIRS**  
**00398 MANAGE URBAN DEVELOPMENT UNIT**

STAFF POSITIONS	2022	2021
Senior Urban Development Officer (K39-K41)	1	-
Urban Development Officer (K33-K38)	-	1
Assistant Urban Development Officer (K22-K27)	1	-
<b>Total Staff</b>	<b>2</b>	<b>1</b>



## **13 – MINISTRY OF EDUCATION**

**13 - MINISTRY OF EDUCATION**

**E. 13141621 ADMINISTRATION  
00032 PROVIDE ADMINISTRATIVE SUPPORT  
02356 TVET**

STAFF POSITIONS	2022	2021
<b>00032</b>		
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Director of Educational Planning (K43)	1	1
Senior Assistant Secretary (K39-K41)	2	2
Assistant Secretary (K33-K38)/(K39-K40)	1	1
Executive Officer (K28-K32)	1	1
Personal Assistant (K22-K27)	1	1
Senior Clerk (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
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>17</b>	<b>17</b>

**E.13141623 ADMINISTRATION- EDUCATION SERVICES  
00066 ADMINISTRATION SUPPORT - EDUCATION SERVICES**

STAFF POSITIONS	2022	2021
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
National Examinations Registrar (K39-K41)	1	1
Project Engineer (K39-K41)	1	1
Education Officer, Secondary (K33-K40)	1	1
Education Officer (K33-K40)	7	6
Director, Media Unit (K33-K38/K39-K40)	1	1
Guidance Counsellor (K33-K38)/(K39-K40)	2	-
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 Officer (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>35</b>	<b>32</b>

**E.13141622 ADMINISTRATION- EDUCATION PLANNING  
DIVISION  
00122 PROVIDE PLANNING AND POLICY**

STAFF POSITIONS	2022	2021
Chief, Education Planner (K43)	1	1
Director, Curriculum Unit (K41)	1	1
Director, Management Information System (K41)	1	1
Coordinator, Assessment (K40)	1	-
Coordinator, Measurement & Testing (K40)	-	1
Project Officer, Procurement (K33-K40)	1	1
Coordinator (K33-K40)	2	2
Assistant Coordinator (K33-K38)	1	1
Coordinator, Modern Languages (K33-K40)	1	-
Coordinator, Language Enrichment (K33-K40)	1	1
Health and Well-being Curriculum Coordinator (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 (K10-K21)	3	3
Clerk, Management Information Systems (K10-K21)	1	1
Junior Clerk (K10-K21)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>29</b>	<b>28</b>

**E. 13141624 ADMINISTRATION-UNESCO NATIONAL  
SECRETARIAT  
00035 SUPPORT THE UNESCO PROGRAMME**

STAFF POSITIONS	2022	2021
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	2021	2020
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	2022	2021
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
Teaching Assistant (K10-K21)	41	41
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>57</b>	<b>57</b>

**E. 13143642 PRIMARY EDUCATION- PRIMARY SCHOOLS  
00097 DELIVER PRIMARY EDUCATION**

STAFF POSITIONS	2022	2021
Headteacher (K32-K36)	18	18
Teacher (K25-K32)/(K33-K38)	195	195
Supernumerary Teacher (K10-K21)	92	92
<b>Total Staff</b>	<b>305</b>	<b>305</b>

**E.13143641 PRIMARY EDUCATION- PRIMARY SCHOOLS  
00098 SCHOOL MEALS IN PRIMARY SCHOOLS**

STAFF POSITION	2022	2021
Coordinator (K25-K30)	1	1
Assistant Coordinator (K22-K27)	1	-
<b>Total Staff</b>	<b>2</b>	<b>1</b>

**E.13144652 SECONDARY EDUCATION- BHS  
00145 BASSETERRE HIGH SCHOOL**

STAFF POSITIONS	2022	2021
Principal (K41)	1	1
Deputy Principal (K40)	1	1
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>81</b>	<b>81</b>

**E.13144651  
00144 SECONDARY EDUCATION- WAHS  
WASHINGTON ARCHIBALD HIGH SCHOOL**

STAFF POSITIONS	2022	2021
Principal (K41)	1	1
Deputy Principal (K40)	1	1
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>81</b>	<b>81</b>

