

DECEMBER 16TH, 2024



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

ESTIMATES FOR THE YEAR 2025

VOLUME 2

MINISTRY EXPENDITURE PLANS



INNOVATION, INCLUSIVITY, AND SUSTAINABILITY: OUR PATH FORWARD

2025



ADOPTED BY
THE NATIONAL ASSEMBLY ON THE
16TH DECEMBER, 2024

ST. CHRISTOPHER AND NEVIS

ESTIMATES

FOR THE YEAR

2025

VOLUME II

**EXPENDITURE FINANCIAL SUMMARY
BY MINISTRY**

ST. KITTS AND NEVIS ESTIMATES 2025

FINANCIAL SUMMARY - RECURRENT EXPENDITURE

Ministry Number	MINISTRY	2025 Estimates \$
01	Governor General	1,933,241
02	Parliament	1,644,756
03	Audit	1,752,669
04	Justice and Legal Affairs	12,425,553
05	Prime Minister's Office	71,400,053
06	National Security, Citizenship and Immigration	85,637,945
07	International Trade, Industry, Commerce and Consumer Affairs	6,181,779
08	Finance	277,920,715
09	Social Development and Gender Affairs	41,737,040
10	Agriculture, Fisheries and Marine Resources	19,390,521
11	Tourism, Civil Aviation and International Transport	53,294,689
12	Public Infrastructure, Energy, Utilities and Domestic Transport	25,625,792
13	Education	107,465,885
14	Health and Social Security	86,830,179
15	Sports	6,915,115
16	Sustainable Development	8,946,357
17	Foreign Affairs	21,675,062
18	Office of the Attorney General	10,185,718
19	Employment and Labour	2,645,808
20	Housing, Human Settlement, Ecclesiastical and Faith-based Affairs	2,191,693
21	Environment, Climate Action and Constituency Empowerment	10,710,620
22	Information, Communication, Technology and Posts	13,374,610
23	Youth Empowerment, Ageing and Disabilities	3,158,185
24	Economic Development and Investment	2,987,762
25	Small Business, Entrepreneurship, Cooperatives and The Creative Economy	8,993,554
	TOTAL RECURRENT EXPENDITURE	885,025,301

ST. KITTS AND NEVIS ESTIMATES 2025

FINANCIAL SUMMARY - CAPITAL EXPENDITURE

Ministry Number	MINISTRY	2025 Estimates \$
01	Governor General	150,000
02	Parliament	-
03	Audit	159,500
04	Justice and Legal Affairs	2,733,000
05	Prime Minister's Office	4,274,725
06	National Security, Citizenship and Immigration	10,075,000
07	International Trade, Industry, Commerce and Consumer Affairs	1,075,000
08	Finance	8,800,000
09	Social Development and Gender Affairs	2,000,000
10	Agriculture, Fisheries and Marine Resources	14,875,000
11	Tourism, Civil Aviation and International Transport	10,210,712
12	Public Infrastructure, Energy, Utilities and Domestic Transport	79,114,085
13	Education	12,945,000
14	Health and Social Security	17,600,000
15	Sports	8,820,000
16	Sustainable Development	9,374,155
17	Foreign Affairs	800,000
18	Office of the Attorney General	150,000
19	Employment and Labour	1,000,000
20	Housing, Human Settlement, Ecclesiastical and Faith-Based Affairs	11,625,000
21	Environment, Climate Action and Constituency Empowerment	5,895,814
22	Information, Communication, Technology and Posts	5,700,000
23	Youth Empowerment, Ageing and Disabilities	-
24	Economic Development and Investment	1,050,000
25	Small Business, Entrepreneurship, Cooperatives and The Creative Economy	975,000
	TOTAL CAPITAL EXPENDITURE	209,401,991

TABLE OF CONTENTS

MINISTRIES	SECTION
Governor General	01
Parliament	02
Audit Office	03
Ministry of Justice and Legal Affairs	04
Prime Minister's Office	05
Ministry of National Security, Citizenship and Immigration	06
Ministry of International Trade, Industry, Commerce and Consumer Affairs	07
Ministry of Finance	08
Ministry of Social Development and Gender Affairs	09
Ministry of Agriculture, Fisheries and Marine Resources	10
Ministry of Tourism, Civil Aviation and International Transport	11
Ministry of Public Infrastructure, Energy, Utilities and Domestic Transport	12
Ministry of Education	13
Ministry of Health and Social Security	14
Ministry of Sports	15
Ministry of Sustainable Development	16
Ministry of Foreign Affairs	17
Office of the Attorney General	18
Ministry of Employment and Labour	19
Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs	20
Ministry of Environment, Climate Action and Constituency Empowerment	21
Ministry of Information, Communication, Technology and Posts	22
Ministry of Youth Empowerment, Ageing and Disabilities	23
Ministry of Economic Development and Investment	24
Ministry of Small Business, Entrepreneurship, Cooperatives and The Creative Economy	25

01 - Governor-General

Report on Plans and Priorities for the Year 2025

Volume 2

December 2024

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	1
1.3 Management Representation Statement	1
SECTION 2: MINISTRY OVERVIEW	2
2.1 Mission Statement	2
2.2 Planning Overview	2
2.2.1 Ministry's Strategic Objective vs Government's Directions	2
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	2
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	2
2.3 Capital Project Information	2
2.3.1 Project Judged Important	2
SECTION 3: MINISTRY SUMMARY	3
SECTION 4: PROGRAM SUMMARY	4

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

There are no Ministerial responsibilities.

1.2 Executive Summary

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

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

1.3 Management Representation Statement

On behalf of the Office of the Governor-General, I present the Annual Report on Plans and Priorities for 2025.

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

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

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

Charise Gumbs (Mrs)
Director of Government House

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

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

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

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

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

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

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

2.2.3 Main Activities Contributing to the Annual Objectives

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

2.3 Capital Project Information

2.3.1 Project Judged Important

- Upgrade of Government House - Phase 2

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 01 - Represent the King
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Responsibility Centre 01 - Governor-General
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Officer in Charge	Director
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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 King for all purposes of the Government and second, as a Federal Officer in discharging certain functions on behalf of the Government of the Federation of St. Kitts and Nevis

Financial Summary

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
01001 - Manage General Administration	2,222	1,852	1,933	1,951	1,969
01001 - Invest in Government House	447	300	150	150	150
Total	2,669	2,152	2,083	2,101	2,119

SECTION 4: PROGRAMME SUMMARY

Portfolio	E. 01 - Represent the King	
Program	01001 - Manage General Administration	
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 King for all purposes of the Government and second, as a Federal Officer in discharging certain functions on behalf of the Government of the Federation of St. Kitts and Nevis	
Objective(s) for 2025	Expected Results	Performance Indicators
1 To represent the Crown at official functions	20	To host official functions
	150	Number of official functions presided over

Sub-Program:

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

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	2,222	1,852	1,933	1,951	1,969
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	2,222	1,852	1,933	1,951	1,969

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

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent					
Capital	447	300	150	150	150
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	447	300	150	150	150

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECT)

C. 01 GOVERNOR-GENERAL

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
01001	ADMINISTRATION	\$	\$	\$	\$	\$		
0100110	Upgrade of Government House - Phase II	8,094,560	150,000	-	-	150,000	446,933 REVENUE	
	TOTAL	8,094,560	150,000	-	-	150,000	446,933	

Total Ministry \$150,000

02 - Parliament

Report on Plans and Priorities for the Year 2025

Volume 2

December 2024

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	1
1.3 Management Representation Statement	1
SECTION 2: MINISTRY OVERVIEW	2
2.1 Mission Statement	2
2.2 Planning Overview	2
2.2.1 Ministry's Strategic Objective vs Government's Directions	2
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	2
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	2
2.2.4 Main Activities Contributing to the Annual Objectives	2
2.2.5 Main Challenges to Achieve Annual Objectives	2
2.3 Transfer Payment Information	2
SECTION 3: MINISTRY SUMMARY	3
SECTION 4: PROGRAM SUMMARY	4

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

There is no ministerial portfolio for Parliament.

1.2 Executive Summary

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

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

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

1. Enacting and amending laws;
2. Scrutinizing Government's revenue and expenditure; and
3. Debating Government's policies, programmes, and other significant public issues.

1.3 Management Representation Statement

I am pleased to present Parliament's Annual Report on Plans and Priorities (RPP) for 2025. This report accurately reflects Parliament's strategic plans and priorities for the effective utilization of resources in the upcoming year.

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

This document will serve as a crucial planning tool and operational guide for Parliament in 2025. It will provide strategic direction and will be used to evaluate Parliament's performance throughout the year.

Trevlyn Stapleton (Ms)
Clerk of the National Assembly

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

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

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

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

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

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

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

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

2.2.4 Main Activities Contributing to the Annual Objectives

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

2.2.5 Main Challenges to Achieve Annual Objectives

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

2.3 Transfer Payment Information

Commonwealth Parliamentary Association (CPA)

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 02 - Provide Legislative Services for the Federation
Responsibility Centre	02 - Parliament
Officer in Charge	Clerk of the National Assembly
Goals/Global Objectives	To exercise the legislative functions of the Government as directed by the Constitution of St. Kitts and Nevis

Financial Summary

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
02011 - Provide Administrative Services	574	659	769	776	784
00964 - Remunerate Members of Parliament	2,946	607	767	767	767
01484 - Support the Office of the Opposition		108	108	109	110
Total	3,520	1,374	1,644	1,652	1,661

SECTION 4: PROGRAM SUMMARY

Portfolio Program	E. 02 - Provide Legislative Services for the Federation 02011 - Provide Administrative Services
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Responsibility Centre	02 - Parliament
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Officer in Charge	Clerk of the National Assembly
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Goals/Global Objectives	To exercise the legislative functions of the Government as directed by the Constitution of St. Kitts and Nevis
--------------------------------	--

Objective(s) for 2025	Expected Results	Performance Indicators
1 To have an average of at least one sitting of the Assembly per month	18	Number of sittings of the House for the year

Sub-Program:
00963 - Provide Administrative Support for Legislature
00965 - Support Public Accounts Committee
01842 - Commonwealth Parliamentary Association

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	574	617	728	735	743
Capital					
Transfer		41	41	41	41
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	574	658	769	776	784

Portfolio	E. 02 - Provide Legislative Services for the Federation
Program	00964 - Remunerate Members of Parliament

Responsibility Centre
02 - Parliament

Officer in Charge	Clerk of the National Assembly
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Goals/Global Objectives
To ensure that the members of the legislative council are remunerated in a timely manner

Objective(s) for 2025	Expected Results	Performance Indicators
1 To ensure that Parliamentarians are remunerated in a timely manner	12	Number of monthly payments made for remunerations

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	2,946	607	767	767	767
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	2,946	607	767	767	767

Portfolio Program	E. 02 - Provide Legislative Services for the Federation 01484 - Support the Office of the Opposition
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Responsibility Centre 02 - Parliament
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Officer in Charge	Clerk of the National Assembly
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Goals/Global Objectives To provide office accommodations and support staff for the opposition to facilitate the legislative process

Objective(s) for 2025	Expected Results	Performance Indicators
1 To ensure that the Leader of the Opposition's Office is staffed and adequately provided for	12	Number of months wages, rent and sundry expenses are paid

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent		108	108	109	110
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total		108	108	109	110

03 - National Audit Office

Report on Plans and Priorities for the Year 2025

Volume 2

December 2024

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	1
1.3 Management Representation Statement	1
SECTION 2: MINISTRY OVERVIEW	2
2.1 Mission Statement	2
2.2 Planning Overview	2
2.2.1 Ministry's Strategic Objective vs Government's Directions	2
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	2
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	2
2.2.4 Main Activities Contributing to the Annual Objectives	2
2.2.5 Main Challenges to Achieve Annual Objectives	2
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	2
2.3 Capital Project Information	3
2.3.1 Major Capital Project	3
2.4 Transfer Payment Information	3
SECTION 3: MINISTRY SUMMARY	4
SECTION 4: PROGRAM SUMMARY	5

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 or not monies that have been appropriated and disbursed by the Parliament have been applied to the purposes for which they were so appropriated, and that all expenditures conform to the governing authority. The Audit Act, Cap. 20.01, provides supporting legislation for this constitutional mandate, and further enhances the office's ability to carry out its critical functions, by outlining in greater detail, duties and powers of the office.

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

The National Audit Office will seize networking opportunities with model Supreme Audit Institutions in the region to further improve its operations and adopt best practices in Public Sector Auditing. Similarly, training and collaboration opportunities that become available as a result of the 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 enhance and strengthen our Public Financial Management System and promote greater accountability in the Public Sector.

1.3 Management Representation Statement

I submit for tabling in Parliament the Annual Report on plans and priorities of the National Audit Office for the year 2025.

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

Carla Berridge - Pike (Mrs)
Director of Audit

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

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

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

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

1. Effective Reporting
2. Compliance with International Standards
3. Obtaining Professional Staff

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

The annual objectives of the National Audit Office are derived from the broad strategic objectives listed above. In 2025, the Office plans to:

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

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

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

2.2.4 Main Activities Contributing to the Annual Objectives

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

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

2.2.5 Main Challenges to Achieve Annual Objectives

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

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

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

2.3 Capital Project Information

2.3.1 Project Judged Important

Audit Management System

2.4 Transfer Payment Information

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

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 03 - Audit the Public Accounts
Responsibility Centre	03 - National Audit Office
Officer in Charge	Director of Audit
Goals/Global Objectives	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

Program	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
03021 - Provide Administrative Support	703	713	911	910	909
03022 - Conduct Audits on Government's operations	522	915	1,002	1,021	1,041
Total	1,225	1,628	1,913	1,931	1,950

SECTION 4: PROGRAM SUMMARY

Portfolio Program	E. 03 - Audit the Public Accounts 03021 - Provide Administrative Support
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-Program:	03021 - Manage General Administration 00987 - Manage the operations of the Audit Office 00988 - Associate with Regional and International Organisations Invest in Audit Office 03021 - Invest in Audit Office

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	697	700	738	747	756
Capital			160	150	140
Transfer	6	13	13	13	13
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	703	713	911	910	909

Portfolio Program	E. 03 - Audit the Public Accounts 03022 - Conduct Audits on Government
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Responsibility Centre 03 - Audit Office 022 - Audit Division
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Officer in Charge	Director of Audit
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Goals/Global Objectives To conduct Value for Money Audits and Financial and Compliance Audits on Government operations to ensure that due regard is paid to obtaining value for money and effective stewardship over public resources and to ensure compliance with financial and other regulations

Objective(s) for 2025		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

Sub-Program: 00990 - Conduct Financial and Compliance Audits 00991 - Conduct VFM and Programme Audits
--

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	522	915	1,002	1,021	1,041
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	522	915	1,002	1,021	1,041

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECT)

C. 03 AUDIT

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
		\$	\$	\$	\$	\$		
03021	AUDIT							
0302112	Audit Management System	159,500	159,500	-	-	159,500	- REVENUE	
	TOTAL	159,500	159,500	-	-	159,500	-	

Total Ministry \$159,500

04 - Ministry of Justice and Legal Affairs

Report on Plans and Priorities for the Year 2025

Volume 2

December 2024

04 – MINISTRY OF JUSTICE AND LEGAL AFFAIRS

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	3
1.3 Management Representation Statement	5
SECTION 2: MINISTRY OVERVIEW	5
2.1 Mission Statement	5
2.2 Planning Overview	5
2.2.1 Ministry's Strategic Objective vs Government's Directions	5
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	6
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	6
2.2.4 Main Activities Contributing to the Annual Objectives	6
2.2.5 Main Challenges to Achieve Annual Objectives	6
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	7
2.3 Capital Projects Information	7
2.3.1 Major Capital Projects	7
2.3.2 Other Projects Judged Important	7
2.3.3 Status Report on Major Government Projects	7
2.4 Transfer Payment Information	7
SECTION 3: MINISTRY SUMMARY	8
SECTION 4: PROGRAM SUMMARY	9

SECTION 1: MINISTER’S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

The Sustainable Development Goals Report 2024 by the United Nations "finds that only seventeen per cent of the SDG targets are on track, nearly half are showing minimal or moderate progress, and progress on over one third has stalled or even regressed." Inequalities, systemic deficiencies, crises and conflicts force stock taking in addressing what our citizens require. This situation will not improve on its own. St. Kitts and Nevis, as a developing state needs Peace, Justice and Strong Institutions.

The mandate of the Ministry of Justice and Legal Affairs (MoJLA) has traditionally included the administration of the Law Commission, Land Registry, High Court Registry, Magistrate's Court Registry, Legal Aid Clinic and Intellectual Property Office. The MoJLA has also provided support for the administration of the High Court and Magistrate's Court. The ongoing existence of these Departments marks a commitment to a future characterized by democratic governance as we navigate the complexities of our national landscape influenced by the global landscape. The functioning of the Ministry is influenced by not only the Sustainable Development Goals but parallel overarching domestic policies and frameworks as espoused in the National Development Planning Framework (NDPF), the Sustainable Island State (SIS) Agenda and our Nationally Determined Contribution (NDC) towards the Summum Bonum. In direct response focus remains on the critical nature to mimic, adopt and adapt the attitude that we support assist and aid each other through Access to Justice as a fundamental human right.

Access to Justice accounts for the deep linkages of SDG 16 (Peace, Justice, and Strong Institutions) with all other Goals particularly SDG 13 climate action that is, that good governance, strong and effective institutions and participation matter for climate change mitigation and adapting capacities for climate change policies. Progress on Goal 16 can enable transformative, more inclusive, equitable and effective climate action ensuring that the costs and benefits of climate mitigation and adaptation measures are distributed equitably, and that the most climate vulnerable people and communities are not left behind. Goal 16 is also an enabler for the institutional and policy transformation needed to address the cross-cutting effects of climate change in areas of conflict, injustice and systemic inequities.

To further this Goal, the MoJLA is committed to integrating initiatives such as the Partnership of the Caribbean and European Union on Justice (PACE Justice) Project and the second phase of the Europe-Latin America Assistance Programs against Transnational Organized Crime. The objective is to strengthen the capacity in the region to fight transnational organized crime (EL PAcCTO 2.0). These Programs aim to enhance the efficiency, transparency, and effectiveness of our justice system by implementing innovative practices and modernizing judicial processes by eliminating backlogs of criminal cases utilizing ICT and awareness interventions to address the causes of the backlog and strengthen the capacity in the region to fight transnational organized crime by supporting locally-owned regional integration in the area of justice and security and to reinforce coordination across the Atlantic respectively. Additionally, the MoJLA has recruited an expert consultant on criminal justice reform focused on aligning these efforts with the specific needs and contexts of our Nation, ensuring that the program activities are tailored to the unique challenges and opportunities we face.

Through the PACE Justice Project, the MoJLA aim to rollout, manage, and maximize its impact by ensuring a timely and realistic implementation plan, supporting interaction with project beneficiaries, and coordinating with project managers to avoid overlaps with EL PAcCTO activities. This careful coordination will help us maximize the benefits of both projects. The EL PAcCTO 2.0 Project will be similarly managed, with an emphasis on implementing a realistic plan with measurable milestones and outcomes, ensuring no overlap with the PACE Justice Project.

In a Sustainable Island State (SIS), it's imperative that legal systems are designed to be inclusive, making legal services and mechanisms available to everyone. This inclusivity not only encourages economic growth but also deters corruption and promotes good governance, which is crucial for the efficient allocation of resources and public services. Additionally, access to justice promotes social harmony and inclusivity, resolving issues like land disputes, environmental conservation, and community well-being. It empowers citizens to participate in decision-making processes, reinforcing a sense of ownership in the sustainable development agenda.

Proper administration and accessible justice are the cornerstones of stability and progress, enabling a small island state to thrive economically, socially, and environmentally while securing a brighter future for its citizens. The MoJLA has therefore decided to activate and properly staff a specialized Access to Justice Authority (AJASKN), which will include the following divisions: Legal Aid, Public Defender, Mediation and Restorative Justice and the Ombudsman.

The transformation of our criminal justice system will be guided by the Needham's Point Declaration on Criminal Justice Reform, ensuring a thorough analysis of current systems and collaboration with the Justice Reform Committee and Ministry leaders. This will be supported by the Access to Justice Authority's operationalization, which aims to provide free or subsidized legal aid, representation, mediation, and restorative justice services to all citizens, ensuring justice is not a privilege but a right.

The AJASKN will have a pivotal role in strengthening the justice system by adopting a comprehensive approach that aligns with principles of good governance, human rights-based frameworks, and institutional sustainability. As part of its mission, AJASKN has established a robust framework for justice delivery that integrates accountability, transparency, and inclusivity. Through its various departments, AJASKN aims to provide citizens with equitable access to justice services, ensuring that the most vulnerable are not left behind.

The AJASKN will have a comprehensive Monitoring and Evaluation (M&E) Framework, along with clearly defined protocols which will serve as a powerful tool for ensuring continuous improvement, accountability, and performance measurement. AJASKN's alignment with international standards—particularly the SDG 16 on peace, justice, and strong institutions, and the Commonwealth Law Ministers Declaration on Equal Access to Justice—further underscores its commitment to promoting good governance, upholding human rights, and delivering sustainable justice solutions.

The MoJLA will also ensure that there are permanent homes for the High Court, Magistrate's Court and their Registries in 2025 to bring stability to the administration of justice. The Sir Lee L. Moore Judicial and Legal Services Complex will be fully renovated from which a highly functional High Court can be administered. The Magistrate's Court will be housed at two (2) properties currently rented by MoJLA at Fortlands, Basseterre, St Kitts. Further, the MoJLA will undertake modernization processes for the High Court, Magistrate Court, and Director of Public Prosecutions which will be guided by comprehensive roadmaps and informed by regional and international best practices and consultations with key stakeholders.

To increase efficiency, synergy and personal safety of the various Offices, Attorneys-at-Law and staff which fall under the umbrella of the MoJLA and the Attorney General's Office, the MoJLA will erect an MoJLA climate smart headquarters complex on Bay Road, Basseterre, St Kitts on State lands. This office complex will be constructed in 2025 and will serve as the new permanent home of the Law Commission; Director of Public Prosecutions' Office; Legal Aid, Mediation and Restorative Justice Divisions of the AJASKN; MoJLA Secretariat and the Attorney General's Office. The ease of doing business in the Federation is also a priority within our sustainable island state targets; therefore, in 2025, the MoJLA will ensure that the Land Registry becomes more efficient, and the Land Administration Information System (LAIS) will become fully operational. Funds have been budgeted for these proposals.

Ensuring accessible and efficient justice systems can be a transformative catalyst for a small island state's sustainability. By reducing legal bottlenecks and promoting fairness, such reforms enhance investor confidence, fostering economic growth and job creation. Streamlined processes help resolve disputes swiftly, improving social cohesion and reducing crime. Additionally, accessible legal recourse empowers marginalized communities to protect their rights, reinforcing social justice.

Correspondingly, this has led to an inclusive and participatory process for our Sustainable Island State legislative agenda. The Ministry must be enabled to administer the framework good governance legislation with a view to altering the landscape of non-adherence to the rule of law and justice. Steps have been taken to introduce policies into law so that the strategies for modernization that are being designed for implementation during 2025 can be concretized.

Ultimately, these efforts are aligned with our commitment to achieving Sustainable Development Goal 16, ensuring peace, justice, and strong institutions by 2030. By working collaboratively with international organizations and securing necessary funding, we can support these transformative projects and achieve our vision for a sustainable island state. An efficient justice system upholds the rule of law, attracting responsible tourism and preserving the environment, key factors in island sustainability. By strengthening the foundation of justice, small island states can lay the groundwork for lasting prosperity, ecological preservation, and a brighter future for all. We firmly believe that the resources sought in 2025 will allow us to etch closer to the sustainable island state we crave.

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

1.2 Executive Summary

In pursuit of our Nation's commitment to uphold the principles of justice, safeguard rights, and promote the rule of law, the Ministry of Justice and Legal Affairs continues to enhance its capacity to deliver efficient and equitable access to justice for all citizens, residents and all other persons or entities involved in numerous activities within our Federation. We are committed to improving the efficiency and effectiveness of our legal system. This is aligned with the Sustainable Development Goals (SDGs), specifically SDG 16: Peace, Justice, and Strong Institutions, which emphasizes accountable institutions and equal access to justice for all and our National Development Planning Framework (NDPF).

As we reflect on the past year, the Ministry of Justice and Legal Affairs takes great pride in highlighting the significant achievements and impactful work that has been accomplished.

Staffing

The Ministry of Justice and Legal Affairs recognizes that an empowered and skilled workforce is the cornerstone of our success; therefore, we remain committed to attracting, retaining, and developing the best talent. The Ministry of Justice and Legal Affairs acknowledges that staffing is not simply a matter of numbers but a strategic investment in our institutional capacity to meet evolving legal and societal challenges.

Capacity Building

Investing in staff development through training, workshops, and continuing education programs cultivates a workforce that remains current with legal trends, evolving technologies, and emerging challenges. This enhances the quality and relevance of legal services provided. Recognizing the significance of a skilled workforce, we prioritized capacity-building with staff participating in local and regional training and information sessions during the year. Some areas of training include customer service for all levels of staff and strategic planning for mid and senior-level managers. These trainings aim to foster a knowledgeable and adaptable legal and administrative workforce. In 2025, with the assistance of the training specialist in the Human Resource Management Department (HRMD), there will be a focus on more local training opportunities for staff with the goal of improving the work of the Ministry and to increase professionalism, efficiency and to nurture an appreciation of the role and responsibility of the Ministry.

Capital Projects

During 2024, the Legal Services Complex Configuration and Outfitting Project was plagued by infrastructural issues which necessitated the relocation of the Land Registry Department from the former C & C Building.

Judicial Services Expansion Project

In addition to establishing the physical law library, the Attorney General's Office and Ministry of Justice and Legal Affairs is committed to the digitalization of all departments within the Ministry. Recognizing that the library should not operate in isolation, the Ministry envisions it as a catalyst for broader transformation. By integrating services offered via the Attorney General's Chambers and the Ministry, the aim is to deliver a comprehensive modernized initiative across all nine departments creating a cohesive, innovative, and sustainable legal ecosystem.

Magistrates Department

The Magistrates Department continues to uphold its mandate of providing an accessible system of justice in which the public is treated fairly and impartially as there continues to be impactful resolution of matters brought before the court. With the relocation of the Magistrates Department to the Glen Cove building, Fortlands, Basseterre, staff can now work comfortably and effectively. With the increase in space and retrofitting to suit the needs of the staff and public, efficiency and productivity have improved. Attorneys and the public are also pleased with the location, the new environment and the improvement in service.

Technology has transformed the legal landscape in various ways, making the administration of justice more efficient, accessible, and transparent. With the advent of the Eastern Caribbean Supreme Court's piloting of the Electronic Litigation Portal in the Magistracy Department litigants can file documents from anywhere in the world. Adopting technological advancements is crucial to maintaining a fair and effective judicial system in the digital age. The Magistracy will continue to adopt evolving legal practices.

High Court

The High Court is now operating from different locations. The Civil Court sits at the Glen Cove building, Fortlands, while the Criminal Court sits at the Police Training Complex. The Registry and administrative staff are housed in the Law Library at the Sir Tapley Seaton Annex on East Independence Square Street. Maintenance and improvement of court facilities, including renovations and necessary upgrades, are paramount to the effective functioning of the justice system and the overall administration of justice. In 2025, the Ministry will continue to facilitate repairs to the Sir Lee L Moore Judicial Complex.

In closing, 2025 is expected to be a year of further improvement in infrastructure and technology by improving court facilities, cultivating a professional and dynamic staff through a staff retreat, and providing job descriptions to all staff across the Ministry.

1.3 Management Representation Statement

As we prepare to embark on a new fiscal year, it is vital for the Ministry of Justice and Legal Affairs to present a thorough budget that aligns with our strategic priorities, the needs of our Nation, the critical role it plays in the achievement of the 2030 Agenda and its localisation. This plan seeks to balance fiscal responsibility and the critical need to maintain and enhance the legal infrastructure and services that underpin our democratic society recognizing that democracy is the interface between the people and state institutions. Despite the challenges, the achievements of the past year stand as a testament to the commitment, flexibility, and passion of the Ministry of Justice and Legal Affairs team to promote and adopt people-centred policies and legislation in practice. We appreciate the support of our stakeholders and look forward to productive dialogue during this period. Together, we can strengthen our legal system, uphold justice, and protect the rights and liberties of our citizens.

Nerissa Williams (Ms)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

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

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The Ministry endeavours to achieve the following broad strategic objectives:

1. To create greater efficiencies and effectiveness in the systems of the Ministry of Justice and Legal Affairs

2. To continue strengthening of the Access to Justice Agency
3. To expand the work of the Land Registry
4. To promote the work of the Law Library
5. To expand the work and responsibilities of the Law Commission
6. To expand the activities of the Mediation Unit within the High Court Registry
7. To continue expansion of the Magistrate's Department
8. To modernize the Processes at the High Court, Magistrate Court, and DPP
9. To promote Ministry Compliance with SDG 16
10. To expand Criminal Justice Transformation

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

1. To improve on the Ministry's document handling and digital network
2. To establish online digital applications for processes carried out by the Ministry
3. To increase support to High Court Judges using Legal Researchers
4. To monitor and enforce the billing procedures and fix fee structure for court appointed Counsel
5. To establish quarterly staff training and development
6. To initiate the planning cycle for the Halls of Justice Project
7. To introduce Legislation concerning:
 - a) Enactment of the Freedom of Information Act
 - b) Ratification of the United Nations Convention against Corruption and Integrity In Public Life Act
 - c) Provisions about the tenure of the Prime Minister
8. To develop a reporting mechanism to track performance and measure progress towards SDG

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
3. 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.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

1. PACE Justice Reform Project
2. Rehabilitation of Judicial Complex – Phase II Project
3. Construction of Ministry of Justice and Legal Affairs Building

2.3.2 Other Projects Judged Important

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

2.4 Transfer Payment Information

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

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
Responsibility Centre	04 - Ministry of Justice and Legal Affairs
Officer in Charge	Permanent Secretary
Goals/Global Objectives	To provide legal advice to the Government of St. Kitts and Nevis within the confines of the authority of the laws of St. Kitts and Nevis and the Constitution to ensure that fundamental rights and freedom of all citizens are protected

Financial Summary

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
04031 - Administer Justice and Legal Affairs	1,485	3,334	3,264	2,105	2,121
04033 - Manage the Access to Justice Agency	374	726	788	802	816
04034 - Manage Office of Good Governance	144	345	376	382	389
04059 - Register Legal Documents	5,532	7,533	7,861	7,932	8,004
04060 - Support the Judiciary	2,245	2,246	2,426	2,456	2,486
03987 - Law Commission	371	573	444	451	458
03988 - Support to Law Commission		10			
Total	10,151	14,767	15,159	14,128	14,274

SECTION 4: PROGRAM SUMMARY

Portfolio	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
Program	04031 - Administer Justice and Legal Affairs
Responsibility Centre	
	04 - Ministry of Justice and Legal Affairs
	031 - Permanent Secretary's Office
Officer in Charge	Permanent Secretary
Goals/Global Objectives	
	To manage the administration of the Ministry of Justice and Legal Affairs
Sub-Program:	
	01205 - Manage General Administration
	04031 - Invest in Legal Services
	01206 - Support to Administration
	04031 - Manage Telecommunication Service

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,211	1,109	1,422	1,439	1,456
Capital	274	2,225	2,058	808	808
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,485	3,334	3,480	2,247	2,264

Portfolio	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
Program	04031 - Provide Administrative Services

Responsibility Centre
04 - Ministry of Justice and Legal Affairs
031 - Permanent Secretary's Office

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
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

Objective(s) for 2025		Expected Results	Performance Indicators
1	To establish and manage effective multi-level and multi-actor projects for the localization process of the 2030 Agenda for Sustainable Development	2	Number of innovative knowledge-sharing exercises focused on the 2030 Agenda
2	To improve the turn around time for drafting legislation	1 month	The average time, in months, between request for drafts and provision of a draft bill
3	To increase efficiency in the drafting of legislation	4	Number of consultations with Line Ministries to facilitate the drafting process

Portfolio	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
Program	04033 - Manage the Access to Justice Agency

Responsibility Centre
04 - Ministry of Justice and Legal Affairs
031 - Permanent Secretary's Office

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To ensure fairness in the justice system by providing persons without means with adequate legal representation

	Objective(s) for 2025	Expected Results	Performance Indicators
1	To engage with legal practitioners with regard to mediation and restorative justice	2	Number of engagements with legal practitioners
2	To increase access to and participation in Access to Justice Agency services	72	Number of visits to rural communities
		75%	Percentage increase in overall clients
3	To provide representation for all persons without the means to provide for legal defence against a capital charge	100%	Percentage of persons without the means that are represented

Sub-Program:
01410 - Provide legal assistance to the public

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	374	726	788	802	816
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	374	726	788	802	816

Portfolio	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
Program	04034 - Manage Office of Good Governance

Responsibility Centre
04 - Ministry of Justice and Legal Affairs
034 - Office of Good Governance

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

Objective(s) for 2025		Expected Results	Performance Indicators
1	To investigate all complaints in an independent, impartial and thorough manner	100%	Percentage of complaints investigated and resolved
		4	Number of filed reports in accordance with Ombudsman Act Cap 3.22
2	To represent the Federation in meetings on international best practices on global standards of the Ombudsman Office	1	Number of international forums attended on governance and human rights related to SGD 16

Sub-Program:
01242 - Protect and Enforce the Rights of Citizens

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	144	345	376	382	389
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	144	345	376	382	389

Portfolio	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
Program	04059 - Register Legal Documents

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

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

Objective(s) for 2025		Expected Results	Performance Indicators
1	To process and register all documents in a timely manner	1 week	Average time to process and register a legal document
2	To increase the user access to registered legal documents through physical archives and/or digital platforms	85%	Percentage of users accessing the legal registered documents

Sub-Program:

- 01420 - Provide Representation for Murder Accused
- 01247 - Provide Administrative Support to the High Court
- 01248 - Support to High Court Judges
- 01257 - Register Property and Other Legal Documents
- 01870 - Support to Eastern Caribbean Supreme Court
- 01871 - Support to Eastern Caribbean Supreme Court (ECSC)
- 0405924 - Legal Services Complex Configuration and Outfitting Project
- 0405925 - Land Registry Integration System
 - 01872 - Support to International Criminal Court
 - 01582 - Register Intellectual Property
 - 01583 - Support Registry of Lands and Properties
- 0405927 - Rehabilitation of the Judicial Complex - Phase II
 - 01584 - Support to WIPO
- 04059 - Invest in Registrar's Office

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	3,247	4,353	4,547	4,607	4,668
Capital	303	800	750	750	750
Transfer	1,982	2,380	2,564	2,575	2,586
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	5,532	7,533	7,861	7,932	8,004

Portfolio	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
Program	04060 - Support the Judiciary

Responsibility Centre
04 - Ministry of Justice and Legal Affairs
031 - Permanent Secretary's Office

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To ensure the delivery of justice independently by competent officers in a prompt, just, efficient and effective manner

Objective(s) for 2025		Expected Results	Performance Indicators
1	To foster regional and international collaboration to improve judicial best practices	2	Number of judicial reforms implemented based on international collaboration
2	To reduce the backlog of cases before the Supreme and Magistrate's Courts	15%	Percentage reduction in pending cases before the courts
3	To reduce the backlog of warrants served	20%	Percentage reduction in pending cases before the courts
4	To strengthen administrative support for the Courts to improve judicial work	2	Number of training sessions and protocol development for more efficient court operations

Sub-Program:
01250 - Record court activities
01370 - Provide administrative support to the Magistrate's Court
04031 - Invest in the Courts

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	2,245	2,246	2,426	2,456	2,486
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	2,245	2,246	2,426	2,456	2,486

Portfolio	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
Program	03987- Law Commission

Responsibility Centre
04 - Ministry of Justice and Legal Affairs 031 - Permanent Secretary's Office 071 - Administration 031-061 - Law Commission

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To review and update the Laws of the Federation

Objective(s) for 2025	Expected Results	Performance Indicators
1 To amend and review the legislation in accordance with the regional and international legal framework	3	Number of laws amended and reviewed in accordance with the regional and international framework

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	371	573	444	451	458
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	371	573	444	451	458

Portfolio	E. 04 - Facilitate Justice and Manage the Country's Legal Affairs
Program	03988 - Support to Law Commission

Responsibility Centre
04 - Ministry of Justice and Legal Affairs
031 - Permanent Secretary's Office
071 - Administration
031-061 - Law Commission

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To provide support to Law Commission in Grants and Contribution

Objective(s) for 2025		Expected Results	Performance Indicators
1	To improve operational capacities of the Law Commission	2	Number of training sessions held to improve the operational capacities of the Law Commission
2	To review drafts and legal documents by the Law Commission	2	Number of drafts and legal documents reviewed annually

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent					
Capital					
Transfer		10			
Budgetary Grant					
Principal Repayment					
Net Lending					
Total		10			

**ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)**

C. 04 MINISTRY OF JUSTICE AND LEGAL AFFAIRS

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
04031	ADMINISTRATION	\$	\$	\$	\$	\$		
0403123	Judicial Services Expansion Project	3,270,802	125,000	-	-	125,000	114,066	REVENUE
0403126	Construction of Ministry of Justice and Legal Affairs Building	2,500,000	1,500,000	-	-	1,500,000	159,710	REVENUE
0403127	PACE Justice Reform Project	2,264,618	-	-	358,000	358,000	-	EU/UNDP
	Subtotal	8,035,420	1,625,000	-	358,000	1,983,000	273,776	
04059	REGISTER LEGAL DOCUMENTS							
0405924	Legal Services Complex Configuration and Outfitting Project	2,990,515	200,000	-	-	200,000	34,551	REVENUE
0405925	Land Registry Integration System	2,386,500	150,000	-	-	150,000	229,069	REVENUE
0405927	Rehabilitation of Judicial Complex - Phase II	1,943,418	400,000	-	-	400,000	39,851	REVENUE
	Subtotal	7,320,433	750,000	-	-	750,000	303,471	
	TOTAL	15,355,853	2,375,000	-	358,000	2,733,000	577,247	

Total Ministry \$2,733,000

05 - Prime Minister's Office

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

Volume 2

December 2024

	PAGE
Section 1: Minister's Message and Executive Summary	1
1.1 Minister's Message	1
1.2 Executive Summary	1
1.3 Management Representation Statement	4
Section 2: Ministry Overview	4
2.1 Mission Statement	4
2.2 Planning Overview	4
2.2.1 Ministry's Strategic Objective vs Government's Directions	5
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	5
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	6
2.2.4 Main Activities Contributing to the Annual Objectives	6
2.2.5 Main Challenges to Achieve Annual Objectives	7
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	7
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures	7
2.3 Capital Projects Information	7
2.3.1 Major Capital Projects	7
2.3.2 Other Project Judged Important	7
2.4 Transfer Payment Information	8
Section 3: Ministry Summary	9
Section 4: Program Summary	10

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

As we step into 2025, the Prime Minister's Office (PMO) reaffirms its unwavering commitment to the prosperity and well-being of our cherished Nation. This year marks a pivotal juncture, a time of transformative initiatives aimed at uplifting the lives of all Kittitians and Nevisians.

Building on the digital strides of 2024, the PMO continues its journey of digital transformation and the transition to e-government. We are dedicated to ensuring that our communication, documentation, and records are seamlessly integrated into the digital landscape. In tandem, we will continue to fortify the capacities of the St. Kitts and Nevis Information Service (SKNIS) and ZIZ Broadcasting Corporation (ZBC) through cutting-edge upgrades and strategic staff training initiatives.

Our history, a treasure embedded in the hearts of our people, deserves not just preservation but accessibility for all. In 2025, the PMO will redouble its efforts to support the National Archives. Advanced digitalization initiatives and conservation measures will be paramount, ensuring that our rich heritage remains vibrant and accessible, connecting generations past, present, and future.

At the core of our national strength lies our human resources. In 2025, the Human Resource Management Department (HRMD) will continue its pivotal role as the engine of the Public/Civil Service. Prioritizing Human Resource Development, the HRMD will continue to streamline processes for public service employment, elevate inter-ministerial and public communications, and embrace digital solutions for operational efficiency. Recognizing the significance of a well-honed HRMD, especially as the Nation's largest employer, our focus extends to training and education, customer service improvement, reduced wait times, and the integration of digital services in 2025.

Moreover, the Cabinet Secretariat stands poised to ensure the swift execution of Cabinet decisions and effective monitoring of key national projects, guaranteeing optimal benefits for the people of St. Kitts and Nevis.

As we progress, our compass is set by the transformative Sustainable Island State Development Agenda. Climate resilience, digital transformation, and environmental stewardship are the guiding principles steering our path towards a future where every generation is equipped to thrive.

The Hon. Dr Terrance M Drew
Prime Minister

1.2 Executive Summary

The transformation of St. Kitts and Nevis into a sustainable island state is guided by seven (7) key pillars of the Federation's Sustainable Island State Agenda: food security, green energy transition, economic diversification, sustainable industries, the creative economy, COVID-19 recovery, and social protection. These pillars are critical to fostering a resilient, inclusive, and sustainable future for the Nation, addressing key challenges in economic development, environmental sustainability, and social well-being. The Prime Minister's Office remains committed to advancing this agenda, ensuring that St. Kitts and Nevis continues to progress as a model of sustainable development.

The Prime Minister's Office is committed to effectively managing the affairs of the Federation by ensuring comprehensive development, public engagement, and optimal service delivery through enhanced administrative capacity and strategic initiatives.

One of the primary goals for 2025 is to improve administrative capacity through targeted training and development programs. The Prime Minister's Office plans to implement a continuous professional development program for all civil servants, aiming to enhance their skills and knowledge. This initiative is expected to result in improved efficiency and productivity across the public sector. The success of this objective will be measured by the number of training sessions conducted annually, with a target of four sessions, and a 100% increase in staff performance evaluations.

Another critical objective is to engage the public in meaningful dialogue on citizen security and violence as a public health initiative. The Office will organize community forums and workshops to address these pressing issues, fostering increased public awareness and active community involvement. It is anticipated that at least three forums and workshops will be held, with public participation and feedback documented in quarterly reports throughout the year.

To strengthen the Federation's presence and service delivery in Nevis, the Prime Minister's Office will re-establish active promotion of services through the Federal Office in Nevis. This involves relocating and upgrading the office while launching a comprehensive promotional campaign to boost awareness and utilization of Federal services. The success of this initiative will be marked by the completion of the office's relocation and an increase in service utilization by Nevis residents, as reflected in the number of visits to the office.

Measuring and monitoring the effectiveness of community enhancement and assistance programs will also be a key focus in 2025. The Office aims to implement a robust monitoring and evaluation system for grant-funded community programs. This initiative is designed to ensure greater accountability and improved outcomes for these programs. Progress will be assessed by the number of programs monitored and evaluated, alongside a measurable improvement in program outcomes based on evaluation reports.

The Prime Minister's Office will also prioritize inter-ministerial collaboration by providing necessary support to approved initiatives. Facilitating resource-sharing and cooperation among ministries will enhance the efficiency and effectiveness of joint projects. The success of these efforts will be determined by the number of inter-ministerial initiatives and key performance indicators achieved and the measure of improved efficiency across ministries and departments in implementing sustainable goals and objectives.

Finally, the Prime Minister's Office will continue to manage the ELEVATE Program, which currently serves as an intervention, diversion and reintegration initiative for marginalized groups. Efforts will focus on expanding the reach and impact of this program to address issues of citizen security as a public health concern, aiming to reduce recidivism rates and improve the social integration of participants. The effectiveness of ELEVATE will be evaluated through the implementation of policy-based initiatives, driven by data collection and monitored through evaluation systems; guided by the number of participants enrolled and the percentage of those successfully reintegrated into society.

The Government Printery is dedicated to meeting the printing and binding needs of the Government of St. Kitts and Nevis, ensuring efficiency and quality in service delivery. For 2025, the office has outlined specific objectives to enhance its operations and better serve the government's requirements. A major goal for the year is to update the equipment used in the printing process to meet modern standards and improve efficiency. This upgrade is expected to be completed by the third quarter of 2025 and will significantly enhance the quality and speed of services provided by the office.

The office also plans to publish the weekly Gazette consistently in both physical and digitized formats. This initiative aims to ensure the timely dissemination of government information to the public over 52 weeks. The performance of this objective will be evaluated by the number of weekly Gazettes successfully published and made available to the public.

Relocating from the temporary premises to a new location on Church Street is another priority for 2025. This move is expected to be completed by the second quarter and will provide a more functional space to support the office's expanding needs and operations. Additionally, the office is committed to improving the preparation of government documents and forms, ensuring their completion in a timely manner. The target turnaround time for printing government forms and documents will be reduced to two weeks, thereby enhancing the efficiency of service delivery. Success in this area will be measured by the average turnaround time achieved and revenue generated throughout the year.

The Cabinet will continue to provide administrative support to the Prime Minister's Office through sound policies and active public participation. One of the key objectives is to engage the public in dialogue on national issues and other important matters, with a target of holding quarterly public consultations. Additionally, efforts will be made to enhance the working relationship between the Federal Cabinet and the Nevis Island Administration, measured by the number of joint Cabinet meetings held. The Cabinet will also ensure that necessary support services are provided to the Cabinet and Cabinet sub-committees, as indicated by the number of Cabinet meetings held. Team building and the addressing of critical matters of national interest will be prioritized through the holding of Cabinet retreats. Moreover, the Cabinet will focus on monitoring the implementation of decisions, ensuring that Cabinet decisions are implemented within the stipulated time frame by tracking the decision implementation status across ministries, which will be assessed through policy implementation efficiency. Finally, efforts will be made to enhance the functionality, efficiency, and security of Cabinet meetings and Cabinet documents, ensuring that these processes are robust and secure in 2025.

The Regional Integration and Diaspora Unit (RIDU) aims to enhance its services to citizens of the Federation, both at home and abroad, through targeted initiatives to foster robust engagement, facilitate reintegration, and advance regional integration efforts. One of RIDU's key goals for 2025 is to keep citizens in the Diaspora well-informed. This will be achieved through the publication of the Saint Kitts and Nevis Diaspora Digest, which ensures that citizens remain connected and updated on national developments.

The Unit will also prioritize the dissemination of information through its diaspora.gov.kn and returningnationals.gov.kn portals, alongside the development of new platforms, such as integration.gov.kn and ridu.gov.kn. These digital resources will serve as a centralized hub for all RIDU websites, providing essential information and communication channels for stakeholders.

Another important objective is to inform the nation about regional integration matters. This involves increasing public awareness of agreements, policies, and programs related to regional integration. RIDU will achieve this through regular broadcasts and targeted outreach efforts, ensuring that citizens are well-informed about how these developments impact the Federation.