**E.13141621 ST. KITTS SPECTRUM SERVICES  
00040 AUTISM CENTRE**

STAFF POSITIONS	2022	2021
Director, St. Kitts Spectrum Services (K39-K41)	1	1
Learning Specialist (K10-K21)/(K22-K27)/(K28-K32)	2	-
Clerk (K10-K21)	1	-
<b>Total Staff</b>	<b>4</b>	<b>1</b>

**13 - MINISTRY OF EDUCATION**

**E.13144653 SECONDARY EDUCATION- CHS  
00149 CAYON HIGH SCHOOL**

STAFF POSITIONS	2022	2021
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
Supernumerary Teacher (K10-K21)	12	12
Clerk (K10-K21)	1	1
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	2022	2021
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
Supernumerary Teacher (K10-K21)	11	11
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>46</b>	<b>46</b>

**E.13144654 SECONDARY EDUCATION- CEMSS  
00150 CHARLES E. MILLS SECONDARY SCHOOL**

STAFF POSITIONS	2022	2021
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
Supernumerary Teacher (K10-K21)	12	12
Clerk (K10-K21)	1	1
Janitor (K1-K14)	1	1
<b>Total Staff</b>	<b>65</b>	<b>65</b>

**13 - MINISTRY OF EDUCATION**

**E. 13144656 SECONDARY EDUCATION- SSS  
03128 SADDLERS SECONDARY SCHOOL**

STAFF POSITIONS	2022	2021
Principal (K41)	1	1
Deputy Principal (K40)	1	1
Teacher (K10-K21)/(K25-K32)/(K33-K40)	27	27
Guidance Counsellor (K33-K40)	1	1
Librarian (K22-K27)/(K28-K32)	1	1
Junior Clerk (K12-K21)	1	1
<b>Total Staff</b>	<b>32</b>	<b>32</b>

**E.13145661 POST SECONDARY EDU.- NAT.  
SKILLS TRAINING  
00182 DELIVER NATIONAL SKILLS  
TRAINING**

STAFF POSITIONS	2022	2021
Director (K33-K40)	1	1
Teacher (K10-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	2022	2021
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 EDU.- AVEC  
00181 SKILLS AND VOCATIONAL TRAINING  
THRU. AVEC**

STAFF POSITIONS	2022	2021
Director (K40)	1	1
Guidance Counsellor (K33-K38)	1	1
Teacher (K28-K32)	4	4
Teacher (K25-K32)	6	6
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>18</b>	<b>18</b>

**E.13147681 TERTIARY EDUCATION- CFBC  
03904 STUDENTS OF NURSING  
03907 TEACHERS IN TRAINING**

STAFF POSITIONS	2022	2021
<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	2022	2021
Teacher (K30-K40)	3	3
Subject Coordinator (K30-K40)	1	1
Teacher (K20-K30)	5	5
Teacher (K10-K21)	2	2
Supernumerary Teacher (K10-K21)	1	1
Teacher Aides (K10-K21)	5	5
Secretary (K10-K21)	1	1
<b>Total Staff</b>	<b>18</b>	<b>18</b>

**E. 13148691 PUBLIC LIBRARY-ADMINISTRATION  
02546 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2022	2021
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**

14 - MINISTRY OF HEALTH

**E. 14151711 ADMINISTRATION - HEALTH SECTOR MGMT  
01030 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2022	2021
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Chief Medical Officer (K44)	1	1
Health Planner (K43)	1	1
Principal Nursing Officer (K42-K43)	1	1
Quality Assurance Officer (K39-K41)	1	1
Administrative Officer (K33-K38)/(K39-K41)	3	3
Finance Officer (K28-K32)/(K33-K38)	2	2
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Registry Clerk (K10-K21)	1	1
Clerk (K10-K21)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>17</b>	<b>17</b>

**E. 14152722 COMM. BASED HEALTH SERV. -  
FAMILY HEALTH  
01211 PROMOTE HIV/AIDS AWARENESS**

STAFF POSITIONS	2022	2022
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)	1	1
Health Educator (K25-K32)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 14152722 COMM. BASED HEALTH SERVICES  
FAMILY HEALTH  
01208 PROMOTE PROPER NUTRITION**

STAFF POSITIONS	2022	2021
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>

**E. 14152723 COMM. BASED HEALTH SERV - CLINICAL SERV.  
01035 MONITOR PUBLIC HEALTH SITUATIONS/TRENDS**

STAFF POSITIONS	2022	2021
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>



**14 - MINISTRY OF HEALTH**

**E. 14152723 COMM. BASED HEALTH SERV -  
CLINICAL SERVICES  
01228 CLEAN/BEAUTIFY PARKS AND BEACHES**

STAFF POSITIONS	2022	2021
Supervisor (K10-K21)	1	1
<b>Total Staff</b>	<b>1</b>	<b>1</b>

**E. 14152721 COMM. BASED HEALTH SERVICES -  
ADMINISTRATION  
01213 ADMINISTER COMMUNITY- BASED  
SERVICES**

STAFF POSITIONS	2022	2021
Director - Community Health Services (K43)	1	1
Coordinator- Community Nursing (K42)	1	1
District Medical Officer (K36-K41)/(K42)	6	6
Deputy Coordinator-Community Nursing (K41)	1	1
Health Services Administrative Officer (K33-K38)	1	1
Pharmacist (K25-K32)/(K33-K38)	2	2
Senior Clerk (K22-K27)	1	1
Junior Clerk (K10-K21)	4	4
Messenger (K1-K14)	1	1
<b>Graduate Track</b> Coordinator- Community Nursing (K43)		
<b>Total Staff</b>	<b>18</b>	<b>18</b>

**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	2022	2021
<b>01210</b> Health Educator/Counsellor (K33-K38)	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 (K36-K37)	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 (K36-K37)	5	5
Psychiatric Aide (K10-K21)	2	2
<b>Total Staff</b>	<b>21</b>	<b>21</b>

**E.14152722 COMM. BASED HEALTH SERV. -  
FAMILY HEALTH  
01224 PROVIDE HEALTH CARE THRU  
COMMUNITY CENTRES**

STAFF POSITIONS	2022	2021
Community Nurse Manager (K38-K39)	11	11
Community Nurse (K36-K38)	19	19
Community Nursing Assistant (K12-K22)	24	24
<b>Graduate Track</b> Community Nurse Manager (K40) Community Nurse (K38-K39)		
<b>Total Staff</b>	<b>54</b>	<b>54</b>

**14 - MINISTRY OF HEALTH**

**E. 14152722 COMM. BASED HEALTH SERVICES - FAMILY HEALTH  
01216 PROVIDE DENTAL HEALTH CARE**

STAFF POSITIONS	2022	2021
Dental Surgeon (K39-K42)/(K43)	5	5
Dental Therapist (K33-K38)	1	1
Dental Hygienist (K25-K32)	2	2
Dental Assistant (K12-K23)	5	5
Dental Clerk (K10-K21)	2	2
<b>Total Staff</b>	<b>15</b>	<b>15</b>

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.  
01014 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2022	2021
Director, Health Institutions (K43)	1	1
Medical Chief of Staff/General Surgeon (K43)	1	1
Operations Manager, JNF (K33-K38)/(K39-K41)	1	1
<b>Total Staff</b>	<b>3</b>	<b>3</b>

**E. 14152723 COMM. BASED HEALTH SERVICES - ENV. HEALTH  
01202 MONITOR SANITATION  
01226 CONTROL VECTORS  
01227 PORT HEALTH SERVICES**

STAFF POSITIONS	2022	2021
<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	-
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>39</b>

**E.14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.  
01015 PROVIDE MAINTENANCE SERVICES**

STAFF POSITIONS	2022	2021
Biomedical Engineering Technician (K33-K35)/(K36-K38)	1	1
Physical Plant Maintenance Technician (K33-K35)/(K36-K38)	1	1
Assistant Maintenance Technician (K12-K23)/(K25-K32)	1	1
Medical Equipment Maintenance Technician (K12-K23)/(K25-K32)	1	1
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**14 - MINISTRY OF HEALTH**

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.  
01018 ADMINISTRATIVE SERVICES - JNF HOSPITAL**

STAFF POSITIONS	2022	2021
Dietitian (K35-K38)	1	1
Accounts Officer (K28-K32)	2	2
Medical Records Technician (K25-K32)	2	2
Cashier Supervisor (K22-K27)	1	1
Senior Clerk (K22-K27)	4	4
Junior Clerk (K10-K21)	7	7
Cashier (K10-K21)	3	3
Telephone Operator (K8-K19)	9	9
<b>Total Staff</b>	<b>29</b>	<b>29</b>