Engaging with national organizations within the Diaspora is also a major priority. RIDU plans to strengthen ties through direct visits and interactions with these organizations, fostering collaboration and maintaining strong connections between the Federation and its Diaspora communities. Additionally, RIDU is committed to assisting returning nationals in their reintegration into the Federation. This includes providing comprehensive support services to help returning citizens navigate their transition. The Unit aims to increase the number of nationals receiving assistance, ensuring a smoother reintegration process.

The Human Resource Management Department (HRMD) continues its efforts to ensure that civil servants are appropriately skilled to improve the efficiency of the Public Service. Building on the foundational training sessions on service-wide customer service and the targeted strategic planning sessions conducted in 2023, two major training initiatives will be undertaken in 2025 to strengthen the leadership capacity of officers, extending from the highest echelons to the first supervisory levels. A collaborative effort is also underway to strengthen the Training Unit within the HRMD to assist in the development of a Civil Service Training Program.

Additionally, SKNIS will continue to focus on modernizing its infrastructure by upgrading equipment and computer programs, having already purchased new equipment, and ensuring it remains at the forefront of information dissemination. The service is also prioritizing staff training to strengthen its human capacity, recognizing the pivotal role of a skilled workforce in delivering accurate and reliable information to the public. Furthermore, SKNIS is expanding access to government information by leveraging television platforms and investing in the training of technical staff in postproduction and editing activities, aiming to enhance the quality and effectiveness of its content delivery in 2025.

Through these strategic plans, the Prime Minister's Office seeks to ensure comprehensive development, foster public engagement, and improve service delivery for the betterment of the Federation in 2025 and beyond.

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 2025. 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 Department under the Office of the Prime Minister. It is also consistent with procedures and processes approved by the Ministry of Finance.

Dr Marcus L Natta
Cabinet Secretary

Section 2: Ministry Overview

2.1 Mission Statement

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 Prime Minister's Office is excited at the opportunity to commence new initiatives and improve existing programs during 2025 and is honoured to be at the epicentre of a good governance agenda with transparent and accountable mandates and policies. It is our goal to address the challenges and meet the needs of Government through a Civil Service that works diligently and professionally to serve its citizens and residents. The Prime Minister must be suitably positioned to provide leadership as head of the Federation, as well as exhibit confidence as we support Ministers and their Ministries within the Government. As we work on our good governance agenda our aim is to be both better prepared and more responsive to local, regional and international realities that currently shape the global landscape.

To fulfil our mandate, resources have been provided in the 2025 Budget to do the following:

1. Modernize operational systems within The Prime Minister's Office to allow all departments to function with greater efficiency and effectiveness by initiating the processes necessary to transition with training and technology.
2. Promote more inter-ministerial projects between the Prime Minister's Office and other Ministries to consolidate human and financial resource management.
3. Provide a safe environment for all Civil Servants stationed at Government Headquarters by executing the Renovation of Government Headquarters Project.
4. 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, Monroe College and other accredited institutions.
5. To pursue additional opportunities for skill and knowledge development for our learned and learning citizenry in areas relevant to our needs and development as a Nation.
6. Improve collaborative efforts between the Federal Government and the Nevis Island Administration.
7. Facilitate the input of a wide cross-section of the populace in the development and implementation of Government's policies.

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

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

During 2025 more emphasis would be placed on improving the efficiency and responsiveness of the Government as a means of making St. Kitts and Nevis more marketable and competitive globally. More focus will also be placed on developing opportunities for our citizens of all ages and walks of life to reduce reliance on public support while improving self-determination through the provision of jobs and strengthening of services and initiatives that create sustainable solutions to existing and expectant socio-economic and development challenges.

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

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

2.2.4 Main Activities Contributing to the Annual Objectives

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

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

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

2.2.5 Main Challenges to Achieve Annual Objectives

Having inherited a general attitude of dissidence and dependence on government programs, the erosion of traditional values and employment systems has significantly affected the process of strengthening our capacity to deliver. Additionally, fiscal responsibility must be managed to eliminate overages and revert the exploitation of existing financial systems.

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

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

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

Portfolio's Resource:

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

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

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

2.3 Capital Projects Information

2.3.1 Major Capital Projects

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

2.3.2 Other Project Judged Important

1. Upgrade of Equipment – SKNIS

2.4 Transfer Payment Information

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

SECTION 3: MINISTRY SUMMARY

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

Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
05041 - Manage General Administration	196,245	37,581	58,654	57,756	57,740
05041 - Manage Diaspora Unit	284	684	747	755	763
05041 - Manage the National Archives and Records	161	333	363	370	377
05042 - Manage Human Resources Department	9,205	12,619	12,812	12,904	12,998
05041 - Manage Citizenship by Investment Unit	75,876	74,035	0	0	0
05043 - Provide Printing Services for the Government	1,088	1,182	1,261	1,281	1,301
05088 - Inform the Public on Government Activities and Create Public Awareness	1,499	1,708	1,839	1,867	1,895
Total	284,358	128,142	57,676	56,933	57,074

SECTION 4: PROGRAM SUMMARY

Portfolio	E. 05 - Manage the Affairs of the Federation		
Program	05041 - Manage General		
Responsibility Centre			
05 - Prime Minister's Office			
041 - Office of the Permanent Secretary			
Officer in Charge	Cabinet Secretary		
Goals/Global Objectives			
To provide effective administrative support to the Prime Minister's Office through sound policies and engaging public participation			
Objective(s) for 2025		Expected Results	Performance Indicators
1	To encourage team building and address critical matters of national interest	4	Number of Cabinet Retreats held
2	To engage the public in dialogue on the economy and other issues of national importance	4	Number of quarterly public consultations
3	To enhance the functionality, efficiency and security of Cabinet meetings and documents	1	Number of 'Smart Cabinet Systems' implemented
4	To enhance the working relationship between the Federal Cabinet and the Nevis Island Administration	2	Number of joint cabinet meetings held
5	To measure, monitor and evaluate the work of the Cabinet Secretariat towards strategic goals	1	Number of comprehensive strategic plans developed
6	To provide the necessary support services to the Cabinet and Cabinet sub-committees	52	Number of Cabinet Meetings held

Sub-Program:

00818 - Provide administrative support

00814 - Provide administrative support for the Cabinet

00828 - Represent the Federation in Nevis

01359 - Provide support to Inter-ministerial, Communication and Policy Unit

05041 - Manage Telecommunication Service

05041 - Invest in National Assets

04277 - Support Independence Celebration

00820 - Security and Maintenance Unit

00822 - Manage National Heroes Park

00827 - Manage Electoral Constituency Boundaries Commission

00900 - Support to the Skills Training Empowerment Programme (S.T.E.P.)

00920 – Provide Support to Public Service Initiatives

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	23,050	23,331	54,379	54,511	54,645
Capital	173,195	14,250	4,275	3,246	3,096
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	196,245	37,581	58,654	57,757	57,741

Portfolio Program	E. 05 - Manage the Affairs of the Federation 05041 - Manage Diaspora Unit
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Responsibility Centre
05 - Prime Minister's Office 041 - Permanent Secretary 041-095 - Regional Integration Diaspora Unit

Officer in Charge	Cabinet Secretary
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Goals/Global Objectives
To cover all assistance provided to citizens returning to reside in the Federation

Objective(s) for 2025		Expected Results	Performance Indicators
1	To assist returning nationals reintegrate in the Federation	20	Number of returning nationals receiving assistance
2	To engage with national organisations in the diaspora	12	Number of activities to engage with national organisations in the diaspora
3	To inform the nation on regional integration matters	26	Number of broadcasts to inform the nation on regional integration matters
4	To keep citizens in the diaspora informed	4	Number of diaspora publications to inform citizens in the diaspora

Sub-Program:
01845 - Provide administrative support to Regional Integration and Diaspora Unit

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	284	684	747	755	763
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	284	684	747	755	763

Portfolio Program	E. 05 - Manage the Affairs of the Federation 05041 - Manage the National Archives and Records
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Responsibility Centre
05 - Prime Minister's Office
041 - Permanent Secretary
041-097 - National Archives

Officer in Charge	Cabinet Secretary
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Goals/Global Objectives
To preserve the records of long-term value for the present and future generation

Objective(s) for 2025		Expected Results	Performance Indicators
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 departments	5	Number of departments forwarding documents to the Archives

Sub-Program:
00833 - Preserve and archive records of importance

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	161	333	363	370	377
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	161	333	363	370	377

Portfolio Program	E. 05 - Manage the Affairs of the Federation 05042 - Manage Human Resources
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Responsibility Centre	05 - Prime Minister's Office 042 - Human Resource Department
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Officer in Charge	Chief Personnel Officer
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Goals/Global Objectives	To develop the government's human resource management programme to ensure an effective Civil Service that is responsive to the needs of all stakeholders
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Objective(s) for 2025		Expected Results	Performance Indicators
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	4 th quarter	Period the Audit is completed
3	To complete the GAE Plan	4 th quarter	Period the GAE Plan is completed
4	To complete the new Pension Plan	3 rd quarter	Period the new Pension Plan is completed
5	To coordinate and deliver local training programmes	4	Number of training programmes delivered
6	To create and roll-out HR website	3 rd quarter	Period the website is launched
7	To design and execute the Civil Service Recognition Program	1 st quarter	Period the first program will be rolled out
8	To discuss and adopt the new Training Plan	3 rd quarter	Period the Training Plan is adopted
9	To provide scholarships to students of the Federation	50	Number of students supported by scholarships

Sub-Program:	<ul style="list-style-type: none"> 01361 - Manage Human Resources 01366 - Support the services Commissions 01367 - Reform the Public Service 01368 - Provide scholarships and bursaries to non-government students 05042 - Develop Human Resources 05042 - Invest in Human Resource Department Participation in Regional and International Organizations
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Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2065	Expenditures Projected 2027
	(in thousands)				
Recurrent	4,493	4,619	5,119	5,211	5,305
Capital					
Transfer	4,711	8,000	7,692	7,692	7,692
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	9,204	12,619	12,811	12,903	12,987

Portfolio Program	E. 05 - Manage the Affairs of the Federation 05041 - Manage Citizenship by Investment Unit
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Responsibility Centre	05 - Prime Minister's Office 041 - Citizenship by Investment
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Officer in Charge	Chief Executive Officer
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Goals/Global Objectives	To manage the Citizenship by Investment Unit
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Objective(s) for 2025	Expected Results	Performance Indicators
1 To promote the Citizenship by Investment Programme	300	Number of applicants qualifying for Citizenship through Investment

Sub-Program:	03608 - Manage foreign investment in the local economy
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Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	75,876	74,035			
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	75,876	74,035			

Portfolio Program	E. 05 - Manage the Affairs of the Federation 05043 - Provide Printing Services for the Government
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Responsibility Centre
05 - Prime Minister's Office 043 - Government Printery

Officer in Charge	Manager
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Goals/Global Objectives
To provide the printing and binding needs of the Government

Objective(s) for 2025		Expected Results	Performance Indicators
1	To produce documents and forms requested in a timely manner	2 weeks	Average turn around time for printing forms and documents for the government
2	To publish a weekly Gazette	52	Number of weekly Gazettes published

Sub-Program:
00824 - Print government documents

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,088	1,182	1,261	1,281	1,301
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,088	1,182	1,261	1,281	1,301

Portfolio Program	E. 05 - Manage the Affairs of the Federation 05088 - Inform the Public on Government Activities and Create Public Awareness
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Responsibility Centre	05 - Prime Minister's Office 088 - Information Department
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Officer in Charge	Cabinet Secretary
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Goals/Global Objectives	To inform and educate the public on government supported initiatives, activities and
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Objective(s) for 2025		Expected Results	Performance Indicators
1	To increase access to Government Information via television	1	Number of additional TV Programs produced
2	To increase effectiveness and quality of Government Information	30%	Percentage reduction of post production turn around air time
3	To train Technical Staff in Post Production and Editing activities	80%	Percentage of Technical Staff trained in Post Production and Editing Activities

Sub-Program:	01139 - Inform the Public and Create Public Awareness
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Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,499	1,708	1,839	1,867	1,895
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,499	1,708	1,839	1,867	1,895

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 05 PRIME MINISTER'S OFFICE

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
05041	ADMINISTRATION	\$	\$	\$	\$	\$		
0504112	Renovation of Government Headquarters	3,277,062	350,000	-	-	350,000	306,688	REVENUE
0504129	Robert L. Bradshaw Museum	2,500,000	-	-	1,500,000	1,500,000	250,997	REPUBLIC OF CHINA - TAIWAN
0808128	Construction of Printery Building	6,000,000	500,000	-	-	500,000	725,537	REVENUE
0504175	Digital Upgrade - HRMD	1,215,000	1,065,000	-	-	1,065,000	-	REVENUE
0504176	Upgrade of Equipment - SKNIS	180,500	180,500	-	-	180,500	-	REVENUE
0504177	Purchase of Press Model	679,225	679,225	-	-	679,225	-	REVENUE
		13,851,787	2,774,725	-	1,500,000	4,274,725	1,283,222	
	ELEVATE Programme	79,328,366	-	-	-	-	20,000,000	REVENUE
	TOTAL	93,180,153	2,774,725	-	1,500,000	4,274,725	21,283,222	

Total Ministry \$4,274,725

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

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

Volume 2

December 2024

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	3
SECTION 2: MINISTRY OVERVIEW	3
2.1 Mission Statement	3
2.2 Planning Overview	4
2.2.1 Ministry's Strategic Objective vs Government's Directions	4
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	4
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	4
2.2.4 Main Activities Contributing to the Annual Objectives	4
2.2.5 Main Challenges to Achieve Annual Objectives	4
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	5
2.3 Capital Projects Information	5
2.3.1 Major Capital Projects	5
2.3.2 Other Projects Judged Important	5
2.3.3 Status Report on Major Government Projects	5
2.4 Transfer Payment Information	5
SECTION 3: MINISTRY SUMMARY	7
SECTION 4: PROGRAM SUMMARY	8

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

The Ministry of National Security's plan for Fiscal Year 2025 is a testament to our significant successes over the last two years. We have made remarkable strides, and we are now focused on positioning our Ministry and the national security architecture as a model in the Eastern Caribbean. As we continue to build upon the foundation that has been laid, areas such as our human resources, legislative framework, the continued formation of partnerships, and an emphasis on intelligence gathering and sharing are high on the agenda as we forge to reform our law enforcement systems in the context of contemporary policing.

Over the new fiscal year, the Ministry will prioritize three areas that will position us to attain the goal of becoming the model in the Eastern Caribbean. These three (3) are boosting our manpower, improving our institutional capabilities to respond to new and emerging threats to security, and dismantling criminal organizations not only locally but regionally.

The overall success of national security is contingent on the collective and coordinated effort of the entire national security architecture. Even as the Administration Department coordinates national security policy, legislation formulation, project implementation, budget, and administrative support to the agencies, this work is being carried out within the context of heightened criminal and interpersonal violence in society.

Events occurring nationally, regionally, and internationally, specifically those which threaten the national security of all nations: namely the emergence of the new symbol of terror, requires our renewed and unwavering focus on improving all components of our Nation's homeland security framework. This is of acute importance to our Federation considering the main areas of focus underpinning our economic development such as our offshore universities, the Citizenship-by-Investment Program and our thriving tourism sector; the success of which depends on the maintenance of safety and security.

Accordingly, the plans, programs, and new initiatives that will be continued in some respects and rolled out in the 2025 fiscal year play a pivotal role in our security. The various departments will utilize the funds allocated to achieve several objectives detailed herein. We are confident that the work done in 2024 provides a foundation for greater achievement in 2025, and we are determined to accomplish further success in meeting the policy imperatives articulated by the Government.

I commend all personnel within the Ministry for their efforts in 2024 in aiding us in achieving our annual objectives. Your continued diligence in 2025 is not just appreciated, but it is also integral to our success. We look forward to your unwavering support and commitment.

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

1.2 Executive Summary

Dramatic shifts in the world economy, diminishing overseas development assistance, intensifying natural disasters, increased networking of global criminal syndicates, and porous borders represent a minuscule overview of the dynamic changes in global security. However, these complexities are not insurmountable. They inform our Ministry's strategic approach to 2025, a plan that is skillfully and meticulously crafted to navigate these changing tides in national, regional, and international security. Against this backdrop, it is incumbent upon the Ministry of National Security to meticulously craft a strategic plan that will enable us as a Federation to navigate the changing tides in global security.

In compliance with its well defined purpose, the Ministry of National Security, Citizenship and Immigration is dedicated to creating a welcoming and secure atmosphere. To find effective ways to combat the issues that impact us all, we commit to forge solid relationships and work in tandem with other Line Ministries; for it is only through true partnership will we be able to conquer those which seek to confound us. In executing our core duties in the fields of law enforcement, national defense, fire and rescue services, correctional services, counseling in substance abuse and demand reduction, and border security, our devotion to collaboration bolsters our service to the general public.

To successfully carry out our annual overall objectives, eight (8) agencies operate under the aegis of the Ministry. These include the Ministry's Administration Department; the Royal St. Christopher and Nevis Police Force; the St. Kitts Fire and Rescue Services; the St. Kitts and Nevis Defense Force; the National Crimes Commission; the Department of Corrections; the National Emergency Management Agency; and the St. Kitts-Nevis Immigration Services Department.

The Administration Department is responsible for providing overarching support to each Department to ensure that the requisite strategic direction, policy support and financial resources are channeled to meet each agency's mandate. In 2025, the Administration Department will seek to conduct a review of our policies that underpin the approach to the processing of applications for Residency, Work Permits, Citizenship and Visitor's Visa, with the view to reduce wait times, and improve efficiency. In partnership with the Immigration Department, an internal committee shall be formed to review our Immigration and Citizenship Acts to ensure relevance and uniformity with our regional counterparts. Additionally, enhanced monitoring will be undertaken to ensure the progress of the approved Capital Projects being implemented by the Ministry as these are critical in the improvement of the national security apparatus while stimulating economic activity.

The Immigration Services Department will continue to provide an efficient and professional service to all persons arriving and departing our ports. The mandate of the Department is to maintain the integrity of the borders of St. Kitts and Nevis, prevent illegal entry, and protect public order and security by enforcing immigration laws. Training has been at the forefront of operations of the Department, which has yielded positive feedback from travelers. In 2024, the Ministry initiated the use of our ePassport making St. Kitts and Nevis the fifth country worldwide to have this upgrade to our travel document. In 2025, the Immigration Services Department will be taking on additional responsibilities including the issuance of Visitor's Visas and Marriage Verification.

The Police Department's community engagement and training initiatives help it to provide better services to the Nation. The purpose of training is to increase their competence in modern law enforcement techniques and produce positive results in lowering crime and recidivism. In 2025, there will be increased efforts through enhanced community engagement to protect young people who are at risk and to prevent gang involvement.

The National Council on Drug Abuse Prevention activities will be guided by the approved 2024 – 2028 National Drug Policy. The priorities for 2025 include:

1. Completion of the National Drug Policy Communication Strategy
2. Completion of the consultations and proposal for the National Drug Prevention Program
3. Appointment of representatives to the National Drug Policy Steering Committee to guide the work of the National Drug Policy
4. Revision of the Drug Act
5. Training of key stakeholders/frontline workers
6. Reintroduction of the Drug Information Network
7. Increase mass media and public awareness activities surrounding drug control

The SKN Fire and Rescue Services will develop and put into operation a National Fire Code, providing standards for all business, industrial, and residential structures. The Agency will look to enact amendments to the Fire and Rescue Services Act to empower the Agency to have sufficient authority to enforce the Fire Code. Focus will also be placed on ensuring that Fire Officers are kept current with the training standards expected of the Agency.

1.3 Management Representation Statement

I am pleased to present the Annual Report on the targets and objectives of the Ministry of National Security, Citizenship, and Immigration for the 2025 fiscal year. A very thorough and collaborative internal evaluation by the Ministry's various departments allowed the leadership of the Ministry to carefully craft our priorities for the new financial year and improve contents and parts of our long-term strategic outlook.

I firmly believe, this Report will serve the Ministry as a critical strategic and planning guide as well as an operational reference in 2025, setting the stage on which the Ministry's performance can be evaluated.

Mr. Glenroy Blanchette (Mr)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1. Mission Statement

The general VISION of the Ministry of National Security, Citizenship 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, 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 totally removed.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The Royal St. Christopher and Nevis Police Force (RSCNPF) remains committed to ensuring a safe and secure Federation. To fulfill that obligation, police services must adapt to new techniques that are effective in a 21st Century crime prevention strategy.

The National Security Strategy (NSS) provides the broad strategic perspective of the Ministry of National Security, Citizenship, and Immigration and will be revisited annually to ensure the national, regional, and international threats are met with the strategic direction to overcome the emerging challenges.

Emphasis over the last decade in reference to crime-fighting initiatives was placed on homicides, illegal arms and ammunition trafficking, and illegal drug trafficking. However, it has become critical that other areas be prioritized to ensure a holistic approach in reducing criminality. As a result, in the new fiscal year emphasis will be placed on the other major threats to national security within the Federation such as money laundering, cybercrime, corruption in both the private and public sectors, as well as illegal migration into the Federation.

To enhance human resource capacity the Ministry will seek to identify scholarship opportunities for members of the security forces, the prison, and immigration services. The annual training initiatives will be revisited to ensure that our security personnel are exposed to modern training programs to enable their capacity to robustly combat the threats and develop impactful projects and programs that will redound to a safe community.

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

For the new fiscal year, the Ministry shall endeavor to achieve the annual objectives in support of the Strategic Objectives. These include:

1. The continued upgrade of the fourth (4th) Generation Border Management, E-visa, and Passport Management Systems
2. Conduct vigorous training to build the capacity of the human resources under the aegis of the Ministry
3. Vigorously pursue the implementation/completion of the capital projects approved for the new fiscal year
4. The review of policies across the agencies such that said policies are efficiency-oriented and people-centered
5. Complete the National Fire Code
6. Rebuild the Cadet Corp at the Defence Force

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

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

2.2.4 Main Activities Contributing to the Annual Objectives

The main activities as outlined in the Executive Summary.

2.2.5 Main Challenges to Achieve Annual Objectives

To find an equilibrium between budgeted and unforeseen demand to improve the delivery of existing projects and programs while introducing new programs to address emerging challenges.

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

The Ministry is committed to meeting its objective and using the National Security Strategy as a blueprint to foster brotherhood among our agencies, as well as aim to achieve our mandate while aiding other agencies under the Ministry as needed to assist in meeting the respective objectives. It is only through this synergy that the threats to national security can be reduced, which would enable the realization of the Ministry's goal of a peaceful, secure, and sustainable environment.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

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

2.3.2 Other Projects Judged Important

1. National Security Technology Refresh
2. Construction and Refurbishment of Camp Springfield Barracks
3. Disaster Resilience Improvement Project (DRIP)

2.3.3 Status Report on Major Government Projects

Refurbishment of Charlestown Police Station and Dieppe Bay Police Station is ongoing.

2.4 Transfer Payment Information

Contributions are made to the following Agencies:

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

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

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 06 - Provide National Security, Citizenship and Immigration
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Responsibility Centre	06 - Ministry of National Security, Citizenship and Immigration
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To provide fire and rescue services and emergency services through the development of policies that are fair and accessible to the citizens of St. Kitts and Nevis and promote the citizenship by investment program. 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

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
06051 - Provide Administrative Support	10,602	8,482	8,497	8,556	8,642
06052 - Manage Police Services	45,800	49,430	50,004	50,096	50,752
06053 - Provide Fire and Rescue Services	8,307	10,131	10,922	10,020	9,921
06054 - Provide National Defence and Regional Security Assistance	10,982	12,919	13,790	14,029	14,273
06055 - Provide Prison Services	5,571	5,973	5,941	6,049	6,159
06056 - Enhance Disaster Management in the Federation	1,417	2,337	2,303	2,272	2,141
06058 - Prevent and Reduce Drug Abuse	489	1,227	1,568	1,075	1,081
06059 - Provide Immigration Services	1,980	2,479	2,688	2,738	2,788
Total	85,149	92,978	95,713	94,835	95,757

SECTION 4: PROGRAM SUMMARY

Portfolio Program	E. 06 - Provide National Security, Citizenship and Immigration 06051 - Provide Administrative Support
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Responsibility Centre	06 - Ministry of National Security, Citizenship and Immigration 051 - Permanent Secretary's Office
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To coordinate the provision of services to the public as they relate to public safety and the rights of citizenry, border security, law enforcement, disaster mitigation and management and drug rehabilitation
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Objective(s) for 2025	Expected Results	Performance Indicators
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 for Quick Service, and five days for 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, Citizenship and Immigration

Sub-Program:

00703 - Manage the Ministry and Provide Administrative Services

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

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

00769 - Issue Travel Documents

01827 - Contributions to Foreign Institutions

03310 - Provide Telecommunication Services

06051 - Invest in Homeland Security

00771 - Provide Repatriation Assistance

Participation in Regional and International Organizations

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	10,602	8,107	8,322	8,456	8,592
Capital		375	175	100	50
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	10,602	8,482	8,497	8,556	8,642

Portfolio Program E. 06 - Provide National Security, Citizenship and Immigration
06052 - Manage Police Services

Responsibility Centre

06 - Ministry of National Security, Citizenship and Immigration
052 - Police

Officer in Charge Permanent Secretary

Goals/Global Objectives

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 2025	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

Sub-Program:

00776 - Support Social Intervention Initiatives

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	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	37,086	37,294	40,396	41,038	41,694
Capital	5,303	8,500	5,950	5,400	5,400
Transfer	3,411	3,636	3,658	3,658	3,658
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	45,800	49,430	50,004	50,096	50,752

Portfolio Program	E. 06 - Provide National Security, Citizenship and Immigration 06053 - Provide Fire and Rescue Services
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Responsibility Centre	06 - Ministry of National Security, Citizenship and Immigration 053 - Fire and Rescue Services
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To provide fire prevention and control, and rescue services in order to protect life and property
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Objective(s) for 2025	Expected Results	Performance Indicators
1 To continue education on the prevention of fires, safety practices and rescue operations	600	Number of media announcements to the public including community meetings held
2 To implement an effective community-based programme on safety in the Federation	52	Number of safety awareness sessions held in homes, corporations and public institutions, private schools, hospitals, companies and other places
3 To respond to fires in a timely manner	Less than 10 minutes	Average response time to a reported fire
4 To train Fire officers in accordance with International Civil Aviation (ICAD) Standards	5	Number of persons trained and their effectiveness in imparting knowledge and dealing with emergencies

Sub-Program:
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 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	6,837	7,771	8,512	8,660	8,811
Capital	1,441	2,300	2,350	1,300	1,050
Transfer	29	60	60	60	60
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	8,307	10,131	10,922	10,020	9,921

Portfolio Program	E. 06 - Provide National Security, Citizenship and Immigration 06054 - Provide National Defence and Regional Security Assistance
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Responsibility Centre	06 - Ministry of National Security, Citizenship and Immigration 054 - St. Kitts and Nevis Defence Force
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	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
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Objective(s) for 2025	Expected Results	Performance Indicators
1 To implement a Youth Outreach Program	2	Number of community enjoyment activities with persons of age 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 a Junior Rank - 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 to build effective intelligence capacity, specifically focusing on the maritime environment
5 To implement a community policing program	4	Number of community meetings held and improvements realized in communities policed by the military

Sub-Program:	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
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Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	10,721	12,229	13,520	13,759	14,003
Capital	196	620	200	200	200
Transfer	65	70	70	70	70
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	10,982	12,919	13,790	14,029	14,273

Portfolio Program	E. 06 - Provide National Security, Citizenship and Immigration 06055 - Provide Prison Services
Responsibility Centre	06 - Ministry of National Security, Citizenship and Immigration 055 - Prison Department
Officer in Charge	Permanent Secretary

Goals/Global Objectives
To provide security to the public from criminal offenders and to provide rehabilitation of prisoners to reduce the number of repeat offenders

Objective(s) for 2025		Expected Results	Performance Indicators
1	To improve rehabilitation programs 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 that are trained and qualified in accordance with 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 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

Sub-Program:

- 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 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	5,320	5,458	5,876	5,984	6,094
Capital	195	450			
Transfer	56	65	65	65	65
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	5,571	5,973	5,941	6,049	6,159

Portfolio Program	E. 06 - Provide National Security, Citizenship and Immigration 06056 - Enhance Disaster Management in the Federation
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Responsibility Centre	06 - Ministry of National Security, Citizenship and Immigration 056 - National Emergency Management Agency
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To coordinate and manage national disasters and emergencies
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Objective(s) for 2025	Expected Results	Performance Indicators
1 To adopt the Model CDM Policy and legislation	August 2025	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 Tsunami 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 2025	Date of completion for volunteers to be certified (including explorers and Cadets' force concepts)

Sub-Program:

00767 - Provide Disaster Management Services

06056 - Invest in NEMA

02066 - Seismic Research Unit (SRU)

04333 - Caribbean Disaster Emergency Management Agency (CDEMA)

00768 - NEMA Board

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	715	994	1,160	1,179	1,198
Capital		600	400	350	200
Transfer	702	743	743	743	743
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,417	2,337	2,303	2,272	2,141

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

Officer in Charge	Permanent Secretary
Goals/Global Objectives	To develop policies and strategies to reduce drug use and abuse

Objective(s) for 2025	Expected Results	Performance Indicators
1 To create awareness of drug use and abuse	5	Number of Public Service Announcements (PSAs) workshops conducted

Sub-Program:
00782 - Programme to prevent / Reduce Drug Abuse
0605116 - Construction of Outreach Center

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	489	477	568	575	581
Capital		750	1,000	500	500
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	489	1,227	1,568	1,075	1,081

Portfolio Program	E. 06 - Provide National Security, Citizenship and Immigration 06057 - Provide Immigration Services
Responsibility Centre	06 - Ministry of National Security, Citizenship and Immigration 057 - Immigration Department
Officer in Charge	Permanent Secretary
Goals/Global Objectives	To prioritize upgrades of our border management to keep citizens, residents and visitors safe
Sub-Program:	00775 - Provide Immigration Services

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,980	2,479	2,688	2,738	2,788
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,980	2,479	2,688	2,738	2,788

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 06 MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
06051	ADMINISTRATION							
0605131	National Security Technology Refresh	630,000	175,000	-	-	175,000	-	REVENUE
	Subtotal	630,000	175,000	-	-	175,000	-	
06052	POLICE							
	Safety and Security Improvement Programme	25,912,510	3,000,000	-	-	3,000,000	574,000	REVENUE
0605215	Refurbishment of Police Stations	11,106,038	1,200,000	-	-	1,200,000	2,627,685	REVENUE
	Closed-Circuit Television (CCTV) Surveillance and Traffic Management System	11,786,672	750,000	-	-	750,000	474,752	REVENUE
0605247	Relocation of Traffic Department	4,900,000	1,000,000	-	-	1,000,000	1,153,154	REVENUE
	Subtotal	53,705,220	5,950,000	-	-	5,950,000	4,829,591	
	Total c/f	54,335,220	6,125,000	-	-	6,125,000	4,829,591	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 06 MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025					Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$			
	Total b/f	54,335,220	6,125,000	-	-	6,125,000	4,829,591		
06053	FIRE AND RESCUE SERVICES								
	Purchase of Vehicles/Equipment (Pumps, radio com, etc.)	28,244,214	1,850,000	-	-	1,850,000	1,341,171	REVENUE	
0605320	Demolition of Fire and Rescue Facility	500,000	500,000	-	-	500,000	-	REVENUE	
	Subtotal	28,744,214	2,350,000	-	-	2,350,000	1,341,171		
06054	DEFENCE FORCE								
	Construction and Refurbishment of Camp Springfield Barracks	2,315,882	200,000	-	-	200,000	98,511	REVENUE	
0605410									
	Subtotal	2,315,882	200,000	-	-	200,000	98,511		
	Total c/f	85,395,316	8,675,000	-	-	8,675,000	6,269,273		

ST. KITTS AND NEVIS ESTIMATES, 2025
 (CAPITAL PROJECTS)

C. 06 MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	Total b/f	85,395,316	8,675,000	-	-	8,675,000	6,269,273	
06056	NEMA							
0605620	Disaster Resilience Improvement Project (DRIP)	1,500,000	150,000	-	250,000	400,000	-	REVENUE/ REPUBLIC OF CHINA - TAIWAN
	Subtotal	1,500,000	150,000	-	250,000	400,000	-	
06058	National Drug Council							
0605116	Construction of Outreach Center	1,750,000	1,000,000	-	-	1,000,000	-	REVENUE
	Subtotal	1,750,000	1,000,000	-	-	1,000,000	-	
	Total c/f	88,645,316	9,825,000	-	250,000	10,075,000	6,269,273	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 06 MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	Total b/f	88,645,316	9,825,000	-	250,000	10,075,000	6,269,273	
	Construction of New Correctional Facility	88,000,000	-	-	-	-	-	REVENUE
	Purchase of Bedding, Gears and Equipment - Defence Force	2,070,000	-	-	-	-	97,008	REVENUE
	Purchase of Bedding, Gears and Equipment - Police	1,738,805	-	-	-	-	-	REVENUE
	Upgrade Fire and Rescue Services Facilities	630,000	-	-	-	-	99,366	REVENUE
	Containerised Forensic Unit	5,018,705	-	-	-	-	473,041	REVENUE
	Motorpool Upgrade	120,000	-	-	-	-	-	REVENUE
	Subtotal	97,577,510	-	-	-	-	669,415	
	Total c/f	186,222,826	9,825,000	-	250,000	10,075,000	6,938,688	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 06 MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	Total b/f	186,222,826	9,825,000	-	250,000	10,075,000	6,938,688	
	Prison Farm Nevis Refurbishment and Purchase of Equipment	859,478	-	-	-	-	15,015	REVENUE
	HMP Refurbishment and Purchase of Equipment	1,190,000	-	-	-	-	179,515	REVENUE
	13th Annual Caribbean Conference on Disaster Management	100,000	-	-	-	-	-	REVENUE
	TOTAL	188,372,304	9,825,000	-	250,000	10,075,000	7,133,218	

Total Ministry \$10,075,000

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

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

Volume 2

December 2024

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	3
SECTION 2: MINISTRY OVERVIEW	3
2.1 Mission Statement	3
2.2 Planning Overview	3
2.2.1 Ministry's Strategic Objective vs Government's Directions	3
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	4
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	5
2.2.4 Main Activities Contributing to the Annual Objectives	5
2.2.5 Main Challenges to Achieve Annual Objectives	5
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	5
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures	6
2.3 Capital Projects Information	6
2.3.1 Major Capital Projects	6
2.3.2 Other Projects Judged Important	6
2.3.3 Status Report on Major Government Projects	6
2.4 Transfer Payment Information	6
SECTION 3: MINISTRY SUMMARY	7
SECTION 4: PROGRAM SUMMARY	8

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

Building a Sustainable Future for St. Kitts and Nevis

My fellow citizens, as we stand on the precipice of a new era, it is imperative that we prioritize our development as a sustainable island state. St. Kitts and Nevis must embark on a transformative journey, diversifying our economy that will not only bolster our resilience, but also ensure a more equitable and prosperous future for generations to come.

To achieve this ambitious goal, the Ministry of International Trade, Industry, Commerce and Consumer Affairs is at the forefront of our efforts. The Ministry is tirelessly working to explore new avenues for international trade and to strengthen our regional partnerships. By actively reviewing existing Economic Partnership Agreements (EPAs), we are identifying untapped opportunities to expand our markets and enhance our economic competitiveness, which must ultimately translate into the socio-economic advancement of our citizens.

Regional integration remains a cornerstone of our development strategy. By eliminating tariffs on regional imports and ensuring the full participation of our citizens in the CARICOM Single Market and Economy, we aim to maximize the benefits of regional cooperation. This will not only reduce costs for consumers but also stimulate economic growth and job creation within the region. In addition to these efforts, we are actively pursuing the implementation of the Trade Facilitation Agreement and exploring opportunities for deeper integration within the OECS Economic Union. These initiatives will help to streamline trade procedures, reduce bureaucratic burdens, and enhance the competitiveness of our businesses.

Beyond international trade, our government is also focused on safeguarding the rights of our citizens and promoting fair competition in the marketplace. The Consumer Affairs Department has been instrumental in educating consumers and ensuring their protection. By strengthening consumer protection laws and collaborating with relevant government agencies, we are working to create a more equitable and transparent business environment.

To further enhance our nation's competitiveness, we are investing in quality infrastructure and standards. The Bureau of Standards has made significant strides in strengthening its capabilities and ensuring the safety and quality of our products.

Moreover, we are prioritizing the safe and responsible use of radiation and nuclear technology through the recent Radiation and Security Act of 2024. This legislation aligns with international standards and demonstrates our commitment to sustainable and responsible development.

In conclusion, my fellow citizens, the future of St. Kitts and Nevis is bright. By embracing economic diversification, strengthening regional partnerships, and prioritizing sustainable development, we can build a more resilient, prosperous, and sustainable nation for generations to come. Together, we can create a future where our people can have the opportunity to thrive, and our Nation can lead the way in a sustainable development trajectory.

The Rt. Hon. Dr. Denzil Douglas

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

1.2 Executive Summary

The Ministry of International Trade, Industry, Commerce and Consumer Affairs is steadfastly committed to transforming St. Kitts and Nevis into a sustainable island state. This objective is being pursued through a strategic approach that involves diversifying the economy beyond traditional sectors and reducing our overreliance on any single industry or resource. To achieve these goals, the Department is actively collaborating with various government agencies and the private sector to explore innovative avenues for international trade. This includes a comprehensive review of the existing Economic Partnership Agreements (EPAs) to identify opportunities for optimization.

In 2025, the Department will continue its efforts to expand market access to St. Kitts and Nevis nationals, particularly in southern markets. The St. Kitts and Nevis–Brazil–Guyana Partial Scope Agreement (PSA) and the CARICOM-Colombia Trade Agreement on Trade and Technical Cooperations are key initiatives in this regard. Regional integration remains a cornerstone of the Ministry's workplan. By eliminating tariffs on regional imports and ensuring the full participation of St. Kitts and Nevis nationals in the CARICOM Single Market and Economy's free movement of persons regime, the Ministry aims to maximize the benefits that can be derived from the CSME arrangement. In addition to these efforts, the Department will continue to pursue the implementation of the Trade Facilitation Agreement and explore opportunities for deeper integration within the OECS Economic Union.

The Consumer Affairs Department has been actively engaged in educating and informing consumers of the various avenues of redress afforded to them under the existing consumer protection legislation, in hope of achieving the ultimate goal of enabling consumers to make informed choices as well as safeguarding their rights in the marketplace. The Department remains committed to fostering honest transactions between businesses and consumers. As such, the Department will continue to collaborate with the appropriate administrative agencies, such as the Bureau of Standards, Ministry of Health and Customs and Excise Department, in hope of enhancing business compliance within the market as consumer protection intertwines with the objectives of the aforementioned agencies. The enactment of the Consumer Protection Act (2023) represents a significant advancement in consumer protection legislation however, additional measures are needed to further enhance and strengthen the overall consumer protection framework in the Federation. Therefore, in 2025, the Department will initiate stakeholder consultations geared at developing legislation that addresses price gouging of basic consumer items, competition policy, and landlords and tenants' rights. In 2025 as the Department aims to restore previously utilized platforms, it will collaborate with the Ministry of Information Technology, to redesign the SKN Shopper Application, to enhance its functionality and provide consumers with a more comprehensive tool for comparison shopping and filing of complaints.

The Bureau of Standards has made significant strides in strengthening its capabilities to perform much needed testing through the acquisition of a Gas Chromatograph Mass Spectrometer (GCMS) and High-Performance Liquid Chromatography (HPLC) equipment. The procurement of these devices has now enabled the Bureau to detect harmful food additives and contaminants more effectively, hereby adding an additional layer of protection for consumers. To enhance its expertise, the Bureau has conducted training initiatives in collaboration with regional counterparts, such as the Trinidad and Tobago Bureau of Standards and the Jamaica Bureau of Standards and CARICOM Regional Organization for Standards and Quality (CROSQ). These training programs focus on Good Manufacturing Practices (GMP) and other relevant standards. In 2025, the SKNBS is striving to achieve ISO 17025 accreditation in metrology.

Additionally, the Bureau is working closely with the Department of Marine Resources and the fishing community to obtain Hazard Analysis Critical Control Point (HACCP) certification, ensuring the safety and quality of seafood products. The recent Radiation and Security Act. (2024) underscores

the Government's commitment to the safe, secure, and peaceful use of radiation and nuclear technology. This legislation aligns with international agreements and reinforces St. Kitts and Nevis' commitment to responsible stewardship of these resources.

1.3 Management Representation Statement

The Annual Report of the Ministry of International Trade, Industry, Commerce and Consumer Affairs is a comprehensive document that serves as a roadmap for fiscal year 2025. It details the strategic direction and the allocation of resources, ensuring that the Ministry's objectives are aligned with its vision. This report is instrumental in shaping policy decisions, guiding the Ministry towards achieving its goals and fulfilling its mandate to foster economic growth and development leading to the Government's mission of creating a sustainable island state.

Sean Lawrence (Mr.)
Officer in Charge

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

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

Value Statements:

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

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

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The mission of the Ministry is to strengthen cooperation with the global community, promote the country's contribution to multilateral trade organizations and provide opportunities for economic investments by developing a range of programmes aimed at promoting fair and accessible trade. Our vision is to strengthen policymaking and implementation in accordance with the strategic political, social and economic interests of St. Kitts and Nevis and our aim is 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 CARIFORUM UK-EPA, the CARIFORUM-EU-EPA, and other Trade Agreements.

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

INTERNATIONAL TRADE

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

INDUSTRY AND COMMERCE

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

BUREAU OF STANDARDS

1. To prepare, promote, and generally adopt standards on a national basis relating to structures, commodities, materials, articles, and other things offered to the public commercially
2. To prepare, frame, modify or amend specifications and codes of practice
3. To test precision instruments, gauges, and scientific equipment, for determining the accuracy and the calibration of standards used in industrial and commercial activities
4. To maintain testing laboratories for the purpose of testing and providing facilities for examining commodities, products, materials, processes, and practices, and in so doing to conduct such research and investigations as may be necessary
5. To act as custodian of the national mass, length, capacity, time, temperature, and electrical measurement standards

6. To certify those products, commodities, and processes that conform to the national standards
7. To control, in accordance with provisions of the Standards Act, the use of standardization marks and distinctive marks
8. To collect and disseminate information on standards and related technical matters, nationally, regionally and internationally.
9. To function as the National Enquiry/Focal Point

CONSUMER AFFAIRS DEPARTMENT

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

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.

2.2.4 Main Activities Contributing to the Annual Objectives

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

2.2.5 Main Challenges to Achieve Annual Objectives

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

1. Limited human resources
2. Delay in obtaining requested assistance from third parties
3. Inability to attend non-funded meetings
4. Competing for limited financial resources as most donor funds are directed to less-developed /third-world states
5. Securing assistance for specific projects from donor countries and organizations
6. Late responses from Ministries regarding training opportunities or meetings
7. The widened gap between national and donor countries' priorities continues to be a challenge

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

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

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

Policy changes and unforeseen circumstances affected the overall operations of the Ministry, and therefore, affected the Ministry's 2024 expenditure.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

1. Enhancing the National Quality Infrastructure and Equipment Upgrade
2. Fish Toxin Detection Equipment and Laboratory Extension

2.3.2 Other Project Judged Important

1. Metrology Capacity Enhancement through Digital Transformation

2.3.3 Status Report on Major Government Projects

1. The Department of International Trade had no capital project initiatives for 2024
2. The Bureau of Standards Lab accreditation, quality infrastructure and equipment upgrade continues in 2025 building on significant achievements in 2024

2.4 Transfer Payment Information

The Ministry makes annual contributions to the following:

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

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 07 - Support International Trade, 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

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
07074 - Provide Administrative Support	2,525	2,412	2,413	2,440	2,469
07075 - Establish and Monitor Standards	2,418	2,464	3,215	2,874	2,709
07076 - Industry and Commerce	317	378	513	523	533
07117 - Manage Consumer Affairs	946	1,053	1,117	1,132	1,148
Total	6,206	6,307	7,258	6,969	6,859

SECTION 4: PROGRAM SUMMARY

Portfolio	E. 07 - Support International Trade, Industry, Commerce and Consumer Affairs	
Program	07074 - Provide Administrative Support	
Responsibility Centre	07 - Ministry of International Trade, Industry, Commerce and Consumer Affairs 074 - International Trade	
Officer in Charge	Permanent Secretary	
Goals/Global Objectives	To provide effective administrative support for International Trade	
Objective(s) for 2025	Expected Results	Performance Indicators
1 To conduct consultations with stakeholders on matters related to St. Kitts and Nevis' obligations and benefits under the various trade agreements provisions	18	Number of consultations conducted
2 To conduct workshops on trade-related matters and agreements	4	Number of workshops conducted
3 To continue to negotiate new trade agreements	30%	Percentage increase in new trade agreements completed
4 To create an enabling environment to foster the professional development of staff	4 Sessions	Number of quarterly staff development activities
5 To secure technical cooperation from international organizations on trade agreement provision implementation	4	Number of Initiatives undertaken to build technical capacity for both the private and public sector
Sub-Program:		
01315 - Provide administrative support		
01542 - Manage General Administration of International Trade		
07074 - Promote and Implement International Trade Policies		
07074 - Manage Telecommunications Service		
Participation in Regional and International Organizations		

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	2,213	2,064	2,063	2,091	2,120
Capital					
Transfer	312	349	349	349	349
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	2,525	2,413	2,412	2,440	2,469

Portfolio	E. 07 - Support International Trade, Industry, Commerce and Consumer Affairs
Program	07075 - Establish and Monitor Standards

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

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

Objective(s) for 2025		Expected Results	Performance Indicators
1	To achieve accreditation for labs	March 2025	Date for achieving ISO 17025 for Chemistry and Microbiology
2	To attain certification of Bureau of Standards	March 2025	Date for attaining ISO 9001 certification for the Bureau of Standards
3	To conduct staff training	March 2025	Date to complete of training for gambling standards
		March 2025	Date to complete food safety training
4	To construct the extension for the Bureau	December 2025	Date for tendering of project
5	To implement regulation for tires and vehicle inspection for labeling	December 2025	Date to implement regulation for use in the Federation

Sub-Program:
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)
0707516 - Enhancing the National Quality Infrastructure and Equipment Upgrade
07075 - Invest in Bureau of Standards
0707517 - Metrology Capacity Enhancement through Digital Transformation
0707518 - Fish Toxin Detection Equipment and Laboratory Extension
01388 - Compliance Department

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,673	1,814	2,140	2,174	2,209
Capital	745	650	1,075	700	500
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	2,418	2,464	3,215	2,874	2,709

Portfolio	E. 07 - Support International Trade, Industry, Commerce and Consumer Affairs
Program	07076 - Industry and Commerce

Responsibility Centre
07 - Ministry of International Trade, Industry, Commerce and Consumer Affairs
076-296 - Industry and Commerce

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To administer Department of Industry and Commerce

	Objective(s) for 2025	Expected Results	Performance Indicators
1	To ascertain the level of skills in the manufacturing sector	100	Number of human resources audit of manufacturing workers completed
2	To conduct increased engagement with manufacturers	40	Number of meetings held with manufacturers
3	To increase the global manufacturing competitiveness of the Federation	20	Number of training organized for manufacturers in the areas of product pricing and costing; packaging; labeling and record-keeping

Sub-Program:
01409 - Provide Administrative Support
01410 - National Manufacturing Competitiveness Council

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	317	378	513	523	533
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	317	378	513	523	533

Portfolio	E. 07 - Support International Trade, Industry, Commerce and Consumer Affairs
Program	07117 - Manage Consumer Affairs

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

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

Objective(s) for 2025	Expected Results	Performance Indicators
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 conducted at shops and supermarkets
	12	Number of field verification visits
4 To ensure that price-controlled food items are being sold within the specified markup ranges	100%	Percentage of establishments expected to be in compliance
5 To process and mediate written consumer complaints in a timely manner	5 days	Average processing time to close complaints
	4	Number of quarterly reports relating to complaints reporting and resolved cases
	75%	Percentage action initiated within three (3) days
6 To train staff in an effort to improve their skills in handling competition and consumer issues	5	Number of staff training exercises conducted

Sub-Program:

01389 - Provide Administrative Support

01390 - Educate Consumers and Businesses

01391 - Respond to Consumer Complaints

511 - Manage Licencing and Price Controls

01392 - Consumer Protection Board

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	946	1,053	1,117	1,132	1,148
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	946	1,053	1,117	1,132	1,148

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

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

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
07075	BUREAU OF STANDARDS	\$	\$	\$	\$	\$		
0707516	Enhancing the National Quality Infrastructure and Equipment Upgrade	6,513,669	600,000	-	-	600,000	745,229	REVENUE
0707117	Metrology Capacity Enhancement through Digital Transformation	364,560	200,000	-	-	200,000	-	REVENUE
0707518	Fish Toxin Detection Equipment and Laboratory Extension	275,000	275,000	-	-	275,000	-	REVENUE
	TOTAL	7,153,229	1,075,000	-	-	1,075,000	745,229	
Total Ministry			\$1,075,000					

08 - Ministry of Finance

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

Volume 2

December 2024

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	3
SECTION 2: MINISTRY OVERVIEW	4
2.1 Mission Statement	4
2.2 Planning Overview	4
2.2.1 Ministry's Strategic Objective vs Government's Directions	4
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	4
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	4
2.2.4 Main Activities Contributing to the Annual Objectives	4
2.2.5 Main Challenges to Achieve Annual Objectives	5
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	5
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures	5
2.3 Capital Projects Information	5
2.3.1 Major Capital Projects	5
2.3.2 Other Projects Judged Important	5
2.4 Transfer Payment Information	5
SECTION 3: MINISTRY SUMMARY	7
SECTION 4: PROGRAM SUMMARY	8

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

St. Kitts and Nevis is at a crossroad in its development trajectory towards becoming a sustainable island state. The Government has undertaken the necessary work to align the National Development Planning Framework and the Sustainable Island State (SIS) Agenda to articulate the key drivers of development and how each will advance our Nation's achievement of the Sustainable Development Goals (SDGs). The attainment of the SDGs requires the mobilization of both public and private resources. As a Small Island Developing State it is vital that we effectively implement measures that redound to sustainable fiscal and debt management which will enable our country to advance our Sustainable Economic Expansion and Diversification (SEED) pillars outlined in the SIS Agenda. The 2025 Estimates has been compiled fully cognizant of the need for effective management of our public finances to support investment in high impact projects while ensuring fiscal space to implement countercyclical measures when, or if, necessary.

The Ministry of Finance continues to lead by providing critical fiscal and debt management advice to ensure that the Government's performance in both respects remains on a positive trajectory. To this end, the Ministry continues to produce the Medium-term Fiscal Framework (MTFF) which provides the guidance which is critical in the decision-making process to support the 2025 plans and priorities. The Ministry continues to carefully assess the global economic conditions. The World Economic Outlook, issued by the International Monetary Fund in October 2024, projected that global economic growth will hold steady at 3.2% in 2024 and 2025. An assessment of the national economy predicts a growth rate of 1.2% by the end of 2024 with expected expansion in economic activity of 2.5% in 2025. Economic performance in 2025 is expected to be stimulated by continued positive growth from critical sectors such as, Agriculture, Construction, Wholesale and Retail Trade; Hotels and Restaurants; Transport, Storage and Communications; Financial Services and Public Administration.

Over the medium-term the economy will expand by an average of 2.8%. An assessment of the Revenue and Expenditure plans proposed for 2025 reveals a Recurrent Account Surplus of \$202.1 million, an Overall Surplus of \$27.0 million and a Primary Surplus of \$47.4 million. The Government remains vigilant in monitoring downside risks that can undermine the Government's fiscal and debt sustainability indicators. The Ministry will continue to assess and recommend plausible fiscal and structural measures that can redound to improved fiscal and debt outcomes.

At the end of September 2024, the Total Public Sector Debt of St. Kitts and Nevis was \$1,578.9 million. A comparison to the corresponding period in 2023 revealed a decline of \$6.6 million or 0.4%. The reduction in the debt stock was mainly attributed to a decline in the debt held by the Central Government in the amount of \$4.6 million or 0.7%. Similarly, the debt held by the Non-Central Government contracted by \$2.0 million or 0.2%. The Ministry's commitment to ensuring debt sustainability has resulted in the downward trajectory of the debt to GDP ratio. During 2024, the Government has continued to maintain the debt to GDP ratio below the Eastern Caribbean Central Bank's debt target of 60% by 2035. The debt to GDP ratio decreased from 55.6% by September 2023 to 54.8% by September 2024. It is anticipated that by the end of 2024 we will see a further reduction in the debt to GDP ratio to 53.4%. The Ministry of Finance has remained steadfast in its commitment to preserve St. Kitts and Nevis' debt sustainability and providing the relevant policy advice to support growth and development.

The Ministry of Finance remains cognizant of its leadership role in an environment where access to financing continues to be challenging and could undermine the Sustainable Island State (SIS) Agenda. The landscape in which the Citizenship by Investment Program operates has fundamentally changed therefore the Government of St. Kitts and Nevis, along with the three (3)

other OECS Member States that operate Citizenship by Investment Programs, signed a Memorandum of Understanding with the aim to strengthen our respective Programs through the adoption of best practices, due diligence processes, and intelligence related to potential security or compliance risks. In June 2024 the Government passed The Citizenship by Investment Unit Act (2024) which established the Citizenship by Investment Unit as a statutory corporation.

The Ministry of Finance has observed closely the performance of the Corporate Income Tax in light of the permanent reduction of the tax rate to 25 percent effective January 2024. In 2025, the Ministry will commence engagement on the plans for further tax reform to garner critical input on the possible changes to the tax regime. These discussions will be underpinned by the need to make the tax system more efficient while supporting an environment for the growth and expansion of the Private Sector. The combined effects of these changes will inform the Government's fiscal policy as we move forward to strengthen the fiscal framework and general macroeconomic outlook.

The Ministry has remained a key stakeholder in the discussions regarding climate financing, including the integration of the Multi-dimensional Vulnerability Index (MVI) and Climate Resilient Debt Clauses (CRDCs) all of which are critical to the advancement of our development agenda and building resilience in the public financial mechanism. The Ministry's Strategic Plan will continue to align with the Constitution, the Finance Administration Act, the Procurement and Contracts (Administration) Act, the Tax Administration and Procedures Act and other related legislation and policies of the Government.

At this time, I would like to express my profound appreciation to the staff of the Ministry of Finance which include the Office of the Financial Secretary, Treasury Department, the Inland Revenue Department, the Customs and Excise Department and the Financial Intelligence Unit for their high level of professionalism and commitment to ensuring a strong foundation is maintained to support the transformational change to the lives and livelihoods of our citizens and residents.

Hon Dr. Terrance M. Drew
Minister of Finance

1.2 Executive Summary

The Ministry of Finance continues to ensure the Government maintains a stable financial position. This effort remains vital to ensuring the implementation of the Sustainable Island State Agenda which will enable the stimulation of growth and development. Our path forward involves the transformation of existing industries and the creation of new business ventures which aim to support the Sustainable Economic Expansion and Diversification (SEED) pillars of the Agenda. The Ministry continues to take steps to strengthen its technical and human capabilities which facilitate the monitoring of the economic environment to provide timely data driven advice. To this end, the Medium-Term Fiscal Framework (MTFF) 2025-2027 has been developed based on updated information and perspectives on the current macroeconomic landscape. The MTFF provides credible guidance to the Government in the formulation of the 2025 Estimates and the determination of the broad fiscal and economic policy direction over the medium term.

The Treasury Department continues its efforts to ensure that the Government's Public Financial Management mechanism is closely monitored and effectively managed. In 2024, the Department played an important role as an integral member of the Pension Reform Task Force, bringing vital expertise to the full operationalization of the Contributory Pension Plan. This Plan is designed to benefit all Government Auxiliary Employees, as well as officers who have been employed by the Government since May 18, 2012.

In 2024, the Inland Revenue Department (IRD) launched an enhanced Tax Management System. In 2025 the Department will operationalize the business license feature allowing for a one-stop business registration process. Similarly, all tax collection functions have been digitized and brought online, along with an upgraded Vehicle Registration Module that allows for online licensing of vehicles and issuance and renewal of driver's licenses. In 2025, the Department will realign its business processes to enhance the collection of taxes from online businesses and vendors. In keeping with the thrust to reform the tax regime the Department will intensify its efforts to collect arrears and implement a modern tax administration process to promote private sector expansion. This will be facilitated by the reinstatement of the Income Tax Appeals Commission and the Property Tax Valuation Review Board.

The Customs and Excise Department will continue efforts to strengthen its technical and human capacity while building stronger partnerships with the key stakeholders in the business community and the wider public. In 2024, the Department benefitted from further training provided by the Caribbean Customs Law Enforcement Council (CCLEC) with twenty-five (25) officers completing the in-house Basic CCLEC Training Course. This graduation symbolized the achievement of all Customs and Excise officers having attained knowledge of the basic requirements to enable the modernization and effective operation of customs and excise organizations. In 2025, the Department will utilize enhanced technology and data analytics to effectively detect illicit goods, boost revenue collections and enhance business operations to enable the expedited processing of both goods and individuals.

The Department will continue its collaboration with the Ministry of International Trade, Industry, Commerce and Consumer Affairs in the coming year to effectively implement measures outlined in reference to the CARICOM Common External Tariff and the European Union Economic Partnership Agreement. Further collaboration with CARICOM will be undertaken to facilitate the introduction of measures outlined in the CARICOM Customs Act. The Department will also broaden its partnership to access additional human resource development opportunities through the exploration of membership in the World Customs Organization (WCO). This collaboration will provide increased access to modernization initiatives and training for personnel.

1.3 Management Representation Statement

On behalf of the Ministry of Finance, I present the Annual Report on the Plans and Priorities for 2025. The document provides an accurate representation of the Ministry's plans and priorities for the use of the resources which the Ministry has been provided for 2025.

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 2025 and to some extent the medium term. This Report provides strategic direction for the Ministry and will facilitate monitoring and evaluation of the Ministry's performance.

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 and residents of St. Kitts and Nevis.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

Government's policy direction for the Ministry is:

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

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

The Annual Objectives for the Ministry are:

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

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

There were no major modifications to the strategy of the Ministry during 2024.

2.2.4 Main Activities Contributing to the Annual Objectives

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

2.2.5 Main Challenges to Achieve Annual Objectives

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

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

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

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

It is anticipated that the implementation of the Sustainable Island State Agenda will accelerate as critical capital and capacity building initiatives will roll out in 2025 to support the building of sustainability and resilience. The Government's fiscal space has narrowed over the past year due primarily to the notable reduction in CBI flows, increased spending on Goods and Services and an uptick in transfers. Additional efforts would be required in 2025 to stabilize the Government's fiscal operations and resume building up of fiscal buffers.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

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

2.3.2 Other Projects Judged Important

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

2.4 Transfer Payment Information

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

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

OFFICE OF THE FINANCIAL SECRETARY

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

INLAND REVENUE DEPARTMENT

1. Commonwealth Association of Tax Administrators (CATA)

CUSTOMS AND EXCISE DEPARTMENT

1. Caribbean Customs Law Enforcement Council (CCLEC)

FINANCIAL INTELLIGENCE UNIT

1. Egmont

SECTION 3: MINISTRY SUMMARY

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

Financial Summary

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
08081 - Administer Government Finances and Policies	106,153	148,698	146,109	144,198	143,193
08082 - Manage Government Accounts	117,224	125,706	138,644	138,628	141,384
08083 - Manage Collection of Inland Revenue Department Revenue	18,494	14,695	15,666	14,263	13,663
08084 - Manage Collection of Customs and Excise Department Revenue and Enforce Border Security	16,567	17,386	17,856	17,598	17,570
08090 - Provide Counter Measures to Money Laundering and Terrorist Financing	234	781	848	863	878
08081 - Net Lending		250	250	250	250
Total	258,672	307,516	319,373	315,800	316,938

SECTION 4: PROGRAM SUMMARY

Portfolio Program	E. 08 - Manage Finance 08081 - Administer Government Finances and Policies	
Responsibility Centre	08 - Ministry of Finance 081 - Financial Secretary's Office	
Officer in Charge	Financial Secretary	
Goals/Global Objectives	To formulate Government's fiscal and economic policies to ensure that Government's financial and economic plans, programs and activities are implemented in the most effective and efficient manner to improve the social, financial and well-being of the citizens of St. Kitts and Nevis	
Objective(s) for 2025	Expected Results	Performance Indicators
1 To develop a Fiscal Strategy that would guide the formulation of the Budget for the medium term	June 2025	Date by which the Medium-term Fiscal Framework is updated
	December 2025	Date by which the proposed Medium-term Fiscal Framework is presented to Cabinet
2 To ensure Government's financing requirements are met at lowest possible risk cost with prudent degree of risk	December 2025	Date by which Medium-term Debt Management Strategy is updated
3 To foster a competitive, vibrant environment that produces economic growth	48 hours	Number of hours taken to process business licenses/respond to application
4 To improve accountability in Government Ministries	At least 90%	Percentage of Government Ministries submitting Annual Reports to the Ministry of Finance
5 To monitor and report on Budget Expenditure Performance	4	Number of reports on the Budgetary Expenditure
6 To monitor and report on the Financial Performance of State-Owned Entities	2 each	Number of reports on the Financial Performance of monitored State-Owned Entities
7 To monitor and report on the Fiscal and Debt Performance of the Government in a timely manner	4	Number of Investment Portfolio Analyses
	1	Number of Debt Sustainability Analyses
	11	Number of Fiscal Review Reports
	12	Number of Monthly Fiscal Data Reports
	4	Number of Quarterly Ministry Reports
	4	Number of Public Debt and Statistics Bulletins
	4	Number of Debt Summary Reports
1	Number of Debt Portfolio Reviews	

Objective(s) for 2025	Expected Results	Performance Indicators
8 To prepare a timely Budget consistent with Government's strategic plans and objectives	December 2025	Date by which Government's 2026 Budget is submitted to Parliament

Sub-Program:

301 - Provide Administration Services

302 - Fiscal, Policy, Investment and Debt Management Division

303 - Provide Budgeting Services

08081 - Invest in Financial Secretary's Office

08081 - Manage Telecommunication Service

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	32,666	66,230	65,658	65,898	66,143
Capital	1,450	6,200	4,200	2,050	800
Transfer	72,038	76,268	76,250	76,250	76,250
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	106,154	148,698	146,108	144,198	143,193

Portfolio	E. 08 - Manage Finance
Program	08082 - Manage Government

Responsibility Centre
08 - Ministry of Finance
082 - Accountant General's Department

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

	Objective(s) for 2025	Expected Results	Performance Indicators
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 2025	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-Program:
311 - Provide Financial Control and Treasury Management
312 - Provide Funds Management Services
313 - Provide Systems Support
315 - Monitor and Repay Public Debt
01147 - Provide Internal Audit Services
01144 - Provide Accounting and Reporting Services
08082 - Invest in Accountant General's Department

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	96,483	92,526	106,242	106,479	106,903
Capital					
Transfer					
Budgetary Grant					
Principal Repayment	20,741	33,180	32,402	32,149	34,481
Net Lending					
Total	117,224	125,706	138,644	138,628	141,384

Portfolio	E. 08 - Manage Finance
Program	08083 - Manage Collection of Inland Revenue Department Revenue

Responsibility Centre
08 - Ministry of Finance
083 - Inland Revenue Department

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

Objective(s) for 2025		Expected Results	Performance Indicators
1	Enhance Audit Compliance	65%	Percentage of audits completed.
2	Improve Collections and Enforcement Operations	65%	Percentage of enforced collection cases closed
3	Improve Information Technology Capability	65%	Percentage of information systems deployed
4	Improve Returns Processing Operations	85%	Percentage of returns processed by tax type
5	Improved Taxpayer Services	85%	Percentage of new taxpayers registered by tax type
6	Meet Projected Revenue Targets	100%	Percentage of revenue collected broken down by tax, penalty and interest
7	To meet projected revenue targets	0%	Percentage variation between actual collections and budgeted targets

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

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	13,775	10,907	11,878	12,075	12,275
Capital	4,591	3,700	3,700	2,100	1,300
Transfer	128	88	88	88	88
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	18,494	14,695	15,666	14,263	13,663

Portfolio	E. 08 - Manage Finance
Program	08084 - Manage Collection of Customs and Excise Department Revenue and Enforce Border Security

Responsibility Centre
08 - Ministry of Finance
084 - Customs and Excise Department

Officer in Charge	Comptroller of Customs
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Goals/Global Objectives
To serve our citizens, collect and protect all our revenues with fairness, efficiency and integrity and enforce compliance laws at our borders

Objective(s) for 2025		Expected Results	Performance Indicators
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

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

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	16,020	15,886	16,956	17,173	17,395
Capital	547	1,500	900	425	175
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	16,567	17,386	17,856	17,598	17,570

Portfolio Program	E. 08 - Manage Finance 08090 - Provide Counter Measures to Money Laundering and Terrorist Financing
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Responsibility Centre	08 - Ministry of Finance 090 - Financial Intelligence Unit
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Officer in Charge	Director
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Goals/Global Objectives	To restrict and prevent money laundering and terrorist financing in the Federation
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Objective(s) for 2025		Expected Results	Performance Indicators
1	To continue to retain competent and motivated staff	6	Number of Training Sessions
2	To improve Feedback to Reporting Sector	0	Late distribution of Status Reports
		100%	Status Reports distributed
3	To increase AML/CFT awareness level of the reporting sector	4	Number of Workshops/Seminars conducted
		2	Number of Literature distributed
4	To produce Typologies	2	Number of Typologies produced
5	To produce reports in a timely manner	Every 3 months	Time-frame in which quarterly reports are submitted
		December 2025	Time frame in which annual report is submitted
6	To reduce the time taken in forwarding reports to law enforcement	Within 10 days	Number of days taken to forward reports

Sub-Program:	00874 - Provide Counter Measures to Money Laundering and Terrorist Financing 01354 - Contribute to International Organisations
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Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	221	767	834	849	864
Capital					
Transfer	13	14	14	14	14
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	234	781	848	863	878

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

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent					
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending		250	250	250	250
Total		250	250	250	250

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 08 MINISTRY OF FINANCE

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
08081	ADMINISTRATION	\$	\$	\$	\$	\$		
0808121	Pre-Investment Fund	5,065,036	700,000	-	-	700,000	-	REVENUE
0808127	Upgrade/Rehabilitation of Government Buildings	10,184,078	2,000,000	-	-	2,000,000	1,449,704	REVENUE
0808330	Buildings Renovation (John Gumbs/MoF)	7,000,000	1,000,000	-	-	1,000,000	-	REVENUE
0808132	Institutional Strengthening and Support Project	5,000,000	500,000	-	-	500,000	-	REVENUE
	Subtotal	27,249,114	4,200,000	-	-	4,200,000	1,449,704	
08083	INLAND REVENUE DEPARTMENT							
0808334	Penetration Testing Upgrade	850,000	200,000	-	-	200,000	190,706	REVENUE
0808335	Tax Collection and Analysis IT System	12,015,206	3,500,000	-	-	3,500,000	4,400,599	REVENUE
	Subtotal	12,865,206	3,700,000	-	-	3,700,000	4,591,305	
	Total c/f	40,114,320	7,900,000	-	-	7,900,000	6,041,009	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 08 MINISTRY OF FINANCE

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
	Total b/f	\$ 40,114,320	\$ 7,900,000	-	\$ -	\$ 7,900,000	\$ 6,041,009	
08084	CUSTOMS AND EXCISE DEPARTMENT							
0808422	Customs and Excise Enforcement Compound	5,687,718	250,000	-	-	250,000	-	REVENUE
0808427	Customs IT Infrastructure Upgrade	983,425	300,000	-	-	300,000	288,001	REVENUE
0808428	Customs Headquarters Renovation	1,200,000	200,000	-	-	200,000	22,675	REVENUE
0808431	National K9 Training Facility	2,500,000	150,000	-	-	150,000	-	REVENUE
	Subtotal	10,371,143	900,000	-	-	900,000	310,676	
	Expansion of K9 Unit	300,000	-	-	-	-	236,370	REVENUE
	Purchase of Pallet Scanners	1,981,000	-	-	-	-	-	REVENUE
	Purchase of Body Scanners	400,000	-	-	-	-	-	REVENUE
	TOTAL	53,166,463	8,800,000	-	-	8,800,000	6,588,055	

Total Ministry \$8,800,000

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

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

Volume 2

December 2024

TABLE OF CONTENTS	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	3
SECTION 2: MINISTRY OVERVIEW	3
2.1 Mission Statement	3
2.2 Planning Overview	3
2.2.1 Ministry's Strategic Objective vs Government's Directions	3
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	3
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	4
2.2.4 Main Activities Contributing to the Annual Objectives	4
2.2.5 Main Challenges to Achieve Annual Objectives	4
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	5
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures	5
2.3 Capital Projects Information	5
2.3.1 Major Capital Projects	5
2.3.2 Status Report on Major Government Projects	5
2.4 Transfer Payment Information	6
SECTION 3: MINISTRY SUMMARY	7
SECTION 4: PROGRAM SUMMARY	8

SECTION 1: MINISTER’S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

The Ministry of Social Development and Gender Affairs starts every year with its vision as its cornerstone - "to deliver targeted people centered services, with a spirit of professionalism, compassion and innovation to ALL!" For this year, the Ministry has prioritized the following activities and programs to support the attainment of the vision.

Digitization:

In 2025, the Ministry will focus on the digitization of its office processes to ensure ease of access to services. The Ministry's website – socialdevelopment.gov.kn – has been identified as a critical vehicle for ensuring access to information and services. Application forms for public assistance, community center reservations and registering of appeals and grievances shall be accessible via the website.

Reformed Delivery Systems:

Access to social protection services that protect the dignity of the individual is an identified area for reform for the Ministry. In 2024, the School Uniform Assistance Program was administered through the digital payment system operated by Genesis Innovation Management Inc (JAD Cash), a lesson learnt from the Independence 40 Back to School Initiative. In 2025, the Ministry will focus on reforming the process for redeeming Food Voucher assistance that would reduce stigma, discrimination and ease of identification of the clients.

Operational Excellence:

The establishment of procedures and processes for each department is critical to ensuring the provision of quality services to the public as well as objective matrices for performance evaluation of staff. Following the drafting of new or revised Operational Manuals for each Department of the Ministry, 2025 will focus on staff training to implement the standards.

Citizen Security:

The programming agenda for the Ministry will be grounded in the Citizen Security engagements of 2024 and its related action plan. Ensuring that from the cradle to the grave, each citizen, national and legal resident of the Federation is protected, supported and empowered is critical to our mandate.

I use this opportunity to express our continued gratitude and thanks to the regional and international partners whose technical and financial support are critical to the work of the individual Departments of the Ministry. These partners include, but are not limited to UNICEF, PAHO, USAID, UN Women, UNDP, UN-ECLAC and the OECS Commission.

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

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

1.2 Executive Summary

The Ministry of Social Development and Gender Affairs has started implementation of activities in keeping with its inaugural five-year Strategic plan under the theme "The Season of Growth: to Reflect, Reform and Forge Ahead." Of note and accomplishment are the following:

- a. The re-branding of the Ministry and its departments to clearly communicate its vision, mission and value statements for which clients (internal and external) can hold the officers accountable.
- b. Introduction of new and improved safety and security protocols for each physical site. This includes the recruitment of staff, the introduction of new technologies and training of staff regarding personal safety and security /measures.
- c. Improvement in the skills and competence of staff through enrollment in the UWI Global Campus course which align with the duties and responsibilities of staff and our responsibilities to the public.
- d. The formulation of an Operational Manual for each department clearly outlines the processes and procedures for undertaking the individual task of officers towards the accomplishment of the mission and vision of the individual departments.
- e. Strides have been made toward the introduction of technologies to make services more accessible. Of note is the collaboration with Genesis Innovation Management Inc (JAD Cash) for the digital redemption of the School Uniform Assistance Program.

In 2025, the Ministry will focus on building the capacity and infrastructure of the departments to enhance our reach and delivery of advocacy, education and information sharing activities with our internal and external clients. This will be accomplished through the implementation of the Communications Strategy as developed through technical support from UN-ECLAC.

The Department of Gender Affairs will prioritize priority areas from the National Gender Action Plan for implementation such as Agents of Socialization (Culture, Family, Religion and Mass Media), Education for All and Elimination of Gender Based Violence and Discrimination for Human Security. These align with the Citizen Security thrust to address all forms of violence being perpetrated.

For the Department of Community Development and Social Services, the focus will be on operational excellence as the Department expands its reach and access to the public. All available positions have been filled so the satellite offices for the remaining districts will be operationalized to provide a central location for accessing services and seeking information and guidance.

The National Counselling Centre will focus on the expansion of services to the public and the capacity for clinical assessment by Ministry staff and stakeholders in mental health and wellbeing. Corporate support for mental health and wellbeing activities coupled with the increased utilization of the Family Matters Counsellors to meet families where they are is critical. The National Counselling Centre and the National Drug Council will move to a new office space returning to an active collaborative engagement.

It is expected that the New Horizons Juvenile Rehabilitation Center would return to its Harris' location in 2025 thereby returning a key asset in the arsenal of juvenile justice and reform. With its return, the procedures, processes and standards of the Centre will be reinstated to ensure the safety, security and rehabilitation of the residents.

The Department of Probation and Child Protection Services will continue to expand its services to victims of abuse and neglect and their families to support a return to happiness. Improvements will be made to assessment tools and processes to support the early identification of challenges to improve the level and type of services provided.

Finally, the Ministry will focus on stakeholder engagements to expand the referral and service methods to support the vulnerable serviced by each Department while continuing to build out our avenues for information sharing, education and advocacy.

1.3 Management Representation Statement

On behalf of the Ministry of Social Development and Gender Affairs, it is my duty to submit for tabling in Parliament the Annual Report on Plans and Priorities (RPP) complete with the objectives and expected outcomes for 2025 for the Ministry of Social Development and Gender Affairs.

The information presented is the result of consultations with the Ministry's Management Team, staff, and partners. As such, it can serve as a working guide for the operations and as a critical instrument tool for the assessment of the Ministry's performance in 2025.

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

Azilla Clarke (Ms)
Permanent Secretary (Ag)

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

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

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

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

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

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

- 1 Establish and sustain systems (policies, procedures, standards and guidelines) for the professional, ethical, customer focused and rights-based delivery of social protection services
- 2 Build, restore and strengthen relationships, networks and coordination between agencies for the efficient and effective delivery of social protection services with particular focus on women and children

- 3 Increase the use of psycho-social and clinical tools to inform care plans and interventions for beneficiaries with particular focus on children
- 4 Increased visibility, access and information sharing about the mandate, services and programmes of the Ministry
- 5 Increased streamlining of gender across stakeholder ministries, private sector entities and civil society organizations

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

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

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

2.2.4 Main Activities Contributing to the Annual Objectives

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

2.2.5 Main Challenges to Achieve Annual Objectives

- 1 ***Inadequate office space:*** Even with the removal of the COVID-19 social distancing protocols, all of the office spaces currently occupied by staff are inadequate to comfortably accommodate the full slate of officers. The Ministry continues to be challenged to provide adequate spaces to serve persons with disabilities and confidential spaces for intake, case management and meetings with clients and stakeholders.
- 2 ***Gaps in service delivery:*** The most requested service remains housing support. The Ministry will seek to collaborate with the Ministry of Housing and Human Settlement to request the provision of social housing for victims and survivors of domestic violence and clients with various circumstances that resulted in inadequate shelter.

- 3 ***Availability of current data to inform programming, policy development and to comply with reporting requirements:*** The experience of the CEDAW reporting process underscored the need for the utilization of Memoranda of Understandings with state agencies to provide data that would be used to inform programming, assist with policy development and ensure our Federation's compliance with its international reporting requirements.

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

- 1 ***Staffing:*** It is critical that the Ministry ensures that the full staff complement of qualified, experienced, and emotionally intelligent professionals is in place.
- 2 ***Expansion of the Research and reporting component of the Ministry:*** Capacity must be built and harnessed to improve the research and reporting requirements of the Ministry.

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

- 1 Launch of the LIFT (Livelihood Improvement for Family Transformation) SKN Program
- 2 Establishment of the National Focal Point Committee to support the mainstreaming of gender across all Government Ministries and Departments and to enhance the reporting capacity of the National Gender Machinery to report on gender indicators for the Federation.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

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

2.3.2 Status Report on Major Government Projects

Upgrade of Community Centres:

In 2024, the Ministry focused on upgrades to the roof and windows at key community centers while completing the works at the Cayon Community Center to facilitate its re-opening.

New Horizons Centre Upgrade:

In 2024, electrical upgrades were undertaken at the Harris' location to support the return of staff and residents to the original facility. At the temporary location, investment was made to improve security.

Construction of the New Administration Building:

The new administration building will result in the return of the Department of Community Development and Gender Affairs to the Victoria Road location coupled with the relocation of the Department of Probation and Child Protection Services to the third floor of the building which will result in the meeting room spaces on the ground floor becoming available. This would ensure confidential and comfortable accommodation for interactions with clients and other stakeholders. The current location of Probation and Child Protection Services does not provide such comfort and confidentiality.

2.4 Transfer Payment Information

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

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

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 09 - Promote Social 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 and to foster an enabling environment to empower youths and provide for their sustainable growth and development

Financial Summary

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
09101 - Provide General Administration	1,207	1,581	1,505	1,528	1,551
09102 - Manage Community Development and Social Services	38,305	37,039	36,643	36,195	35,998
09103 - Gender Affairs Department	523	637	753	765	777
09104 - Provide Care and Protection for Children	1,552	2,003	2,224	2,252	2,279
09105 - Provide Probationary Services at New Horizon Co-Ed Center	1,905	2,422	2,612	2,649	2,686
Total	43,492	43,682	43,737	43,389	43,291

SECTION 4: PROGRAM SUMMARY

Portfolio Program	E. 09 - Promote Social Development and Gender Affairs 09101 - Provide General Administration
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Responsibility Centre	09 - Ministry of Social Development and Gender Affairs
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To provide policy directive, value-added expertise and capacity building while optimizing physical resources, financial assets, and human capital
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Objective(s) for 2025	Expected Results	Performance Indicators
1 Hosting of Informational Fairs or set up of booths at partnering events in identified communities to engage directly with the public	3	Number of information fairs or partnering events undertaken in 2025
2 Implementation of the Communications Strategy for the Ministry	25%	Percentage of recommendations implemented in 2025

Sub-Program:
00285 - Provide Administrative and Policy Support
09101 - Manage Telecommunication Service
09101 - Invest in Administration
09101 - Participate in International and Regional Organizations

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,207	1,580	1,504	1,527	1,550
Capital					
Transfer		1	1	1	1
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,207	1,581	1,505	1,528	1,551

Portfolio Program	E. 09 - Promote Social Development and Gender Affairs 09102 - Manage Community Development and Social Services
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Responsibility Centre	09 - Ministry of Social Development and Gender Affairs
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To enhance and increase existing services and protection for vulnerable groups and provide opportunities for individuals and communities and meet their social and economic responsibilities
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Objective(s) for 2025		Expected Results	Performance Indicators
1	Establishment of the electronic Community Center Reservation System	August 2025	Date when the system is launched
2	Hello Secondary ...Goodbye Primary Camp	August 2025	Completion date for the Camp
3	Implementation of the Community Development After School Programme	September 2025	Date when the Program is launched
4	Zonal Parent Engagement Sessions at PTA meetings	4	Number of sessions hosted and/or facilitated in 2025

Sub-Program:
09102 - Provide Social Assistance
09102 - Invest in Community Development and Social Services

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	37,095	34,597	34,643	34,695	34,748
Capital	128	2,442	2,000	1,500	1,250
Transfer	1,082				
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	38,305	37,039	36,643	36,195	35,998

Portfolio Program	E. 09 - Promote Social Development and Gender Affairs 09103 - Gender Affairs Department
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Responsibility Centre	09 - Ministry of Social Development and Gender Affairs
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	Ensuring that policies and programmes of the state take into consideration the impact on men and women sharing equally in society
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Objective(s) for 2025		Expected Results	Performance Indicators
1	Formalization of the National Gender Machinery for the Federation – collaboration between the offices on St. Kitts and Nevis	June 2025	Date when Standard Operation Procedure (SOP) is approved
2	Programs and events targeting males as identified from the National Men's Symposium	2	Number of programs and events implemented
3	Technical skills training for women in the construction sector	20	Number of females trained in construction related skills and graduating with university or NVQ certification

Sub-Program:
00349 - Facilitate Gender Awareness
00338 - Support for Shelter Services

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	523	637	753	765	777
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	523	637	753	765	777

Portfolio Program	E. 09 - Promote Social Development and Gender Affairs 09104 - Provide Care and Protection for Children
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Responsibility Centre	09 - Ministry of Social Development and Gender Affairs
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To serve children and their families through a dynamic and passionate staff to create safe and stable communities to build a stronger Nation
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Objective(s) for 2025	Expected Results	Performance Indicators
1 Inter-Agency Collaboration and training - St. Kitts and Nevis	2	Number of training sessions organized that involve officers from the two offices - St. Kitts and Nevis
2 Public engagement sessions and activities around issues affecting children and their families	4	Number of sessions and activities completed

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

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,251	1,635	1,766	1,794	1,821
Capital					
Transfer	301	368	458	458	458
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,552	2,003	2,224	2,252	2,279

Portfolio Program	E. 09 - Promote Social Development and Gender Affairs 09105 - Provide Probationary Services at New Horizon Co-Ed Center
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Responsibility Centre	09 - Ministry of Social Development and Gender Affairs
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To provide a safe and secure therapeutic environment for children ordered to reside at the facility, by providing comprehensive care to rehabilitate and re-integrate children as productive citizens
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Objective(s) for 2025		Expected Results	Performance Indicators
1	Review and adoption of the Operational Procedures and Protocols for transporting residents and staff	September 2025	Date when the Procedures and Protocols will be approved
2	Review and implementation of the community-based programs to aid in the personal growth and development of residents	December 2025	Date when community programs will be utilized by residents as part of their care plans

Sub-Program:
00357 - Manage New Horizons Co-Ed Training Center
00358 - Support Services for Youths at Risk

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	1,905	2,422	2,612	2,649	2,686
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,905	2,422	2,612	2,649	2,686

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 09 MINISTRY OF SOCIAL DEVELOPMENT AND GENDER AFFAIRS

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
09102/112	SOCIAL DEVELOPMENT							
0910286	Upgrade of Community Centres	2,986,033	500,000	-	-	500,000	81,359	REVENUE
0911226	Construction of New Administration Building for Social Development and Gender Affairs	7,000,000	500,000	-	-	500,000	-	REVENUE
0911227	New Horizons Upgrade and Enhancement Project	2,192,000	1,000,000	-	-	1,000,000	47,110	REVENUE
	TOTAL	12,178,033	2,000,000	-	-	2,000,000	128,469	

Total Ministry \$2,000,000

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

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

Volume 2

December 2024

10 - MINISTRY OF AGRICULTURE, FISHERIES AND MARINE RESOURCES

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	2
SECTION 2: MINISTRY OVERVIEW	3
2.1 Mission Statement	3
2.2 Planning Overview	3
2.2.1 Ministry's Strategic Objective vs Government's Directions	3
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	4
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	4
2.2.4 Main Activities Contributing to the Annual Objectives	5
2.2.5 Main Challenges to Achieve Annual Objectives	5
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	6
2.3 Capital Projects Information	6
2.3.1 Major Capital Projects	6
2.3.2 Other Capital Projects Judged Important	7
2.3.3 Status Report on Major Government Projects	7
2.4 Transfer Payment Information	7
SECTION 3: MINISTRY SUMMARY	8
SECTION 4: PROGRAM SUMMARY	9

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

As we embark on a new fiscal year, I reflect with pride on the progress we've made together in enhancing the sustainability, resilience, and productivity of our agricultural and marine sectors. These sectors are not just vital to our economy and food security; they are deeply embedded in the cultural heritage of St. Kitts and Nevis. Looking ahead, our commitment remains steadfast as we tackle the challenges and seize the opportunities before us.

To ensure our farming communities thrive, we are prioritizing investments in agricultural research and development. This includes adopting advanced technologies and best practices to improve crop yields, enhance genetics, manage pests and diseases, and boost soil health through the deployment of cutting-edge technologies in our Soil, Plant Diagnostics, and Veterinary Diagnostics Laboratories.

Our fisheries are a cornerstone of our economy and food security. This budget will fund initiatives aimed at sustainable fishing practices, such as the ongoing COASTFISH Project, which has already made strides in reducing overfishing. We will continue to protect marine biodiversity and ensure our fishing communities operate within healthy marine ecosystems.

We remain committed to the management and conservation of our marine resources. This includes reinforcing monitoring and enforcement mechanisms to combat illegal fishing, ensuring that our marine environments are preserved for future generations.

Climate change poses significant risks to both agriculture and fisheries. This budget allocates funds to support climate-resilient practices, including water management, soil conservation, and collaboration with the International Union for Conservation of Nature (IUCN). We will implement adaptation strategies to mitigate the impact of extreme weather events on our agricultural and marine resources.

To diversify income sources and highlight our unique natural assets, we will support the development of agro-tourism and marine tourism initiatives. These efforts will showcase our rich agricultural and marine heritage while contributing to economic growth.

Ensuring that our citizens have access to safe, nutritious, and affordable food is a fundamental goal. Through our 25x25 Agenda and beyond, this budget will support programs aimed at reducing food waste, improving local food systems, and enhancing food security across our Nation.

As we move forward, the success of our strategies will depend on the collective effort and collaboration of all stakeholders, from government agencies to local communities. I am confident that with your continued support and commitment, we will achieve our goals and build a more resilient and prosperous future for St. Kitts and Nevis.

I extend my heartfelt thanks to all those who contribute to the advancement of our agricultural and marine sectors. Your dedication and hard work are instrumental in driving our vision forward. Together, we will ensure that these sectors continue to thrive for generations to come.

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

1.2 Executive Summary

The 2025 Budget for the Ministry of Agriculture, Fisheries, and Marine Resources reflect a strategic focus on the sustainable development of St. Kitts' agricultural, fisheries, and marine sectors. This comprehensive budget is aligned with the national and Sustainable Development Goals, emphasizing economic resilience, environmental stewardship, and food security.

The budget includes provisions for support and training programs for farmers and fishermen, particularly for small-scale operations. These initiatives are aimed at improving livelihoods and ensuring access to necessary resources and tools for economic independence. Significant investments are made in enhancing local food production, especially through sustainable farming and fisheries practices.

By increasing local food production capacity, the Ministry is helping to ensure food security, reduce reliance on imports as seen with the work being done with the 25x25 Agenda, and provide healthy, locally sourced food for the citizens of St. Kitts and Nevis. The budget prioritizes the promotion of healthy eating habits and food safety standards through greater collaboration with other Line Ministries. Investments in organic farming, fresh produce markets, and sustainable fisheries will contribute to the availability of nutritious food, thus improving public health and well-being.

Educational programs and training workshops in agriculture, fisheries, and marine resources management are critical. These programs aim to equip individuals, especially youth, with the knowledge and skills needed to contribute to these sectors, thereby fostering long-term development and innovation. The budget includes provisions for gender-inclusive programs that empower women in agriculture and fisheries.

Targeted training will be offered to ensure that women can actively participate in and benefit from these industries. Investment in infrastructure, technology, and market access for agriculture and fisheries will also be pursued.

Climate-resilient farming techniques and marine conservation will be key initiatives for 2025. Investments in water conservation, renewable energy for farming, and the protection of marine ecosystems are intended to help mitigate the effects of climate change on food production and coastal communities. Marine conservation and sustainable fisheries management are top priorities in 2025 building on the progress made in the year 2024. These efforts include the establishment of Marine Protected Areas, sustainable aquaculture, and the regulation of fishing practices to ensure the health and sustainability of the marine ecosystems.

Emphasis will be placed on collaborating with the private sector, international organizations, and local farming groups. Partnerships will play a crucial role in advancing sustainable development in the agriculture, fisheries, and marine sectors, ensuring that St. Kitts achieves its broader development goals.

The 2025 budget reflects a holistic approach to fostering a sustainable and resilient agricultural economy while prioritizing environmental protection and social equity. By aligning with the Sustainable Development Goals, the Ministry of Agriculture, Fisheries, and Marine Resources is well-positioned to lead St. Kitts toward a future of food security, economic prosperity, and ecological sustainability, ultimately contributing to the overall well-being and prosperity of the Nation as an important strategic pillar.

1.3 Management Representation Statement

On behalf of the Ministry of Agriculture, Fisheries and Marine Resources, I present the Annual Report on the Plans and Priorities for 2025. This submission was done using a collaborative approach with senior officers and allied institutions and represent the concerns of farmers and

fishers.

It is my view that this document will serve as an important planning instrument, a working guide, and a significant strategic tool for the operations of the various departments in the Ministry of Agriculture, Fisheries and Marine Resources for 2025.

Miguel Flemming
(Mr.) 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 sector. The agricultural policies, therefore, are designed to transform the sector into a modern, more efficient, and competitive economic engine that will contribute to the overall economic transformation of the economy and improve the economic and social well-being of the population.

The Government's agricultural policies have twelve broad objectives:

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

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

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

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

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

2.2.4 Main Activities Contributing to the Annual Objectives

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

2.2.5 Main Challenges to Achieve Annual Objectives

1. Poor animal husbandry practices by farmers
2. Climate and natural disasters
3. Poor infrastructure
4. High incidence of dog attacks

5. Lack of technical staff
6. Weak sectoral linkage
7. Crop damage caused by monkeys and stray animals
8. The absence of water for supplemental irrigation
9. Lack of business approach by farmers
10. High incidence of Praedial larceny
11. Vulnerability to land erosion during heavy rainfall

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

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

2.3 Capital Projects Information

2.3.1 Major Capital Projects

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

1. Improvement and Expansion of Basseterre Abbatoir
2. Renovation and Upgrade of the Agro-processing Unit
3. Upgrade of Small Farmers Machinery Pool/Agricultural Mechanization
4. Pest Control Programme
5. Bayford's Livestock Centre of Excellence
6. Agriculture Support Project
7. Greenhouse Villages/Storage Facility
8. Purchase of Equipment for Veterinary Laboratory
9. Poultry Subsector Development
10. Water Security and Food Security
11. Banana, Plantain and Pineapple Post-harvesting and Ripening Facility
12. Rehabilitation of Old Road/Dieppe Bay Fisheries Complex
13. Cannabis Research and Development
14. Tobasco Pepper Project

2.3.2 Other Projects Judged Important

1. Improvement of Fisheries Management
2. Basseterre Fisheries Complex Rehabilitation and Development

2.3.3 Status Report on Major Government Projects

1. *Rehabilitation of Old Road/Dieppe Bay Fisheries Complex*

The Dieppe Bay Fisheries Cooperatives building has been redesigned and the existing building has been demolished for reconstruction.

2. *Bayfords Livestock Centre of Excellence*

Major work has been done in 2024 at Bayfords, such as the installation of the watershed, renovation of pig breeding stalls and the procurement of prefabricated structures for the small ruminants breeding program.

3. *Renovation and Upgrade of the Agro-processing Unit*

The building is 95% complete and we will see the completion in early 2025.