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMINISTRATION  
01027 AUXILIARY SERVICES - JNF HOSPITAL**

STAFF POSITIONS	2022	2021
Staff Nurse (K36-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>Graduate Track</b>		
Staff Nurse (K38-K39)		
<b>Total Staff</b>	<b>24</b>	<b>24</b>

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.  
01032 PROVIDE LABORATORY SERVICES**

STAFF POSITIONS	2022	2021
Lab Manager (K35-K38)/(K39-K41)	1	1
Microbiologist (K33-K38)/(K39-K41)	1	1
Senior Lab Technologist (K33-K35)/(K36-K38)	2	2
Lab Technologist (K25-K32)/(K33-K38)	8	8
Molecular Biologist (K25-K32)/(K33-K38)	1	1
Lab Assistant (K22-K27)	1	1
Cytoscreener (K22-K27)	1	1
Student Lab Technician (K12-K23)	4	4
Phlebotomist (K10-K21)	3	3
Blood Banking Advocate/Counsellor (K10-K21)	1	1
<b>Total Staff</b>	<b>23</b>	<b>23</b>

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES  
- ADMINISTRATION AUX. SERVICES**

**01161 MARY CHARLES HOSPITAL  
01165 POGSON HOSPITAL  
01175 CARDIN HOME**

STAFF POSITIONS	2022	2021
<b>01161</b>		
Orderly (K7-K17)	6	6
<b>01165</b>		
Clerk (K10-K21)	1	1
Orderly (K7-K17)	6	6
<b>01175</b>		
Orderly (K7-K17)	6	6
<b>Total Staff</b>	<b>19</b>	<b>19</b>

**14 - MINISTRY OF HEALTH**

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.  
01246 PHARMACEUTICAL AND MEDICAL SUPPLIES**

STAFF POSITIONS	2022	2021
Chief Pharmacist (K35-K38)/(K39-K41) Manager, Central Drug and Medical Stores (K35-K38)	1	1
Medical Supplies Officer (K33-K35)	1	1
Senior Clerk (K22-K27)	1	1
Junior Clerk/Store Clerk (K10-K21)	1	1
Driver (K7-K17)	1	1
<b>Total Staff</b>	<b>6</b>	<b>6</b>

**E. 14153731 INSTITUTION-BASED HLTH SERV.  
- ADMINISTRATION  
01258 DISPENSE PHARMACEUTICAL**

STAFF POSITIONS	2022	2021
Senior Pharmacist (K33-K38)/(K39-K40)	1	1
Pharmacist (K25-K32)/(K33-K38)	4	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	2022	2021
<b>01159</b> Assistant Nurse Manager (K37-K39)	1	1
<b>01163</b> Assistant Nurse Manager (K37-K39)	1	1
<b>01173</b> Supervisor, Cardin Home (K35-K38)	1	1
Assistant Nurse Manager (K37-K39)	1	1
<b>Graduate Track</b> Assistant Nurse Manager (K39)		
<b>Total Staff</b>	<b>4</b>	<b>4</b>

14 - MINISTRY OF HEALTH

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	2022	2021
<b>01160</b>		
Staff Nurse (K36-K38)	4	4
Nursing Assistant (K12-K22)	2	2
<b>01164</b>		
Staff Nurse (K36-K38)	4	4
<b>01174</b>		
Staff Nurse (K36-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-K39)	1	1
Staff Nurse (K36-K38)	5	5
<b>01177</b>		
Network Specialist (K33-K38)	1	1
Technician (K22-K27)	1	1
<b>Graduate Track</b>		
Assistant Nurse Manager (K39)		
Staff Nurse (K38-K39)		
Registered Nurse (K35-K36)		
Total Staff	43	43

E. 14153732 INSTITUTION-BASED HEALTH SERVICES  
CLINICAL SERVICES AND PATIENT CARE  
01021 MEDICAL/MURSING SERV. - JNF HOSPITAL