2.4 Transfer Payment Information

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

1. Food and Agriculture Organization (FAO)
2. Caribbean Agricultural Research and Development Institute (CARDI)
3. Inter-American Institute for Cooperation on Agriculture (IICA)
4. Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
5. Caribbean Agriculture Health and Food Safety Agency (CAHFSA)
6. Rotterdam Convention
7. Caribbean Regional Fisheries Mechanism (CRFM)
8. International Whaling Commission (IWC)
9. United Nations International Seabed Authority (ISA)
10. International Law of the Sea (ITLOS)

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 apply the science to transform the sector that will ensure the improvement of livelihoods, social and environmental outcomes and overcome old and new challenges

Financial Summary

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
10111 - Provide General Administration Support	2,489	2,741	2,989	3,026	3,064
10112 - Development of Agriculture Services	18,933	21,112	27,278	18,819	16,890
10115 - Manage Marine Resources	2,221	4,017	3,999	2,837	2,776
Total	23,643	27,870	34,266	24,682	22,730

SECTION 4: PROGRAM SUMMARY

Portfolio Program	E. 10 - Manage Agriculture, Fisheries and Marine Resources 10111 - Provide General Administration Support		
Responsibility Centre	10 - Ministry of Agriculture, Fisheries and Marine Resources 111 - Permanent Secretary's Office		
Officer in Charge	Permanent Secretary		
Goals/Global Objectives	To develop a resilient and inclusive agrifood system while supporting the various departments for agricultural productivity and income growth, food import reduction, food and nutrition security, decent employment and livelihoods, and sustainable ecosystems		
Objective(s) for 2025	Expected Results	Performance Indicators	
1 Greater collaboration with the various line ministries	5	Number of collaborative activities introduced	
2 Introduce new policies for strengthening and improving the management of various units within the sector	5	Number of new policies developed	
3 To achieve the short-term goals of the St. Kitts and Nevis Agricultural Transformation and Growth Strategy 2022-2031	5	Number of positive results for the five impacted areas	
4 To increase the number of women and youth receiving assistance by the the Ministry of Agriculture	50	Number of persons receiving assistance through land distribution, fisheries training, and leasing of constructed greenhouses	
Sub-Program:	11451 - Provide Administrative Support		

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	2,463	2,715	2,963	3,000	3,038
Capital					
Transfer	26	26	26	26	26
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	2,489	2,741	2,989	3,026	3,064

Portfolio Program	E. 10 - Manage Agriculture, Fisheries and Marine Resources 10112 - Development of Agriculture Services
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Responsibility Centre	10 - Ministry of Agriculture, Fisheries and Marine Resources 111 - Permanent Secretary's Office 112 - Department of Agriculture
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	The implementation of a new Agricultural, Growth and Transformation Strategy for 2022-2031 with a focus on the CARICOM mandate of 25% reduction of the food import bill by 2025 using multi-sectoral approach to address the challenges with an emphasis on Sustainable Agri-food Systems
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Objective(s) for 2025		Expected Results	Performance Indicators
1	To improve crop production in specific commodities	25	Number of protected agriculture structures to be established
2	To improve the genetic pool in livestock	100	Number of small ruminants born because of breeding program
3	To improve water access on farms	100	Number of water tanks commissioned
		2	Number of new water technology solutions established
4	To increase fruit tree availability island wide	200	Number of orchards established
5	To reduce the feral animal population	3,000	Number of feral animals trapped/culled to reduce population

Sub-Program:

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

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	12,572	12,897	13,413	13,630	13,850
Capital	6,019	7,825	13,475	4,800	2,650
Transfer	342	390	390	390	390
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	18,933	21,112	27,278	18,820	16,890

Portfolio Program	E. 10 - Manage Agriculture, Fisheries and Marine Resources 10115 - Manage Marine Resources
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Responsibility Centre	10 - Ministry of Agriculture, Fisheries and Marine Resources 111 - Permanent Secretary's Office 115 - Department of Marine Resources
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To improve food and nutrition security and marine habitat management through the development of sustainable use practices like fish aggregating device (FAD) fishing, aquaculture, marine research, and stakeholder training
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Objective(s) for 2025		Expected Results	Performance Indicators
1	To build the capacity of fisherfolk to improve Food and Nutrition Security	10%	Percentage increase in the number of fishers
2	To conduct aquaculture scoping exercises	2	Number of meetings held with aquaculturists
3	To conduct monitoring of marine habitats	10	Number of marine ecosystems monitored
4	To conduct training in improved fishing techniques including Basic Fisher Training Course (BFTC)	30	Number of registered fishers trained
5	To deploy Fish Aggregating Devices (FADs) in the exclusive economic zone (EEZ)	10	Number of fish aggregating devices (FADs) deployed

Sub-Program:	03122 - Procure Marine Resources 00045 - Manage Marine Resources and Technical Support 10115 - Invest in Marine Resources 115491 - To Participate in Regional and International Organizations
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Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	1,914	2,353	2,485	2,523	2,562
Capital	231	1,550	1,400	200	100
Transfer	76	114	114	114	114
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	2,221	4,017	3,999	2,837	2,776

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 10 MINISTRY OF AGRICULTURE, FISHERIES AND MARINE RESOURCES

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
101112	AGRICULTURAL SERVICES							
	Improvement and Expansion of Basseterre Abattoir	4,728,597	350,000	-	-	350,000	130,560	REVENUE
1011217	Renovation and Upgrade of the Agro-processing Unit	965,721	500,000	-	-	500,000	18,563	REVENUE
1011231	Upgrade of Small Farmers Machinery Pool/Agricultural Mechanization	1,837,906	700,000	-	-	700,000	484,519	REVENUE
1011234	Pest Control Programme	1,741,790	275,000	-	-	275,000	259,054	REVENUE
1011240	Bayfords Livestock Centre of Excellence	1,567,478	750,000	-	-	750,000	653,705	REVENUE
1011241	Agriculture Support Project	13,380,896	1,000,000	-	2,400,000	3,400,000	996,414	REVENUE/D EV AID
1011242	Greenhouse Villages/Storage Facility	1,121,643	400,000	-	-	400,000	157,106	REVENUE
1011244	Purchase of Equipment for Veterinary Laboratory	698,643	250,000	-	-	250,000	198,643	REVENUE
	Subtotal	26,042,674	4,225,000	-	2,400,000	6,625,000	2,898,564	
	TOTAL c/f	26,042,674	4,225,000	-	2,400,000	6,625,000	2,898,564	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 10 MINISTRY OF AGRICULTURE, FISHERIES AND MARINE RESOURCES

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
	Total b/f	26,042,674	4,225,000	-	2,400,000	6,625,000	2,898,564	
10112	AGRICULTURAL SERVICES CONT.							
1011246	Poultry Subsector Development	4,112,557	400,000	-	-	400,000	-	REVENUE
1011247	Cannabis Research and Development	500,000	150,000	-	-	150,000	-	REVENUE
1011248	Water Security for Food Security	2,500,000	400,000	-	-	400,000	-	REVENUE
1011249	Banana, Plantain and Pineapple Post-harvesting and Ripening Facility	4,000,000	400,000	-	-	400,000	3,120,836	REVENUE
1011250	Tobasco Pepper Project	5,500,000	5,500,000	-	-	5,500,000	-	REVENUE
	Subtotal	16,612,557	6,850,000	-	-	6,850,000	3,120,836	
	TOTAL c/f	42,655,231	11,075,000	-	2,400,000	13,475,000	6,019,400	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 10 MINISTRY OF AGRICULTURE, FISHERIES AND MARINE RESOURCES

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
	Total b/f	\$ 42,655,231	\$ 11,075,000	\$ -	\$ 2,400,000	\$ 13,475,000	\$ 6,019,400	
10115	MARINE RESOURCES DEPARTMENT							
	Rehabilitation of Old Road/Dieppe Bay Fisheries Complex	11,572,962	-	1,000,000	1,000,000	85,062	JAPANESE GOV'T	
1011518	Improvement of Fisheries Management	5,000,000	200,000	-	200,000	146,249	REVENUE	
1011519	Basseterre Fisheries Complex Rehabilitation and Development	856,697	200,000	-	200,000	-	REVENUE	
	Subtotal	17,429,659	400,000	-	1,000,000	1,400,000	231,311	
	TOTAL	60,084,890	11,475,000	-	3,400,000	14,875,000	6,250,711	

Total Ministry \$14,875,000

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

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

Volume 2

December 2024

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	4
SECTION 2: MINISTRY OVERVIEW	4
2.1 Mission Statement	4
2.2 Planning Overview	4
2.2.1 Ministry's Strategic Objective vs Government's Directions	4
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	5
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	5
2.2.4 Main Activities Contributing to the Annual Objectives	5
2.2.5 Main Challenges to Achieve Annual Objectives	6
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	7
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures	7
2.3 Capital Projects Information	7
2.3.1 Major Capital Projects	7
2.4 Transfer Payment Information	7
SECTION 3: MINISTRY SUMMARY	8
SECTION 4: PROGRAM SUMMARY	9

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

As we look towards 2025, the Ministry of Tourism, Civil Aviation, and International Transport remains committed to advancing a unified strategy that elevates St. Kitts' standing as a premier global destination. Our tourism sector continues to be the lifeblood of our economy, but as we navigate an increasingly competitive and evolving global landscape, we must pursue a vision that combines sustainability, innovation, and resilience.

The recovery and sustained growth of our tourism industry are central to the overall economic health of our Federation. As global travel preferences shift, travellers now seek more meaningful, immersive, and sustainable experiences. In response, the Ministry is placing a greater emphasis on developing tourism that benefits local communities, preserves our cultural heritage, and protects our natural environment. We will strengthen our focus on sustainable tourism by investing in community-based tourism, eco-tourism, and cultural experiences. These initiatives not only attract environmentally conscious travellers but also ensure that the people of St. Kitts reap the economic benefits of tourism. We are committed to ensuring that tourism growth supports the livelihoods of small businesses and local entrepreneurs across the island.

Sustainability remains a core pillar of our strategy. Our efforts in 2025 will continue to align with global standards, such as the Global Sustainable Tourism Council (GSTC) criteria, ensuring that St. Kitts is recognized as a destination committed to sustainability. We will expand our existing sustainability initiatives, encouraging sustainable practices across all sub-sectors of the tourism and transport industries. Global trends indicate that over 70% of travellers prefer destinations that prioritize sustainability. By capitalizing on this shift, we will enhance our global competitiveness and position St. Kitts as a leader in responsible tourism. Our sustainable practices will not only benefit our tourism industry but also ensure the protection of our natural resources for future generations.

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

The overarching vision for 2025 is to redefine tourism growth in a way that delivers measurable benefits to local communities, protects the environment, and preserves our cultural heritage. This is not only about increasing visitor numbers or tourism expenditure; it's about creating meaningful and lasting positive impacts on the lives of Kittitians. The Ministry will continue to strengthen linkages between tourism and other key sectors, such as agriculture and culture, ensuring that the benefits of tourism are distributed widely and equitably. And as we upgrade our infrastructure, enhance our sustainability efforts, and foster community-based tourism, we are laying the foundation for a thriving tourism industry that is both resilient and innovative. We will position St. Kitts not only as a leading destination in the Caribbean but as a model for how tourism can be leveraged for the betterment of both people and the planet.

The initiatives outlined for this year's budget mark an important step in this journey. Through careful planning, strategic investment, and collaboration with stakeholders across the public and private sectors, we will continue to advance St. Kitts as a destination of choice, where travellers venture deeper, and where tourism drives a sustainable and inclusive future.

Hon. Marsha T. Henderson
Minister of Tourism, International Transport and Civil Aviation

1.2 Executive Summary

The Ministry remains resolute in its commitment to charting a strategic direction that will propel St. Kitts toward a future defined by sustainable growth and innovation. Our framework is grounded in five key pillars, each thoughtfully designed to ensure the long-term success, resilience, and competitiveness of our tourism industry:

Sustainability and Environmental Stewardship

The Ministry will prioritize sustainable practices across all tourism operations, with a focus on conservation, renewable energy, and responsible tourism development. Initiatives such as the Coastal Erosion Mitigation Project, South Frigate Bay Beach Enhancement, and other green infrastructure projects will be central to maintaining our natural assets for future generations.

Cultural Tourism and Heritage Preservation

St. Kitts' rich history and cultural heritage are integral to our identity and are key assets in our tourism strategy. To enhance our cultural tourism offerings, we will focus on celebrating and promoting the historical significance of our landmarks, traditions, and communities. Our aim is to immerse travellers in the stories that have shaped St. Kitts, from its role as one of the earliest colonial settlements in the Caribbean to its journey towards independence. We will encourage community-led heritage projects that bring these stories to life, showcasing our local folklore, architecture, culinary traditions, and artistic expressions. By strengthening partnerships with other Ministries as well as local historians, artists, and cultural institutions, we will create experiences that allow visitors to deeply connect with the Kittitian way of life.

Cultural tourism also plays a critical role in preserving our identity. Through these initiatives, we will not only strengthen our tourism product but also ensure that our heritage is passed down to future generations, empowering local communities to take pride in their unique history and traditions. In doing so, St. Kitts will stand out as a destination that offers much more than beautiful landscapes – a place where visitors can truly engage with the living history and culture of our people.

Community Empowerment and Local Involvement

Tourism must benefit all sectors of society. To this end, the Ministry will deepen its efforts to empower communities through targeted training, and partnerships with local artisans. We will empower our communities to take a lead role in the tourism value chain, creating more opportunities for economic empowerment. The success of projects like Caine's Food Village will exemplify how community-driven tourism can elevate the visitor experience while creating sustainable economic opportunities. Our strategy therefore focuses on building community-based tourism projects that are rooted in local culture and provide direct economic benefits to our residents.

Digital Transformation and Innovation

To stay competitive in the global tourism market, the Ministry is committed to leveraging digital technologies to enhance the visitor experience, streamline operations, and expand our marketing reach. We will continue to invest in online marketing platforms, digital engagement tools, and data-driven strategies to attract new visitor segments and optimize our offerings.

This digital transformation will include the adoption of smart technologies for tourism management, including mobile applications for visitors, digital ticketing systems, and virtual tours of key destinations. By integrating these technologies, we can offer more personalized and engaging visitor experiences, while also gathering valuable insights that will inform future strategies.

Resilience and Climate Adaptation

As we reflect on recent global challenges, such as the COVID-19 pandemic, it is clear that

resilience is critical to the sustainability of the tourism sector. Therefore, our focus on resilience extends beyond climate risks to include economic shocks, public health crises, and other factors that could threaten the industry.

In this regard, the Ministry will implement strategies that ensure the sector can withstand future disruptions. This includes building more diversified and flexible tourism products, improving crisis management protocols, and enhancing the adaptability of our infrastructure and workforce. We will also focus on strengthening supply chain resilience, ensuring that our tourism-related businesses have access to local goods and services, which will reduce reliance on international supply chains during global disruptions. By cultivating a resilient tourism ecosystem, we aim to safeguard the sector against unforeseen challenges and maintain its steady growth trajectory.

Continued Diversification of Offerings

Diversification will be a key driver of St. Kitts' tourism growth as we seek to broaden our appeal and cater to a wider range of travellers. To achieve this, we will continue to expand and innovate our tourism products by developing niche markets that capitalize on our unique assets and natural beauty.

Key areas of focus will include:

1. **Wellness Tourism:** We will promote wellness experiences, such as yoga retreats, spa getaways, and holistic healing programs, attracting visitors seeking relaxation and rejuvenation in our peaceful surroundings.
2. **Adventure Tourism:** Our lush landscapes and rugged terrain offer endless opportunities for adventure tourism, including hiking, zip-lining, and eco-tourism experiences that connect visitors with the natural environment.
3. **Agro-Tourism:** We will integrate Agro-tourism experiences into our offerings, allowing visitors to explore our agricultural heritage, visit local farms and engage in farm-to-table culinary experiences that highlight our rich food culture.
4. **Luxury Tourism:** By focusing on high-end, low-volume tourism, we will continue to develop luxury experiences that cater to discerning travellers, including boutique accommodations, private villa stays, and exclusive tours.

In addition to these emerging markets, yachting will play a pivotal role in our diversification efforts. St. Kitts is perfectly positioned to become a premier yachting destination in the Caribbean, with its deep-water harbors and stunning coastal scenery. By investing in marina facilities and promoting our island as a haven for yachters, we will attract a high-value clientele and foster growth in maritime tourism. This will complement our broader strategy of attracting luxury travellers, while also creating new opportunities for local businesses involved in marine services and hospitality.

By tapping into these diverse markets, we can reduce our reliance on traditional sun, sand, and sea tourism and extend our reach to new demographics, ensuring year-round visitation. Moreover, we will support the development of local attractions and experiences that offer visitors a deeper and more immersive connection with St. Kitts, whether through cultural experiences, culinary tours, or nature-based adventures.

Our goal is to create a dynamic and diverse tourism portfolio that not only boosts visitor numbers but also enhances the quality of the tourism experience, fostering economic growth and sustainability for our island. Therefore, by addressing sustainability, cultural preservation, community empowerment, digital innovation, broad resilience, and product diversification the Ministry is laying the foundation for a tourism sector that is not only economically beneficial but also sustainable and future-proof. As we move forward into 2025, our goal is to build a tourism industry that continues to thrive, one that reflects the values of St. Kitts and provides opportunities for growth and prosperity for all.

As we continue to execute these strategic pillars, the Ministry of Tourism will work closely with both private and public sector partners to deliver on this vision. The year 2025 requires collaboration, innovation, and a shared commitment to sustainability and excellence. We are confident that together, we will create a thriving tourism sector that not only supports economic growth but also enhances the quality of life for all citizens of St. Kitts.

1.3 Management Representation Statement

I am pleased to present the Annual Report outlining the strategic direction and priorities established for the fiscal year 2025. This plan is the result of collaborative efforts by a diverse group of stakeholders and builds on the significant progress we have achieved in recent years. It is designed to advance sustainable growth, inclusivity, and long-term resilience within the tourism sector, ensuring that the benefits of tourism are felt widely across the Federation.

Our approach this year is rooted in data-driven decision-making and forward-looking strategies. By leveraging robust insights into how tourism impacts key members of our society. We have designed initiatives that prioritize transparency, accountability, and measurable outcomes. This ensures that the Ministry's work aligns with global best practices and positions St. Kitts as a leader among destinations striving for sustainability, innovation, and resilience.

One of the key findings from past assessments, including the 2012 GSTC Destination Assessment, was the need for stronger collaboration between the public and private sectors. This remains a cornerstone of our strategy, as we continue to work closely with all stakeholders to advance equitable economic growth, protect our cultural and environmental heritage, and foster meaningful engagement between residents and visitors. The 2025 strategic plan reflects a deep commitment to cross-sector cooperation, with a focus on destination stewardship that benefits both the people of St. Kitts and the broader regional economy.

The investments and frameworks established in this period will serve as a solid foundation for future decisions, policies, and programs. By prioritizing data-driven solutions, collaborative partnerships, and alignment with international standards, we ensure that tourism remains a powerful driver of sustainable and inclusive development for St. Kitts.

Tivanna Wharton (Ms)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

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

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The Ministry's strategic objectives for 2025 align closely with the Government's overarching initiative to position St. Kitts as a sustainable island state. We are focused on tourism as a catalyst

for economic growth, social development, and environmental stewardship, reflecting the Government's commitment to sustainability in all sectors.

In support of this vision, the Ministry will prioritize several key areas that contribute to the Government's broader goals:

1. **Green Energy Integration:** We will work to promote the adoption of renewable energy solutions within the tourism sector, encouraging hotels, resorts, and tourism-related businesses to invest in solar, wind, and other green technologies. This aligns with the Government's initiative to reduce the nation's carbon footprint and shift towards a greener, more energy-efficient economy.
2. **Infrastructure Development:** The Ministry will support the upgrade and expansion of critical tourism infrastructure, including airport and seaport facilities, to ensure they meet international standards while incorporating sustainable design principles. This will not only improve visitor experience but also reduce environmental impact using energy-efficient systems and sustainable building materials.
3. **Local Economic Development:** By fostering strong linkages between tourism and local businesses, particularly in the agriculture and creative sectors, the Ministry aims to stimulate local economic growth. This includes promoting Agro-tourism, supporting small-scale local producers, and encouraging visitors to experience and purchase locally made products. Our efforts will focus on creating more opportunities for local communities to benefit from the tourism value chain, thereby ensuring that the economic gains from tourism are widely distributed.
4. **Cultural Preservation and Heritage Tourism:** The Government's commitment to preserving the cultural heritage of St. Kitts is reflected in the Ministry's strategic objectives. We will continue to invest in the protection and promotion of historic sites, cultural festivals, and community-led heritage initiatives, ensuring that tourism development is closely tied to the preservation of our rich cultural legacy.
5. **Environmental Conservation:** As part of the Government's broader sustainability agenda, the Ministry will champion environmental conservation projects, such as coastal protection and marine conservation. These initiatives are essential not only to protect the natural beauty of St. Kitts but also to ensure the long-term viability of tourism as an economic driver.

Through these efforts, the Ministry will play a pivotal role in advancing the Government's vision for St. Kitts as a sustainable, resilient, and prosperous island state, where tourism supports environmental sustainability, economic inclusivity, and cultural preservation.

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

The Ministry remains consistent with the overall objectives and the goals established in 2024.

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

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.

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 stayover 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, Citizenship 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 capitalize 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 and explore emerging niche markets that can keep the destination relevant and competitive.

2.2.5 Main Challenges to Achieve Annual Objectives

TOURISM:

We continue to undertake an aggressive marketing strategy in a highly competitive market in the years following the pandemic. As a result, resources are strategically applied to bolster our marketing strategy. There is a significant need for in-house specialists trained in advanced data collection, analysis, and management. Utilization of platforms such as Tourism Information Systems (TIMS), Tourism Satellite Accounting (TSA), and Visitor Intelligence Databases for Analytics (VIDA) is crucial for informed policymaking and evidence-based decision-making. This expertise will support more effective marketing strategies and improvements in airline access to the Federation.

As tourism spans various sectors, there is a growing need to develop and integrate systems that aggregate information efficiently. This involves eliminating redundancies, optimizing human, material, and financial resources, and securing optimal outcomes from public-public and public-private partnerships. Despite improvements in customer service, some operators continue to resist compliance with industry standards and norms. Addressing this resistance is vital for elevating the overall profile of the industry and destination.

Yachting Sector Activation: With the National Yachting Advisory Committee established and the Yachting Sector Strategic Plan completed, a working budget is essential to activate relevant programs and initiatives that will deliver economic and social benefits to be derived from this lucrative sector.

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

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

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

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

The restoration and revitalization of the tourism industry having been severely impacted by the COVID-19 pandemic, will utilize a substantial portion of our budget to implement effective marketing strategies aimed at accelerating our recovery and boosting tourism-related activities.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

- 1 South Frigate Bay Beach Enhancement Project
- 2 Coastal Erosion Mitigation Project South Frigate and Friars Bay
- 3 Refurbishment of Pelican Mall - Phase II
- 4 Caines' Food Village Project

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)
4. International Civil Aviation Organization (ICAO)

SECTION 3: MINISTRY SUMMARY

Portfolio **E. 11 - Promote and Develop Tourism, Civil Aviation and International Transport**

Responsibility Centre

11 - Ministry of Tourism, Civil Aviation and International Transport

Officer in Charge Permanent Secretary

Goals/Global Objectives

To provide a quality tourism product that is sustainable and which makes St. Kitts and Nevis a superior destination to live and experience and to participate in regional and international organizations in order to secure maximum benefit from such participation and negotiation

Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
11121 - Manage General Administration	1,301	2,031	1,961	1,987	2,013
11122 - Promote and Develop Tourism	46,573	42,079	60,413	57,480	53,159
12125 - Manage International Transport	217	472	479	487	496
11126 - Manage Civil Aviation	398	664	653	660	667
Total	48,489	45,246	63,506	60,614	53,335

SECTION 4: PROGRAM SUMMARY

Portfolio	E. 11 - Promote and Develop Tourism, Civil Aviation and International Transport
Program	11121 - Manage General Administration

Responsibility Centre

11 - Ministry of Tourism, Civil Aviation and International Transport
121 - Permanent Secretary's Office

Officer in Charge Permanent Secretary

Goals/Global Objectives

To achieve excellence by providing quality service and a sustainable tourism product, with emphasis on our people, our patrimony and safety and security

Objective(s) for 2025		Expected Results	Performance Indicators
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 the Ministry's staff

Sub-Program:

00224 - Provide administrative, HR and Logistic Support

03326 - Sustainable Tourism

11121 - Manage Telecommunication Service

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,087	1,801	1,731	1,755	1,781
Capital					
Transfer	213	230	230	231	232
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,300	2,031	1,961	1,986	2,013

Portfolio E. 11 - Promote and Develop Tourism, Civil Aviation and International Transport
Program 11122 - Promote and Develop Tourism

Responsibility Centre

11 - Ministry of Tourism, Civil Aviation and International Transport
121 - Permanent Secretary's Office

Officer in Charge Permanent Secretary

Goals/Global Objectives

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

Objective(s) for 2025		Expected Results	Performance Indicators
1	To increase off-season travel to the destination	5	Number of promotional campaigns dispatched to target off-season (summer months) travel
		5%	Percentage increase in load capacities for regional travel (air and sea) to the destination
2	To increase tourism awareness and its importance to the Country	25	Number of public relations initiatives undertaken by the Ministry and the St. Kitts Tourism Authority (SKTA)
3	To strengthen the partnerships with the public and private sectors in promoting and improving the tourism product	15	Number of partnership initiatives with the public and private sectors in promoting and improving the tourism product
4	To use St. Kitts and Nevis Music Festival as a tourism economic driver in the off-season	75%	Percentage of positive responses to post festival poll on the impact of the festival on micro and small businesses
		15%	Average occupancy rate at tourism accommodations
		25	Number of micro and small businesses engaged by the festival poll on the impact of the festival on micro and small businesses
5	To use St. Kitts and Nevis Restaurant Week as a gastronomy product while increasing economic activity	10%	Percentage increase in brand awareness or engagement rate on social media
		10%	Percentage increase in new business participants

Sub-Program:

01782 - Provide Administrative support

00263 - Support for Eco Park

00226 - Maintain the Ministry's Tourism Assets

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

11122 - Invest in Tourism Infrastructure

11122 - Organise, Support and Promote National Festivals

00229 - Airlift Support

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	15,254	6,240	31,953	31,981	32,010
Capital	13,069	17,591	10,211	7,250	2,900
Transfer	18,249	18,249	18,249	18,249	18,249
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	46,572	42,080	60,413	57,480	53,159

Portfolio E. 11 - Promote and Develop Tourism, Civil Aviation and International Transport
Program 12125 - Manage International Transport

Responsibility Centre

11 - Ministry of Tourism, Civil Aviation and International Transport
121 - Permanent Secretary's Office

Officer in Charge Permanent Secretary

Goals/Global Objectives

To monitor and regulate International Transportation

Objective(s) for 2025		Expected Results	Performance Indicators
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 2025
		5	Number of training sessions conducted
		125	Number of persons trained
		5	Number of capacity building training workshops held for staff
		3	Number of departments to train staff
		3	Number of high-level symposiums attended

Sub-Program:

00398 - Regulate and Monitor Maritime Affairs
03758 - Caribbean MOU on Port State

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
(in thousands)					
Recurrent	193	447	454	463	471
Capital					
Transfer	24	25	25	25	25
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	217	472	479	488	496

Portfolio E. 11 - Promote and Develop Tourism, Civil Aviation and International Transport
Program 11126 - Manage Civil Aviation

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

Officer in Charge Permanent Secretary

Goals/Global Objectives
 To participate in regional and international organizations in order to secure maximum benefit from such participation and negotiation

Objective(s) for 2025		Expected Results	Performance Indicators
1	To ensure safety, security and facilitation of air travel in St. Kitts and Nevis	15	Number of safety and security inspections
		10	Number of training initiatives/projects
		15	Number of stakeholder meetings/workshops
		10	Number of high-level symposiums attended
		6	Number of training/capacity building workshops for staff

Sub-Program:
 00399 - Regulate and Monitor Civil Aviation
 03760 - International Civil Aviation Organisation (ICAO)

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	258	528	517	524	531
Capital					
Transfer	139	136	136	136	136
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	397	664	653	660	667

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

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

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
11122	TOURISM DEPARTMENT							
1112223	Coastal Erosion Mitigation Project South Frigate and Friars Bay	10,640,927	3,500,000	-	-	3,500,000	-	REVENUE
1112224	South Frigate Bay Beach Enhancement Project	7,483,194	1,000,000	-	4,960,712	5,960,712	-	REVENUE/ CARICOM DEVELOPMENT FUND (CDF)
1112231	Refurbishment of Pelican Mall - Phase II	4,199,555	500,000	-	-	500,000	-	REVENUE
1112232	Caines' Food Village Project	1,480,000	250,000	-	-	250,000	-	REVENUE
	TOTAL	23,803,676	5,250,000	-	4,960,712	10,210,712	-	
	Airlift Support Project	19,713,006	-	-	-	-	12,528,167	REVENUE
	Support for Eco Park Project	3,207,775	-	-	-	-	541,188	REVENUE
	Support to Frigate Bay Development Corporation	2,032,975	-	-	-	-	-	REVENUE
	TOTAL	48,757,432	5,250,000	-	4,960,712	10,210,712	13,069,355	

Total Ministry \$10,210,712

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

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

Volume 2

December 2024

12 - MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY, UTILITIES AND DOMESTIC TRANSPORT

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
12.1 Minister's Message	1
12.2 Executive Summary	3
12.3 Management Representation Statement	5
SECTION 2: MINISTRY OVERVIEW	6
2.1 Mission Statement	6
2.2 Planning Overview	6
2.2.1 Ministry's Strategic Objective vs Government's Directions	6
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	6
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	6
2.2.4 Main Activities Contributing to the Annual Objectives	7
2.2.5 Main Challenges to Achieve Annual Objectives	7
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	7
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures	7
2.3 Capital Projects Information	7
2.3.1 Major Capital Projects	7
2.3.2 Other Projects Judged Important	8
2.3.3 Status Report on Major Government Projects	8
2.4 Transfer Payment Information	8
SECTION 3: MINISTRY SUMMARY	9
SECTION 4: PROGRAM SUMMARY	10

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

I am pleased to present a budget that demonstrates the steadfast commitment of the Government to prioritize infrastructure as a leading goal of growing the economy, so that we can do more to address the inequalities and deprivation that still scar our society and undermine the promise of democracy. As Minister of Public Infrastructure, Energy, Utilities and Domestic Transport, I commit every possible working second of the days and nights to make this Ministry one which we can be proud of and which delivers the services that the island demands. I want to promise that the Ministry will be transparent, so that we build public trust that holds us accountable to deliver.

The success of our country lies in us working together using our collective strength to build a country that we are all shareholders of. We intend to add urgency to the pace of infrastructure delivery by innovating and inviting new ideas to achieve what needs to be done. I want to ask each of you to join this team in this incredible journey as we work to restore the 24/7 accessibility to potable water, provide green, clean, and affordable energy, build out affordable and strong infrastructure and maintain a reliable transportation network. This Ministry must become obsessed with creating economic growth that will ignite job creation throughout St. Kitts.

Let me outline the approach underpinning the 2025 budget for my Ministry:

During 2024, the Water Services Department had its share of challenges. St. Kitts is one of the most water-scarce countries in the world, and the demand for water in our country is increasing because of economic and population growth. To ensure that we can provide twenty-four-hour potable water to meet the needs of our population, the Water Services Department will be focusing on three key priorities during this year.

- Firstly, we will ensure old infrastructures are replaced by new working infrastructures.
- Secondly, we will diversify the water mix, and increasingly make use of other sources of water, including the use of groundwater and desalination.
- Thirdly, we will implement more effective water conservation methods and demand management programs to encourage the use of water as sparingly as possible.

There needs to be a drastic shift in the conversation that addresses the efficient and effective revenue collection from domestic and non-domestic users. The sustainability of the Water Services Department is dependent on the user paying their bills. The huge debts incurred to finance our water resource have to be financed from revenue collected from the sale of water. A Geophysical Survey, a tool in the assessment process has been employed to undertake a comprehensive Hydrogeological Assessment that would lead to an island-wide well drilling project starting by the first quarter of 2025. It is expected that about ten (10) production wells will be drilled to produce about 4 million gallons per day.

We expect that by the end of 2025, with the commissioning of our 2 million gallons per day Basseterre Desalination Plant, the new Cayon well, and the addition of several new wells, we will return the entire island to 24-hour supply. Our approach to the sustainable management of our water resources is to focus not only on increasing supply, but also on improving our management of consumption by reducing non-revenue water (NRW). We will therefore be paying more attention on how our customers are using the resource; ensuring that everyone has a working meter and that these meters are being read and everyone is paying his/her bill. In 2025 we will be undertaking a feasibility study on the conversion of the Water Services Department to a Statutory Body. We believe that this is necessary for the building of institutional capacity in the Water Sector.

The recent years of water scarcity have shown us that we have been taking water for granted in the past. We need to and we will lift the sustainable management of water as a critical part of our Sustainable Island State (SIS) Agenda. We cannot just build desalination plants, drill wells, build storage reservoirs and lay pipes; we must address fundamentally how we see water and how we treat it. This includes how much we are willing to pay for the service. That which comes too cheaply would never be valued.

Infrastructure serves as the foundation of a nations' economy by providing the necessary physical and social systems for sustained growth and development. Through the infrastructure networks, we can improve productivity, attract investment, and enhance the overall well-being of every citizen of the Federation. Infrastructure connects communities and guarantees the convenient trading of goods and services. The budget we have tabled for 2025, will show the Public Works Department (PWD) upgrading roadways along the Island Main Road to increase safety. This will be done by constructing concrete culverts under the roadways creating overpasses. This will allow the Cranston and Stonefort Ghauts to flow under the roadway thus enhancing the connectivity between communities. Included in the Capital Budget is the fortifying of hillsides and the widening and realigning of roadway at Phillips to minimize soil erosion in two areas of the village.

We will see the opening of the rehabilitated and upgraded roads at St. Peters. This is intended to bring relief to residents living in that community from excessive wear and tear on their vehicles, dust pollution and improve drainage and reduce erosion. During 2025 the PWD will also improve the road infrastructure network through the construction of several roads within other housing development. As we embark on this crucial journey to grow our country together and improve the lives of every citizen of the Federation, our emphasis will shift towards sustaining the growth that we have made and consolidating our achievements to ensure long-term resilience and stability.

In 2025, the energy sector is poised to be one of the major drivers behind economic growth in St. Kitts. With fiscal challenges depleting the capacity of the St. Kitts Electricity Company (SKELEC) to meet payment obligations and causing significant financial constraints for the Government, investment in clean, green energy is a welcomed alternative. Geothermal a bold and landmark ambition will likely help to transform the country's energy sector while containing costs and improving grid reliability. The Government has engaged with financiers with respect to the financing of the geothermal project. The legislation has been enacted to support a collaborative effort between the Federal Government and the Nevis Island Administration (NIA) for the development of geothermal energy on Nevis. The Energy Unit has partnered with the Organization of Eastern Caribbean States (OECS) to recruit a technical consultant for geothermal projects within the OECS. The Federation will benefit from this consultancy. The Energy Unit will collaborate with the US Agency for International Development to create a grid code that will serve as the standard for regulating connections to the electricity grid. The Energy Unit has replaced the metal halide streetlights with Light Emitting Diode (LED) energy- efficient lights. Work will continue in 2025 to replace lights in sports fields with LED lights.

Stakeholder consultations for the development of an Electric Vehicle (EV) Policy and Action Plan has been completed and the draft document has been prepared. The Unit intends to have further consultations based on the response to the draft document. In support of this transformation a financial model for incentive has been developed.

Hon. Konris Maynard

Minister of Public Infrastructure, Energy, Utilities and Domestic Transport

1.2 Executive Summary

The Administration Division plays a huge role in supporting projects which will improve or rehabilitate infrastructure policy, formulation and providing strong leadership to the different for Departments. In 2025 the Administration Division will:

1. Institute work manuals
2. Enforce reporting protocols for officers who attend workshops
3. Empower the Water Services Department to conduct a meaningful hydrogeological assessment of the landscape to locate safe and clean water
4. Strengthen the PWD to accomplish Government projects in a timely manner
5. Ensure that all employees have a healthy, safe and secure workplace
6. Develop and maintain a well-trained staff through professional development to carry out the Department's mission
7. Improve the structured approach to monitoring and evaluating staff

The PWD is dedicated to maintaining and improving the quality of life in St. Kitts. The Department will work assiduously to maintain a well-established infrastructure and manage our country's natural resources with pride, respect and integrity. This strategic plan represents our best effort on what should be our guiding principles for change within the PWD. The plan is by no means a daily service manual of functions performed by PWD, but it is designed to be a planning document for the Department to be more effective and efficient in the execution of its tasks.

Currently, the PWD is battling with the effects of climate change. Whenever there is heavy rain, the dirt roads become eroded and make it challenging for residents and disrupt transportation. Moreover, higher temperatures are causing deterioration to asphaltic surfaces. This leads to more frequent repairs to potholes and higher maintenance costs. High temperatures also cause greater demand for cooling, putting additional strain on energy systems, resulting in higher energy costs and increase greenhouse gas emission. The Government has engaged the services of an Environmental (Green) Architect to provide support to Public Works in the design of buildings, through improved efficiency and moderation in the use of materials, energy and the ecosystem at large.

As a small island state, we are vulnerable to climate change due to our size and geographical location. Our developments are concentrated near the coast which are affected by coastal erosion, typical examples are Fortlands, where a section of the road is currently no longer used, New Guinea and Sandy Point. Hard engineering solutions such as seawalls have been designed for some of these areas to protect the developments against sea level rise and storm surges.

We intend to approach the restoration work in phases. Phase One will focus on Fortlands therefore tenders have been sought and are being evaluated to facilitate the award of the construction work. From the frequent storms, we recognized the need for resilient infrastructure, as such, every effort has been made in the development, design and construction of public buildings and infrastructure that can withstand extreme weather conditions.

The Facility Maintenance Department (FMD) and Electrical Division will continue to maintain Government buildings and develop a program of routine maintenance. Training opportunities will be provided in Scope of Work, estimating and costing and facility management.

The Vehicle Maintenance Division remains focus on maintaining the vehicle fleet of the Government. Training needs have been identified in areas such as diagnostic of mechanics, Caterpillar Certification and general upgrade of mechanical skills.

The Quarry Division will continue to provide aggregate for the construction industry and boulders for the sea defence work and soil stabilization. The Division endeavours to fine-tune the program for the maintenance of the major equipment. Training needs have been identified in health and safety, and the maintenance of equipment. The Quarry Division will continue its close relationship with the Department of Environment to ensure that sand mining for the construction industry is available and managed in a sustainable manner.

The Administration, Drawing and Engineering Division focuses on the development of the built environment and management of the public infrastructure. Training needs identified include effective communication, organizational management, Condition of Contracts under International Federal of Consulting Engineers (FIDIC), construction management and the management and maintenance of the traffic signalization system.

Some of the major capital projects envisaged for 2025 include:

1. Phillips Slope Stabilization
2. Slope Stabilization – Cunningham and Ottleys Ghaut
3. Rehabilitation of St. Peters Main Road and F.T. Williams Highway
4. Reconstruction of Joshua Obadiah Williams Primary School, Molineaux
5. Sea Defence Work
6. Electrical Upgrade in Schools
7. Construction of Police Training Facilities
8. Relocation of Traffic Department
9. Rehabilitation of New Horizon

The Water Services Department (WSD) provides an integral service to the communities on St. Kitts. At home, work, or play, its customers rely on its services daily. The WSD is committed to providing clean, potable water twenty-four hours, at seven days weekly. To maintain momentum, WSD will continue to attract, develop, and retain a workforce that is skilled, resourceful, and committed to its goals. In 2025, the WSD intends to strengthen and implement a Human Resource Development Plan, a Water Conservation and Public Awareness Plan, an Operation and Maintenance Plan to ensure that system components and equipment are kept in a serviceable condition, and a plan for the Development of New Sources of water such as new wells and desalination plants.

Just as the 2024 Strategic Plan was a springboard for transformation, the 2025 Strategic Plan for the WSD will be used to identify priorities for the future. Specific areas of emphasis may include enabling employee growth through a comprehensive approach to training and skill development, addressing and improving customer satisfaction, investing in the replacement of old and obsolete infrastructure, finalize replacement meters and develop a smart water meter system that include a prepaid water meter and utilizes alternative energy resources when economically beneficial. While we will continue to put emphasis on increasing water production to meet increasing demands; we will likewise increase focus on reducing our losses or non-revenue water (NRW).

As we do so, we are mindful that approximately 70 percent of the present water supply of 6 million gallons per day (mgpd) is from groundwater obtained through twenty-eight (28) wells, while the balance is obtained from seven (7) spring sources located at high elevations. About 80% of our demand of 7 mgpd comes from our domestic consumers, while commercial related activities consume 15 percent; and agriculture accounts for 5 percent. The WSD is therefore currently unable to meet the present water demands, especially during the dry season. It is therefore urgently required that new sources be developed to satisfy current and future demands.

In 2025 the WSD plans to increase the supply capacity through the operationalization of the 2 mgpd Basseterre Desalination Plant. The WSD will embark on a comprehensive and scientific assessment of the groundwater resources that will lead to well drilling around the island. This requires time and money and expertise which are not locally available. We expect to bring online about 4 mgpd of additional groundwater through the drilling of about 10 new wells around the island over the short-term. Once these wells are successfully commissioned, the acquired yield plus the output of the Basseterre Desalination Plant would return the entire island to 24- hour water supply. Simultaneously, in 2025 the WSD will construct new reservoirs at Olivees, Beacon Heights and Sandy Point. The construction of adequate storage will be undertaken in a phased and strategic manner.

The Energy Unit remains active in pursuing our national energy targets in alignment with SDG 7, emphasizing renewable energy adoption, carbon emission reduction, and advancing sustainable technologies. Through our initiatives in the upcoming year, we are driving the transformation toward a resilient and green future for St. Kitts and Nevis. Sustainable energy is pivotal to achieving the Federation's vision of becoming the smallest green nation in the Western Hemisphere.

We will continue to facilitate renewable energy project development while advancing the integration of small-scale distributed renewable energy systems. These initiatives will enhance energy security and reduce dependence on fossil fuels. Additionally, we aim to explore electric vehicle infrastructure, promoting cleaner transportation and aiding energy independence.

Leveraging renewable energy regulations and the Electric Vehicle Policy, the Energy Unit will streamline project approvals and incentivize green investments. We will complete the National Grid Code and establish an Energy Regulatory Commission to oversee and enforce these regulations, fostering equitable integration, enhancing energy resilience, and safeguarding consumer interests.

To develop local expertise, we will expand training initiatives, including workshops and certificate programs for energy practitioners. Enhancing our Energy Career Fair initiative and implementing a summer internship program will nurture future professionals, ensuring our workforce is skilled to navigate the rapidly evolving energy landscape.

Public engagement campaigns will be conducted to educate on renewable energy and EV benefits via social media, infomercials, and radio appearances. We will host town hall meetings and panel discussions and expand promotions during CARICOM Energy Month, fostering regional collaboration and informed community participation.

1.3 Management Representation Statement

As the Accounting Officer for the Ministry of Public Infrastructure, Energy, Utilities and Domestic Transport, I am pleased to present the Annual Report and Plans and Priorities to be tabled in Parliament for 2025.

The Strategic Plan is intended to craft the way for executing the right policies and approaches that will lead the Ministry to successful outcomes in 2025. We are confident that the information shared is adequate to assess and measure the Ministry's performance over the next year.

Daryll R. Lloyd (Mr)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

To provide a framework to identify and prioritize the public infrastructure development needs of the country in the areas of clean renewable energy, potable water, affordable and reliable domestic transport and to facilitate delivery of these services in a manner that advances the social and the economic fabric of the Federation of St. Kitts and Nevis.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

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. It is also our desire to equip the departments with full complements of suitably qualified staff through specific training initiatives and increase social dialogues with the different Ministries. The Ministry will continue to invest in renewable and clean energy for power generation, pursue Geothermal Energy, support solar farm development for both commercial and residential use, upgrade and maintain public infrastructure and facilities, implement domestic transport policies all with the thrust to transform the Ministry.

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

The Annual Objectives outlined by the Ministry of Public Infrastructure, Energy, Utilities and Domestic Transport along with the Strategic Objectives as outlined in the Strategic Plan will chart the course for the year 2024. The objectives are:

1. To provide the public with a reliable supply of potable water at a reasonable cost
2. 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
3. To create policies and implement opportunities for reliable, renewable, clean, and affordable energy services for the citizens of the Federation.
4. To ensure the availability of a reliable ground public transportation system, accessible to all.

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

1. Major modifications to the Ministry's Strategic Directions in 2024 include
2. Mandated work schedule to assess levels of work across the Ministry

3. Targeted training to empower and equip staff for the introduction of the desalination plant

2.2.4 Main Activities Contributing to the Annual Objectives

1. The continuation of professional development training to improve skills and productivity
2. Support Line Ministries in the execution of Capital Projects
3. Implementation of schedules for inspection and preventive maintenance of all government facilities
4. On-going well drilling exploration to introduce new sources of water into the storage and distribution system
5. The upgrade of technologies in the services that lead to the improvement of work
6. Create partnerships for strengthening and advancing the work
7. Management training sessions: teambuilding and effective leadership

2.2.5 Main Challenges to Achieve Annual Objectives

In 2023, The Ministry received a Personnel Officer Assistant. This person has worked assiduously with the Personnel Officer to transform the Ministry. A few interpersonal issues have been addressed thus reducing the level of frustration and resistance on the job. Additional clerical staff to assist with the day-to-day operation of the office has increased efficiency in the workplace.

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

The Ministry of Public Infrastructure, Energy, Utilities and Domestic Transport will use the resources provided to achieve its medium to long-term strategic objectives.

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

The IT Unit has been providing IT support to ensure that the billing system is operating efficiently.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

1. Purchase of Equipment - Public Works Department (PWD)
2. Slope Stabilization – Ottley's Ghaut and Cunningham
3. Rehabilitation of St. Peters Main Road and F.T. Williams Highway
4. Construction of Coastal Area Revetments (Irishtown, Fortlands and New Guinea)
5. Road Improvement Project
6. Upgrade of Island Main Road
7. Phillips Slope Stabilization

8. Rehabilitation of Old Road Bay
9. Upgrade Office Space and Security – PWD Compound
10. Well Drilling and Extension of Water Lines
11. Construction of Reservoirs at Olivees, Beacon Heights and Sandy Point
12. Procurement of Meters and Lockable Valves
13. Fencing of Reservoirs and Upgrade of Pump Houses
14. Construction of Desalination Plant
15. Upgrade of Equipment
16. Upgrade of Water Services Facilities

2.3.2 Other Project Judged Important

1. Digitalization of Water Services Facilities

2.3.3 Status Report on Major Government Projects

1. WELL DRILLING AND EXTENSION OF WATER LINES:

Exploratory work in the Molineaux area

2. PROPOSED UAE DESALINATION PLANT:

Two (2) 12 m³/day desalination plants donated by the United Arab Emirates (UAE) for the Federation of St. Kitts and Nevis have been built at an expected cost of approximately US\$1.75 million each.

3. ROAD IMPROVEMENT PROJECT:

This is an ongoing component of public infrastructure and the Ministry's mandate to the populace to facilitate road improvement.

4. REHABILITATION OF OLD ROAD BAY PROJECT:

The project has been completed.

2.4 Transfer Payment Information

1. Caribbean Water and Sewage Association (CAWASA)

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 12 - Manage Public Infrastructure, Energy, Utilities and Domestic Transport
Responsibility Centre	12 - Ministry of Public Infrastructure, Energy, Utilities and Domestic Transport 131 - Permanent Secretary's Office
Officer in Charge	Permanent Secretary
Goals/Global Objectives	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

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
12131 - Manage General Administration	1,652	1,926	2,712	2,739	2,766
12133 - Maintain and Develop Infrastructure	19,989	44,785	57,105	30,766	25,778
12134 - Manage Energy Unit	35,936	412	445	453	460
12135 - Supply and Manage Water	9,582	38,650	44,272	20,032	16,509
12136 - Monitor and Regulate Transportation in the Federation	33	104	206	207	208
Total	67,192	85,877	104,740	54,197	45,721

SECTION 4: PROGRAM SUMMARY

Portfolio	E. 12 - Manage Public Infrastructure, Energy, Utilities and Domestic Transport
Program	12131 - Manage General Administration

Responsibility Centre
12 - Ministry of Public Infrastructure, Energy, Utilities and Domestic Transport
131 - Permanent Secretary's Office

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
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 2025	Expected Results	Performance Indicators
1 To develop and implement a communication plan to convey information and better sensitize the Public	June 2025	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

Sub-Program:
00395 - Provide Administrative Support
03328 - Provide Telecommunication Services

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,652	1,926	2,712	2,739	2,766
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,652	1,926	2,712	2,739	2,766

Portfolio	E. 12 - Manage Public Infrastructure, Energy, Utilities and Domestic Transport
Program	12133 - Maintain and Develop Infrastructure

Responsibility Centre
12 - Ministry of Public Infrastructure, Energy, Utilities and Domestic Transport 131 - Permanent Secretary's Office 133 - Public Infrastructure Department

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
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

Objective(s) for 2025		Expected Results	Performance Indicators
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 Government'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 and cleaned
6	To undertake the maintenance of Government Buildings and facilities	40 per month	Number of service requests completed within a specified time frame

Sub-Program:

00417 - Provide administrative services

00421 - Construct and maintain roads, bridges and drains

00446 - Construct and maintain Government Buildings and Facilities

00447 - Maintain and upkeep Government Vehicles and Equipment

00449 - Mine and Supply Aggregates

12133 - Invest in Infrastructure

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	11,367	13,440	13,607	13,766	13,928
Capital	8,622	31,345	43,498	17,000	11,850
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	19,989	44,785	57,105	30,766	25,778

Portfolio	E. 12 - Manage Public Infrastructure, Energy, Utilities and Domestic Transport
Program	12134 - Manage Energy Unit

Responsibility Centre
12 - Ministry of Public Infrastructure, Energy, Utilities and Domestic Transport
131 - Permanent Secretary's Office
134 - Energy Unit

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To create policies and implement opportunities for reliable, renewable, clean, and affordable energy services for the citizens of the Federation

Objective(s) for 2025	Expected Results	Performance Indicators
1 To implement government policies and goals articulated in the 2014 National Energy Policy and National Determined Contribution	3	Number of consultants to advance the completion of the Electric Vehicle Policy and Action Plan

Sub-Program:
00450 - Manage Energy Unit

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	35,936	412	445	453	460
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	35,936	412	445	453	460

Portfolio	E. 12 - Manage Public Infrastructure, Energy, Utilities and Domestic Transport
Program	12135 - Supply and Manage Water

Responsibility Centre
12 - Ministry of Public Infrastructure, Energy, Utilities and Domestic Transport
131 - Permanent Secretary's Office
135 - Water Services Department

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
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

Objective(s) for 2025	Expected Results	Performance Indicators
1 To ensure continuous service of water to consumers	Less than 48 hours	Average annual duration of disruption of service to customers
2 To produce sufficient water to meet the customer demand	5 Mgp/d	Average daily volume of water produced

Sub-Program:
00465 - Manage and administer water
00483 - Produce water
00488 - Distribute water
00498 - Control water quality
12135 - Invest in water supply

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	7,486	8,267	8,623	8,699	8,776
Capital	2,063	30,350	35,616	11,300	7,700
Transfer	33	33	33	33	33
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	9,582	38,650	44,272	20,032	16,509

Portfolio	E. 12 - Manage Public Infrastructure, Energy, Utilities and Domestic Transport
Program	12136 - Monitor and Regulate Transportation in the Federation

Responsibility Centre
12 - Ministry of Public Infrastructure, Energy, Utilities and Domestic Transport
131 - Permanent Secretary's Office
136 - Transport Department

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To monitor and regulate transportation in the federation

Objective(s) for 2025	Expected Results	Performance Indicators
1 To revise the public ground transportation regulations for St. Kitts	July 2025	Date the new regulations will be signed by the Minister

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Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	33	104	206	207	208
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	33	104	206	207	208

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY, UTILITIES AND DOMESTIC TRANSPORT

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
12133	PUBLIC WORKS DEPARTMENT							
12133339	Purchase of Equipment - Public Works Department (PWD)	27,137,108	4,448,060	-	-	4,448,060	734,266	REVENUE
1213341	Construction of Coastal Area Revetments (Irishtown, Fortland and New Guinea)	58,000,000	8,000,000	-	-	8,000,000	-	REVENUE
1213342	Road Improvement Project	90,225,637	9,000,000	-	-	9,000,000	2,662,401	REVENUE
1213347	Rehabilitation of Old Road Bay	45,000,000	3,500,000	-	-	3,500,000	1,686,522	REVENUE
1213348	Upgrade of Island Main Road	96,649,904	3,500,000	-	-	3,500,000	634,827	REVENUE
1213350	Phillips Slope Stabilization Project	7,500,000	1,000,000	-	-	1,000,000	214,092	REVENUE
	Subtotal	324,512,649	29,448,060	-	-	29,448,060	5,932,108	
	Total c/f	324,512,649	29,448,060	-	-	29,448,060	5,932,108	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY, UTILITIES AND DOMESTIC TRANSPORT

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	Total b/f	324,512,649	29,448,060	-	-	29,448,060	5,932,108	
12133	PUBLIC WORKS DEPARTMENT CONT.							
	Rehabilitation of St. Peter's Main Road and FT Williams Highway	32,130,349	13,000,000	-	-	13,000,000	2,689,685	REVENUE
1213355	Slope Stabilization - Ottleys and Cunningham	4,000,000	700,000	-	-	700,000	-	REVENUE
1213356	Upgrade Office Space and Security - PWD Compound	1,350,000	350,000	-	-	350,000	-	REVENUE
	Subtotal	37,480,349	14,050,000	-	-	14,050,000	2,689,685	
12135	WATER DEPARTMENT							
	Fencing of Reservoirs and Upgrade of Pump Houses	1,000,000	300,000	-	-	300,000	118,241	REVENUE
1213530	Procurement of Meters and Lockable Valves	1,724,448	500,000	-	-	500,000	239,109	REVENUE
	Subtotal	2,724,448	800,000	-	-	800,000	357,350	
	Total c/f	364,717,446	44,298,060	-	-	44,298,060	8,979,143	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY, UTILITIES AND DOMESTIC TRANSPORT

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
	Total b/f	364,717,446	44,298,060	-	-	44,298,060	8,979,143	
12135	WATER DEPARTMENT CONT.							
1213538	Well Drilling and Extension of Water Lines	25,197,896	2,000,000	-	-	2,000,000	1,182,999	REVENUE
1213541	Construction of Reservoir at Olivees, Beacon Heights and Sandy Point	10,300,000	3,000,000	-	-	3,000,000	9,633	REVENUE
1213542	Upgrade of Equipment	1,978,410	400,000	-	-	400,000	438,491	REVENUE
1213546	Upgrade of Water Services Facilities	1,000,000	500,000	-	-	500,000	71,743	REVENUE
1213547	Construction of Desalination Plant	36,180,000	1,379,121	27,236,904		28,616,025	-	REVENUE / REPUBLIC OF CHINA- TAIWAN
	Subtotal	74,656,306	7,279,121	27,236,904	-	34,516,025	1,702,866	
	Total c/f	439,373,752	51,577,181	27,236,904	-	78,814,085	10,682,009	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 12 MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY, UTILITIES AND DOMESTIC TRANSPORT

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
	Total b/f	439,373,752	51,577,181	27,236,904	-	78,814,085	10,682,009	
12135	WATER DEPARTMENT CONT.							
1213548	Digitalization of Water Services	3,200,000	200,000	-	-	200,000	-	REVENUE
1213549	Corporatization of Water Services Department	1,000,000	-	-	100,000	100,000	-	DEV. AID
	Subtotal	4,200,000	200,000		100,000	300,000		
	Traffic Signalization Project - Phase 2	5,538,302	-	-	-	-	-	REVENUE
	Construction of Solar Powered Desalination Plant (UAE)	4,000,000	-	-	-	-	2,950	REVENUE/U AE
	TOTAL	453,112,054	51,777,181	27,236,904	100,000	79,114,085	10,684,959	

Total Ministry \$79,114,085

13 - Ministry of Education

Report on Plans and Priorities for the Year 2025

Volume 2

December 2024

13 - MINISTRY OF EDUCATION

TABLE OF CONTENTS		PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY		1
1.1 Minister's Message		1
1.2 Executive Summary		2
1.3 Management Representation Statement		3
SECTION 2: MINISTRY OVERVIEW		4
2.1 Mission Statement		4
2.2 Planning Overview		4
2.2.1 Ministry's Strategic Objective vs Government's Directions		4
2.2.2 Ministry's Annual Objectives vs Strategic Objectives		4
2.2.3 Modifications to the Ministry's Strategic Directions During the Year		5
2.2.4 Main Activities Contributing to the Annual Objectives		5
2.2.5 Main Challenges to Achieve Annual Objectives		5
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon		5
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures		6
2.3 Capital Projects Information		6
2.3.1 Major Capital Projects		6
2.3.2 Status Report on Major Government Project		7
2.4 Transfer Payment Information		7
SECTION 3: MINISTRY SUMMARY		8
SECTION 4: PROGRAM SUMMARY		10

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

Our education system stands at a pivotal juncture, where our collective efforts and vision will shape the future of our Nation. The Ministry of Education has emphasized several key priorities for the 2025 budget, all of which align with its seven-year theme (2023-2030), 'Transforming Education through Self Renewal, Holistic Partnerships and Digital Solutions' while helping to further shape our education system to meet the needs of a modern society. In effect, the Ministry of Education is geared towards achieving excellence. The Ministry's strategic plan reflects a comprehensive approach to education, aimed to create a system that is equitable, inclusive, giving priority to continuous professional development, technological integration, improving community and parent partnerships, and increasing the support for students with needs.

Inclusive education is the cornerstone of our educational philosophy, and we believe that every child, regardless of their background, abilities, or circumstances, deserves access to quality education. To achieve this, we are implementing policies and practices that promote diversity and inclusion within our schools. This includes training teachers to recognize and address the diverse needs of their students, developing inclusive curricula, and ensuring that our schools are equipped with the necessary resources to support all learners. We are also fostering partnerships with parents, communities, and organizations to create a supportive network for our students. The Ministry of Education's commitment to inclusive education extends to students with Special Educational Needs (SEN). These students require tailored support to thrive academically and socially. Our Ministry will continue to invest in specialized training for teachers, providing additional resources and support staff, and developing Individualized Education Plans (IEPs) for students with SEN. We are also working to integrate students with SEN into mainstream classrooms wherever possible, ensuring that they can learn alongside their peers. This inclusive approach not only benefits students with SEN but also fosters a culture of empathy, understanding, and respect among all students. The goal is to ensure that every student in St. Kitts and Nevis can reach their full potential and contribute to the Nation's development.

The demands of the world in which we live are constantly changing, and education must keep pace. It is essential that our education system prepares students for the demands of the modern workforce. Technical and Vocational Education and Training (TVET) plays a crucial role in this regard. By equipping students with practical skills and knowledge, TVET programs enhance their employability and open a wide range of career opportunities. The Ministry of Education will continue to expand and enhance our TVET programs to meet the needs of our students and the job market. This includes forging partnerships with local and international industries, investing in virtual and augmented reality equipment, and rolling out the Caribbean Vocational Qualifications (CVQ) and National Vocational Qualifications (NVQ) in our secondary and post-secondary institutions. Our goal is to ensure that our students are well-prepared to succeed in their chosen careers and contribute to the economic development of our Nation.

The safety and well-being of our students and staff are of paramount importance. A safe learning environment is essential for effective teaching and learning. We are taking comprehensive measures to ensure that our schools are safe, secure, and conducive to learning. This includes implementing robust safety protocols, conducting regular safety drills, and investing in infrastructure improvements. We are also promoting a culture of respect and responsibility within our schools, encouraging students to take an active role in maintaining a safe and positive school environment. Additionally, we are providing training and resources to help educators and staff effectively manage and respond to safety concerns.

Education cannot exist without educators, as they are the backbone of our education system. Their dedication, passion, and expertise are critical to the success of our students. To support our educators in their professional growth, we are committed to providing continuous professional development opportunities. The aim is to provide our educators with the necessary pedagogical skills so they can effectively guide our students. Continuous professional development opportunities will include training in the latest teaching methodologies, educational technologies, and best practices. We are also encouraging collaboration and knowledge-sharing among educators, fostering a community of lifelong learners. Our investment in the professional development of our educators ensures that they have the skills and knowledge needed to provide high-quality education to our students.

This comprehensive approach is aligned with our Education Sector Plan and Sustainable Development Goal (SDG) Number 4. Our vision for education in St. Kitts and Nevis is one of inclusivity, equity, and excellence. The Ministry of Education is committed to creating an education system that meets the diverse needs of our students and prepares them for the future.

Dr. Hon. Geoffrey Hanley
Minister of Education

1.2 Executive Summary

The Ministry of Education strives to achieve its Mission and Vision by placing emphasis on making education relevant as it is the cornerstone for success. Our goals are underpinned by eight core values namely Accountability, Efficiency, Empowerment, Equity, Excellence, learner-Centeredness, Integrity, and Partnership. The Ministry is committed to fostering among our people a mindset where students, teachers, and the wider community embrace continuous improvement and high standards. Additionally, the Ministry of Education in its quest to ensure the forward movement of our people will focus on achieving the following:

1. *Inclusive Education*: This includes ensuring that all students, regardless of their abilities or backgrounds, have access to a quality education. Students regardless of their talents or disabilities must have programmes that meet their needs. There is also a need for our students who have English as a Second Language to have a support system that allows them to showcase their intellect as opposed to being limited by language. As a Ministry we have trained teachers in English as a Second Language (ESL) with the intention to provide support for those students who experience language barriers. This cadre of teachers will provide support and training for other teachers so that the system can be more rigorous and responsive to the needs of our students. The Ministry will continue to provide assistive technology for students with Special Education Needs and those from marginalized communities.
2. *Infrastructure Upgrades*: The budget outlines plans for substantial investments in the upgrading of school facilities. Over the past year, we have focused on bathroom and electrical upgrades, and this will continue. Teachers and students must be provided with safe spaces for teaching and learning. To this end, the Ministry of Education will continue its efforts to repaint buildings, renovate learning spaces, and ensure that schools are equipped with modern technology to enhance the learning environment and delivery of services.
3. *Teacher Professional Development*: Continued efforts will be made to create opportunities for teachers to pursue graduate and postgraduate qualifications. The areas of focus for the Ministry are Special Education, Literacy, Numeracy and TVET. Teachers play a pivotal role in ensuring that education remains relevant, and our children are adequately prepared for the world in which they live and seek employment or develop businesses. Therefore, teachers must be knowledgeable regarding technological advances, and modern pedagogical strategies so that they can aptly guide their students. A training need identified by the Ministry is one that will enable teachers to adequately support students with autism and other developmental disorders. As a result, funds have been allocated for training programs that will help educators remain current with best practices and innovative teaching methods.
4. *Parental Partnership*: A child's first teacher is his or her parent/parents therefore, the relationship between the school and the household is a vital part of the safety net needed for children and young people to succeed. The Ministry of Education will continue its parent advocacy and training as a form of bridging the gap between the household and our schools. Engaging the community and parents in the educational process is seen as crucial for creating a supportive and inclusive learning environment.

5. *Technological Integration*: The budget includes investments in technology to support modern learning methods. This involves providing students with access to digital resources which have Learning Management Tools which allows for tracking of usage and data analytics. If we are to truly help our students achieve then we must be able to assess their learning and provide targeted solutions.
6. *Support Services*: Expanding support services such as early intervention, counseling, special education resources, and assistive technologies is a key focus. These services are essential in helping students with diverse needs succeed academically and socially.
7. *Curriculum Development*: The Ministry remains resolute in creating curriculum that prepares our students for the 21st Century. It must be a dynamic and responsive curriculum that meets the needs of all students. Additionally, the curriculum must integrate soft skills training such as communication and teamwork. Curriculum writing continues as we complete the core subjects in the 1st and 2nd Forms. Implementation of a financial literacy program will be a part of the exposure guaranteed to our students. To assess the effectiveness of our curriculum our national assessment, the Key Stage Assessment of Learning (KAL) will be utilized as a means of garnering much needed data.
8. *Early Childhood*: The early years are the bedrock for children and there is always a need for parents to have access to quality childcare facilities. The Ministry of Education will continue to invest in Early Childhood Education by prioritizing the training of teachers in the sub-sector, placing focus on early intervention, and ensuring the support for students with learning disabilities.
9. *Expansion of TVET*: Technical and Vocational Education and Training (TVET) programs are a costly enterprise that requires numerous hours of training to gain competency and mastery. The Ministry will seek to utilize virtual reality and augmented reality to provide the hours of practice needed but at a low cost. Investments will continue to upgrade and modernize vocational training facilities. This includes equipping workshops and labs with the latest tools and technology to provide hands-on, practical training. The Ministry, having reassessed the way TVET is taught in our schools, recognize that industry partnerships are a critical part of the success of this sub-sector. The Ministry, therefore, plans to strengthen partnerships with local industries and businesses. These collaborations aim to provide students with real-world experience through internships, apprenticeships, and on-the-job training.

1.3 Management Representation Statement

On behalf of the Ministry of Education, I present the Annual Report on the Plans and Priorities for 2025. The document provides an accurate representation of the Ministry's plans and priorities for the use of the resources which the Ministry has been provided for 2025.

The document will serve as a guide and planning tool for the Ministry's work over the next fiscal year and beyond. I am satisfied that the relevant management and accountability systems are in place to ensure the effective and efficient implementation of the strategies, initiatives, programmes and projects that have been presented.

Lisa-Romayne Archibald-Pistana (Mrs)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

To provide for all citizens and residents a quality lifelong education which would enable individuals to develop and achieve their full potential and make meaningful contribution to national development.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The Ministry of Education's Strategic Objectives are guided by the Government's Directions for Education. These are as follows:

1. Increase training opportunities for teachers and paraprofessionals
2. Implement CVQ and NVQ at the secondary and tertiary levels
3. Upgrade the teaching profession through the introduction of standards and certification for all teaching staff
4. Implement critical curriculum reform that is designed for skill development and certification, knowledge transfer and promote inclusivity thereby ensuring that our children have access to relevant learning experiences
5. Provide greater access to early childhood education for underprivileged children
6. Increase access and participation in higher or tertiary education

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

1. To improve access to and participation in quality Early Childhood Education (ECE) and compulsory Education
2. To increase the number of supervisors and resource teachers trained in High Scope
3. To introduce financial literacy to students at the primary level
4. To improve the literacy and numeracy skills for students at the primary level by engaging in teacher training in the areas for Literacy and Numeracy
5. To implement the Key-Stage Assessment of Learning (KAL) in Mathematics for Grade Six (6) in all schools
6. To implement quality assurance for the delivery of TVET programs
7. Introduce CVQs and NVQs in all high schools and post-secondary institutions
8. To increase the number of students taking CXC/CSEC and the success rate
9. To increase the percentage of students passing 5 CSEC subjects
10. To increase the percentage of instructors trained and certified as CVQ Assessors
11. To write and implement the Enhanced Curriculum for Kindergarten to Grade 2
12. To enhance the monitoring and evaluation process by fully integrating the Key Stage Assessment of Learning in the assessment process
13. To merge AVEC and NSTP to create a National Training Institute
14. To improve the physical infrastructure of our educational facilities to ensure the safety of staff and students

15. To improve the safety of transportation services provided for students
16. To improve the library space so that it meets the needs of the users and becomes more relevant to the surrounding communities
17. To improve access to and participation in quality Early Childhood Education (ECE) and compulsory Education
18. To improve participation and retention at the secondary level
19. To increase the number of students participating in early childhood education.
20. To utilize virtual and augmented reality in TVET
21. To increase the number of students that have Individual Education Plans (IEPs)
22. To increase training of teachers to identify and address developmental delays in students
23. To increase student enrolment and reduce the attrition rate while achieving higher graduation rates
24. To establish partnerships with regional and international universities to facilitate increased access to higher education and partnerships in sector development

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

There were no modifications during the year.

2.2.4 Main Activities Contributing to the Annual Objectives

The main activities to be pursued in 2025 include the following:

1. To monitor the further implementation of the Education Sector Plan with a focus on improving knowledge management for decision making and leadership and accountability
2. To amalgamate AVEC and National Skills Training Program to establish a registered and accredited National Training Institute that will offer Caribbean Vocation Qualifications and National Vocational Qualifications
3. To increase training opportunities for educators in Special Education and Early Childhood Development
4. To engage in continuous monitoring of the enhanced curriculum and plan for the way forward as it relates to writing the curriculum for Forms 3 – 5
5. To ratify the existing ECD Policy to ensure the alignment with the national, regional and international policies
6. To improve SELF and School Meals Feeding Program to deliver adequate and effective social assistance and other support services to students

2.2.5 Main Challenges to Achieve Annual Objectives

The ongoing physical school plant issues which are a direct result of the ageing infrastructure

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

1. Revision of the Enhanced Curriculum in the four core areas has been completed and changes implemented
2. Enhanced Curriculum for Social Science and Mathematics have been completed and implemented in Grades 3 and 5

3. Continuous Professional Development sessions on the Enhanced Curriculum have been conducted for teachers
4. The roll out of the One-to-One Laptop Program with the OneLern Program was successfully implemented for Forms 3 to 5 and tablets were successfully issued to students in Grades 3 to 6
5. The refurbishment of restrooms/bathroom facilities in schools, electrical upgrades in two of the six high schools and refurbishment of two schools' cafeteria and canteen completed
6. Extensive Early Childhood Development training for teachers to adequately support students with autism and other developmental disorders completed
7. Destreaming of Form 1 and 2 completed to improve the accessibility to quality education to students
8. Continuous upgrade in the school bus fleet to ensure the safety of students
9. The National School Safety Policy passed by the National Assembly
10. Development and implementation of a Data Collection Strategy to guide the collection of data in schools
11. Operationalize the ESP Monitoring and Evaluation Committee (EMEC)
12. The training of Assessor and Verifiers in both St. Kitts and Nevis completed
13. Implementation of sensory rooms in four centers completed

2.2.7 Impact of Previous Year's Results on the Current year's Expenditure

In the previous year the National Assessment was piloted and results analysed. As a result, more investment in procuring teaching and learning resources for the Enhanced Curriculum was undertaken to improve our students' learning experience.

Several schools also benefitted from investments in TVET education. School Labs, Home Economics Centres, and Building Technology Centres were upgraded positively impacting on the performance of students in those areas.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

1. Construction of New Basseterre High School
2. Purchase of Busses
3. AVEC Tool and Equipment Enhancement
4. Construction of Education Building
5. WAHS Bathroom and Roof and Window Renovation
6. Secondary School Electrical Upgrade - Phase 1
7. Enhanced Education Network
8. Reconstruction of Joshua Obadiah Williams Primary School
9. Purchase of Furniture
10. Upgrade of School Bathroom Facilities

2.3.2 Status Report on Major Government Project

Construction of New Basseterre High School:

The proposed site for building the New Basseterre High School is the old Basseterre High School Site.

2.4 Transfer Payment Information

Contributions to the following regional institutions:

1. Caribbean Examination Council (CXC)
2. Commonwealth of Learning (COL)
3. Caribbean Knowledge Learning Network Agency (CKLNA)
4. Caribbean Association of National Training Authorities (CANTA)
5. United Nations Educational, Scientific and Cultural Organization (UNESCO)
6. Clarence Fitzroy Bryant College (CFBC)

SECTION 3: MINISTRY SUMMARY

Portfolio		E. 13 - Manage Education Services	
Responsibility Centre 13 - Ministry of Education			
Officer in Charge		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			
Objective(s) for 2025		Expected Results	Performance Indicators
1	To increase the viability of providing TVET programmes in secondary and post-secondary institutions	30	Number of trained assessors registered
		50	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 to 16 years enrolled in an Educational institution or formal education programme (homeschooling)
		100%	Percentage of a learner-centred national curricula implemented at the primary and secondary level
		June 2025	Date to develop the graduation criteria
3	To improve opportunities for employability through access to TVET Skills	90%	Percentage of secondary school graduates achieving competency in at least one TVET subject
4	To improve participation and retention at the secondary level	90%	Percentage of Secondary School students completing five (5) years of secondary Education
5	To increase the number of trained Early Childhood Educators in the public sector	50%	Percentage of early childhood educators who are teacher-trained

Financial Summary

Program	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
13141 - Provide Administrative Support	13,520	14,136	16,817	17,015	17,218
13141 - Invest in Education	1,087	2,291	1,870	1,620	1,350
13142 - Promote and Support Early Childhood	11,468	9,423	11,101	11,161	11,223
13143 - Deliver Primary Education	24,213	24,394	33,671	34,050	34,435
13144 - Deliver Secondary Education	31,666	34,455	34,177	41,266	41,867
13145 - Deliver Post Secondary Education	1,997	3,739	4,115	4,182	4,251
13146 - Deliver Special Education Services	2,239	2,027	2,209	2,239	2,269
13147 - Deliver Tertiary Education – CFBC	14,671	16,385	15,336	15,375	15,414
13148 - Provide Public Library Services	839	1,035	1,115	1,132	1,150
Total	101,700	107,885	120,411	128,040	129,177

SECTION 4: PROGRAM SUMMARY

Portfolio Program	E. 13 - Manage Education Services 13141 - Provide Administrative Support		
Responsibility Centre	13 - Ministry of Education 141 - Permanent Secretary's Office		
Officer in Charge	Permanent Secretary		
Goals/Global Objectives	To monitor and evaluate the enhanced curriculum in Grades 3 to 6 and Forms 1 and 2 and write and implement the enhanced curriculum for kindergarten to Grade 2		
Objective(s) for 2025	Expected Results	Performance Indicators	
1 To monitor and evaluate the Enhanced Curriculum in grades 3 to 6 and 1 st and 2 nd Form	90%	Percentage of teachers using the new curriculum	
2 To write and implement the enhanced curriculum for Kindergarten to Grade 2	December 2025	Date by which the 4 core areas for Kindergarten to Grade 2 will be rolled out	

Sub-Program:

- 00032 - Provide Administrative Support
- 00033 - Support Project STRONG
- 00035 - Support the UNESCO programme
- 00040 - St. Kitts Spectrum Services/ Autism Centre
- 00082 - Provide Accreditation Services
- 00083 - Education Management Information System
- 00122 - Provide Planning and Policy
- Participation in International and Regional Organizations
- 02356 - Support TVET
- 03900 - Provide Ongoing Maintenance to Educational Institutions
- 13141 - Manage Telecommunication Service
- 141623 - Provide Administrative Support for Education Services
- 00123 - Support the Education Sector Plan

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	12,786	13,346	16,027	16,225	16,428
Capital					
Transfer	734	790	790	790	790
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	13,520	14,136	16,817	17,015	17,218

Portfolio	E. 13 - Manage Education Services
Program	13141 - Invest in Education
Responsibility Centre	13 - Ministry of Education 141 - Permanent Secretary's Office
Officer in Charge	Permanent Secretary
Goals/Global Objectives	To create adequate quality education infrastructure and mechanisms in furtherance of the development of the young population
Sub-Program:	1314129 - Construction of Education Building 1314133 - Purchase of School Bus 1314143 - Enhanced Education Network 1314145 - Purchase of Furniture 1314147 - Upgrade of School Bathroom Facilities

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,087	2,291	1,870	1,620	1,350
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,087	2,291	1,870	1,620	1,350

Portfolio Program	E. 13 - Manage Education Services 13142 - Promote and Support Early Childhood Education
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Responsibility Centre 13 - Ministry of Education 141 - Permanent Secretary's Office

Officer in Charge	Permanent Secretary
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Goals/Global Objectives To increase access to quality Early Childhood Development and Education Services
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Objective(s) for 2025	Expected Results	Performance Indicators
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 Early Childhood standards	95%	Percentage of Centres meeting the Early Childhood standards
2 To increase the number of centres using High Scope	75%	Percentage of Centres using High Scope
3 To increase the number of teachers trained to identify developmental delays	50%	Percentage of teachers trained to identify developmental delays
3 To increase the percentage of Early Childhood teachers trained in High Scope	75%	Percentage of Early Childhood teachers trained in High Scope
4 To update the subvention policy	June 2025	Date for the completion of the revision of the subvention policy

Financial Summary

Sub-Program: 142-621 - Administer and deliver Early Childhood Education

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	11,468	9,423	11,101	11,161	11,223
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	11,468	9,423	11,101	11,161	11,223

Portfolio Program	E. 13 - Manage Education Services 13143 - Deliver Primary Education
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Responsibility Centre
13 - Ministry of Education 141 - Permanent Secretary's Office

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To improve access to and participation in quality primary education

Objective(s) for 2025		Expected Results	Performance Indicators
1	To distribute tablets to all Grade 3 students	100%	Percentage of students receiving tablets upon entry into Grade 3
2	To implement the Key-Stage Assessment of Learning (KAL) in Mathematics for Grade 6 in all schools	100%	Percentage of schools participating in KAL in Mathematics
3	To implement the enhanced curriculum in Kindergarten to Grade 2	100%	Percentage of pilot schools using the enhanced curriculum in Kindergarten to Grade 2
4	To increase the number of teachers trained in English as a Second Language (ESL)	25%	Percentage of primary school teachers trained in ESL

Sub-Program:
143-642 - Provide Primary Education
13143 - Invest in Primary Education

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	24,213	23,594	25,671	26,050	26,435
Capital		800	8,000	8,000	8,000
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	24,213	24,394	33,671	34,050	34,435

Portfolio Program	E. 13 - Manage Education Services 13144 - Deliver Secondary Education			
Responsibility Centre	13 - Ministry of Education 141 - Permanent Secretary's Office			
Officer in Charge	Permanent Secretary			
Goals/Global Objectives	To improve participation and retention at the Secondary School Level			
Objective(s) for 2025	Expected Results	Performance Indicators		
1	To increase the number of students registered for Mathematics and English	75%	Percentage increase of students registered for Mathematics and English	
2	To increase the number of students successfully completing CSEC Mathematics and English	60%	Percentage increase in students successfully passing Mathematics and English	
3	To increase the percentage of students completing Form 5 of Secondary Schools	85%	Percentage of students completing Form 5 of Secondary Schools	
4	To increase the percentage of students passing five (5) CSEC Subjects	85%	Percentage of students achieving five (5) CSEC Subjects	
5	To write and implement new curriculum in additional core areas	2	Number of new curriculum implemented (Modern Languages and Information Technology)	
Sub-Program:	144-651 - Provide Secondary Education 13144 - Invest in Secondary Education			

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	28,198	28,728	31,677	32,266	32,867
Capital	3,468	5,727	2,500	9,000	9,000
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	31,666	34,455	34,177	41,266	41,867

Portfolio Program	E. 13 - Manage Education Services 13145 - Deliver Post Secondary Education
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Responsibility Centre	13 - Ministry of Education 141 - Permanent Secretary's Office
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To provide for the development of skills and competencies in the range of disciplines
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Objective(s) for 2025		Expected Results	Performance Indicators
1	To increase the number of CVQ assessors	30	Number of certified assessors
2	To increase the number of CVQ verifiers	30	Number of certified verifiers
3	To produce skilled and competent trades persons	30	Number of students successfully completing Level 1 CVQ

Sub-Program:	00182 - Deliver National Skills training 00181 - Deliver Skills and Vocational training through AVEC
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Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,997	3,739	4,115	4,182	4,251
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,997	3,739	4,115	4,182	4,251

Portfolio Program	E. 13 - Manage Education Services 13146 - Deliver Special Education
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Responsibility Centre
13 - Ministry of Education 141 - Permanent Secretary's Office

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
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

Objective(s) for 2025		Expected Results	Performance Indicators
1	To improve school-to-work transition opportunities for students with Special Education Needs (SEN)	75%	Percentage of students with SEN who are gainfully employed after completing Cotton Thomas or Secondary School
2	To improve the quality of educational services offered at the Cotton Thomas Comprehensive School	50%	Percentage increase of qualified professionals at the Cotton Thomas Comprehensive School
4	To increase the number of students that have Individual Education Plans (IEPs)	50	Number of students on the register with IEPs

Sub-Program:
00178 - Deliver Special Education Services

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	2,239	2,027	2,209	2,239	2,269
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	2,239	2,027	2,209	2,239	2,269

Portfolio Program	E. 13 - Manage Education Services 13147 - Deliver Tertiary Education - CFB College
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Responsibility Centre
13 - Ministry of Education 141 - Permanent Secretary's Office

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To create opportunities for students in the Federation graduating Secondary School to easily pursue higher academic learning and certified technical and vocational training

Objective(s) for 2025	Expected Results	Performance Indicators
1 To increase student enrollment rate	90%	Percentage of graduates from secondary school registering for entry into CFBC
2 To increase the number of students graduating from CFBC	80%	Overall percentage of students graduating from CFBC within their cohort year

Sub-Program:
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 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	14,671	14,585	14,761	14,800	14,839
Capital		1,800	575	575	575
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	14,671	16,385	15,336	15,375	15,414

Portfolio Program	E. 13 - Manage Education Services 13148 - Provide Public Library
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Responsibility Centre 13 - Ministry of Education 141 - Permanent Secretary's Office 148 - Public Library

Officer in Charge	Librarian
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Goals/Global Objectives To increase the capacity of the library to provide quality outreach programmes to motivate students to read books

Objective(s) for 2025	Expected Results	Performance Indicators
1 To increase the number of students participating in the annual Summer Camp	230	Number of students registered for Summer Camp
2 To increase the number of students participating in the annual Read-A-Thon	50	Number of students registered for the Read-A-Thon
3 To install a digital library catalogue system	December 2025	Date for the implementation of a digital catalogue system
4 To provide support services for at-risk youth	December 2025	Date for the implementation of support services to at-risk youth

Sub-Program: 02546 - Provide Administrative Support 04030 - Library Collection/ACS

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	839	1,035	1,115	1,132	1,150
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	839	1,035	1,115	1,132	1,150

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 13 MINISTRY OF EDUCATION

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
13141	ADMINISTRATION							
1314129	Construction of Education Building	24,039,163	250,000	-	-	250,000	-	REVENUE
1314133	Purchase of School Buses	1,624,000	300,000	-	-	300,000	459,616	REVENUE
1314143	Enhanced Education Network	376,810	250,000	-	-	250,000	257,281	REVENUE
1314145	Purchase of Furniture	270,000	270,000	-	-	270,000	-	REVENUE
1314147	Upgrade of School Bathroom Facilities	1,600,000	800,000	-	-	800,000	-	REVENUE
	Subtotal	27,909,973	1,870,000	-	-	1,870,000	716,897	
13143	PRIMARY EDUCATION							
1314317	Reconstruction of Joshua Obadiah Williams Primary School	8,000,000	8,000,000	-	-	8,000,000	-	REVENUE
	Subtotal	8,000,000	8,000,000	-	-	8,000,000	-	
	Total c/f	35,909,973	9,870,000	-	-	9,870,000	716,897	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 13 MINISTRY OF EDUCATION

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	Total b/f	35,909,973	9,870,000	-	-	9,870,000	716,897	
13144	SECONDARY EDUCATION							
1314424	Construction of New Basseterre High School	35,000,000	500,000	-	-	500,000	2,701,372	REVENUE
1314425	Secondary School Electrical Upgrade - Phase I	4,600,000	1,000,000	-	-	1,000,000	766,550	REVENUE
1314427	WAHS Bathroom, Roof and Window Renovation	1,640,000	1,000,000	-	-	1,000,000	-	REVENUE
	Subtotal	41,240,000	2,500,000	-	-	2,500,000	3,467,922	
13147	TERTIARY EDUCATION							
1314721	AVEC Tool and Equipment Enhancement	759,307	575,000	-	-	575,000	-	CARIBBEAN DEVELOPMENT BANK (CDB)
	Subtotal	759,307	575,000	-	-	575,000	-	
	Total c/f	77,909,280	12,945,000	-	-	12,945,000	4,184,819	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 13 MINISTRY OF EDUCATION

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	Total b/f	77,909,280	12,945,000	-	-	12,945,000	4,184,819	
	Support for the Education Sector Plan (2017-2021)	3,924,570	-	-	-	-	370,374	REVENUE
	Supporting Learning Continuity in Vulnerable Population Project - St. Kitts and Nevis	10,800,000	-	-	-	-	-	INTER-AMERICAN DEVELOPMENT BANK/CARIBBEAN DEVELOPMENT BANK
	Technical and Vocational Education and Training Enhancement Project	32,756,400	-	-	-	-	-	CARIBBEAN DEVELOPMENT BANK (CDB)
	TOTAL	125,390,250	12,945,000	-	-	12,945,000	4,555,193	

Total Ministry \$12,945,000

14 - Ministry of Health and Social Security

Report on Plans and Priorities for the Year 2025

Volume 2

December 2024

14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	3
1.3 Management Representation Statement	4
SECTION 2: MINISTRY OVERVIEW	4
2.1 Mission Statement	4
2.2 Planning Overview	4
2.2.1 Ministry's Strategic Objective vs Government's Directions	4
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	4
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	6
2.2.4 Main Activities Contributing to the Annual Objectives	6
2.2.5 Main Challenges to Achieve Annual Objectives	6
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	7
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures	7
2.3 Capital Projects Information	7
2.3.1 Major Capital Projects	7
2.3.2 Other Projects Judged Important	7
2.4 Transfer Payment Information	7
SECTION 3: MINISTRY SUMMARY	8
SECTION 4: PROGRAM SUMMARY	9

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

Pursuant to the Public Health Act, the Ministry of Health exists to safeguard the health of the estimated 52,000 residents of St. Kitts and Nevis and, by extension, the approximately 1 million visitors. Rational investment in public health services by successive governments has resulted in superior performance in the traditional measures of health system strength. Life expectancy in 2024 was 72.2 years compared to 69.8 years in 2000 and around 50 years in the 1950s. In 2023, the Federation reported achievement of the UN 2030 SDG-3 targets for maternal mortality, neonatal mortality, and under-5 child mortality. There was one maternal death, and zero deaths in children over one year of age.

Progress in health status is seriously tested by ongoing and new challenges. The list includes, inter alia, weather extremes associated with the climate crisis, outbreaks of vector-borne and respiratory infections, anti-microbial resistance, predatory marketing of unhealthy food and beverages, sedentariness, harmful use of substances, inter-personal violence, unsafe road use, the high price of health care technologies, fierce competition for skilled personnel, and a limited fiscal space.

Since the 1990s, the Federation's epidemiological profile has been dominated by chronic non-communicable diseases, injuries, and mental illnesses. Their increasing incidence and prevalence undermine both health and development. Accordingly, the Ministry of Health will intensify its policy leadership and coordination of national prevention and control responses recognizing that non-health sectors have a critical role to play in advancing health. For example, favourable food production, trade and fiscal policies redound to healthy food and beverage choices being more affordable than unhealthy options. Robust highway and community patrolling by the police service can stem the rising tide of injuries.

Wisdom teaches that every crisis or challenge is an opportunity to adjust and improve. Accordingly, believing in The Right to Health, Health Equity, and Health Solidarity, and acting to accomplish the transformation intents of the Sustainable Island State Agenda, the Ministry of Health will invest in the continuous strengthening of its strategies, programs, and services.

In 2025, the following initiatives will either be pursued to completion or substantially advanced:

1. *Ministry of Health Policy Reset*: The focus will be the delivery of essential public health functions in the areas of health assessment, policy formulation, resource mobilization and allocation, and advancing universal health coverage. The leadership and management culture will be centered on data- and evidence-based decisions, transparency, accountability, and effective internal and public communication. The scope of practice standards regulation will be strengthened to cover all persons engaged in health professions (nursing, medical, dental, pharmacy, technicians, technologists, therapists, etc.) and personal appearance improvement occupations (cosmetologists, nail technicians, barbers, etc.).
2. *Public Health System Restructuring*: The public health system as we know it was developed in the 1950s and 1960s to tackle the dominant burdens of that era. Foremost among them were diseases caused by nutritional deficiency, overcrowding, and lack of personal hygiene and environmental sanitation. The turn of the century witnessed a transition to lifestyle-related chronic diseases and injuries which necessitated reorientation planning and programming. The pandemic was a profound lesson to accelerate and deepen attention, particularly to psychosocial health needs. Therefore, in keeping with the enduring commitment to Primary Health Care, to the extent possible, an expanded range of services will be delivered in residential areas. The rural urgent care facilities in St. Kitts, at Pogson and Mary Charles Hospitals, will operate as polyclinics, providing multiple services including specialist care.

A similar arrangement is contemplated for the new community health facility in St. Peters. All community health centers will be outfitted with point-of-care diagnostic devices and other tools to enable quick diagnosis and specialist consultations. The existing fiber optic cable network will be further enhanced to enable real-time audio and video communication between personnel in community facilities and the JNF Hospital.

3. *Expanded Universal Health Coverage:* St. Kitts and Nevis has universal access to services at the primary level (community health) and secondary level (hospital). The gap issue is approximately 50% of residents who do not have health insurance coverage. This limits or prohibits paying for catastrophic medical and surgical care not available in-country. Some residents forgo needed care to avoid personal bankruptcy and burdening family and friends. This is an inhumane choice. The policy solution is the operationalization of a National Health Insurance (NHI). This tax-financed program of health care benefits, from prevention and health promotion to treatment and rehabilitation, is intended to cover the uncovered. It will not replace private health insurance. The roll-out of the NHI will proceed in a phased and consultative manner towards formal implementation starting in earnest this fiscal year.
4. *Corporatization of Health Institutions:* Effective and efficient operation of in-patient facilities require transition to a more autonomous and professional administrative arrangement.

Therefore, services delivered by health institutions, JNF Hospital and Cardin Home, will be devolved to a statutory entity. There will be an oversight board of directors mandated by law to ensure high performance in strategic leadership, clinical excellence, operational excellence, and financial health.

Accreditation: Health care is about caring people caring for people in environments conducive to caring. Care-recipients and care-providers deserve the best possible facilities. Measures are proceeding to ensure they are accredited by a reputable international body. The policy intent is regular assessment of actions and activities benchmarked against international best-practices appropriate to the national setting.

New JNF Hospital: The Federation needs a national hospital built to account for 21st century climate and technological realities. Design specifications include, inter alia, Climate Resilience; Water Sufficiency; Renewable Energy; Digital Health Technologies; Advanced Diagnostics and Therapies; Fit-for-Purpose Space Assignment and Connectivity; User and Workforce Comfort, Safety and Security; Effective Waste Management; and Healing Interior Decor and External Landscaping. Accomplishing such an extensive array of improvements at the existing JNF campus would be too disruptive. Civil works for the new JNF Facility in Camps will commence in 2025.

Partnerships: Delivering high-quality health care is an expensive undertaking. Government cannot resource health care alone. The Ministry of Health benefits from funding, personnel, and technical support provided by health partners. In the area of population health, support flows through cooperation agreements coordinated by the OECS Commission, CARICOM (CARPHA), and PAHO/WHO, and negotiated with ally countries such as Cuba and the Republic of China (Taiwan). In the area of personal medical care, residents receive direct assistance from foundations, charities, and university hospitals, based locally and overseas. The policy is to deepen existing partnerships and cultivate new ones.

Health is a vital resource for self-fulfilment, productivity, development, and resilience. Knowing this, since taking office in August 2022, my government has embarked on a program of stabilization and transformation of the Ministry of Health. I extend appreciation to officers who continue to work to put the finances, human resources, and other assets in good working order. The stage is set for continuous high-performance and delivery of best outcomes.

The Ministry of Health will work assiduously to ensure workers at all levels are supported to deliver excellent care. People's legitimate health care needs and expectations must be met without variation in quality, and without discrimination.

Hon. Dr. Terrance Drew
Minister of Health

1.2 Executive Summary

In St. Kitts and Nevis, it is policy that health is "a basic human capacity; a prerequisite for individuals to achieve self-fulfilment, a building block of democratic society, and central to the development agenda" (adapted from PAHO). Thus, strategies exist to safeguard the health of the population; a goal codified in the Public Health Act. Successes in that regard are documented in national, regional and international reports. These include the achievement of the 2030 UN Sustainable Development Goal #3 targets for maternal and under-5 child mortality, and the "Very High Human Development" rating in the 2023-2024 Human Development Report.

In the short to medium term, the Ministry of Health's strategic intents are to sustain health gains and to strengthen systems and services, knowing the multiplicity of critical threats and risks to health and healthcare. The list includes, inter alia, the climate crisis; a relatively high burden of disease due to obesity, other non-communicable disorders, harmful use of substances, and addictions; a relatively high toll of injuries and disabilities caused by interpersonal violence and unsafe road use; re-emergence of infectious diseases associated with antimicrobial resistance and vaccine hesitancy; emergence of new and known pathogens with pandemic potential; behavioural disorders due to early childhood adversity; developmental disorders; as well as a limited fiscal space.

In these circumstances, people need a Ministry of Health, that is lean, nimble, transparent, accountable, and effectively communicates. People expect that analysis of the gaps in equity, empathy, and compassion amplified by the pandemic, will result in the reset and strengthening of essential public health functions and community, and institution-based services.

Consequently, Primary Health Care will continue to be the foremost strategy acknowledging global proof of its superior cost-effectiveness in running a national health system. Thus, acting on the belief in the right to health, health equity and health solidarity, needed population health and personal medical services will continue to be provided in proximity of residents and their work. The evidence is clear that people will optimally use primary care facilities located in their communities provided they are appropriately staffed and provisioned.

Universal health coverage will be extended to post-secondary services. Community consultations done in 2018 found that people are prepared to contribute to a National Health Insurance Program to "Cover the Uncovered". People understand the need to avoid the financial hardship associated with accessing high technology procedures and care. The formal NHI rollout is expected in 2025.

People know statutory entities have a superior track record of delivering quality services. The belief is that the same approach can apply to health care quality. In 2025, the Ministry of Health will commence to transition its in-patient institutions to an autonomous management infrastructure. Additionally, there will be regular assessment of procedures and processes benchmarked against international best-practices. This is the corporatization and accreditation agenda. Health care is essentially about caring people caring for people, in environments conducive to caring. Such is expected to occur in a manner that is prompt, safe, effective, efficient, equitable, people-centered and integrated.

The planned objectives and activities for fiscal year 2025 budget are intended to achieve those quality of care aims. Hence, the associated recurrent expenditure and capital expenditure estimates are data and evidence-based, and tightly linked to the resource needs of a well-performing, results-focused, and satisfactory national health system. This orientation will also enhance engagement with national, regional and international health partners.

The Ministry of Health budget is not a cost; it is a vital investment in human capital, human development, community cohesion, strategic partnerships, sustainability, and resilience.

1.3 Management Representation Statement

The content of this report is solely that of the Ministry of Health and encompasses the strategies and key priorities for optimal use of all resources for the 2025 fiscal year. I am duty bound to ensure that the information, to the best of my knowledge is accurate and was jointly compiled through active collaboration and consultation with essential stakeholders within the Ministry of Health.

Curtis Alden Martin (Mr)
Permanent Secretary (Ag.)

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

People First, Quality Always

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The Sustainable Island State (SIS) Agenda is the overarching, national development thrust to transform St. Kitts and Nevis into a sustainable island state. There are seven key results areas or transformation pillars. Health and healthcare are embedded in four pillars - Water Security, Food Security, Sustainable Settlements, and Social Protection. The principal factor of transformative growth and development is human capital which is a function of health and well-being. Priority action areas are identified in the Ministry of Health's principal organizing documents, namely, the National Strategic Plan for Health and the Essential Public Health Functions Framework. Associated strategic objectives are intended to drive the health system and strengthen services in the following domains: Health Status Assessment, Policy Development, Resource Mobilization and Allocation, and Universal Coverage. Actions and activities of the Ministry of Health are supported by health cooperation agreements forged through or with the OECS Commission, CARICOM, PAHO-WHO-UN, and ally countries.