STAFF POSITIONS	2022	2021
Nephrologist (K43)	1	1
Anaesthetist (K43)	2	2
General Surgeon (K43)	2	1
Obstetrician/Gynaecologist (K43)	2	2
Medical Specialist (K43)	2	2
Paediatrician (K43)	2	2
Psychiatrist (K43)	1	1
Orthopaedist (K43)	2	1
Pathologist (K43)	2	1
Ophthalmologist (K43)	2	2
Emergency Specialist (K43)	1	1
Vascular Surgeon (K43)	1	1
Oncologist (K43)	2	1
Cardiologist (K43)	1	1
Ear, Nose and Throat Specialist (K43)	1	-
Urologist (K43)	1	-
Director, Institutional Nursing Services (K42)	1	1
Assistant Director, Institutional Nursing Services (K41)	1	1
Medical Officer (K39-K41)/(K42)	10	14
Medical Officer: Institution and Psychiatry (K36-K41)/(K42)	1	1
Infection Control Officer (K38-K39)	1	1
Nurse Manager (K38-K39)	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 (K37-K39)	1	1
Admission & Discharge Planning Nurse (K37-K39)	1	1
Nurse Anaesthetist (K37-K39)	2	2
Assistant Nurse Manager (K37-K39)	19	19
Clinical Instructor (K37-K39)	1	1
ICU Nurse (K37-K39)	2	2
In-Service Coordinator (K37-K39)	1	1
Nurse Preceptor (K36-K38)	1	1
Staff Nurse (K36-K38)	105	105
Counsellor (K33-K38)	1	1
Total Staff	184	182

14 - MINISTRY OF HEALTH

**E.14153732 INSTITUTION-BASED HEALTH SERVICES -  
CLINICAL SERVICES AND PATIENT CARE  
01021 MEDICAL/NURSING SERVICES - JNF HOSPITAL**

STAFF POSITIONS	2022	2021
Registered Nurse (K33-K35)	23	23
Nursing Assistant II (K33)	8	8
Oncology Technician (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Emergency Medical Technician (K10-K21)/(K22-K27)	39	39
Nursing Assistant (K12-K22)	37	37
Scrub Technician (K12-K19)	8	8
Psychiatric Aide (K10-K21)	3	3
Junior Clerk (K10-K21)	1	1
Security Officer (K10-K21)	2	2
Nursing Attendant (K10-K15)	17	17
<b><u>Graduate Track</u></b>		
Director, Institutional Nursing Services (K43)		
Administrative Night Coordinator (K40)		
Admission & Discharge Planning Nurse (K40)		
ICU Nurse (K40)		
In-Service Coordinator (K40)		
Infection Control Officer (K40)		
Nurse Anaesthetist (K40)		
Nurse Manager (K40)		
Quality Assurance Officer (K40)		
Assistant Nurse Manager (K39)		
Clinical Instructor (K39)		
Staff Nurse (K38-K39)		
Nurse Preceptor (K37-K38)		
Registered Nurse (K35-K36)		
Oncology Technician (K33-K38)		
Total Staff	140	140

**E. 14153732 INSTITUTION-BASED HEALTH  
SERVICES - CLINICAL  
SERVICES AND PATIENT CARE  
01036 PROVIDE RADIOLOGY SERVICES**

STAFF POSITIONS	2022	2021
Radiologist (K43)	2	2
Chief Radiographer (K35-K38)	1	1
Radiographer (K25-K32)/(K33-K38)	3	3
Student X-Ray Technician (K12-K23)	1	1
Nursing Assistant (K12-K22)	5	5
Total Staff	12	12

**E. 14153732 INSTITUTION-BASED HEALTH SERVICES -  
CLINICAL SERVICES AND PATIENT CARE  
03651 COLLECTIONS UNIT**

STAFF POSITIONS	2022	2021
Collections Manager (K33-K38)	1	1
Collections Officer (K10-K21)/(K22-K27)	1	1
Total Staff	2	2

**15 – MINISTRY OF  
YOUTH, SPORTS AND CULTURE**

## 15 - MINISTRY OF YOUTH, SPORTS AND CULTURE

**E. 15161741 ADMINISTRATION  
02764 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2022	2021
Permanent Secretary (K45)	1	1
Special Advisor (K45)	1	1
Administrative Officer (K33-K38)	1	1
Assistant Secretary (K33-K38)	1	1
Project Officer (K28-K32)/(K33-K38)	1	1
Personal Assistant (K28-K32)	1	1
Accounts Clerk (K10-K21)	1	1
Clerk (K10-K21)	1	1
<b>Total Staff</b>	<b>8</b>	<b>8</b>