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

Pursuant to the strategic objectives of health system and strengthening of services, the following annual objectives specify measurable, attainable, relevant, people-centered, integrated, collaborative, and time-bound actions required to safeguard the health and wellbeing of the population.

1. Systematic and ongoing collection, collation, and analysis of data, information, and evidence to ensure timely formulation of effective policy and program responses
2. Update procedures and processes to assess, prevent and contain outbreaks caused by endemic and emerging communicable infections

3. Implement a National Health Emergency Management Plan
4. Implement a national health information system including use of electronic medical records
5. Comprehensive and ongoing reporting of the performance of the health sector
6. Adopt a research agenda inclusive of a research ethics review board
7. Update the national health policies and legislation where appropriate
8. Update interventions to promote health and wellness across the life course
9. Adopt evidence-based approaches in risk communication to optimize behaviour change interventions
10. Develop an action plan to advance strategic partnerships
11. Update the Human Resources for Health Policy
12. Improve recruitment, selection and retention procedures
13. Ensure continuous clinical skillset training and retraining
14. Ensure all medical, nursing and orderly staff are certified in Advanced Cardiac Life Support (ACLS)/Basic Life Support (BLS)
15. Ensure the continuous availability of vital medical supplies and equipment
16. Optimize the effectiveness and efficiency of Central Medical Procurement and Stores
17. Intensify and optimize funding streams, expenditure control, and revenue collection
18. Expand access to needed post-secondary services without financial hardship
19. Ensure care actions are consistent with quality aims
20. Ensure protocols and processes are consistent with international accreditation standards
21. Regularly assess care-recipient and care-provider satisfaction
22. Ensure the external environment and physical infrastructure of health facilities are continuously improved and maintained
23. Strengthen Community-based Health Services to deliver essential primary care and specialist services
24. Ensure the Chronic NCD Program meets its targets
25. Ensure the Vector Control Program meets its targets
26. Integrate the response to HIV with the prevention and control of Sexually Transmitted Infections and Tuberculosis
27. Maintain the external validation of the Elimination of Mother to Child Transmission (HIV and Syphilis) Program
28. Conduct monthly audits of maternal, fetal and neonatal morbidity and mortality
29. Expand the provision of dental care services
30. Adopt the programmatic approach to the delivery of comprehensive and holistic behavioural health services
31. Minimize response times to emergencies – community calls and facility walk-ins

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

Adoption of a results-based management approach to health assessment, policy formulation, resource allocation and use, universal coverage, strategic leadership, clinical excellence, operational excellence, financial stewardship, workforce and workplace wellness, data and information flows, procurement and distribution, capital project implementation, preventive maintenance, and partnerships.

2.2.4 Main Activities Contributing to the Annual Objectives

1. Inculcation of a culture of leadership excellence
2. The review and update all regulations; develop new instruments as appropriate
3. Execution of monthly performance assessments
4. Scaling up of the pace of Accreditation
5. The roll-out of the National Health Insurance Program
6. Use of data and evidence in mobilizing core and supplemental funding
7. Strict adherence to Internal Controls
8. Optimize billing and debt collection system
9. Adoption of protocols to govern workforce recruitment, training, retention, and promotion
10. Fill all workforce gaps
11. Optimize worker and workplace wellness (occupational safety and health)
12. Provide training opportunities in leadership, operations management, and clinical care
13. Scaling up use of Digital Health Technologies
14. Upgrade supply chain management system according to OECS-PPS guidance
15. Relocate Central Medical Stores from JNF Hospital campus to a standalone facility
16. Realign community health districts according to updated census findings
17. Enhance specialist service availability in community/rural facilities
18. Repurposing of Mary Charles and Pogson as polyclinics
19. Adopt a schedule of regular preventive maintenance
20. Complete the NCD Response Plan and Budget
21. Commence the Behavioural Health collaboration with the Republic of China (Taiwan)
22. Policy and program integration with the ministry responsible for ageing and disabilities.
23. Complete National Health Emergency Management Plan
24. Prompt public dissemination of relevant health data and information
25. Maintain current health partnerships and cultivate new ones where appropriate

2.2.5 Main Challenges to Achieve Annual Objectives

1. Unforeseen economic downturn and a tighter fiscal space.
2. Diversion of resources to address adversity associated with the climate crisis, infectious disease outbreaks, and people trafficking.

3. Resistance to adopting healthy lifestyles including proactive healthcare use
4. Delay in behaviour modification to reduce consumption of unhealthy food and beverages
5. Surge demand for hospital services associated with visitor arrivals.

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

The Ministry of Health's leadership and management orientation is that of a knowledge-based, outcomes- and impact-focused, transformative, accountable care organization. Activities and actions will continue to be guided by beliefs in the right to health, health equity, and health solidarity, and the knowledge that good health and well-being are indispensable ingredients of human capital, human development, and national transformation. Accordingly, there will be robust advocacy to secure adequate, sustainable and predictable funding to maintain the required critical mass of human and material resources.

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

The Ministry believes its SWOT analysis of the 2024 fiscal year performance resulted in a 2025 budget proposal that is appropriate for the purpose of sustaining health gains and strengthening the national health system and service delivery.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

1. Health Sector Improvement - Health Centers and Purchase of Equipment
2. Construction of St. Peter's Health Center
3. Institutional Enhancement Project
4. Purchase of Medical Equipment
5. Construction of New Hospital

2.3.2 Other Projects Judged Important

1. Accreditation: Health Transformation and Strengthening Programme

2.4 Transfer Payment Information

The Ministry of Health remains obligated to the following Transfer Payment Entities:

1. World Health Organization (WHO)
2. Pan American Health Organization (PAHO)
3. Caribbean Public Health Agency (CARPHA)
4. Caribbean Association Medical Council (CAMC)
5. Caribbean Accreditation Authority for Education in Medicine and Other Health Professionals (CAAM-HP)
6. World Paediatric Project (WPP)
7. International Atomic Energy Agency

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 14 - Manage Health Care and Social Security
Responsibility Centre	14 - Ministry of Health and Social Security
Officer in Charge	Permanent Secretary
Goals/Global Objectives	To ensure healthy population development by sustaining a cost effective, optimal level of health care which is appropriate, accessible, affordable and acceptable to the citizens and residents of St. Kitts and Nevis

Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
14151 - Provide Administrative Support	3,567	4,239	4,623	4,670	4,718
14152 - Deliver Healthcare in Communities	14,573	18,653	19,977	18,713	17,454
14153 - Provide Healthcare through Institutions	60,330	77,813	79,830	76,468	74,155
14154 - National Health Insurance		100			
Total	78,470	100,805	104,430	99,851	96,327

SECTION 4: PROGRAM SUMMARY

Responsibility Centre 14 - Ministry of Health and Social Security 151 - Office of Policy Development and Information Management			
Officer in Charge Permanent Secretary			
Goals/Global Objectives To provide effective policy and administrative management and guidance towards maintaining a healthy Nation			
Objective(s) for 2025		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

Sub-Program: 01030 - Provide Administrative policy and planning support 01035 - Monitor Public Health Situation/Trends 04325 - Mental Health Day Facility Services 04326 - Disaster Mitigation 14151 - Manage Telecommunication Service Participation in Regional and International Organizations
--

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	3,138	3,854	4,238	4,285	4,333
Capital					
Transfer	429	385	385	385	385
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	3,567	4,239	4,623	4,670	4,718

Portfolio Program	E. 14 - Manage Health Care and Social Security 14152 - Deliver Healthcare in Communities
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Officer in Charge	Permanent Secretary
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Responsibility Centre	14 - Ministry of Health and Social Security 151 - Office of Policy Development and Information Management 152 - Community Based Health Services
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Goals/Global Objectives	To ensure that all members of the family can reach their full potential for healthy and productive lives
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Objective(s) for 2025		Expected Results	Performance Indicators
1	To achieve global treatment target for HIV	75%	Percentage of persons diagnosed and receiving required anti-retroviral treatment
2	To immunise all children with the approved set of vaccine	98%	Maintain vaccine coverage for all children above 95%
3	To implement activities in support of national, regional and International Health initiatives	100%	Percentage of activities implemented
4	To maintain 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 number of live births per 1,000 live births

Objective(s) for 2025		Expected Results	Performance Indicators
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-Program:

- 01035 - Monitor Public Health Situation and Trends
- 01202 - Monitor Sanitation
- 01203 - Monitor Solid Waste Management
- 01207 - Monitor Water Quality and Food Control
- 01208 - Promote Proper Nutrition
- 01210 - Promote the Prevention of Non-communicable Diseases 01211 -
Promote HIV/AIDS awareness
- 01213 - Administration of Community-based Services
- 01216 - Provide Dental Healthcare
- 01218 - Deliver Community Psychiatric Care
- 14152 - Monitor Health and Environmental Conditions
- 14152 - Promote Good Health and Illness Prevention
- Provide Family Healthcare Services
- 01226 - Control Vectors
- 01227 - Provide Port Health Services
- 01229 - Clean and Maintain Drains
- 1415210 - Health Sector Improvement Project
- Provide Healthcare through Community Centers
- Participation in Regional and International Organizations
- 14152 - Invest in Community Based Health Services
- 1415214 - Construction of St. Peter's Health Center
- 1415210 - Health Sector Improvement – Health Centers and Purchase of Equipment

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	14,520	16,653	17,977	17,463	17,204
Capital	53	2,000	2,000	1,250	250
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	14,573	18,653	19,977	18,713	17,454

Portfolio Program E. 14 - Manage Health Care and Social Security
14153 - Provide Healthcare through Institutions

Responsibility Centre
 14 - Ministry of Health and Social Security
 151 - Office of Policy Development and Information Management
153 - Institution Based Health Services

Officer in Charge Permanent Secretary

Goals/Global Objectives
 To provide quality health care services to the Nation

		Expected Results	Performance Indicators
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 the Accident and Emergency department will be admitted or discharged within four (4) hours

Sub-Program:

- 01246 - Procure and Distribute Pharmaceuticals and Medical Supplies
- 01258 - Dispense Pharmaceuticals
- 14153 - Provide Health Support Services, and Medical Supplies
- 01014 - Provide Administrative and Maintenance Services

Deliver Healthcare through Hospitals

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	56,141	59,893	65,730	66,918	68,130
Capital	4,189	17,920	14,100	9,550	6,025
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	60,330	77,813	79,830	76,468	74,155

Portfolio Program	E. 14 - Manage Health Care and Social Security 14154 - National Health Insurance
Responsibility Centre	14 - Ministry of Health and Social Security 154 - National Health Insurance
Officer in Charge	Permanent Secretary
Goals/Global Objectives	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
Sub-Program:	20116 - Invest in National Health Insurance

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent Capital		100			
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total		100			

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 14 MINISTRY OF HEALTH AND SOCIAL SECURITY

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
14152	COMMUNITY-BASED HEALTH SERVICES							
1415210	Health Sector Improvement - Health Centres and Purchase of Equipment	12,466,884	1,500,000	-	-	1,500,000	1,469,400	REVENUE
1415214	Construction of St. Peter's Health Centre	9,900,000	1,500,000	-	500,000	2,000,000	53,442	REVENUE/ REPUBLIC OF CHINA (ROC) - TAIWAN
	Subtotal	22,366,884	3,000,000	-	500,000	3,500,000	1,522,842	
	INSTITUTION-BASED HEALTH SERVICES							
14153	INSTITUTION-BASED HEALTH SERVICES							
1415318	Institutional Enhancement Project	14,811,083	1,000,000	-	-	1,000,000	1,985,565	REVENUE
	Subtotal	14,811,083	1,000,000	-	-	1,000,000	1,985,565	
	Total c/f	37,177,967	4,000,000	-	500,000	4,500,000	3,508,407	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 14 MINISTRY OF HEALTH AND SOCIAL SECURITY

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	Total b/f	37,177,967	4,000,000	-	500,000	4,500,000	3,508,407	
14153	INSTITUTION-BASED HEALTH SERVICES CONT.							
1415326	Construction of New Hospital	60,000,000	1,000,000	10,000,000	-	11,000,000	-	REVENUE/ -LOAN
1415327	Accreditation: Health Transformation and Strengthening Programme	520,000	100,000	-	-	100,000	-	REVENUE
1415320	Purchase of Medical Equipment	7,700,000	2,000,000	-	-	2,000,000	2,203,802	REVENUE
	Subtotal	68,220,000	3,100,000	10,000,000		13,100,000	2,203,802	
	National Health Insurance Scheme	2,831,417	-	-	-	-	-	REVENUE
	TOTAL	108,229,384	7,100,000	10,000,000	500,000	17,600,000	5,712,209	

Total Ministry \$17,600,000

15 - Ministry of Sports

Report on Plans and Priorities for the Year 2025

Volume 2

December 2024

TABLE OF CONTENTS		PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY		1
1.1 Minister's Message		1
1.2 Executive Summary		2
1.3 Management Representation Statement		3
SECTION 2: MINISTRY OVERVIEW		3
2.1 Mission Statement		3
2.2 Planning Overview		3
2.2.1 Ministry's Strategic Objective vs Government's Directions		3
2.2.2 Ministry's Annual Objectives vs Strategic Objectives		4
2.2.3 Modifications to the Ministry's Strategic Directions During the Year		4
2.2.4 Main Activities Contributing to the Annual Objectives		4
2.2.5 Main Challenges to Achieve Annual Objectives		4
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon		4
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures		4
2.3 Capital Projects Information		4
2.3.1 Major Capital Projects		4
2.3.2 Other Projects Judged Important		5
2.4 Transfer Payment Information		5
SECTION 3: MINISTRY SUMMARY		6
SECTION 4: PROGRAM SUMMARY		7

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

We are at a pivotal moment in the world of sports which is experiencing significant transformation in commercial, technological, and business models. Sports has an undeniable impact on society, bringing people and inspiring greatness. As the world faces growing environmental challenges, the Ministry must take a proactive stance in promoting sustainability. As we look forward to 2025, the Ministry is diligently assessing the overall economics of sports and its far-reaching impact on our society.

Our mission remains steadfast: to provide leadership, coordination, and an enabling environment for the empowerment of our citizens and the development of the Sports Sector. We are committed to the development, management, and full implementation of the National Sports Policy. It is our mandate to explore and capitalize on the sports industry as a channel for sustainable livelihoods and to establish a high-performance center to nurture talent.

Sports play a crucial role in safeguarding public health, ensuring social inclusion, promoting fitness, and fostering national pride. They are also a vital source of income generation. Our athletes, such as Mikyle Louis and Jahzara Claxton, have showcased exceptional talent and determination in cricket, making us proud on both the national and international stage. The Ministry aims to position our athletes to use their platforms to raise awareness about environmental issues and inspire positive change. Through consultations and partnerships, we will implore our sports associations to involve fans through educational campaigns, encouraging them to adopt sustainable practices in their daily lives. By fostering a culture of environmental consciousness, sports can inspire our Federation's movement towards sustainability.

Moreover, our participation in the Paris Olympics has demonstrated the unifying power of sports. The rallying support from our athletes exemplifies the spirit of camaraderie and resilience inherent in our community. Fostering national pride through the achievements of our athletes inspires future generations and strengthens our national identity.

Partnerships are critical to our success. We continue to explore collaborations with all interested stakeholders, including the sports community, civil society, international organizations and businesses, that will benefit Kittitians and Nevisians, ensuring that our people experience maximum returns in the global market. As a signatory to the UNESCO Convention Against Doping in Sports, St. Kitts and Nevis has embarked on an extensive anti-doping awareness campaign to ensure full compliance with the Convention. This initiative underscores our commitment to maintaining the integrity of sports and protecting the health of our athletes.

The symbiotic relationship between environmental health, human health and physical well-being is never better personified than through sports. By encouraging active lifestyles, we can combat non-communicable diseases and promote overall well-being. Sports provide a platform for social inclusion, bringing together individuals from diverse backgrounds and fostering a sense of belonging and unity. Promoting fitness not only enhances physical health but also improves mental well-being, contributing to a more productive and vibrant society. In their Global Plan on Physical Activity 2018-2030, the World Health Organization (2018) highlights that engagement in physical exercise can lead to a healthier world by 'improving individual and community health and contributing to the social, cultural and economic development of all Nations'. This is in line with the United Nations' conclusion that sports is 'an important enabler of sustainable development as it can, amongst others, promote development, peace, empowerment, health, education and social inclusion.

Hon. Samal Duggins
Minister of Sports

1.2 Executive Summary

Sports in St. Kitts and Nevis has received a vital boost with several athletes receiving acclaim locally, regionally and internationally. Our support systems ranging from coaches' aid, National Federation's assistance and collaboration and the country's general interest buttressed athletes' involvement across all disciplines.

Our focus over the medium to long term is to ensure that our activities focus on health, resilience and sustainability. Programs and discussions will be centered around the role of sports and physical activity in promoting a healthier society and addressing gender equality in sports. In keeping with the Sustainable Development Goals, renovations to the facilities island-wide will be environmentally friendly, meeting the needs of all users. Sports have an undeniable impact on society, bringing people together and inspiring greatness. As our Federation faces growing environmental challenges, sports must take a proactive stance in promoting sustainability.

As the importance of sports sustainability, resilience and health unfolds, it's clear that this is more than a trend; it's a transformation. A transformation that requires the participation of everyone involved, from athletes and coaches to fans and sponsors. As a result, the sports fraternity can lead by example, inspiring action that transcends the boundaries of the field or venue of play.

The Ministry of Sports will manage and oversee the execution of our sports policy, coordinating efforts across ministries and organizations for seamless implementation and accountability in the following areas:

1. *Promotion of Sports and Recreation to Combat Non-Communicable Diseases (NCD):*

Programs will encourage physical activity as a preventive health measure, including community fitness programs, school-based sports activities, and public awareness campaigns about the benefits of an active lifestyle.

2. *Infrastructure Development and Maintenance:*

We aim to ensure that sporting facilities are adequate, accessible, and well-maintained, creating safe and inclusive spaces for people of all ages to engage in physical activity. Therefore, our maintenance system for all sports facilities include upgrading the maintenance plan supported by a sustainability platform.

3. *Capacity Building and Training:*

Investment in training programs will develop local talent and expertise among coaches, administrators, and sports officials, equipping them with the skills and knowledge to lead and implement sports initiatives effectively. This will include re-igniting partnerships with National Federations and international organizations to foster the Department's education plan.

4. *Community Engagement and Participation:*

Outreach efforts will target different demographics, encouraging widespread involvement in sports and recreational activities to ensure everyone has the opportunity to participate and benefit.

5. *Policy Integration and Governmental Support:*

Aligning sports policy with other national policies, such as health and education, and securing Government support at all levels is crucial for achieving common goals and creating a cohesive approach to public health and development.

6. *Monitoring and Evaluation:*

A robust framework will track progress and make necessary adjustments, allowing us to assess the impact of our initiatives, identify challenges, and continuously improve our strategies.

The success of these efforts is bolstered by the invaluable support from international partners particularly the Commonwealth Secretariat and UNESCO, whose technical assistance and guidance is vital in achieving our shared goals of sustainable development. Additionally, the Ministry of Sports will continue to:

1. Support the development of sports from the grassroots to the podium by facilitating key linkages between community organizations, clubs, schools, the Special Olympics Committee, and National Federations.
2. Equip athletes, coaches and parents to support the eradication of drugs in sports, ensuring a clean and doping-free sports environment.
3. Ensuring staff is present at all facilities to cater to the needs of users across all communities.
4. Develop sports programs which focus on increased female participation and talent development.

1.3 Management Representation Statement

On behalf of the Ministry of Sports, I present the Annual Report on Plans and Priorities for 2025. This document provides an accurate representation of the Ministry's objectives for the use of the resources provided in 2025.

This work plan is reflective of a consultive and collaborative process that saw meaningful dialogue with personnel within the Ministry in assisting to guide its overall objectives and priorities. The report takes into consideration the vision, mission and needs of our Federation in the areas of sports development.

Valencia Syder (Ms)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

The Ministry's objectives align with the Government's policy in the development of our human capital. The Government has embraced the Sustainable Development Goals and the Ministry is proud to map its initiatives against the overall goals of the Government. The vision to build healthy, people-focused and strong communities where everyone is allowed to contribute is aptly integrated into the strategic plan of the Ministry of Sports.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

1. Support for Physical Education in schools and promotion of health and wellness activities throughout the Federation
2. Improvement of community sports and recreational facilities
3. Partnership programmes with established ties to educate and advance staff capabilities
4. Partnerships with the Ministries of Health and Agriculture in therapeutic and healthy programs
5. Establish proper stakeholder relationships and partnerships both inter-ministerial and with the private sector
6. Collaboration with UNESCO, the Commonwealth Secretariat, High Commissions and Embassies

7. Support National Federations, clubs and communities to advance sports and recreational mandates
8. Alliances with foreign agencies and organisations to assist with the improvement of National sports structures
9. Improve and maintain sporting facilities for community use
10. Support for national, regional and international tournaments

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

1. Invest in the development of the human capital within the Ministry
2. Improve overall management and maintenance of sporting facilities
3. Positive engagement and involvement of the community in support of national policies

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

The Ministry's overall strategic direction remains unaltered as it relates to its mandate. Some activities were revised to reflect the realignment of the Ministry.

2.2.4 Main Activities Contributing to the Annual Objectives

1. Review strategic objectives, technical plans and annual support with National Federations
2. Promote Health and Wellness in collaboration with other Ministries and NGOs
3. Creation of an online facilities registration platform
4. Facilitate stakeholder engagements and consultations

2.2.5 Main Challenges to Achieve Annual Objectives

The constant vandalism of the sporting facilities around the island. This results in higher repair and maintenance costs. Failure of the various communities to assume informal ownership of said facilities.

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

The Ministry projects that the 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.

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

The continuation of several facility upgrades is expected to roll over into 2025.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

1. Upgrading Sporting Facilities - Phase 2
2. Upgrade of St. Mary's Pavilion
3. Upgrade of Conaree Playing Field
4. Upgrade of St. Pauls, Lime Kiln, Newtown, Halfway Tree and Saddlers Playing Fields
5. Caribbean Premier League (CPL) Games

6. Upgrade of Kim Collins Athletic Stadium - Phase 2
7. Upgrade of Warner Park Stadium - Phase 1

2.3.2 Other Projects Judged Important

1. Upgrade of Landscaping and Heavy Equipment

2.4 Transfer Payment Information

1. Len Harris Cricket Academy
2. World Anti-Doping Agency
3. Regional Anti-Doping Agency

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 15 - Manage Sports
Responsibility Centre	15 - Ministry of Sports
Officer in Charge	Permanent Secretary
Goals/Global Objectives	
To implement sports and cultural programmes that are geared towards the social and economic development of the citizens of St. Kitts and Nevis	

Financial Summary

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
15161 - Administer Office of the Permanent Secretary	1,772	1,425	1,779	1,802	1,826
15123 - Develop Sports and People via Sports	8,712	15,285	13,956	12,426	9,017
Total	10,484	16,710	15,735	14,228	10,843

SECTION 4: PROGRAM SUMMARY

Portfolio	E. 15 - Manage Sports
Program	15161 - Administer Office of the Permanent
Responsibility Centre	
	15 - Ministry of Sports
	161 - Administration
Officer in Charge	Permanent Secretary
Goals/Global Objectives	
To administer Sports and the Creative Economy	

Objective(s) for 2025	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 2025	Date to deliver programmes designed to manage the Ministry's resources

Sub-Program:

- 02764 - Provide Administrative Support
- 02765 - Administer Telecommunications Services
- 02766 - Manage the Secretariat
- 00272 - Support the Secretariat

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,772	1,425	1,779	1,802	1,826
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,772	1,425	1,779	1,802	1,826

Portfolio	E. 15 - Manage Sports
Program	15123 - Develop Sports and People through Sports

Responsibility Centre
15 - Ministry of Sports
123 - Sports Department

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To foster growth and development of Sports in order to encourage active participation of our youth in all aspects of nation building

Objective(s) for 2025		Expected Results	Performance Indicators
1	To build capacity in key areas such as Turf Management, Pitch preparation, and discipline coaching courses	6	Number of training sessions designed to build capacity in key areas
2	To harmonize relationships with the Ministries of Health et al, Education, Tourism et al, Foreign Affairs and National Security et al	6	Number of meetings to assess and re-affirm the development of sports, recreation and health and well-being
3	To collaborate with international agencies and countries to assist with technical expertise	3	Number of bilateral agreements/MOUs to establish partnerships to provide technical expertise
4	To maintain safe sporting facilities for all users	4	Number of maintenance plans executed
5	To provide support to teams participating in local and regional sporting events	6	Number of assistance given to local and regional sporting events held

Sub-Program:
15123 - Develop People through Sports Programs and Sports Tourism
15123 - Invest in Sports Development

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	4,945	5,135	5,136	5,176	5,217
Capital	3,767	10,150	8,820	7,250	3,800
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	8,712	15,285	13,956	12,426	9,017

16 - Ministry of Sustainable Development

Report on Plans and Priorities for the Year 2025

Volume 2

December 2024

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	5
SECTION 2: MINISTRY OVERVIEW	6
2.1 Mission Statement	6
2.2 Planning Overview	6
2.2.1 Ministry's Strategic Objective vs Government's Directions	6
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	6
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	6
2.2.4 Main Activities Contributing to the Annual Objectives	7
2.2.5 Main Challenges to Achieve Annual Objectives	7
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	7
2.3 Capital Projects Information	7
2.3.1 Major Capital Projects	7
2.3.2 Other Projects Judged Important	8
2.3.3 Status Report on Major Government Projects	8
2.4 Transfer Payment Information	8
SECTION 3: MINISTRY SUMMARY	9
SECTION 4: PROGRAM SUMMARY	11

Section 1: Minister's Message and Executive Summary

1.1 Minister's Message

Our Federation's transformative journey towards sustainability, aiming to balance economic prosperity with environmental conservation, continues in 2025 with the Ministry of Sustainable Development leading as the vanguard for the 2030 Agenda with enthusiasm and anticipation. The year 2025 is a mere five (5) years from this historic milestone. The 17 Sustainable Development Goals (SDGs) and 230 indicators, which our country has committed to achieve, means that the Departments of the Ministry of Sustainable Development must lead into the future with optimism and technical suavity in order to ensure that our Federation is not left behind on the global stage.

The task is urgent. We must eradicate poverty and inequality as well as adapt to the clear and present danger of climate change. Undoubtedly, the Ministry of Sustainable Development is the fulcrum to ensure there is coordination, resource flow, capacity building, the removal of all systemic barriers and the availability of data for progress tracking and decision making.

This year the Ministry aims to bring balance to the economic, social and ecological dimensions of Sustainable Development for the benefit of our citizens and residents. Our journey continues in 2025 with initiatives to ensure that we stay on track with our progress and harness and harmonize the necessary manpower, skills, and other resources needed to achieve our goals. Our major and minor plans for 2025, and beyond, reflect our strategic plan for holistic development in all key areas. We will use robust measures to promote economic growth and provide support to ensure social protection and education for all citizens. The 17 SDGs fit squarely into the pillars of our Sustainable Island State (SIS) Agenda and national strategic framework and will be reflected in our ministerial programs for 2025. Each of our departments' plans are centered around the achievement of the SDGs.

In 2025 the Department of Physical Planning will roll out its National Physical Development Plan which identifies and highlights critical areas for environmental conservation and the sustainable use and management of our physical resources. The concept of 'Ridge to Reef' planning, and the management and safeguarding of our limited land and sea resources comes into greater focus. Similarly, the Urban Resilience Plan for Greater Basseterre which was approved by Cabinet in 2024 will come into full force. This Plan as well as other pending Local Area Plans, explicitly recognize that sustainable development is inherently linked to the well-being of local communities.

In 2024 the Department of Statistics officially tabled the results of the Housing and Population Census. The analysis supports the Ministry's thrust in achieving the SDGs as it reminds us that our initiatives must support the needs of all ages and demographics.

2024 was an eye-opening experience for disasters at several levels. Our dust and sand-storm awareness peaked as we experienced an above normal season of dust plumes from the Sahara. The Ministry of Sustainable Development must play a key role in bringing awareness, mitigation and preservation through its land use policy to ensure the survival of our ecological diversity.

We will continue to support ministries that directly monitor key aspects of the SDGs such as water availability through land allocation, preparation and demarcation for wells or other water harvesting solutions.

The Ministry will continue to participate in local, regional and international dialogue to ensure our voice as a Small Island Developing State (SIDS) is heard as the consequence of silence is too great. We will continue to forge relationships with like-minded organizations and groups to strengthen our resilience and our response.

Of course, our challenges are many, but we will transform those challenges into stepping stones and continue to lay a solid foundation for long- term sustainability.

Hon. Dr. Joyelle Clarke
Minister of Sustainable Development

1.2 Executive Summary

The Ministry of Sustainable Development will strive to lead and ensure the progress of our achievement of the SDGs. This year places us closer to the 2030 Global Goals milestone and the Ministry, through its various departments, will seek to monitor and expedite the progress of this journey.

The seven (7) departments that comprise the Ministry of Sustainable Development are: Administration, Department of Land Sales, Department of Statistics, Department of Public Sector Investment Planning (PSIP), Department of Physical Planning, Department of Urban Resilience and Development, and Department of Lands and Surveys. Our projects are people-centered, climate sensitive and development focused. We are hemmed in by so many existential factors but, this will not dim our focus and our plans.

Our initiatives for the 2025 financial year include:

1. The continuation of the Special LAND Development Project which aim to help our residents to own land and construct environmentally friendly homes
2. Collaboration with the St. Christopher National Trust for the completion of the National Museum Restoration Project
3. Commercial Infrastructure Development Project
4. Establishment of Vending Spaces in Basseterre
5. Protection and Rehabilitation of Independence Square
6. GEF Improving Environmental Management through Sustainable Land Management Project
7. Digitalization and streamlining of PSIP system
8. Labour Market Study

The Department of Land Sales is committed to significantly contributing to the Ministry of Sustainable Development's goals in 2025 through strategic land sales that prioritize both revenue generation and sustainable development. Emphasis will be placed on modernizing our sales platform to enhance transparency and streamline processes. The Department's focus will be on aligning land transactions with the Ministry's key objectives, including advancing infrastructure projects, promoting environmentally responsible land use, and supporting community-based initiatives.

The Department of Statistics continues to perform a vital role in enabling the Ministry to achieve its objectives of promoting the economic, social and physical development of St. Kitts and Nevis through the production of quality statistics for reliable policy and planning decision making. The Statistics Department produces an array of statistical information on business and economic trends, and social and demographic aspects of both islands of St. Kitts and Nevis. The statistics disseminated are essential for various stakeholders such as government, private sector organizations, the public, and even regional and international organizations in making sound decisions.

As the Federation of St. Kitts and Nevis make strides towards becoming a sustainable island state, the availability of accurate, relevant and timely statistics becomes even more pertinent. One such key dataset is the recently completed Population and Housing Census. This decennial activity provides an updated assessment of the general characteristics of the population and their environs. This data informs decisions regarding infrastructural and housing development, and the provision of public services such as education, healthcare, and social protection. The department continues to publish statistical indicators on the rate of inflation, visitor arrivals, merchandise trade, international trade in services, and vital health statistics. In the year 2025, the Department in collaboration with the Ministry of Employment and Labour, intends to conduct a Labour Market Study. This assessment aims to collect, compile and analyze data on the nature and scope of the workforce in the Federation. Subsequently, this information will be used by policymakers to refine labour policies.

The Public Sector Investment Program (PSIP) remains the overarching framework under which all public capital investment is programmed and monitored. In 2024, to engender greater efficacy of the PSIP, the Department commenced a project that will establish an online PSIP portal geared toward enhancing information sharing, monitoring and coordination. The platform will launch in 2025 and significantly reduce the burden associated with the oversight of national project activities and outcomes.

St. Kitts and Nevis continues to make significant strides toward the achievement of the 2030 SDGs. However, monitoring and reporting continue to present major challenges for SIDS. To advance this mandate, the Department of PSIP established a Unit to closely monitor the country's development activities and their alignment with SDG targets; and to improve outcomes for the collection of associated data. In addition, with the assistance of the UN Volunteers Program, the Department recruited an SDG Coordinator to lead in the mapping of progress toward national SDG achievement and building capacity and awareness among stakeholders.

The role of the Department in facilitating donor coordination has been critical in advancing national development objectives. During 2024, the Department collaborated with several Line Ministries to access international grant opportunities, including:

- (i) the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) to deliver gender sensitive entrepreneurial training to current and prospective entrepreneurs,
- (ii) the Government of India to upscale the operations of selected small businesses,
- (iii) the Canada-CARICOM Expert Deployment Mechanism to assess the sustainability of the landfills, and
- (iv) the Government of Columbia which will deliver technical assistance to multiple sectors.

The Department will also serve in the medium term as the focal point for the new financing instrument introduced by the European Development Fund – the Neighbourhood Development and International Cooperation Instrument – Global Europe. The Department also maintained its oversight responsibility for the national GEF-funded project entitled 'Improving Environmental Management for Sustainable Land Management' which facilitated graduate scholarships to seven (7) civil servants in 2024.

The Department also continues to lead in its role as National Designated Authority for the Green Climate Fund (GCF). During 2024, through the GCF's Readiness Support Programme, technical assistance was facilitated in several areas including:

- (i) enhancing the institutional capacity of our national disaster management agencies,
- (ii) developing a digital climate data repository,

- (iii) conducting climate vulnerability assessments for key sectors, and
- (iv) reviewing the governance framework for a National Climate Change Committee and the National Sustainable Development Coordination Committee.

The support from the Readiness Programme will continue in 2025 in areas such as:

- (i) developing a climate-resilient tourism strategy and waste management strategy,
- (ii) formulating an Urban Resilience Plan for Charlestown, Nevis, and
- (iii) introducing a digital land management platform.

During 2024, efforts were successful in advancing the US\$45 million TransWater Project to the Project Preparation Facility phase with the goal of accessing GCF grant resources by 2026; and in formulating a proposal to access US\$3 million in grant resources from the GCF's National Adaptation Planning Facility by 2025.

In 2024, the Department of Physical Planning (DPP) achieved its goal of garnering the approval of a National Physical Development Framework (Vision 2040) and an Urban Resilience Plan for Greater Basseterre that both support the transition of St. Kitts towards becoming a sustainable island state. In 2025, the DPP plans to continue this support through its guiding principles on sustainable management, climate resilience, disaster risk reduction and ridge to reef planning.

In 2025, the Forward Planning Section of the Department will focus on enhancing sustainable land management initiatives by creating detailed site-specific land-use plans for communities within Basseterre and other urban areas. Additionally, this section will explore the feasibility of establishing and proposing alternative transport routes and practices which can minimize congestion at peak time intervals and reduce the risk of traffic incidents. This will involve a comprehensive review of approved national development plans, consultation with various stakeholders and rigorous data collection.

The Development Control Section will continue to bolster its efforts to ensure that development adheres to the highest standards. Through a public awareness campaign, advocacy, enhanced monitoring, strategic inter-ministerial alliances and a revamped compliance strategy; the Development Control Section hopes to further reduce the risk of disaster as a result of unplanned and substandard developments while promoting the transition to a sustainable island state.

The Department of Urban Resilience and Development (DURD) plays a pivotal role in shaping the urban landscape of Basseterre. With a focus on sustainable development, the Department's initiatives are aimed at enhancing the quality of urban life, improving infrastructure, and fostering a resilient urban environment. Independence Square, a historic and cultural landmark in Basseterre, has been the focal point of several rehabilitation activities spearheaded by the DURD. These activities include the revitalization of the greenery through the planting of new trees, shrubs, and flowers to enhance the aesthetic appeal and providing shaded areas for visitors. The department has improved walkways, installed new seating arrangements, and upgraded lighting systems to ensure safety and comfort for all users. Efforts have been made to preserve and highlight the historical elements of the Square through the restoration of statues and monuments and installing plaques that provide historical context for visitors. The DURD has also involved the community in the rehabilitation process through public consultations and volunteer programs.

The DURD has implemented a comprehensive program to organize and regularize vendors, ensuring a balanced urban environment. The DURD plans to establish a formal registration and licensing process for street vendors. This will ensure that all vendors operate legally and adhere to specific guidelines regarding location, hygiene, and safety standards. To reduce congestion and improve pedestrian flow, the Department will be designating specific zones for street vendors. These zones are to be strategically located to maximize foot traffic while minimizing disruption to other urban activities. The DURD in collaboration with other agencies and government

departments, will offer training programs for vendors on topics such as food safety, customer service, and business management.

The Department of Lands and Surveys is a pivotal technical department within the Ministry of Sustainable Development. Its primary functions are centered on Sustainable Development Goals 1 and 3. The Department facilitates the equitable distribution of crown lands for residential, commercial, and industrial development throughout St. Kitts. The Department is also the focal point for the conceptualization, design, and layout of the relevant subdivisions in collaboration with the Department of Physical Planning.

A critical aspect of aiding our people out of poverty involves the granting of land ownership to persons who have been occupying lands for several years without the security of tenure. The Department has improved our investigating techniques with the acquisition and use of drone technology and, the creation of a database to track applications. Adjustments at LaGuerite North have been completed thereby regularizing persons that had resided there for many years. A similar exercise in Upper Monkey Hill, Saddlers and St. Paul's commenced in 2024.

During 2024, the Department assisted the Water Services Department and SKELEC with the installation of essential water and electricity services in numerous communities. The Department also provided topographical surveys which facilitated the design of the desalination plant in Canada Estate and the reservoir at Whites Estate in Cayon.

The Department has adopted a proactive approach to ensuring that all future residential subdivisions have adequate green spaces and community parks. Attention has also been given to the width of the easement in the developments to accommodate wheelchair usage on at least one side of the verge. This change will also provide the space for the installation of underground power cables as increased resilience of the electricity grid is explored.

The implementation of a Continuous Operating Reference System (CORS) in the Federation continues with the Department completing the installation of local survey monuments throughout 95% of St. Kitts. We intend to complete a similar exercise on Nevis early in 2025. This exercise is geared towards ensuring that all mapping professionals are using the same geodetic reference system. Further, by having all mapping professionals on the same geodetic coordinate system, resource management would be enhanced as compliance will ensure that issues/processes such as boundary disputes, land degradation management, land titling and cadastre, coastal erosion monitoring, utility location and management, disaster monitoring, infrastructure development, land distribution and planning can all be analyzed holistically.

1.3 Management Representation Statement

The Ministry of Sustainable Development will continue to play a key role in the advancement of the Sustainable Island State (SIS) Agenda. It is reorganized, refocused and repurposed to take its rightful place as a leading Ministry to implement the new vision, mission and plan for national development as laid out by the Government. Our collective input to this document represents our readiness to become a part of this new era of sustainable management going forward.

Hence this is a true representation of the combined skills, capabilities and expertise of all departments within the Ministry of Sustainable Development.

Sherilita Shez Dore-Tyson (Ms)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

To provide information and advice that would enable the Government, private sector and civil society to formulate policies and successfully execute the plans for the sustainable, social, physical and economic development of the Federation of St. Kitts and Nevis.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

Government's policy direction for the Ministry is:

1. To create a sustainable, economic and physical environment
2. To foster a competitive vibrant environment that expands to include both local and foreign investors while promoting productivity and economic growth
3. To support the restructuring and transformation of the economy

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

The 2025 Annual Objectives for the Ministry are:

1. Provide guidance on the sustainable social, economic and environmental development of St. Kitts and Nevis
2. Enhance coordination amongst stakeholders, public and private sectors and civil society, to foster sustainable development and investment
3. Monitor the implementation of the SDGs
4. To provide timely and relevant statistics to facilitate sound, data-driven decision making
5. To advise on future development needs that would accentuate the social, economic and physical aspects of the island without adversely affecting the environment
6. To facilitate the equitable distribution and management of Crown Lands
7. Implement the Urban Resilience Plan
8. Implement the National Physical Development Plan
9. Provide support to Cabinet through data driven decision making
10. To improve project formulation, appraisal, monitoring and evaluation

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

Assistance to Mansion Beach Project expanded to other communities

2.2.4 Main Activities Contributing to the Annual Objectives

1. Implementation of the National Physical Development Plan
2. Implementation of the Urban Resilience Plan
3. Conduct of the Labour Force Survey
4. Publication of High-Frequency Economic Indicators
5. Implementation of a Continuous Operating Reference System (CORS)
6. Digitalization of the PSIP Platform
7. Public sensitization, consultation and mapping on the SDGs
8. Conduct of the Agriculture and Fisheries Census

2.2.5 Main Challenges to Achieve Annual Objectives

1. Limited human resource capacity and need for improved capacity building
2. Cultural dynamism among younger working population – need for change in attitudes and level of commitment
3. Need for improved collaboration and coordination across Ministries
4. Insufficient digital, data sharing systems

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

Resources will be used to meet the long-term strategic objectives of the Ministry of Sustainable Development.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

The major Capital Projects that the Ministry of Sustainable Development will continue to implement, coordinate and monitor are:

1. Special Land Distribution Initiative
2. The National Museum Restoration Project
3. Construction of Sustainable Development Building - Lime Kiln
4. Improving Environmental Management through Sustainable Land Management (SLM) in St. Kitts and Nevis
5. Climate Action Line of Credit (CALC) Street Lighting Project
6. Land Resource Management Project
7. Commercial Infrastructure Development Project

2.3.2 Other Projects Judged Important

1. Digitalization – Physical Planning Services
2. Protection and Rehabilitation of Independence Square
3. St. Kitts and Nevis Agriculture and Fisheries Census
4. Labour Force Survey
5. Establishment of Vending Spaces - Basseterre

2.3.3 Status Report on Major Government Projects

A majority of LED lights at sport fields are installed. The disposal activity will be completed in 2024.