**E. 15149701 YOUTH EMPOWERMENT  
00171 ADMINISTER YOUTH DEVELOPMENT**

STAFF POSITIONS	2022	2021
Director of Youth (K33-K38)/(K39-K41)	1	1
Youth Officer (K28-K32)/(K33-K38)	3	3
Clerk (K10-K21)	1	1
Junior Youth Officer (K10-K21)	2	2
<b>Total Staff</b>	<b>7</b>	<b>7</b>

**E. 15123541 SPORTS DEPARTMENT  
00242 SUPPORT SPORTS DEVELOPMENT VIA  
YOUTH INITIATIVES**

STAFF POSITIONS	2022	2021
Coach (K45)	1	-
Assistant Coach (K33-K38)	1	-
Sports Co-ordinator (K30-K40)	1	1
Venue Manager (K30-K40)	1	1
Sports Officer (K10-K21)/(K22-K27)/(K28-K32)/(K33-K38)	15	15
Assistant Sports Co-ordinator (K28-K32)	1	1
Supervisor of Parks (K22-K27)	1	1
Clerk (K10-K21)	1	1
Park Caretaker (K7-K17)	4	4
<b>Total Staff</b>	<b>26</b>	<b>24</b>

**E. 15124551 CULTURE DEPARTMENT  
00257 PROVIDE ADMINISTRATIVE  
SUPPORT**

STAFF POSITIONS	2022	2021
Director (K35-K38)	1	1
Research and Documentation Specialist (K30-K35)	1	1
Music Specialist (K30-K35)	1	1
Dance Specialist (K30-K35)	1	1
Drumming Specialist (K30-K35)	1	1
Executive Officer (K28-K32)	1	1
Secretary (K23-K28)	1	1
Asst. Research & Documentation Specialist (K10-K21)	1	1
Messenger/Driver (K1-K14)	1	1
<b>Total Staff</b>	<b>9</b>	<b>9</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	2022	2021
<b><u>751-01255</u></b>		
Permanent Secretary (K45)	1	1
Senior Administrative Officer (K42)	1	1
Executive Officer (K33-K38)	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>12</b>	<b>12</b>

**E.16172 ECONOMIC AFFAIRS AND PSIP  
PROVIDE ADMINISTRATION SUPPORT  
01265 AND GUIDE, MONITOR AND EVALUATE  
PSIP**

STAFF POSITIONS	2022	2021
Director of Economic Affairs & Public Sector Investment (K43)	1	-
Senior Director of Economic Affairs & Public Sector Investment Programme (K44)	-	1
Senior Economist (K42)	1	1
Senior Project Analyst (K42)	2	2
Engineer (K33-K41)	1	1
Social Planner (K33-K38)/(K39-K41)	1	1
Economist I/II (K33-K38)/(K39-K41)	2	2
Project Analyst I/II (K33-K38)/(K39-K41)	5	5
Accountant (K33-K38)/(K39-K41)	1	1
Research Officer (K17-K27)	1	1
Assistant Project Analyst (K17-K27)	1	1
<b>Total Staff</b>	<b>16</b>	<b>16</b>

**E. 16173 PHYSICAL PLANNING  
01308 ADMINISTER PHYSICAL PLANNING**

STAFF POSITIONS	2022	2021
Director of Physical Planning/Environment (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	-
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 (K12-K21)/(K22-K27)	1	1
Physical Planning Assistant (K12-K21)	1	1
Development Control Assistant (K12-K21)	1	1
<b>Total Staff</b>	<b>21</b>	<b>20</b>

**16 - MINISTRY OF SUSTAINABLE DEVELOPMENT**

**E.16174 STATISTICS**  
**01267 PROVIDE ADMINISTRATION SUPPORT**  
**01271 PRODUCE ECONOMIC STATISTICS**

STAFF POSITIONS	2022	2021
<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>

**E.16174 STATISTICS**  
**01273 PRODUCE SOCIAL STATISTICS**  
**01274 PRODUCE TRADE AND PRICE STATISTICS**

STAFF POSITIONS	2022	2021
<b><u>783-01273</u></b>		
Statistician I/II (K33-K38)/(K39-K41)	2	2
Statistical Clerk I (K10-K21)/(K22-K27)	3	3
<b><u>784-01274</u></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	2022	2021
<b><u>801-01284</u></b>		
Director, Lands & Survey (K43)	1	1
<b><u>802-01285</u></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
Junior Assistant Land Surveyor (K10-K21)	2	2
Senior Clerk (K22-K27)	3	3
Senior Draughtsman I (K22-K27)	1	1
Pupil Draughtsman (K10-K21)	1	1
Clerk (K10-K21)	1	1
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>19</b>	<b>19</b>

**17 – MINISTRY OF  
FOREIGN AFFAIRS AND AVIATION**

**17 - MINISTRY OF FOREIGN AFFAIRS AND AVIATION**

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**E. 17071251 ADMINISTRATION**  
**00543 ADMINISTER FOREIGN AFFAIRS**

STAFF POSITIONS	2022	2021
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
Counsellor (K42)	4	4
Senior Foreign Service Officer (K39-K41)	6	6
Foreign Service Officer (K33-K38)	10	10
Executive Officer (K28-K32)	4	4
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	4	4
Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>41</b>	<b>41</b>

**E. 17125613 CIVIL AVIATION**  
**00399 REGULATE AND MONITOR CIVIL AVIATION**

STAFF POSITIONS	2022	2021
Civil Aviation Officer II (K33-K38)	2	2
Civil Aviation Officer I (K22-K27)	1	1
<b>Total Staff</b>	<b>3</b>	<b>3</b>

**E. 17071251 ADMINISTRATION**  
**01763 PROVIDE PROTOCOL SERVICES**

STAFF POSITIONS	2022	2021
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	2022	2021
Attorney General ( C )	1	1
Director of Public Prosecution (K45)	1	1
Solicitor General (K45)	1	1
Chief Parliamentary Crown Counsel (K44)	1	-
Deputy Chief Parliamentary Crown Counsel (K43)	1	-
Senior Crown Counsel (K43)	4	4
Parliamentary Crown Counsel (K42)	-	2
Crown Counsel (K42)	1	1
Counsel (K35-K42)	10	10
<b>Total Staff</b>	<b>20</b>	<b>20</b>

**E. 18032071 ADMINISTRATION  
00806 MANAGE THE ELECTION PROCESS**

STAFF POSITIONS	2022	2021
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
<b>Total Staff</b>	<b>10</b>	<b>10</b>

# **19 – LABOUR**



## 19 - MINISTRY OF LABOUR

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### E. 19061241 LABOUR DEPARTMENT 00780 ENHANCE LABOUR/INDUSTRIAL RELATIONS

STAFF POSITIONS	2022	2021
Permanent Secretary (K45)	1	1
Labour Commissioner (K42)	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	4
Labour Officer II (K22-K27)	3	3
Labour Officer I (K10-K21)	5	2
Personal Assistant (K28-K32)	1	1
Secretary (K22-K27)	1	1
Clerk (K10-K21)	4	4
Driver/Messenger (K1-K17)	1	1
Total Staff	29	27

**20 – MINISTRY OF  
HUMAN SETTLEMENTS,  
ECCLESIASTICAL AFFAIRS AND  
NATIONAL HEALTH INSURANCE**

**20 - HUMAN SETTLEMENTS, ECCLESIASTICAL AFFAIRS  
AND NATIONAL HEALTH INSURANCE**

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**E. 20114471 ADMINISTRATION**

**00039 PROVIDE AND MONITOR HUMAN SETTLEMENTS**

STAFF POSITIONS	2022	2021
Permanent Secretary (K45)	1	1
Senior Assistant Secretary (K33-K38/K39-K41)	1	1
Personal Assistant (K22-K27)	2	2
<b>Total Staff</b>	<b>4</b>	<b>4</b>

**E. 20113471 DEPARTMENT OF HOUSING**

**00049 PROVIDE AND MONITOR HOUSING SOLUTIONS**

STAFF POSITIONS	2022	2021
Housing & Planning Officer (K33-K41)	1	1
Pupil Draughtsman (K10-K21)	-	1
Junior Clerk (K10-K21)	2	1
<b>Total Staff</b>	<b>3</b>	<b>3</b>