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. Commonwealth Fund for Technical Cooperation (CFTC)
3. Community Security (COMSEC) Commonwealth Fund for Technical Corporations
4. St. Christopher National Trust

SECTION 3: MINISTRY SUMMARY

Portfolio		E. 16 - Manage Sustainable Development	
Responsibility Centre			
16 - Ministry of Sustainable Development			
Officer in Charge		Permanent Secretary	
Goals/Global Objectives			
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			
Objective(s) for 2025		Expected Results	Performance Indicators
1	To efficiently distribute Crown Lands	520	Number of acres of Crown Lands distributed
		30 days	Turn around time between qualified requests and allocation of lands
2	To efficiently manage Crown Lands	150	Number of acres of Crown Lands distributed
		30 days	Turn around time between qualified requests and allocation of lands
3	To efficiently process Alien Land Holding Licences	30	Number of Licences processed

Financial Summary

Program	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
16171 - Provide General Administration	3,564	6,461	8,983	5,205	6,278
16172 - Develop Strategic Plans	1,087	1,282	1,543	1,373	1,233
16173 - Manage Physical Planning	1,751	2,145	2,190	2,120	2,151
16174 - Collect and Disseminate Statistics	1,849	1,985	1,742	1,679	1,445
16175 - Provide Support to Control Development	281	295	295	295	296
16176 - Register and Manage Land Stock	1,874	1,903	2,631	1,841	1,755
16177 - Manage Urban Resilience and Development	413	555	646	541	455
00510 - Manage Department of Land Sales		233	292	296	301
Total	10,819	14,859	18,322	13,350	13,914

SECTION 4: PROGRAM SUMMARY

Portfolio Program	E. 16 - Manage Sustainable Development		
Responsibility Centre	16 - Ministry of Sustainable Development 171 - Permanent Secretary's Office		
Officer in Charge	Permanent Secretary		
Goals/Global Objectives	To provide efficient and effective administrative and management support as well as related policy guidance to the Ministry		
Objective(s) for 2025	Expected Results	Performance Indicators	
1	To develop and analyse Policies	10	Number of policies developed or analyzed
		15 days	Average turn around time for developing or analyzing policy proposal
2	To develop and implement Annual Action Programme	60 days	Average turn around time for developing Annual Action Programme
Sub-Program:	01255 - Provide Administration for Central Planning 01256 - Develop and Analyse Policy 03364 - Support St. Christopher National Trust 16171 - Invest in Sustainable Development 16171 - Manage Telecommunication Service Participation in Regional and International Organizations		

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,668	1,928	1,938	1,960	1,983
Capital	1,896	4,358	6,870	3,070	4,120
Transfer		175	175	175	175
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	3,564	6,461	8,983	5,205	6,278

Portfolio Program	E. 16 - Manage Sustainable Development 16172 - Develop Strategic Plans
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Responsibility Centre	16 - Ministry of Sustainable Development 172 - Public Sector Investment Planning Department
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To provide strategic guidance for the economic development of the Federation
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Objective(s) for 2025		Expected Results	Performance Indicators
1	To report on the implementation of PSIP	4	Number of quarterly reports on the PSIP produced for the year
2	To report on the progress of the National Development Agenda	August 2025	Date of report for the National Development Agenda report
3	To undertake Capital Project Prioritization and Compile the Capital Budget	September 2025	Date to undertake Capital Project Prioritization and Compile the Capital Budget

Sub-Program:	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 Public Sector Investment Planning (PSIP)
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Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	705	972	1,043	1,063	1,083
Capital	382	310	500	310	150
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,087	1,282	1,543	1,373	1,233

Portfolio	E. 16 - Manage Sustainable Development
Program	16173 - Manage Physical Planning

Responsible Center
16 - Ministry of Sustainable Development 173 - Physical Planning Department

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To provide a framework to support the implementation of policies, programmes, and measures to control and regulate the development of land and buildings as well as raising public awareness, standard setting, advocacy and resource mobilization, thereby contributing to poverty reduction

Objective(s) for 2025	Expected Results	Performance Indicators
1 To implement a Public Awareness campaign for the department to inform/update the public on development requirements	2 per month	Number of awareness programmes on Radio Stations
2 To increase output and efficiency for the review and processing of Land Application requests	3	Number of Physical Planning Officers trained
	2 weeks	Time taken to review Land Application requests
3 To provide Geographical Information Services to Government Departments through the provision of map outputs, and to map and 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	Period to process residential developments application
	8 months	Period to process Hotel Development applications
	3 months	Period to process commercial/institutional applications

Sub-Program:
01308 - Administer Physical Planning

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,751	2,145	1,990	2,020	2,051
Capital			200	100	100
Transfer					
Budgetary Grant					
Principal Repayment					
Total	1,751	2,145	2,190	2,120	2,151

Portfolio	E. 16 - Manage Sustainable Development
Program	16174 - Collect and Disseminate Statistics

Responsibility Centre
16 - Ministry of Sustainable Development
174 - Statistics Department

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To make available statistical information for planning and policy making

Objective(s) for 2025	Expected Results	Performance Indicators
1 To improve Balance of Payments Statistics based on the adoption of updated international methodological standards and regional best practices	November 2025	Date of publication of Balance of Payments Statistics
2 To improve the quality and expand the scope of the price statistics	June 2025	Date to finalize and publish the Federal Consumer Price Index (CPI) and St. Kitts and Nevis CPI separately
3 To improve the quality of the National Accounts Statistics (NAS) based on adopting updated international methodological standards and regional best practices	June 2025	Date to publish quarterly GDP estimates
4 To update the Labour Market Information Statistics for the analysis of employment and unemployment patterns	June 2025	Date to publish the Labour Force Survey

Sub-Program:
01267 - Provide Administrative Support for Statistics
16174 - Produce Trade and and Price Statistics
16174 - Invest in Statistics

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	1,135	1,331	1,303	1,329	1,355
Capital	714	654	439	350	90
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,849	1,985	1,742	1,679	1,445

Portfolio	E. 16 - Manage Sustainable Development
Program	16175 - Provide Support to Control Development

Responsibility Centre
16 - Ministry of Sustainable Development
175 - Control Development

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To provide strategic guidance for the economic development of the Federation

Sub-Program :
01310 - Provide Support to Control Development
01311 - Support to Lands Surveyors Board
01312 - Support to Architect Registration Board

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	281	295	295	295	296
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	281	295	295	295	296

Portfolio	16 - Ministry of Sustainable Development
Program	16176 – Register and Manage land Stock

Responsibility Centre
16 - Ministry of Sustainable Development
176 - Lands and Surveys Department

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To facilitate equitable distribution and management of lands

Objective(s) for 2025	Expected Results	Performance Indicators
1 To build a reliable spatial data infrastructure in St. Kitts	3	Number of additional areas mapped
2 To build the capacity of the Department to manage and manipulate land information	2	Number of persons trained in the Department to manipulate data
3 To digitalize land allocation data	March 2025	Date to complete conversion of paper records to a searchable database
4 To introduce a Land Application Management System	December 2025	Date electronic database will be operationalized

Sub-Program:
01284 - Administer Lands
01285 - Provide Surveying Services
16176 - Invest in Lands Management

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,104	1,303	1,516	1,541	1,565
Capital	770	600	1,115	300	190
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,874	1,903	2,631	1,841	1,755

Portfolio	16 - Ministry of Sustainable Development
Program	16177 – Manage Urban Resilience and Development Department

Portfolio	16 - Ministry of Sustainable Development
Programme	177 – Urban Resilience and Development Department

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
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

	Objective(s) for 2025	Expected Results	Performance Indicators
1	To develop an urban nature ecological base - the Basseterre Valley Nature Park	December 2025	Date to complete feasibility study and design
2	To draft Regulation and Act to govern urban development	September 2025	Date first draft to be delivered
3	To undertake the removal of derelict vehicles and galvanize fencing in Basseterre	December 2025	Date to complete the required work

Sub-Programme:
00399 - Provide Administrative Support
00398 - Manage and Maintain Urban Resilience and Development
00500 - Support Bus Terminal
16177 - Invest in Urban Resilience and Development

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	321	355	396	401	405
Capital	92	200	250	140	50
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	413	555	646	541	455

Portfolio	E. 16 - Ministry of Sustainable Development
Program	00510 – Manage Department of Land Sales Agency

Responsibility Centre
16 - Ministry of Sustainable Development
178 - National Land Sales Agency

Officer in Charge	Permanent Secretary
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Goals/Global Objectives

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent		233	292	296	301
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total		233	292	296	301

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
16171	ADMINISTRATION							
0808528	Special Land Distribution Initiative	29,405,663	4,000,000	-	-	4,000,000	1,497,799 REVENUE	
1617110	The National Museum Restoration Project	3,020,000	1,000,000	-	-	1,000,000	398,499 REVENUE	
1617115	Construction of Sustainable Development Building - Lime Kiln	15,124,070	500,000	-	-	500,000	- REVENUE	
1617215	Improving Environmental Management through Sustainable Land Management (SLM) in St. Kitts and Nevis	8,143,152	-	-	1,370,000	1,370,000	- GLOBAL ENVIRONMENT FACILITY (GEF)	
	Subtotal	55,692,885	5,500,000	-	1,370,000	6,870,000	1,896,298	
	Total c/f	55,692,885	5,500,000	-	1,370,000	6,870,000	1,896,298	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	Total b/f	55,692,885	5,500,000		1,370,000	6,870,000	1,896,298	
16172	PSIP							
	Climate Action Line of Credit (CALC) Street Lighting Project	15,487,200	500,000	-	-	500,000	381,986	REVENUE
	Subtotal	15,487,200	500,000	-	-	500,000	381,986	
16173	PHYSICAL PLANNING							
	Digitalization - Physical Planning Services	400,000	200,000	-	-	200,000	-	REVENUE
1617324		400,000	200,000	-	-	200,000	-	
	Subtotal	400,000	200,000	-	-	200,000	-	
	Total c/f	71,580,085	6,200,000	-	1,370,000	7,570,000	2,278,284	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	Total b/f	71,580,085	6,200,000	-	1,370,000	7,570,000	2,278,284	
16174	STATISTICS							
1617416	St. Kitts and Nevis Agriculture and Fisheries Census	1,724,715	100,000	-	219,155	319,155	-	REVENUE/FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
1617418	Labour Force Survey	120,000	120,000	-	-	120,000	-	REVENUE
	Subtotal	1,844,715	220,000	-	219,155	439,155	-	
16176	LANDS AND SURVEYS							
1011710	Commercial Infrastructure Development Project	20,000,000	750,000	-	-	750,000	574,102	REVENUE
	Subtotal	20,000,000	750,000	-	-	750,000	574,102	
	Total c/f	93,424,800	7,170,000	-	1,589,155	8,759,155	2,852,386	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT

Project No.	PROJECT NAME	Estimated Total Cost \$	Estimated Expenditure 2025				Actual Expenditure 2023 \$	Source of Funding
			Revenue \$	Loans \$	Development Aid \$	Total \$		
	Total b/f/	93,424,800	7,170,000	-	1,589,155	8,759,155	2,852,386	
16176	LANDS AND SURVEYS CONT.							
1617613	Land Resource Management Project	522,009	365,000	-	-	365,000	195,695	REVENUE
	Subtotal	522,009	365,000	-	-	365,000	195,695	
	URBAN RESILIENCE AND DEVELOPMENT UNIT							
1617702	Protection and Rehabilitation of Independence Square	464,000	150,000	-	-	150,000	91,836	REVENUE
1617703	Establishment of Vending Spaces - Basseterre	188,000	100,000	-	-	100,000	-	REVENUE
	Subtotal	652,000	250,000	-	-	250,000	91,836	
	Total c/f/	94,598,809	7,785,000	-	1,589,155	9,374,155	3,139,917	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
	Total b/f	94,598,809	7,785,000		1,589,155	9,374,155	3,139,917	
	Visitor Expenditure Survey	64,555	-	-	-	-	-	REVENUE
	Enhanced Country Poverty Assessment (ECPA)	500,022	-	-	-	-	-	REVENUE / CARIBBEAN DEVELOPMENT BANK (CDB) / ORGANIZATION OF EASTERN CARIBBEAN STATES (OECS) COMMISSION
	Total c/f	95,163,386	7,785,000	-	1,589,155	9,374,155	3,139,917	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 16 MINISTRY OF SUSTAINABLE DEVELOPMENT

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
	Total b/f/	95,163,386	7,785,000	-	1,589,155	9,374,155	3,139,917	
	Support for Sustainable Community Projects: Rehabilitation of Mansion Beach/St. Pauls	8,500,000	-	-	-	-	-	- REVENUE
	St. Kitts and Nevis Population and Housing Census 2021	2,168,094	-	-	-	-	714,480	REVENUE / ORGANIZATION OF EASTERN CARIBBEAN STATES (OECS) / CARIBBEAN COMMUNITY (CARICOM) / UNITED NATIONS ECLAC
	TOTAL	105,831,480	7,785,000	-	1,589,155	9,374,155	3,854,397	

Total Ministry \$9,374,155

17 - Ministry of Foreign Affairs

Report on Plans and Priorities for the Year 2025

Volume 2

December 2024

17 - MINISTRY OF FOREIGN AFFAIRS

TABLE OF CONTENTS		PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY		1
1.1 Minister's Message		1
1.2 Executive Summary		2
1.3 Management Representation Statement		3
SECTION 2: MINISTRY OVERVIEW		3
2.1 Mission Statement		3
2.2 Planning Overview		3
2.2.1 Ministry's Strategic Objective vs Government's Directions		3
2.2.2 Ministry's Annual Objectives vs Strategic Objectives		4
2.2.3 Modifications to the Ministry's Strategic Directions During the Year		4
2.2.4 Main Activities Contributing to the Annual Objectives		4
2.2.5 Main Challenges to Achieve Annual Objectives		5
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon		5
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures		5
2.3 Capital Projects Information		5
2.3.1 Major Capital Projects		5
2.3.2 Other Project Judged Important		5
2.4 Transfer Payment Information		5
SECTION 3: MINISTRY SUMMARY		7
SECTION 4: PROGRAMME SUMMARY		10

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

The past year has been an eventful one – replete with international conflicts – some which began clandestinely centuries ago and now continue to be played out before the entire universe. While some are external to our region the deleterious effects are far-reaching, and St. Kitts and Nevis has not escaped the negative effects. Unending, seems to aptly describe the Russia-Ukraine conflict, and the war in Gaza continues unabated. The Guyana-Venezuela age-old territorial dispute which re-surfaced in December 2023, spilled over into the new year with the dust not yet settled. The 400-strong Kenya-led police personnel deployed to Haiti in June 2024 has apparently resulted in some welcomed reprieve to that country's persistent internal conflicts. As a result, St. Kitts and Nevis anticipates that an international peace-keeping force will build on the gains already made, by providing a safe environment for an overdue general election. We hope for a leadership team dedicated to building a peaceful and prosperous Haiti. These are some of the events that the Ministry continues to monitor across the world, while managing our relationships with countries towards maintaining world peace.

As an active member of the global community, St. Kitts and Nevis through the Ministry of Foreign Affairs will continue to assume its role at the international level to guard our Nation's interest and refine its foreign policy efforts to add value to the Federation's thrust to become a sustainable island state. The Ministry is charged with managing the Federation's international relationships. This responsibility entails several activities including, inter alia, forging novel ties and deepening bonds with traditional friends. Aligned with Sustainable Development Goal 17 (SDG 17), it is inevitable that we seek and strengthen partnerships, that, "strengthen the means of implementation and revitalize the global partnership for sustainable development". The Ministry of Foreign Affairs is committed to working with a broad range of partners at the global, regional and national levels, across the public and private sectors to buttress our capability to achieve our goals. As the Minister for Foreign Affairs, it is my intention to lead by example.

The Ministry has been proactive in enhancing means of collaboration for mutual benefits. On the bilateral level, St. Kitts and Nevis established diplomatic relations with Pakistan, Cape Verde, Palau and Lebanon. These relationships will assist in formulating support on the global stage for issues that are of high priority to us including climate change, access to concessionary grants and the development of a Multi-dimensional Vulnerability Index among others. When we formalize relations with other states, it sends a clear signal of our interest in strengthening ties and opens the way to communication. The more regularly we communicate, we can exchange ideas about how we cooperate to resolve some of the world's challenges. When we stand in solidarity with others, they may reciprocate in international forums for our interest.

Bilateral cooperation involves the exchange of assistance from one country to another. St. Kitts and Nevis boasts vibrant relations with some countries spanning the length of our nationhood. These include the Republic of China (Taiwan), Cuba, the United Kingdom, the United States of America, Venezuela and South Korea. During the past year, through diplomacy, we have been able to secure scholarships, assistance with development projects, and support in the security sector, while we have reciprocated by supporting some resolutions initiated, candidatures and the issuance of letters on behalf of others.

In all of our engagements with our overseas interlocutors, we are deliberate in outlining our Nation's aspirations and pillars within the Sustainable Island State (SIS) Agenda to foster synergetic collaboration, which will redound to a mutually beneficial relationship. We are cognizant of the inherent challenges facing St. Kitts and Nevis which include being a high-income country, as well as the smallest independent nation in the western hemisphere. However, we aim to highlight our achievements, our potential and the resilience of our greatest resource, our people.

We will continue to interact with our key stakeholder countries, those with whom we have long engaged and whose partnerships continue to yield symbiotic results. We shall attempt to deepen these associations to expand areas of cooperation in a wide array of fields pertinent to the pillars of the SIS Agenda. During recent years, we have been successful in forging novel friendships. These countries show a willingness to explore new areas for cooperation and St. Kitts and Nevis will be proactive in capitalizing on their rapprochement. There are partnerships yet to be developed and the Ministry of Foreign Affairs will devise diverse means of outreach for building a propitious bond.

Naturally, our diplomatic missions are well-placed and pivotal in advancing our relations with countries worldwide. It is therefore important that they be outfitted both with human and economic resources to facilitate expanded engagements on the Federation's behalf. We will continue to pursue the rotation of officers so that they can develop into well-rounded professionals, possessing the requisite skills to perform at an optimal level in various settings.

Notwithstanding our efforts, we remain constrained by the limit of size therefore, our diplomatic outreach will be limited. Consequently, we are decisive about engaging reputable individuals to serve on an honorary consular level. These are persons who will utilize their private assets including their network to promote economic, cultural, and educational ties between St. Kitts and Nevis and the host country. We intend to streamline the Ministry's structure and operations for more effective and efficient coordination in the implementation of its foreign policy. The Strategic Plan which was finalized in late 2024 as well as the OECS Commission's efforts to harmonize the Foreign Service Orders will enable us to continue to work seamlessly as we provide opportunities for staff to develop personally and professionally.

The Right Honourable Dr. Denzil Douglas
Minister of Foreign Affairs

1.2 Executive Summary

The Ministry of Foreign Affairs continues to strategize and evolve to assist in appropriately managing and enhancing St. Kitts and Nevis' relations with the global community. In 2025, focus will be on implementing the Ministry's new Strategic Plan that will guide its operations in the short to medium term. Its implementation will be dependent on several factors including strong leadership, staff development, as well as investment and ownership of its goals. Efforts will therefore be made to effectively communicate, build camaraderie, and enhance cohesion across the Ministry to accomplish its mission and vision.

Besides internal harmonization, and appreciating the value of cross-sectoral coordination, the Ministry will aim to build partnerships with and among national stakeholders to maximize deliverables. We will also seek external collaborators, recognizing the significance of mobilizing resources, knowledge transfer, policy alignment and best practices to enhance domestic mechanisms. While we will be more proactive in engaging with states, we will also pursue alliances with universities, the private sector, and non-profit entities with experience and expertise in the pillars outlined in the SIS Agenda to increase advancement in specific areas. In this context, the Ministry will solicit scholarships at degreed levels as well as continue to advocate for and seek short-term vocational opportunities to build capacity in the skilled labour industry.

Conscious that the Ministry is accountable to the populace whose interest it safeguards, the Ministry will be intentional in reporting to the public by holding regular press engagements, maintaining an active social media presence, issuing timely releases and modernizing its website. Given the positive link between digital transformation and economic development, the Ministry of Foreign Affairs will embrace a document management system that

will assist in managing files electronically throughout the Ministry, including at our overseas missions and consulates. Staff development will be at the fore of this year's plans, ensuring that members are well equipped to deliver on behalf of the Government whether to negotiate an agreement or articulate the Nation's priorities and stance on issues.

This year, the Ministry will spearhead preparations to present the National Human Rights Report to the United Nations Human Rights Council in Geneva during the Fourth Cycle of the Universal Periodic Review (UPR). The Ministry will lead on consultations with a wide cross-section of the Federation to compile an inclusive and accurate account. This Report will assist in not only documenting our progress but form a means of further engagement with our national, regional and international stakeholders.

1.3 Management Representation Statement

I am pleased to present the Ministry's plans and program for 2025. I submit that these reflect the aspirations of the Minister and Ministry. As the Accounting Officer I pledge to utilize this year's financial outlay to assist in the execution of all planned activities.

I thank the Financial Secretary and her team for the allocations for the 2025 Fiscal Year and promise to carefully manage the funds afforded to the Ministry to successfully conduct its annual operations.

Kaye Bass (Ms)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

To implement the Foreign Policy of St. Kitts and Nevis and to safeguard the interests of the country globally with emphasis on sustainable development.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

As St. Kitts and Nevis continues to recover from the poli-crises of recent years and build resilience, the Ministry of Foreign Affairs understands its role as the guardian of the Federation's foreign policy. The Ministry is cognizant and supportive of the general thrust of this Administration to develop St. Kitts and Nevis into a sustainable island state. Though the past year's gains may not have been as high as anticipated, we understand the need for an all of government and society approach to diversify, innovate and transform to create the State that we all desire. To this end, the Ministry will continue its robust agenda toward establishing new friends and solidifying old relationships with state and non-state actors to assist in achieving our goals.

In support of the National Agenda, the Ministry is committed to the following objectives:

1. Mobilize external resources to facilitate economic recovery
2. Attract foreign direct investment
3. Pursue avenues to build human capital
4. Strengthen relations with traditional partners and non-state actors
5. Establish diplomatic ties with countries that are strategically and geographically positioned
6. Promote adherence to the principles of international law

7. Maintain strong networks with the Diaspora through our overseas missions
8. Forge closer political and economic cooperation with countries where many nationals reside
9. Build strategic partnerships for enhanced cultural cooperation
10. Address current global issues of concern to the Federation
11. Enhance visibility and representation in areas of strategic interest to the Federation
12. Collaborate with the international community to promoting peace and security
13. Strengthen our commitment to the regional integration process
14. Take full advantage of our membership in regional and international bodies
15. Promote trade, investment and tourism through bilateral, regional and multilateral cooperation
16. Increase and strengthen our consular services
17. Finalize and adopt a Strategic Action Plan

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

The Annual Objectives for the portfolio include:

1. Safeguard the welfare of citizens of the federation overseas;
2. Become a state party to new agreements and continue to implement existing agreements;
3. Increase the number of financial and technical cooperation from bilateral and multilateral arrangements;
4. Expand foreign relations with other countries;
5. Use the Diaspora to achieve foreign policy and foreign trade objectives;
6. Provide protocol services for diplomats and other guests of the Government;
7. Facilitate the hosting of events and meetings;
8. Follow up on regional initiatives;
9. Initiate consultations on strategy, policy and legislation and submit findings to Cabinet;
10. Build technical capacity in diplomacy and negotiations; and
11. Heighten public awareness about the work of the Ministry.

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 the priorities of the Government and seek to develop a Strategic Plan.

2.2.4 Main Activities Contributing to the Annual Objectives

- 1) Facilitating training and professional development of staff;
- 2) Collaborating with the Federation's representatives overseas;
- 3) Advocating for technical assistance from overseas countries and agencies;
- 4) Hosting of meetings;
- 5) Participating in regional and international meetings;

- 6) Preparing policy briefs/papers to assist in decision-making;
- 7) Convening regular meetings with staff to boost staff morale, generate buy-in for Ministry initiatives;
- 8) Partnering with other Ministries and Agencies;
- 9) Engaging in Public Diplomacy; and
- 10) Forging new partnerships

2.2.5 Main Challenges to Achieve Annual Objectives

1. Delay in receipt of assistance due from third parties;
2. Securing timely assistance for specific projects from bilateral partners and multilateral organizations;
3. Differences between national objectives and priorities of partner countries and agencies; and
4. Protracted effects of the pandemic and geopolitical crisis.

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

1. Implementing the foreign policy objectives of the Federation;
2. Maintaining and enhancing bilateral and multilateral relations;
3. Safeguarding the welfare of citizens overseas;
4. Providing protocol services;
5. Developing a strategic plan including monitoring and evaluation; and
6. Digitization of the Ministry's processes

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.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

1. Purchase of Vehicle - Capital
2. Construction of Foreign Affairs Headquarters (Fortlands)

2.3.2 Other Project Judged Important

1. Reinstallation of VIP Room (RLB International Airport)

2.4 Transfer Payment Information

The Ministry of Foreign Affairs participates on behalf of the Government in the following regional and international organizations 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. Commonwealth Secretariat
5. United Nations Regular Budget
6. United Nations Master Capital Plan
7. United Nations Peacekeeping
8. International Tribunal
9. Organisation of African Caribbean and Pacific States (OACPS)
10. Association of Caribbean States (ACS)
11. FEMCIDI

SECTION 3: MINISTRY SUMMARY

Portfolio		E. 17 - Manage the Foreign Policy of the Federation	
Responsibility Centre 17 - Ministry of Foreign Affairs			
Officer in Charge		Permanent Secretary	
Goals/Global Objectives To implement the foreign policy of the Federation of St. Kitts and Nevis			
Objective(s) for 2025		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 Attorney General Chambers, 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 Foreign Affairs	4	Number of training sessions conducted for Protocol
4	To develop policies	5	Number of policies developed
5	To engage the Diaspora	12	Number of engagements with the Diaspora
		6	Number of contributions received
6	To establish diplomatic ties with countries that are strategically and geographically positioned	15	Number of countries with which diplomatic relations have been established
7	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
8	To increase the number of bilateral and multilateral projects (Training, Technical Projects, Donations, etc.)	200	Number of cooperation projects realized
9	To increase worldwide the number of consulates and honorary consuls worldwide	3	Number of consulates established
		3	Number of honorary consuls appointed

10	To promote the foreign policy of St. Kitts and Nevis	24	Number of Briefs and Talking Points prepared for meetings
		24	Number of speeches/ statements drafted
		12	Number of Cabinet Submissions presented
11	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
12	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: repatriation and/or deportees
		900	Number of Apostilles on government-issued documents and documents signed by relevant authorities in the Federation
13	To sign Visa Waiver Agreements with as many countries as possible	10	Number of Visa Waiver Agreements signed
14	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

Program	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
17071 - Manage General Administration	8,064	8,170	9,229	9,158	9,089
17072 - Represent the Federation Abroad	12,338	12,849	13,115	13,177	13,240
Total	20,402	21,019	22,344	22,335	22,329

Section 4: Program Summary

Portfolio Program	E. 17 - Manage the Foreign Policy of the Federation 17071 - Manage General Administration
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Responsibility Centre	17 - Ministry of Foreign Affairs
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Officer in Charge	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
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Sub-Program:	<ul style="list-style-type: none"> 03770 - Manage Diaspora Unit 00545 - Host Diplomatic Events and Meetings 00543 - Administer Foreign Affairs 00551 - Participate in Regional and International Organizations 01763 - Provide Protocol Services 17071 - Invest in Foreign Affairs 17071 - Manage Telecommunications Service Participation in Regional and International Organizations
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Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	3,680	3,462	3,964	4,033	4,104
Capital		243	800	660	520
Transfer	4,384	4,465	4,465	4,465	4,465
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	8,064	8,170	9,229	9,158	9,089

Portfolio Program	E. 17 - Manage the Foreign Policy of the Federation 17072 - Represent the Federation Abroad
Responsibility Centre	17 - Ministry of Foreign Affairs
Officer in Charge	Permanent Secretary
Goals/Global Objectives	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
Sub-Program:	<p>00544 - Represent the Federation abroad through the Washington Embassy</p> <p>00558 - Represent the Federation abroad through the London High Commission</p> <p>00785 - Represent the Federation abroad through the New York Mission</p> <p>00789 - Represent the Federation abroad through the Dubai Consulate</p> <p>00787 - Represent the Federation abroad through the Toronto Consulate</p> <p>02082 - Represent the Federation abroad through the Taiwan Embassy</p> <p>02083 - Represent the Federation abroad through the Embassy in Cuba</p> <p>04335 - Represent the Federation abroad through the Ottawa Embassy</p>

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	9,852	10,012	10,203	10,253	10,304
Capital					
Transfer	2,486	2,837	2,912	2,924	2,936
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	12,338	12,849	13,115	13,177	13,240

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 17 MINISTRY OF FOREIGN AFFAIRS

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
17071	FOREIGN AFFAIRS	\$	\$	\$	\$	\$		
1707124	Purchase of Vehicle - Capital	285,000	285,000	-	-	285,000	REVENUE	
1707118	Construction of Foreign Affairs Headquarters (Fortlands)	450,000	450,000	-	-	450,000	REVENUE	
1707125	Re-installation of VIP Room (RLB International Airport)	65,000	65,000	-	-	65,000	REVENUE	
	Subtotal	800,000	800,000	-	-	800,000		
	Purchase of Vehicle - Permanent Mission to OAS in Washington, DC	243,312	-	-	-	-	REVENUE	
	TOTAL	1,043,312	800,000	-	-	800,000		

Total Ministry \$800,000

18 - Office of the Attorney General

Report on Plans and Priorities for the Year 2025

Volume 2

December 2024

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	3
SECTION 2: MINISTRY OVERVIEW	3
2.1 Mission Statement	3
2.2 Planning Overview	3
2.2.1 Ministry's Strategic Objective vs Government's Directions	3
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	3
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	4
2.2.4 Main Activities Contributing to the Annual Objectives	4
2.2.5 Main Challenges to Achieve Annual Objectives	4
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	4
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures	4
2.3 Capital Projects Information	4
2.3.1 Project Judged Important	4
2.4 Transfer Payment Information	4
SECTION 3: MINISTRY SUMMARY	5
SECTION 4: PROGRAM SUMMARY	6

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

The foundation of justice is ensuring that every individual enjoys the inherent right to dignity, equality, and respect principles that the Attorney General's Office (AGO) upholds as the chief legal advisor to the Government of St. Kitts and Nevis. Our focus aligns with the global commitment outlined in the Needham's Point Declaration on Criminal Justice Reform, that lay emphasis on a justice system that is rooted in best practices, accountability, and transparency. This commitment is mirrored by the Global Progress Report on SDG 16, which calls for urgent action to achieve peace, justice, and inclusion.

In accordance with our Constitution, the vital role of the Attorney-General as the Chief Legal Advisor to the Government of St. Kitts and Nevis remains central to our Nation's governance. The detailed functions of the AGO, as outlined in the Attorney-General's Act, encompass several crucial responsibilities:

1. Ensuring strict adherence to legal norms in the administration of public affairs
2. Effective oversight of matters connected to the administration of justice
3. Providing valuable input on the legislative agenda
4. Regulating all legal proceedings on behalf of or against the State
5. Carrying out any additional functions delegated by the Governor-General, acting in accordance with the counsel of the Prime Minister

Within the AGO, a dedicated team of attorneys-at-law and clerks serve as the guardians of the rule of law, guided by the fundamental principles of justice, transparency, and accountability. Furthermore, the AGO plays a pivotal role in providing essential administrative support to ensure the autonomous operation of the Director of Public Prosecutions' Office, the Integrity in Public Life Commission's Office and the Electoral Office. It is imperative that these important constitutional offices are equipped with the requisite resources, including skilled attorneys-at-law and support staff, to fulfill their mandates particularly as the transition to a sustainable island state requires a proactive approach to revision and drafting of legislation which to date has led to a total of fifty-six (56) new laws being tabled with forty-eight (48) new laws passed.

Efficient and effective criminal prosecutions, integrity in public life, and a free and fair electoral process are linchpins in transforming a small island state into a sustainable one. Stringent prosecution of criminals deters crime, ensuring safety and stability. Public integrity cultivates trust and ethical governance, attracting investments and fostering economic growth. A transparent electoral process empowers citizens and promotes accountable leadership, allowing for responsive policies that address environmental conservation and social well-being. These elements collectively build a strong foundation for political stability, economic resilience, and responsible environmental management, paving the way for long-term sustainability in a small island state.

The AGO also recognizes that a successful future depends on nurturing legal talent. We remain committed to providing our professionals with the training needed to tackle emerging legal challenges. This ensures that internal expertise is used effectively, hence minimizing reliance on costly external consultancy and legal services. As we move into 2025, resource allocation within the AGO reflects our strategy to enhance professionalism, efficiency, and productivity. The AGO's capital project for Electoral Reform signifies our commitment to strengthening democratic processes in line with SDG 16's core principles.

The challenges before us are immense, however, by aligning our national priorities with the global goals of justice, transparency, and peace, the AGO stands ready to contribute meaningfully to the transformation of our Nation into a sustainable island state.

Hon. Garth L. Wilkin
Attorney General

1.2 Executive Summary

Office of The Director of Public Prosecutions (Dpp)

The Attorney General's Chambers offers administrative support for the independent functioning of the Director of Public Prosecutions' Office. The Assistant Director of Public Prosecutions previously acted in the role of Director of Public Prosecutions. Interviews were conducted, and in 2024, the most suitable candidate was contracted to fill the post. The appointment of a new Director of Public Prosecutions has stimulated and enhanced the operations of the prosecution service. It has allowed a fresh perspective, modernization, and improvements, contributing to a fair, efficient, and just criminal justice system.

Attorney General's Chambers

The Attorney General's Chambers serves as the legal backbone of the Government, providing essential legal expertise, support, and services for maintaining the rule of law, protecting the State's interests, and ensuring justice is accessible to all citizens. Our role is integral to upholding the principles of democracy, accountability, transparency, and fairness within the legal system and the country's governance structure.

The Attorney General's Chambers is staffed by competent Attorneys-at-Law and clerks who ensure that the tenets of justice, transparency and accountability guide its functions. In legal services, our dedicated team of legal experts provides invaluable counsel to Government agencies, contributing to the soundness and legality of policies and decisions. The attorneys in the Chambers have been divided into teams and assigned to the various ministries. Our efforts have resulted in the streamlining of tasks and have allowed for the seamless execution of administrative processes. This has improved productivity and reduced duplication of effort across the board.

Capacity Building

As the Chambers continue to improve upon the execution of its mandate, we recognize that building staff capacity is an essential and ongoing process that significantly contributes to the effective functioning and success of the Chambers. Hence, in 2024, the Attorney General's Chambers facilitated workshops and seminars to equip our legal professionals with the tools and knowledge needed to adapt to dynamic legal landscapes.

Lawyers also participated in local and regional training sessions, such as Caribbean Regional International Court of Justice on a climate change Advisory Opinion Writeshop- Report Part II of II; the Fourth Edition of the FAO International Training Course on PSMA Inspections, held in Vigo (Spain) from 9th to 26th September 2024 as part of the Global Training Program (GTP), under the FAO Global Capacity Development Program established within the framework of Part 6 of the PSMA; the Meeting of the Council of Legal Education (CLE) from the 6th to 7th September 2024, and the European Capacity Building Initiative (ECBI) training on international climate change negotiations from the 16th to 18th April, 2024 training program for young and new negotiators during the period. These workshops have enhanced legal expertise, fostered an appreciation for regional and local jurisprudence and improved service delivery.

In 2025, we will remain committed in promoting and facilitating ongoing training and development opportunities for our legal professionals and clerks, ensuring that the Attorney General's Chambers remains a leading and effective institution in law and justice.

Laws/Legislation

Our dedicated efforts in legal reform, access to justice, human rights protection, and capacity building have strengthened the justice system and contributed to our Nation's broader development and well-being.

In 2025, we will continue to work diligently to ensure laws are modernized and fit for purpose as we consistently work toward creating the sustainable island state we envision. We look forward to continuing our efforts in the coming year.

1.3 Management Representation Statement

It is a privilege to present the plans and priorities for 2024 on behalf of the Attorney General's Chambers. I believe that this presentation accurately reflects the objectives to be achieved and the strategies required to realize the Chambers' goals. 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.

Nerissa Williams (Ms)
Permanent Secretary

Section 2: Ministry Overview

2.1 Mission Statement

To provide sound legal advice and services to and on behalf of the Crown and to conduct and regulate all litigation involving the Crown or any Ministry or Agency of Government.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The Office of the Attorney General acts as the principal legal representative on behalf of the Crown, ensuring that Government actions adhere to the law and that the administration of public affairs is conducted within the legal frameworks. The Office also provides administrative and legal facilitation for the work of the Electoral Office, operating in accordance with guidance from the Electoral Commission. As part of its strategic alignment with the Government's overarching objectives, the Ministry prioritizes good governance, electoral integrity, and adherence to national and international legal obligations.

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

- 1. Increasing Efficiency and Capacity Building:** The Ministry will continue to focus on enhancing its operational efficiency by increasing capacity through recruitment, training, and resource allocation.

Strategic Alignment: This supports the Government's objective of improving public service delivery and ensuring effective governance.

- 2. Decreasing Response Time Between Requests and Responses:** By streamlining processes, the Ministry aims to reduce the time taken to respond to legal queries and requests, ensuring timely legal advice is provided.

Strategic Alignment: This supports the Government's goal of ensuring fast and efficient public services that meet the needs of all citizens.

3. **Enhancing Access to Legal Information:** Making legal information more accessible and user- friendly to simplify the filing of legal documents and increase transparency.

Strategic Alignment: This goal aligns with the Government's focus on promoting transparency, accessibility, and public participation in legal and civic processes.

4. **Continuous Staff Training:** Ensuring that all staff in the DPP, Attorney General's Chambers, and the Electoral Office receive ongoing professional development to maintain high standards of legal service and customer care.

Strategic Alignment: This objective supports the Government's emphasis on capacity building and modernization of public institutions.

5. **Upgrading Software and Equipment in the Electoral Office:** Modernizing the infrastructure and systems within the Electoral Office to improve the management of elections and voter data.

Strategic Alignment: This is critical to the Government's electoral reform agenda and commitment to maintaining free, fair, and transparent elections.

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

1. Prioritization of electoral reform
2. Continuous professional development for all Crown Counsels
3. Reformation of the Director of Public Prosecutions (DPP) Office
4. Restructure and upgrade of Attorney General's Chambers

2.2.4 Main Activities Contributing to the Annual Objectives

1. Improving access to resource materials for Crown Counsels
2. Recruiting Crown Counsels
3. Continuous upgrading of the hardware at the Electoral Office
4. Continuing training of all staff

2.2.5 Main Challenge to Achieve Annual Objectives

1. Limited training availability

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

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

2.3 Capital Project Information

2.3.1 Capital Project Judged Important

1. Electoral Reform

2.4 Transfer Payment Information

1. Integrity in Public Life Commission

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 18 - Manage Legal Representation of the Government and Provide Electoral Services
Responsibility Centre	
Officer in Charge	Attorney General
Goals/Global Objectives	Represent the Government

Financial Summary

Program	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
18092 - Provide Electoral Services	935	1,165	1,210	1,111	1,092
18032 - Manage General Administration	6,911	11,326	9,125	9,179	9,233
Total	7,846	12,491	10,335	10,290	10,325

SECTION 4: PROGRAM SUMMARY

Portfolio	E. 18 - Manage Legal Representation of the Government and Provide Electoral Services		
Program	18092 - Provide Electoral Services		
Responsibility Centre			
18 - Office of the Attorney General			
041-092 - Electoral Office			
Officer in Charge		Permanent Secretary	
Goals/Global Objectives			
To manage the electoral process in a fair and consistent manner in keeping with the Constitution of the Federation			
Objective(s) for 2025		Expected Results	Performance Indicators
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
Sub-Program:			
00806 - Manage the Election Process			
03509 - Manage the Nevis Election Process			
18041 - Invest in Election process			

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	935	1,065	1,060	1,071	1,082
Capital		100	150	40	10
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	935	1,165	1,210	1,111	1,092

Portfolio	E. 18 - Manage Legal Representation of the Government and Provide Electoral Services
Program	18032 - Manage General Administration
Responsibility Centre	
18 - Office of the Attorney General	
Officer in Charge	Permanent Secretary
Goals/Global Objectives	
To advise and represent the Government of St. Kitts and Nevis and serve the people of the Federation within the confines of and by the authority of the Laws of St. Kitts and Nevis and the Constitution and protect the fundamental rights and freedom of all citizens	
Sub-Program:	
01234 - Represent the Government	
01235 - Support to Integrity in Public Life Commission	
18032 - Invest in Office of the Attorney General	
01236 - Represent the Government in Criminal Matters	

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	6,161	10,566	8,365	8,419	8,473
Capital					
Transfer	750	760	760	760	760
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	6,911	11,326	9,125	9,179	9,233

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 18 OFFICE OF THE ATTORNEY GENERAL

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
		\$	\$	\$	\$	\$		
18041	ELECTORAL OFFICE							
1804122	Electoral Reform	1,572,767	150,000	-	-	150,000	REVENUE	
	TOTAL	1,572,767	150,000	-	-	150,000		

Total Ministry \$150,000

19 - Ministry of Employment and Labour

Report on Plans and Priorities for the Year 2025

Volume 2

December 2024

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	3
SECTION 2: MINISTRY OVERVIEW	3
2.1 Mission Statement	3
2.2 Planning Overview	3
2.2.1 Ministry's Strategic Objective vs Government's Directions	3
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	4
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	4
2.2.4 Main Activities Contributing to the Annual Objectives	4
2.2.5 Main Challenges to Achieve Annual Objectives	5
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	5
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures	6
2.3 Capital Project Information	6
2.3.1 Major Capital Project	6
2.4 Transfer Payment Information	6
SECTION 3: MINISTRY SUMMARY	7
SECTION 4: PROGRAM SUMMARY	9

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

Small Island Developing States (SIDS), including the Federation of St. Kitts and Nevis, face significant vulnerabilities due to external economic shocks and limited fiscal space. As St. Kitts and Nevis continues to implement its climate change policies, the Government envisions the Federation becoming the first sustainable island state in the Caribbean.

However, a challenge arises because transition experts and scholars alike often focus on climate change mitigation and decarbonization without addressing critical issues specific to Caribbean SIDS. These include adaptation, loss and damage, migration, access to finance, and workforce development which are factors that are essential for a holistic and just transition in our Federation. International organizations such as the International Labour Organization (ILO) and International Renewable Energy Agency (IRENA) primarily focus on energy transitions without addressing these pressing regional concerns. Therefore, engaging all stakeholders within our Federation to incorporate these additional issues into transition strategies is vital.

In my capacity as the Minister with responsibility for the Ministry of Employment and Labour, I am committed to leading consultations aimed at creating a sustainable, country-driven, and socially just transition pathway. This approach will address the socioeconomic, environmental, and workforce impacts of climate action, ensuring alignment with national development priorities and labour rights.

The Ministry of Employment and Labour will spearhead these efforts, ensuring that human rights, labour rights, and the needs of vulnerable groups are upheld. Our focus is to create decent work, retool the workforce, and support green job initiatives as part of a broader strategy to enhance the nation's industrial relations climate. Strategic planning is essential to addressing current and future labour challenges, and this plan serves as a roadmap for the Ministry's goals and objectives beyond 2025.

The Plan was developed through an all-stakeholders approach, ensuring alignment with the Ministry's priorities and the changing global environment. It reflects the Ministry's commitment to our people and to the United Nations' 2030 Agenda for Sustainable Development, particularly SDG 8 target 8.8, which focuses on protecting labour rights and promoting safe working environments. Additionally, the Ministry recognizes the importance of Labour Market Information (LMI) and has established the Policy, Research and Statistics Unit to provide data that will support workforce development and economic growth.

I remain dedicated to supporting the Government's efforts to collect and utilize data through LMI to inform decisions on job duties, emerging technologies, skill development, and working conditions. This plan is designed to foster sustainable development, improve industrial relations, and address the needs of all citizens, particularly vulnerable groups. We have already initiated efforts to enhance collaboration with other ministries, social partners, regional organizations, and international bodies to strengthen the workforce and combat climate change.

I am privileged to lead a dedicated team of professionals at the Ministry of Employment and Labour, who remain steadfast in their mission to provide decent work and economic stability. The successful implementation of this Strategic Plan relies on our continued commitment to creating an efficient labour administration system that meets the needs of our citizens.

Finally, the Government has pledged full support for the development, implementation, and monitoring of this Strategic Plan. Through participatory planning, monitoring, and evaluation, the Ministry will ensure impactful results in alignment with the Nation's goals for resilience as a sustainable island state. Feedback mechanisms will guide our progress, including consultations

with the National Productivity Council and we are confident that with continued support from the Government of St. Kitts and Nevis, we will meet the growing expectations of our Ministry in the coming year.

Hon. Tamika Marsha Henderson
Minister of Employment and Labour

1.2 Executive Summary

The Ministry of Employment and Labour plays a pivotal role in shaping governance across the workplace, labour market, and national levels, with a mission centered on creating job opportunities, promoting social inclusion, and maintaining industrial stability. Our efforts are directed towards developing inter-ministerial solutions and collaborating closely with social partners to implement effective policies and legislation that align with both current and future challenges in the world of work.

As we strive for a sustainable island state, our commitment extends to addressing critical issues such as the rising costs of living, employee/employer satisfaction and childcare burdens, as well as emerging workplace dynamics. Recognizing the need to update labour legislation, we aim to foster a balanced and harmonious work environment that supports social sustainability and equality. By promoting inclusive employment and encouraging the participation of diverse and underrepresented groups, we are advancing our vision for a socially sustainable future.

Our strategic planning initiative outlines a comprehensive roadmap that defines our vision, goals, and strategies to safeguard industrial harmony, reduce labour inequalities, and enhance the well-being of workers across the Federation. In an increasingly dynamic economy, the Ministry is focused on building a highly skilled workforce capable of competing in a global, high-technology market. We are committed to promoting sound employment practices, resolving labour disputes effectively, and allocating resources strategically to meet the evolving needs of the labour market.

Additionally, the Ministry is dedicated to contributing to the island's sustainability goals by promoting green jobs, supporting workforce training in sustainable practices, and enforcing environmental regulations within the workplace. Our efforts include encouraging the growth of green industries, assisting businesses in transitioning to eco-friendly operations, and fostering innovation in green technologies. These initiatives are integral to ensuring long-term economic and environmental resilience, ultimately contributing to a greener, more sustainable island.

The Ministry's dedicated workforce, comprising professionals from various disciplines, is integral to delivering our mission. Our organizational structure includes key Units responsible for Employment and Training; Occupational Safety; Health and Environment; Policy Research and Statistics; International Labour Relations; Administration and Finance; Social Protection; and Public Relations. Each Unit plays a vital role in ensuring the effective implementation of our strategic objectives, from monitoring workplaces and promoting industrial matters to adhering to international labour standards and ensuring industrial peace and harmony.

Through these combined efforts, we aim to establish a well-functioning labour administrative system that not only addresses immediate labour market challenges but also aligns our objectives with broader environmental and social sustainability goals. By fostering an inclusive, resilient, and sustainable labour market, the Ministry of Employment and Labour is committed to contributing to a sustainable future for all citizens, ensuring industrial peace and harmony while driving national progress.

1.3 Management Representation Statement

The Ministry of Employment and Labour plays a critical role in fostering a sustainable economy through the promotion of decent work and robust industrial relations. As the agency responsible for protecting workers' rights, facilitating job transitions, and enhancing social dialogue, we are committed to supporting the creation of green jobs and ensuring that economic growth aligns with sustainable principles.

By monitoring labor market trends, employment rates, and workplace practices, we provide data-driven insights crucial for achieving long-term sustainability goals. The Ministry also regulates labor standards, enforces labor laws, and fosters dialogue among workers, employers, and government, ensuring consensus on sustainable development policies.

As we transition toward greener economies, it is vital that displaced workers are supported through education, skills development, and job placement programs, ensuring a just transition. Our Ministry, through strategic planning and a commitment to quality, innovative services, will continue to guide the nation toward a sustainable economic future that benefits all.

Denise Daniel (Ms.)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

In pursuit of its vision, the Ministry of Employment and Labour has an enduring purpose to promote and safeguard the health and well-being of our workers and potential workers by providing accessible, equitable, and high-quality services, fostering a culture of prevention, and partnering with stakeholders to address and forestall emerging challenges.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The Government of St. Kitts and Nevis has committed to fully supporting the development, implementation, and monitoring of this strategic plan, ensuring its strength and effectiveness. Strategic planning is essential for setting priorities, focusing resources, strengthening operations, and aligning stakeholders around common goals, while continuously adjusting to changes in the environment.

The Ministry is dedicated to implementing strategic objectives aligned with the Government's Sustainable Island State (SIS) Development Agenda:

1. Strengthening inter-ministerial collaborations on labour-related policies, program, and initiatives
2. Investing in cutting-edge technology, training, robust infrastructure, and labour force productivity
3. Enhancing labour policies and legislation to support a just transition economy
4. Increasing accessibility to stakeholders and the public
5. Harmonizing laws and policies across relevant Ministries

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

The Ministry's annual objectives are strategically designed to align with and support the broader goals set out in our strategic plan. These objectives focus on enhancing the quality and accessibility of labour services, ensuring the well-being of all citizens, and adapting to the evolving needs of the workforce. The key annual objectives include:

1. Deliver a comprehensive labour administration system prioritizing the well-being and vitality of all citizens
2. Ensure equitable access to Ministry services, reaching all sectors of society
3. Provide targeted employment services addressing diverse workforce needs and sectors
4. Update and implement labour laws to reflect contemporary realities and future demands
5. Provide strategic guidance to employment and social protection systems
6. Foster strong collaborations with Line Ministries and tripartite constituents
7. Provide social protection for workers to reduce social and economic vulnerability in periods of uncertainty in the labour market
8. Facilitate job training, continuous learning, and lifelong development to boost employability and productivity
9. Examine how national labour standards are applied in the workplace and advise employees and workers on how to improve the application of national law in such areas as working time, occupational safety, health, and child labour
10. Promote digital platforms within labour administration to streamline services, improve access to information, and enhance communication
11. Encourage innovation in workforce development through partnerships with educational institutions and the private sector
12. Strengthen data-driven decision-making using labour market information and analytics to guide policies and monitor progress
13. Promote awareness of labour rights and services through targeted outreach, education campaigns, and community engagement
14. Promote sustainable practices in workplaces and support businesses in adopting environmentally responsible actions
15. Collaborate with Line Ministries and subsidiaries to provide pre-employment training, certifying job readiness, and offering continuous education to maintain worker productivity

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

1. The creation of the Research and Statistics Unit
2. The establishment of a Minimum Wage Monitoring Committee
3. The establishment of a National Productivity Council

2.2.4 Main Activities Contributing to the Annual Objectives

The Ministry has identified a series of critical activities that are instrumental in achieving its annual objectives. These activities are designed to ensure that the Ministry can effectively meet the needs of the workforce and maintain alignment with its strategic goals. The main activities include:

1. Provision of Labour Market Information: Collect, analyze, and deliver timely, relevant labour market data to inform policy and decision-making processes
2. Policy Formulation and Enforcement: Develop and enforce labour policies and legislation that respond to workforce needs and economic changes
3. International Collaboration: Partner with global labour bodies to align with international standards, policies, and training initiatives, ensuring local practices are up to global benchmarks
4. Comprehensive Employment Management: Manage employment within the Federation holistically, ensuring compliance with labour legislation
5. Financial Management and Control: Ensure effective financial management to optimize resource use and maintain fiscal responsibility for Ministry activities
6. Capacity Building for Staff: Provide continuous training and development to enhance staff skills and ensure professional excellence in service delivery
7. Evidence-Based Decision-Making: Use labour market information and data to make informed policy decisions and support effective planning
8. Public Education on Labour Rights: Conduct outreach and awareness campaigns to educate citizens on their employment rights, responsibilities, and obligations
9. Social and Income Protection: Implement social and income protection measures, especially during periods of labour market instability, to reduce economic vulnerabilities
10. Expansion of Employment Opportunities: Facilitate employment expansion through programs such as the Canadian Caribbean Farm Workers Program, allowing workers to gain international experience
11. Digital Transformation of Services: Introduce and expand digital platforms within the Ministry to streamline services, improve operations, and enhance communication with stakeholders
12. Promotion of Sustainable Employment Practices: Encourage workplace sustainability through partnerships, education, and policy initiatives that foster environmentally responsible practices
13. Advanced Data Analytics for Strategic Planning: Use advanced analytics to monitor trends, forecast workforce needs, and guide strategic decision-making
14. Collaboration with Educational Institutions: Partner with educational institutions to align training programs with current and future labour market demands
15. Enhanced Public Engagement through Technology: Create interactive online platforms to provide information on labour laws and services, improving access and communication

2.2.5 Main Challenges to Achieve Annual Objectives

1. Skills Gaps
2. Decreased Opportunities in Agriculture
3. Data Accessibility
4. Inadequate Financial Resources
5. Limited Human Capital

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

Achieving the Ministry's strategic objectives would necessitate ongoing investment in human and other resources. While funding from the Government's revenue will play a crucial role, the

Ministry is focused on actively seeking technical expertise and additional support from national, regional, and international partners. To minimize reliance on Government funding, the Ministry is dedicated to exploring alternative strategies, including public-private partnerships, securing grants from international organizations, and leveraging private sector contributions. Additionally, the Ministry will prioritize cost-sharing models, collaborative initiatives, and the adoption of innovative technologies to enhance efficiency and ensure the successful realization of its strategic goals.