**21 – MINISTRY OF  
ENVIRONMENT AND  
COOPERATIVES**

**21 - MINISTRY OF ENVIRONMENT AND COOPERATIVES**

**E. 21173772 ENVIRONMENT  
01332 MANAGE THE ENVIRONMENT**

STAFF POSITIONS	2022	2021
Director (K43)	1	1
Biosafety Officer (K33-K38)/(K39-K41)	1	1
Environmental Scientist (K33-K38)/(K39-K41)	1	1
Conservation Officer II (K33-K38)/(K39-K41)	2	2
Environmental Education Officer (K33-K38)/(K39-K41)	1	-
Environmental Education Officer (K30-K32)/(K33-K38)	-	1
Forestry Officer (K33-K40)/(K41-K43)	1	-
Conservation Officer I (K20-K30)	2	2
Environmental Planning Assistant (K12-K21)	1	1
Clerk (K10-K21)	1	1
Forestry Ranger (K7-K17)	2	2
<b>Total Staff</b>	<b>13</b>	<b>12</b>

**E. 21114481 DEPARTMENT OF CO-OPERATIVES  
00055 PROMOTE AND REGULATE THE COOPERATIVES**

STAFF POSITIONS	2022	2021
Registrar (K33-K38)	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. 21117443 ADMINISTRATION  
00012 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2022	2021
Minister (C)	1	-
Permanent Secretary (K45)	1	1
Finance Officer (K28-K32)	1	1
<b>Total Staff</b>	<b>3</b>	<b>2</b>

**22 – MINISTRY OF  
ENTREPRENEURSHIP AND  
COMMUNICATIONS**

**22 - ENTREPRENEURSHIP AND COMMUNICATIONS**

**E. 22091380 PROVIDE ADMINISTRATIVE SERVICES  
01000 ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2022	2021
Permanent Secretary (K45)	1	1
Assistant Secretary (K33-K38)	1	-
Finance Officer (K28-K32)	1	1
Secretary (K22-K27)	1	1
<b>Total Staff</b>	<b>4</b>	<b>3</b>

**E. 22089382 TECHNOLOGY DEPT. - TELE SERVICES MGMT. UNIT  
00843 ADMINISTER TELECOMMUNICATION SERVICES**

STAFF POSITIONS	2022	2021
Systems Coordinator (K33-K38)/(K39-K41)	1	1
Accounts Supervisor (K22-K27)	1	1
Accounts Officer (K10-K21)	2	2
Telephone Operator (K10-K21)	3	3
<b>Total Staff</b>	<b>7</b>	<b>7</b>

**E. 22090383 ENTREPRENEURSHIP  
01001 SUPPORT INNOVATIVE SERVICES**

STAFF POSITIONS	2022	2021
Director (K43)	1	1
Assistant Secretary (K33-K38)/(K39-K40)	1	1
Senior Clerk (K22-K27)	1	1
<b>Total Staff</b>	<b>3</b>	<b>3</b>

**E. 22089381 TECHNOLOGY DEPT - ADMINISTRATION  
00847 TECHNOLOGY SUPPORT AND TRAINING**

STAFF POSITIONS	2022	2021
Director of Technology (K44)	1	1
ICT Policy Advisor (K43)	1	1
Coordinator - Development (K39-K41)	2	2
Coordinator - Networks (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
Cybersecurity Analyst (K33-K38)/(K39-K41)	1	-
ICT Development Officer (K33-K38)	1	1
Enterprise Architect (K33-K38)	1	1
Information Content Officer (K33-K38)	1	1
IT Business Analyst (K33-K38)	1	-
Network Specialist (K33-K38)	2	2
Systems Analyst (K33-K38)	1	1
Software Engineer (K33-K38)	2	1
Server Administrator (K28-K32)/(K33-K38)	1	2
Technical Specialist (K28-K32)	1	1
Programmer II (K22-K27)/(K28-K32)	1	1
Technician II (K22-K27)/(K28-K32)	2	2
Technician I (K10-K21)	5	5
Programmer I (K10-K21)	1	1
Clerk (K10-K21)	2	2
Office Attendant (K7-K17)	1	1
<b>Total Staff</b>	<b>32</b>	<b>30</b>

**E. 22090383 ENTREPRENEURSHIP  
01002 SUPPORT ENTERTAINMENT AND TALENT  
DEVELOPMENT**

STAFF POSITIONS	2022	2021
Assistant Secretary (K33-K38)/(K39-K40)	2	2
TV Content Producer (K33-K38)	1	-
Technical Support Officer (K22-K27)	1	-
Clerk (K10-K21)	1	1
Driver/Messenger (K1-K14)	1	1
<b>Total Staff</b>	<b>6</b>	<b>4</b>