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

There is no direct impact of the previous year's achieved results on the current year's planned expenditure

2.3 Capital Project Information

2.3.1 Major Capital Project

1. Relocation of Labour Department

2.4 Transfer Payment Information

1. International Labour Organization (I.L.O.)
2. Inter-American Network for Labour Administration (R.I.A.L.)

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 19 - Enhance Labour and Industrial Relations		
Responsibility Centre	19 - Ministry of Employment and Labour		
Officer in Charge	Permanent Secretary		
Goals/Global Objectives			
To provide key labour administrative services by monitoring issues arising from the relationship between employers and workers and enforcing all labour laws			
	Objective(s) for 2025	Expected Results	Performance Indicators
1	To enhance social dialogue between the tri-partite constituents	4	Number of consultations held in 2025
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 2025
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

Program	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
(in thousands)					
00780 - Enhance Labour and Industrial Relations	2,323	2,411	2,600	2,644	2,688
00782 - Provide Telecommunication Expenses	7	6	6	6	6
19061 - Invest in Employment and Labour	265	2,400	1,000	1,000	600
Participation in Regional and International Organizations	25	39	39	39	39
Total	2,620	4,856	3,645	3,689	3,333

SECTION 4: PROGRAM SUMMARY

Portfolio Program	E. 19 - Enhance Labour and Industrial Relations 00780 - Enhance Labour and Industrial
Responsibility Centre	19 - Ministry of Employment and Labour 061 - Labour Department
Officer in Charge	Permanent Secretary
Goals/Global Objectives	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 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	2,323	2,411	2,600	2,644	2,688
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	2,323	2,411	2,600	2,644	2,688

Portfolio	E. 19 - Enhance Labour and Industrial Relations
Program	00782 - Provide Telecommunication Expenses

Responsibility Centre
19 - Ministry of Employment and Labour
061 - Labour Department

Officer in Charge	Permanent Secretary
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Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	7	6	6	6	6
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	7	6	6	6	6

Portfolio	E. 19 - Enhance Labour and Industrial Relations
Program	19061 - Invest in Employment and Labour

Responsibility Centre
19 - Ministry of Employment and Labour
061 - Labour Department

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To invest in the Labour Department

Sub-Program:
1906104 - Relocation of Labour Department

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent					
Capital	265	2,400	1,000	1,000	600
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	265	2,400	1,000	1,000	600

Portfolio	E. 19 - Enhance Labour and Industrial Relations
Program	Participation in Regional and International Organizations

Responsibility Centre
19 - Ministry of Employment and Labour

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To participate in and benefit from regional and international bodies and organizations through membership and contributions

Sub-Program:
04330 - International Labour Organization (ILO)
04334 - Inter-American Network for Labour Administration (RIAL)
00781 - Grants and Contributions

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent					
Capital					
Transfer	25	39	39	39	39
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	25	39	39	39	39

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECT)

C. 19 MINISTRY OF EMPLOYMENT AND LABOUR

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
		\$	\$	\$	\$	\$		
19061	LABOUR DEPARTMENT							
1906104	Relocation of Labour Department	2,600,000	1,000,000	-	-	1,000,000	- REVENUE	
	Subtotal	2,600,000	1,000,000	-	-	1,000,000		
	Capitalisation of Long Service Gratuity and Severance Payment Fund	60,702,543		-	-	-	- REVENUE	
	TOTAL	63,302,543	1,000,000	-	-	1,000,000		

Total Ministry \$1,000,000

**20 - Ministry of Housing, Human
Settlement, Ecclesiastical and Faith-based
Affairs**

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

Volume 2

December 2024

20 - MINISTRY OF HOUSING,HUMAN SETTLEMENT ECCLESIASTICAL AND FAITH-BASED AFFAIRS

TABLE OF CONTENTS	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	3
1.3 Management Representation Statement	4
SECTION 2: MINISTRY OVERVIEW	4
2.1 Mission Statement	4
2.2 Planning Overview	4
2.2.1 Ministry's Strategic Objective vs Government's Directions	4
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	5
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	5
2.2.4 Main Activities Contributing to the Annual Objectives	5
2.2.5 Main Challenges to Achieve Annual Objectives	5
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	6
2.2.7 Impact of Previous Year's Results on the Current Year's Expenditures	6
2.3 Capital Projects Information	6
2.3.1 Major Capital Projects	6
2.3.2 Other Project Judged Important	6
2.4 Transfer Payment Information	6
SECTION 3: MINISTRY SUMMARY	7
SECTION 4: PROGRAM SUMMARY	8

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

As our Nation evolves, the importance of affordable housing becomes even more pronounced. Adequate housing is essential for supporting our Nation's development, and it demands significant attention from both the Government and society. Within the Ministry of Housing, Human Settlement, Ecclesiastical, and Faith-based Affairs, our aim is to create an affordable housing market that leverages advancements in construction technology. The Government also actively supports and recognizes the essential role of Ecclesiastical and Faith-based organizations in confronting societal issues. The objective of this partnership is to foster holistic approaches to tackling issues such as crime and violence and creating more inclusive and effective solutions that are community driven.

Since assuming office, the Government has made significant strides in shaping the housing sector to address the pressing needs of the population and has prioritized affordable housing as a critical component of its national development agenda, recognizing that secure housing is vital for the well-being of its citizens. The need for upgrades in many communities has been identified and acknowledged, resulting in the commencement of renovations and repairs in the East and Central Basseterre areas. This approach not only improves living conditions but also supports community revitalization efforts.

With a strong focus on increasing the housing stock and providing more affordable homes that cater to low and middle-income individuals and families, the Government aims to alleviate the housing shortage. In addition, it emphasizes sustainability in housing development by exploring green building practices and renewable energy solutions to create environmentally friendly homes. This commitment aligns with global trends and seeks to reduce the carbon footprint of new projects, as we work towards becoming a sustainable island state by 2040.

It is evident that the Government values community engagement in its housing policies to ensure that developments align with the specific needs of local communities. It recognizes that public consultations are essential for gathering input from citizens, enabling them to express their concerns and preferences regarding housing projects. A recent example is the East Coast Housing developer, who postponed the construction of two (2) model homes to incorporate feedback received from locals during the National Housing Corporation (NHC) Fair in May 2023. This prudent and proactive approach resulted in changes to the original designs of the one, two, and three-bedroom homes, including adjustments to square footage, to reflect the feedback collected during the event.

As part of our ongoing efforts to provide innovative and sustainable housing solutions, the NHC continues to play a pivotal role in the development and growth of the housing sector, and persons, especially those who are deemed "not bankable" can still apply to the NHC through its flagship program namely:

1. Building Assistance which provides for the construction of a home on the client's land
2. Building Scheme which facilitates home construction on land owned by the NHC

The commitment of this Administration, in partnership with the NHC, to revitalize and upgrade the aesthetics of East Basseterre is progressing, with construction currently underway on both the East Street and West Street Housing Projects.

The East Street Housing Project is advancing towards delivering one building containing four (4) two-bedroom units within the last quarter of 2024. Construction of a second building, also containing four (4) two-bedroom units, is planned to commence during the same period. Furthermore, there are plans to construct three (3) additional buildings, which will contribute to a total of twelve (12) units to the project. Securing budgetary support for these three (3) buildings is essential for successful execution.

To revitalize the West Street community, which was once vibrant and aesthetically pleasing, five (5) dilapidated buildings have been demolished. Construction of a new building with six (6) two-bedroom units commenced in the last quarter of 2024. Additional budgetary support will be necessary to maintain the planned timeline and proceed with the construction of four (4) more buildings, ultimately bringing the total to thirty (30) two-bedroom units.

Repairs to the Garden Housing Complex has commenced. This initiative involves replacing cupboards, doors, windows, and tiles, as well as updating, plumbing and electrical fixtures. In addition, the interiors of the units will be painted to improve the overall appearance. This comprehensive approach aims to significantly enhance living conditions for residents and reflects the strong commitment of this Administration to maintaining quality housing within the community.

The Ministry is working diligently to eliminate dilapidated properties from the city of Basseterre. This initiative will expand island-wide, with the goal of transforming and enhancing the island's landscape. By addressing these deteriorating structures, the aim is to promote community revitalization and improve overall environmental conditions. The programme focuses on urban renewal, creating safer and more aesthetically pleasing environments, that reflect pride in the island's appearance. Through this initiative, the Government envisions a brighter future for all communities across the island.

A cornerstone initiative undertaken by the Government is the ongoing revitalization and transformation of the church community in response to a declining global population. This focus on the church community has become increasingly significant due to the sharp rise in attrition linked to the pandemic. Consequently, the Government is dedicated to ensuring that evangelicals and other faith-based organizations not only coexist peacefully but also establish effective communication channels. This collaborative effort aims to foster unity in addressing moral, ethical, and spiritual challenges that may arise in society.

The Government remains steadfast in its support to ecclesiastical and faith-based matters, implementing necessary measures to enhance connection and engagement, recognizing the moral awareness and unity that spirituality fosters in society. In partnership with the Planning Committee, which includes representatives from the Evangelical Association, the Christian Council, and the Seventh Day Adventist Church, the Ministry has developed a calendar of activities for 2025. This calendar anticipates the collaborative hosting of several annual events, including:

1. National Day of Prayer on the last day of February;
2. Interdenominational Day of Prayer – Nevis;
3. Breakfast Seminar for Pastors;
4. Old School Concert aimed at the elderly in our communities; and
5. A one-day Pastor's Conference

As part of our commitment to supporting the church and faith-based organizations, we have created a database containing information about these organizations, facilitating accessible information on various religious organizations within the Federation.

The Pastors Training initiative organized by the Ministry serves as a crucial platform for equipping church leaders in St. Kitts. By focusing on relevant topics such as pastoral ethics, grief counselling, and the dynamics of modern ministry, these training sessions aim to enhance the effectiveness of pastors in their roles. The recent Pastors' Conference, held under the theme "Uniting in Faith for Purpose," gathered over fifty (50) representatives from various churches, reflecting a collaborative spirit among different denominations. This engagement not only fosters personal growth for the pastors but also builds a network of support that strengthens the broader faith community.

The National Day of Prayer is a cherished occasion that invites citizens to collectively seek divine guidance and unity. Held annually, this event encourages individuals from all sectors- public, private, and civil society to come together in worship and reflection. In 2024, the observance was marked by significant participation, with major churches such as the Rivers of Living Water Christian Centre and the New Testament Church of God in Nevis serving as focal points for prayer and worship.

Throughout the day, various prayer stations were established in key locations, allowing people to engage in personal and communal prayer, reinforcing a sense of shared purpose. The inclusion of mobile prayer stations extended the reach of the event, ensuring that even rural areas could participate in this meaningful observance. The National Day of Prayer serves as a powerful reminder of the strength found in unity and faith, encouraging all participants to acknowledge their dependence on divine wisdom and guidance in both personal and national matters.

Jesus in the City is known to be a transformative movement dedicated to bringing the message of Jesus Christ to countries around the world, through vibrant artistic expressions. The annual Jesus in the City Parade is a highlight of this initiative, where many gather to celebrate their faith in a colourful and joyful display. The parade not only promotes spiritual upliftment but also fosters community cohesion as participants march together, spreading messages of hope, love, and peace. St. Kitts and Nevis had the opportunity to witness the impact of this movement for the first time in May 2024, when its inaugural parade was held. The ongoing commitment to spreading the message of Christ in creative ways demonstrates the power of reaching individuals where they are and inviting them into a transformative relationship with God.

Dr. the Honourable Geoffrey Hanley
Minister of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs

1.2 Executive Summary

The demand for affordable housing is increasingly recognized as a crucial component of our Nation's development. The Ministry of Housing, Human Settlement, Ecclesiastical, and Faith-based Affairs is dedicated to creating an affordable housing market by leveraging advancements in construction technology. The Government also actively supports ecclesiastical and faith-based organizations in addressing the societal challenges we encounter.

Since taking office, the Government has prioritized affordable housing within its national development strategy. This commitment is essential to alleviating the housing shortage and ensuring that all citizens enjoy decent living conditions, thus promoting social equity. In addition, the Government is focused on renovating and upgrading existing structures. To date, work has commenced on renovations in the East and Central Basseterre areas, aimed at improving living conditions and revitalizing the communities. This initiative reflects our commitment to community improvement and the urgent need to upgrade dilapidated areas.

A key aspect of our housing strategy is sustainability. The Government is exploring green building practices and renewable energy solutions, aligning with global sustainability trends and supporting our long-term vision of becoming a sustainable island state by 2040. This approach addresses housing needs while positively impacting the environment.

Community engagement is integral to our housing policies. Feedback from the National Housing Corporation (NHC) Fair led to enhancements in the design and size of the East Coast Housing Development model homes, resulting in larger one, two, and three-bedroom homes while keeping them affordable.

The NHC continues to play a vital role in providing housing solutions, especially for those deemed "not bankable." Initiatives such as the Building Assistance and Building Scheme ensure that affordable housing remains accessible. Additionally, the Government's decision to raise the mortgage threshold and regularize properties without a Certificate of Title, underscores our commitment to facilitating homeownership and improving the lives of our citizens.

Collaboration with ecclesiastical and faith-based organizations is a strategic aspect of our social framework. Initiatives such as the National Day of Prayer and the Pastors Training Conference highlight our commitment to fostering unity and moral awareness within our society. These partnerships strengthen community engagement and enhance our collective efforts to address societal challenges.

Moving forward, our holistic approach to housing, community development, ecclesiastical and faith-based matters, will continue to elevate the quality of life for all citizens, paving the way for a brighter future for our Nation.

1.3 Management Representation Statement

In keeping with the Government's strategic direction, we hereby present the Ministry of Housing, Human Settlement, Ecclesiastical and Faith-Based Affairs, Annual Report on Plans and Priorities for the year 2025.

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 2025.

Brenda Boncamper (Ms)
Permanent Secretary
Housing and Human Settlement

Elreter Simpson-Browne (Mrs)
Permanent Secretary
Ecclesiastical and Faith-based Affairs

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

To facilitate the socio-economic growth of our nation by expanding and improving our housing sector in collaboration with the National Housing Corporation (NHC), and to develop partnerships with ecclesiastical and faith-based organizations to sustain and advance the moral fabric of our society.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The commitment of the Government is to provide and to maintain the sustainable development of the economy. Its Housing, Human Settlement, Ecclesiastical and Faith-based Affairs policies are therefore designed to contribute to the overall transformation of the economic and social well-being of its citizens.

The Government's broad objectives for Human Settlement and Ecclesiastical Affairs:

1. To strengthen inter-sectoral linkages
2. To create an atmosphere where people support each other, learn, and grow together in the Faith-based Community
3. To support the Faith-based Community in the delivery of the Gospel by word and deed to everyone
4. To scale up the provision of modern, affordable housing to improve living conditions and contribute to socio-economic development
5. To systematically improve the housing stock through the development and implementation of supportive policies

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

1. To strengthen the Ministry's human resource and technological capabilities to build capacity
2. To apply the concepts of Human Settlement in each of the housing development taking into consideration environmental concerns, environmental health, infrastructure, and other relevant factors
3. To facilitate the construction of affordable homes for cross-sections of society based on different schemes
4. To develop an adequate digital database with all religious and faith-based organizations in the Federation of St. Kitts and Nevis
5. To establish and maintain an organized working relationship with the church community within the Federation
6. To establish a forum for the church to lend support to policy initiatives and programs, contribute to discussions on legislation and other areas deemed relevant
7. To support the work of the church in its pursuit of community outreach programs

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

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

2.2.4 Main Activities Contributing to the Annual Objectives

1. To apply the concepts of human settlement in each of the housing developments
2. To enable the construction of modern, affordable homes for a cross-section of society
3. To formulate policies and programs in support of the work of the Ministry
4. To establish programs that can promote the overall objectives of the Ecclesiastical and Faith-based Affairs
5. To ensure positive economic growth prospects

2.2.5 Main Challenges to Achieve Annual Objectives

1. Lack of proper data on churches and other faith-based organizations
2. Limited financial resources
3. Limited technical human resources

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

Achievement of the Ministry's strategic objectives requires investment in competent personnel and adequate financial resources. The Ministry is cognizant of employing technical staff and establishing partnerships 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

1. Support to National Housing Corporation (NHC) - West Street Housing Project
2. Support to National Housing Corporation (NHC) - East Street Housing Project
3. Housing Development Program

2.3.2 Other Project Judged Important

1. Repairs to Garden Housing Complex

2.4 Transfer Payment Information

1. Government Housing Programme
2. Support to Churches
3. Support to Mercy Committee

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 20 - Manage Housing, Human Settlement, Ecclesiastical and Faith-based Affairs
Responsibility Centre	20 - Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs
Officer in Charge	Permanent Secretary
Goals/Global Objectives	To provide housing, particularly, for the poor and the indigent in collaboration with the National Housing Corporation (NHC), and to support the work of the church

Financial Summary

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
00781 - Support Ecclesiastical Affairs	145	363	389	395	401
114 - Provide General Administration	683	471	512	521	530
20113 - Provide and Monitor Human Settlement	6,358	9,204	12,716	10,107	7,147
00782 - Jesus in the City		150	150	150	150
00783 - Praise Fest		50	50	50	50
Total	7,186	10,238	13,817	11,223	8,278

SECTION 4: PROGRAM SUMMARY

Portfolio	E. 20 - Manage Housing, Human Settlement, Ecclesiastical and Faith-based Affairs	
Program	00781 - Support Ecclesiastical and Faith-based Affairs	
Responsibility Centre		
20 - Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs		
061 - Ecclesiastical and Faith-based Affairs		
Officer in Charge	Permanent Secretary	
Goals/Global Objectives		
To provide general support to Ecclesiastical and Faith-based Affairs, as spirituality helps to sustain balance and moral consciousness in Society		
Objective(s) for 2025	Expected Results	Performance Indicators
1 To encourage and engage the faith-based community to be participatory in the development of policies and programme to create an environment of prosperity and renewed resilience	5	Number of participants of the Evangelical and Faith-based Organizations in meetings and workshops held to formulate programmes and policies to guide the Ministry
2 To ensure that the Evangelicals and the other Faith-based Organizations can co-exist, amicably that can bring together that oneness in resolving moral, ethical, and spiritual matters as a people	5	Number of participants at the Evangelicals and the other Faith-based Organizations in separate scheduled meetings to discuss similar topics regarding morals, ethics and spirituality
3 To establish an active database, for ease of access, with information on the church and the Faith-based communities that is accessible and allow for information	50	Number of requests received for information on churches under the caption: <ul style="list-style-type: none"> • Evangelical Association • Christian Council and Salvation Army • Seventh Day Adventist
4 To provide support to the Church and Faith-based Communities	50	Number of churches and Faith-based organizations that receive financial assistance
	80	Number of churches and faith-based organizations that support, attend and participate in planned activities

Objective(s) for 2025		Expected Results	Performance Indicators
5	To share on the various religious organizations within the Federation	30	Number of requests received for information on Faith-based organizations under the caption: <ol style="list-style-type: none"> 1. Rastafarian 2. Muslims 3. Bahi Faith 4. Mormons 5. Orthodox 6. Hindu

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	145	363	389	395	401
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	145	363	389	395	401

Portfolio	E. 20 - Manage Housing, Human Settlement, Ecclesiastical and Faith-based Affairs
Program	114 - Provide General Administration
Responsibility Centre	20 - Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs 111 - Permanent Secretary
Officer in Charge	Permanent Secretary
Goals/Global Objectives	To encourage the Faith-based Organizations to be participatory in the development of policies and programs that will promote the Government's agenda
Sub-Program:	00039 - Provide Administrative Services

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	683	471	512	521	530
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	683	471	512	521	530

Portfolio	E. 20 - Manage Housing, Human Settlement, Ecclesiastical and Faith-based Affairs
Program	20113 - Provide and Monitor Human Settlements

Responsibility Centre
20 - Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs
113 - Housing and Human Settlement

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To provide and ensure that our low-income families have access to modern affordable housing

Objective(s) for 2025		Expected Results	Performance Indicators
1	To ascertain ownership of abandoned properties	25	Number of properties identified, and ownership determined
2	To construct affordable houses in collaboration with National Housing Corporation (NHC)	20	Number of houses constructed in various districts
3	To eradicate pit latrines island wide	100	Number of modern sanitary facilities constructed
4	To identify areas in Basseterre where gentrification can be considered and implemented	100	Number of areas identified in Basseterre for gentrification

Sub-Program:
00049 - Provide Support to Human Settlements
00060 - Government Housing Programme
20113 - Invest in Human Settlements

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	1,358	1,129	1,091	1,094	1,097
Capital	5,000	8,075	11,625	9,013	6,050
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	6,358	9,204	12,716	10,107	7,147

Portfolio	E. 20 - Manage Housing, Human Settlement, Ecclesiastical and Faith-based Affairs
Program	00782 - Jesus in the City
Responsibility Centre	20 - Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs 061 - Ecclesiastical Affairs
Officer in Charge	Permanent Secretary
Goals/Global Objectives	To collaborate and connect with all Pastors/ Leaders of the various churches to celebrate the love for God and love for our people through music, the arts and culture

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent		150	150	150	150
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total		150	150	150	150

Portfolio	E. 20 - Manage Housing, Human Settlement, Ecclesiastical and Faith-based Affairs
Program	00783 - Praise Fest

Responsibility Centre
20 - Ministry of Housing, Human Settlement, Ecclesiastical and Faith-based Affairs
061 - Ecclesiastical Affairs

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To afford the Christian Community the opportunity to enjoy an evening of worship and praise with local, regional and international artists that is supposedly to replace the Night of the St. Kitts Music Festival

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent		50	50	50	50
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total		50	50	50	50

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 20 MINISTRY OF HOUSING, HUMAN SETTLEMENT, ECCLESIASTICAL AND FAITH-BASED AFFAIRS

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
20113	HUMAN SETTLEMENT							
	Support to National Housing Corporation (NHC) - West Street Housing Project	12,600,000	5,000,000	-	-	5,000,000	-	REVENUE
2011304	Support to National Housing Corporation (NHC) - East Street Housing Project	12,600,000	1,400,000	-	-	1,400,000	-	REVENUE
2011305	Repairs to Garden Housing Complex	1,000,000	225,000	-	-	225,000	-	REVENUE
2011306	Housing Development Program	5,000,000	5,000,000	-	-	5,000,000	-	REVENUE
2011307	Subtotal	31,200,000	11,625,000	-	-	11,625,000	-	
	Support to National Housing Corporation (NHC)	24,000,000	-	-	-	5,000,000	-	REVENUE
	TOTAL	55,200,000	11,625,000	-	-	11,625,000	5,000,000	

Total Ministry \$11,625,000

**21 - Ministry of Environment, Climate
Action and Constituency Empowerment**

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

Volume 2

December 2024

21- MINISTRY OF ENVIRONMENT, CLIMATE ACTION AND CONSTITUENCY EMPOWERMENT

TABLE OF CONTENTS	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	4
SECTION 2: MINISTRY OVERVIEW	4
2.1 Mission Statement	4
2.2 Planning Overview	4
2.2.1 Ministry's Strategic Objective vs Government's Directions	4
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	4
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	5
2.2.4 Main Activities Contributing to the Annual Objectives	5
2.2.5 Main Challenges to Achieve Annual Objectives	5
2.3 Capital Projects Information	6
2.3.1 Major Capital Projects	6
2.3.2 Other Projects Judged Important	6
2.4 Transfer Payment Information	6
SECTION 3: MINISTRY SUMMARY	7
SECTION 4: PROGRAM SUMMARY	8

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

St. Kitts and Nevis joins the world to re-emphasize and re-evaluate our strategic direction on the environment and climate change. One resonating takeaway is that climate change and its devastating effects on our lives and livelihoods are real. Biodiversity, pollution, and water shortages add to the planetary crises threatening our collective future. It is more urgent than ever. This reality check was translated into the establishment of the Ministry of Environment, Climate Action, and Constituency Empowerment in August 2022. The "NOW" is a priority for St. Kitts and Nevis underpinned by a clear path forward, the first sustainable island state. Across Government, our purpose bridges the work of all Ministries and statutory bodies to adapt and transform resilient livelihoods for the future. I am here to lead and implement transparent, robust, actionable pathways to realize this goal. With a firm commitment and an imaginative trajectory for St. Kitts and Nevis as a sustainable island state, I present the strategic priorities of my Ministry.

Budget 2025 takes some critical steps to mobilize human capital and efficiently improve the operational organization to strengthen coordination. Strong coordination is our central tenet. We must bring together the different parts so that they can move as one. This requires collaborations, building robust partnerships, and tapping into financial and technical resources wherever possible. Equally important is the Ministry's intention to set the tone and culture for the whole Government to participate and contribute to the Sustainable Island State (SIS) Agenda. We will champion the integration of five cross-cutting pillars: water, food, energy, sustainable industries, and technology. Our strategic priorities align with the harsh realities of Small Island Developing States (SIDS). They are classified under three areas:

1. *Strengthening the Legal Framework*: Ensuring the necessary consultations, reviews, and analyses of current and new legislation
2. *Resilience*: Identifying and adapting mitigative measures to the existential threats affecting climate, economy, and resources
3. *Participation*: Presence to discuss, learn and act for better environmental stewardship in everyday life

These critical drivers will help us tailor policy responses and strategic tools to address the escalating costs of fossil fuels, the vicious cycle of climate hazards, scarcity of food and water, income loss, higher cost of living, and the disruption of family life. The glaring fragility of our humanity is magnified because of continuous environmental degradation and climate change. Our responses must be fit for purpose, prudent, and responsible.

Participation is a critical driver. Our peoples' voices must be heard at all levels – the cleaner, teacher, police, children, technical adviser, and minister. Constituency Empowerment will therefore be the vehicle to connect people to environmental management issues, climate resilience, climate justice, and sustainable practices. It will offer diverse modalities and frameworks to channel public awareness and people-centered activities. The aim is to transform the scope of Constituency Empowerment beyond the perception of mere "politically motivated" programs to sustainable active lifestyles.

Looking forward, the Ministry expects to establish a robust enabling legal framework and partnerships. The Climate and Ocean Risk Vulnerability Index (CORVI) will serve as a strategic tool to assist the Ministry of Environment, Climate Action and Constituency Empowerment to guide climate sensitive considerations in the transformation process. Our efforts to dispose of solid waste, reduce plastic use, and recycle point to the development of a circular economy. Great potential exists, in this area and it will be explored.

The Royal Basseterre National Park remains a bright spot that will shine as a vehicle of change is

our development strategy for sustainable active lifestyles. The development of this National Park will be a green space for healthy living. It is envisioned as an integrated and multi-sectoral development that strengthens environmental stewardship and encourages healthier lifestyles. To achieve this, a combination of enabling, cross-cutting sectoral policies will stimulate innovation to make the Royal Basseterre Valley a space for sustainable industries.

Aware of the slow but positive global growth outlook and heightened war tensions, an integrated framework for strengthening governance and operational capacity will drive this Ministry's mandate. I remain committed and optimistic. Let us focus on our strengths, expertise, energies, and resources. The Ministry will continue to work alongside our statutory boards to realize its vision through vibrant partnerships.

I wish to thank all the employees of the Ministry for their hard work and dedication and to welcome the newly assigned employees. I look forward to working alongside you as we deliver on the Ministry's and Government's goal to become a sustainable island state.

Hon. Dr. Joyelle Clarke

Minister of Environment, Climate Action and Constituency Empowerment

1.2 Executive Summary

Aware that this Ministry provides strategic advice on and implements environment- relevant interrelated policies to achieve a safer and sustainable future, the key priority is to create an enabling environment supporting this vision. With the addition of two new areas, Climate Action and Constituency Empowerment, robust coordination and vibrant partnerships are critical to achieving inclusive, sustainable, and resilient lifestyles to survive and thrive in the twenty-first century. For this Ministry to shape St. Kitts and Nevis into a model sustainable island state, it requires leadership, structure, performance assessment, and prudent use of resources. Staff within the Ministry will be adequately deployed with a focus on expanding climate action activities through effective project coordination. These efforts will translate into:

1. The provision of quality coordination of cross-cutting issues of climate change, climate financing, and climate resilience so that they dovetail with the overarching goal of a sustainable island state,
2. Accommodating the integration of the conceptualization and implementation of Green Climate Fund (GCF) projects by strengthening human capital and operational capacities; and
3. Increasing the visibility and understanding of climate change and its effects on our daily lives.

Strengthened coordination is the basis for actioning the Ministry's role in contributing to the 2030 Sustainable Development Goals (SDG) and our Nation's goal of becoming a sustainable island state. Eight of the SDGs have been identified as priorities by the Ministry:

Goal 6: Clean Water and Sanitation

Goal 7: Affordable and Clean Energy

Goal 9: Industry, Innovation and Infrastructure

Goal 11: Sustainable Cities and Communities

Goal 12: Responsible Consumption and Production

Goal 13: Climate Action

Goal 14: Life Below Water

Goal 15: Life on Land

Effective leadership and management of the plurality of voices and perspectives are pivotal to the success of this Ministry. One of the fundamental principles of the Department of Environment is to highlight the environmental issues challenging our Federation. We will ensure that our citizens are informed and kept up to date on the environmental challenges, no matter how simple or complex. Informing and educating our citizens is critical to becoming better environmental stewards. The Ministry will continue to lobby for the participation of our citizens and civil society in the decision-making process of this country.

As Constituency Empowerment is now a part of this Ministry, participation at all levels is our goal. Intensified meaningful collaboration across the public and private sectors and new and flexible ways of working together will be pursued. This will be a key driver for analyzing and appreciating the human pressures of population growth, economic activity, and energy use that impact the environment. Recognizing that we live in a world that demands more energy and land use, climate change and global warming, habitat fragmentation and degradation, and invasive species are priorities that constantly hinge on every decision that impacts our lives. Sustainable livelihoods then become the number one priority.

A critical area for our attention is the management of ecosystems and protected areas. The preservation and protection of our biodiversity hinges on healthy ecosystems and a robust protected areas framework. The Department of Environment will continue to build on the work done under the Global Environment Facility (GEF) funded Conserving Biodiversity Project by strengthening the management of our protected areas, promoting and implementing policies that lead to healthy ecosystems, which will not only benefit our citizens through the demonstration of best practices but also, where possible, lay the groundwork for economic benefits through a sustainable financing mechanism.

The Ministry is set to roll out an updated comprehensive legislative framework. On the heels of the new environmental legislation, the Ministry will recommend future-focused policies and strategies for consideration and endorsement for our journey to a sustainable island state. Strengthening technical rigour remains a key programmatic goal. There are some cores and capabilities that the Ministry must continue to strengthen. These are providing evidence-based advice, embracing risk management as a tool, improving digital capabilities, engaging in continuous legislative review toward a relevant regulatory infrastructure, and communicating and engaging effectively. Specifically, efforts will be invested in creating an environment information system to address the need for more data-informed decisions. As we mature as a Ministry, our core focus will be on strengthening our leadership capacities, building our strategic policy skills, and becoming better digitally enabled.

We value our international commitments to bolstering our technical and financial capacity as a small island developing nation. The Ministry is strongly committed to leading in the implementation of agreed obligations of righting global environmental wrongs that will redound to the benefit of our people. As we wrestle with environmental issues such as climate change, a life-changing phenomenon that touches on every aspect of our existence, we will endeavour to develop innovative, life-changing responses. The extraordinary challenges compel us to pursue active policy reforms, 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.

I submit, the Annual Report on Plans and Priorities for the Ministry of Environment, Climate Action and Constituency Empowerment. It is my view that the document would serve as an essential planning instrument and working guide for the operation of the Ministry for 2025. It will also provide strategic direction and ultimately be used to judge the Ministry's performance.

1.3 Management Representation Statement

I submit, for the tabling in Parliament, the Annual Report on Plans and Priorities for the Ministry of Environment, Climate Action and Constituency Empowerment. It is my view that the document would serve as a very important planning instrument and working guide for the operation of the Ministry for 2025 and beyond. It will also provide strategic direction and ultimately be used to judge the Ministry's performance.

I wish to thank the staff for their commitment in putting this document together. It accurately represents our discussions and our expectations for 2025.

Colincia Levine (Ms)
Permanent Secretary (Ag.)

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

To provide a framework to identify, consult, network, evaluate and build resilience to support sustainable livelihoods and the natural, built, and cultural environments.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The Ministry commits to pursuing strategic and innovative partnerships 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 strengthening digitally enabling skills.

1. Leverage inter-ministerial and cross sectoral linkages to ensure that sustainability remains pivotal to development
2. Facilitate the development and application of environmental policies and guidelines
3. Promote the effective management and protection of the environment
4. Increase public education and outreach initiatives
5. Integrate policies and adapt management actions
6. Improve coordination of policy actions
7. Strengthen institutional governance and operational capacity
8. Foster a positive risk management culture

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

1. Strengthen legal and regulatory frameworks
2. Increase visibility on multi-media platforms
3. Strengthen public and private sector partnerships
4. Provide training opportunities for staff development and growth
5. Improve environmental data management
6. Produce accurate datasets

7. Prepare international reports
8. Prepare proposals for national park development
9. Establish a coordinating body to lead the oversight on the development of the Royal Basseterre Valley National Park
10. Conduct an EIA on the Royal Basseterre Valley National Park
11. Prepare position papers
12. Report on country's response to climate change
13. Honour commitments to international agencies
14. Track milestone accomplishments every quarter
15. Utilize every platform and opportunity to integrate resilience in relevant aspects of the Ministry's work
16. Prepare and implement training programmes for stakeholders
17. Share best practices
18. Develop a national environmental policy
19. Review the climate change policy

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

The phased development of the Royal Basseterre Valley National Park has been added as a key priority area.

2.2.4 Main Activities Contributing to the Annual Objectives

1. On-going highlighting of key environmental issues in land use and degradation
2. Aggressive implementation of public education and outreach agenda
3. On-going consultations with stakeholders
4. On-going partnership building across the private sector and with NGOs
5. Continue implementation of projects across sectors
6. Implement leadership and project planning, monitoring and implementation training
7. Track the implementation of work plans on a quarterly basis
8. Prepare regional and international reports
9. Daily monitoring of declared protected areas
10. On-going collaborative work with Line Ministries on projects
11. Assist with project writing to donor agencies
12. Organize promotional events for environment
13. Coordinate input and representation across Ministries
14. Identify collaborative opportunities to advance the Ministry's agenda

2.2.5 Main Challenge to Achieve Annual Objectives

1. Community profiling that engenders a robust response to community needs.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

1. Sustainable Island State Project
2. Rapid Decarbonization of the Energy Sector of St. Kitts and Nevis

2.3.2 Other Projects Judged Important

1. Constituency Empowerment for Enhancing Social and Economic Justice Programme
2. Royal Basseterre Aquifer Park

2.4 Transfer Payment Information

1. UNEP Voluntary Indicative Scale Contribution
2. UNEP Action Plan for Caribbean Environment Program
3. UNEP Convention on Biological Diversity
4. UNEP Budget for Biosafety Protocol
5. United Nations Convention to Combat Desertification
6. UNFCCC UN Framework Convention on Climate Change, Core Budget UNFCCC
7. UN Framework Convention on Climate Change
8. UNDP Government Local Office Cost and Voluntary Contribution for SKN
9. Kyoto Protocol
10. Stockholm Convention on Persistent Organic Pollutants
11. United Nations Environment Fund
12. Support to Solid Waste Management Corporation (SWMC)

SECTION 3: MINISTRY SUMMARY

Portfolio E. 21 - Manage Environment, Climate Action and Constituency Empowerment

Responsibility Centre

21 - Ministry of Environment, Climate Action and Constituency

Officer in Charge

Permanent Secretary

Goals/Global Objectives

To provide an enabling environment to build upon investments made to achieve a safe and sustainable future. To secure steadfast resiliency, the Ministry seeks to provide robust coordination to attract international cooperation and financing to better position St. Kitts and Nevis as a sustainable small island

Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
21111 - Provide Administrative Support	1,486	1,303	7,788	6,672	5,618
21173 - Manage and Protect the Environment	7,636	6,838	7,379	7,409	7,438
21041 - Constituency Empowerment	888	2,442	1,072	1,035	998
21174 - Climate Action		317	368	374	380
Total	10,010	10,900	16,607	15,490	14,434

SECTION 4: PROGRAMME SUMMARY

Portfolio E. 21 - Manage Environment, Climate Action and Constituency Empowerment			
Programme 21111 - Provide Administrative Support			
Responsibility Centre			
21 - Ministry of Environment, Climate Action and Constituency Empowerment			
117 - Permanent Secretary			
Officer in Charge		Permanent Secretary	
Goals/Global Objectives			
To provide administrative support and leadership in strategic planning, policy development and implementation, inter-ministerial and cross coordination for a safer and sustainable future			
Objective(s) for 2025		Expected Results	Performance Indicators
1	To create and implement coordination tools for target setting, accountability, and teamwork	February 2025	Date of completion of Integrated framework for Teamwork Design Tool
2	To build capacity in several areas for staff re: new administrative arrangements and project monitoring	December 2025	Date of completion of training activities
3	To conduct needs assessment for the preparation of an ongoing training needs programme	January 2025	Date of completion of Report with prioritized findings and next steps
4	To create and implement a plan for the review of all legislation under the mandate of Environment and Climate Change	December 2025	Date of completion of Implementation Plan and Progress Reports on Implementation
5	To identify and leverage opportunities for advancing our climate change agenda	December 2025	Date of completion of Reports of 3 to 5 opportunities
6	To increase inter-ministerial dialogue and build partnerships to support the development and application of policies and guidelines	4	Number of quarterly Reports produced
		December 2025	Date to identify Key Stakeholders, Ministries and Private Sector partners will be identified
7	To strengthen institutional governance and efficient operational capacity	4	Number of quarterly assessments of Departments
		4	Number of Reports submitted for International Conventions
		March 2025	Date when National Park coordinating body is established

Sub-Programme:

00012 - Provide Administrative Support

2111702 - Sustainable Island State Project

2111703 - Rapid Decarbonization of the Energy Sector of St. Kitts and Nevis

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,419	608	2,042	2,051	2,060
Capital	67	695	5,746	4,621	3,558
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,486	1,303	7,788	6,672	5,618

Portfolio E. 21 - Manage Environment, Climate Action and Constituency Empowerment

Programme 21173 - Manage and Protect the Environment

Responsibility Centre

21 - Ministry of Environment, Climate Action and Constituency Empowerment

117 - Permanent Secretary

173 - Environment Unit

Officer in Charge Permanent Secretary (Ag)

Goals/Global Objectives

To conserve, preserve, protect and provide a safe and sound environment to develop the pillars of a Sustainable Island State

Objective(s) for 2025	Expected Results	Performance Indicators
1 To centralize all environmental information to track activities and inform decision making	December 2025	Date for the completion of the database
2 To enforce NCEMA including the creation of regulations which would empower the relevant officers	December 2025	Date Regulations are approved
3 To ensure compliance to national commitments on multilateral environmental agreements	December 2025	Date to submit Reports to Secretariats
4 To implement phase-out plans for the ban on single-use plastics	December 2025	Date to implement all three phases
5 To increase awareness of the Ministry's work on environmental action	12	Monthly submissions of articles, interviews and events
6 To increase cooperation with allied departments and agencies	4	Number of stakeholder consultations and interactions
7 To manage all protected and sensitive ecosystems	12	Number of field reports submitted
8 To reduce land degradation activities in the ghauts and the beaches	4	Number of quarterly Reports

Sub-Programme:

00013 - Environmental Advocacy

01228 - Clean and beautify parks and beaches

01257 - UNEP - Voluntary Indicative Scale Contribution

01259 - UNEP - Conventional on Biological Diversity

21173 - Invest in the Environment

01258 - UNEP- Action Plan for Caribbean Environment Programme

01260 - UNEP - Budget for Biosafety Protocol

01261 - UNEP - Stockholm Convention on Persistent Organic 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

01332 - Plan and manage the Environment

01231 - Support to Solid Waste Management Corporation (SWMC)

01265 - UNEF - United Nations Environment Fund

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	6,186	5,271	7,286	7,316	7,345
Capital	1,441	1,530	50	50	50
Transfer	9	37	43	43	43
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	7,636	6,838	7,379	7,409	7,438

Portfolio E. 21 - Manage Environment, Climate Action and Constituency Empowerment
Programme 21041 - Constituency Empowerment

Responsibility Centre

21 - Ministry of Environment, Climate Action and Constituency Empowerment

Officer in Charge Permanent Secretary

Goals/Global Objectives

To provide the administrative infrastructure and technical support to build and expand constituencies through people empowerment

Objective(s) for 2025		Expected Results	Performance Indicators
1	To acquire and improve infrastructure for data collection, visualization, and storage to better manage Department's data	December 2025	Date by which a recommended software will be installed
2	To create and implement projects that address key constituency needs identified through the 2023-2024 data analysis and align with the seven pillars of the Sustainable Island State (SIS) Agenda	16	Number of projects completed
3	To develop staff skills in data collection and management, project management, institutional knowledge, and e-government	4	Number of training activities completed
4	To establish formal partnerships with key government agencies to enhance responsiveness and deliver effective solutions for constituency needs	December 2025	Date by which Memoranda of Understanding will be implemented
5	To foster staff and community empowerment through increased awareness and project implementation aimed at promoting the seven pillars of the SIS Agenda	2	Number of community forums on SIS Agenda completed
		2	Number of staff training on SIS Agenda completed
		8	Number of SIS initiatives completed
6	To prepare Constituency Response Reports based on needs identified in the 2023-2024 data cycle	8	Number of Constituency Response Reports completed

Sub-Programme:

03360 - Constituency Empowerment Department

21041 - Invest in Constituency Empowerment

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	700	942	972	985	998
Capital	188	1,500	100	50	
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	888	2,442	1,072	1,035	998

Portfolio E. 21 - Manage Environment, Climate Action and Constituency Empowerment
Programme 21174 - Climate Action

Responsibility Centre
21 - Ministry of Environment, Climate Action and Constituency Empowerment

Officer in Charge Permanent Secretary

Goals/Global Objectives

To lead the transition to a climate-resilient, sustainable future by proactively addressing climate change impacts, building awareness and increasing institutional capacity for mitigating the impacts of climate change and promoting the development and implementation of adaptation strategies across sectors in alignment with our national development agenda, Nationally Determined Contributions, and regional and international commitments

Objective(s) for 2025		Expected Results	Performance Indicators
1	To ensure that national policies align with the goals and targets outlined in the NDC and effectively communicated	December 2025	Date by which the annual reviews to assess policy coherence and alignment with the NDC, is completed
2	To facilitate the transfer and adoption of climate-resilient technologies and innovations as outlined in the NDC	December 2025	Date by which the Progress Report on the integration of new technologies, assessment of the adoption rate, and measurement of the impact on reducing emissions or enhancing adaptation will be submitted
3	To advocate for and implement effective climate policies and regulations and ensure effective communication and reporting on NDC progress to international bodies and agreements	June 2025	Date by which the Annual Progress Report is submitted
4	To build internal and external capacity for effective climate action	4	Number of training programme activities undertaken
5	To ensure that each component of the NDC is implemented according to the specified timeline of the implementation plan	December 2025	Date for submission of the Progress Report on NDC related initiatives comparing actual implementation dates against the established timeline on an annual basis

Objective(s) for 2025		Expected Results	Performance Indicators
6	To foster collaboration among relevant departments and agencies involved in NDC implementation	December 2025	Quarterly report on level of cooperation, communication and coordination between different entities for NDC related actions
7	To increase awareness and understanding of the NDC and its implications towards the Sustainable Island State (SIS) Agenda	2	Number of engagements with stakeholders
8	To monitor and measure advancements in climate change mitigation and adaptation measures outlined in the NDC	December 2025	Date by which the Progress Report on the implementation of adaptation strategies, assessing the community's resilience and progress in adapting to climate change impacts will be submitted

Sub-Programme :

00014 - Provide Support to Climate Action Initiatives

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent		317	368	374	380
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total		317	368	374	380

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 21 MINISTRY OF ENVIRONMENT, CLIMATE ACTION AND CONSTITUENCY EMPOWERMENT

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
21117	ADMINISTRATION	\$	\$	\$	\$	\$		
2111702	Sustainable Island State Project	10,000,000	250,000	-	-	250,000	- REVENUE	
2111703	Rapid Decarbonization of the Energy Sector of St. Kitts and Nevis	9,017,378	-	-	3,495,814	3,495,814	- GEF-7	
2111704	Vulnerable Household Repair Assistance Program (VHRA)	5,100,000	2,000,000	-	-	2,000,000	- REVENUE	
	Subtotal	24,117,378	2,250,000	-	3,495,814	5,745,814	-	
21041	CONSTITUENCY EMPOWERMENT							
2104103	Constituency Empowerment for Enhancing Social and Economic Justice Programme	11,520,282	100,000	-	-	100,000	- REVENUE	
	Subtotal	11,520,282	100,000	-	-	100,000	-	
	Total c/f	35,637,660	2,350,000	-	3,495,814	5,845,814	-	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 21 MINISTRY OF ENVIRONMENT, CLIMATE ACTION AND CONSTITUENCY EMPOWERMENT

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
	Total b/f	35,637,660	2,350,000	-	3,495,814	5,845,814	-	
21173	ENVIRONMENT							
2117301	Royal Basseterre Aquifer Park	1,939,740	50,000	-	-	50,000	-	REVENUE
	Subtotal	1,939,740	50,000	-	-	50,000	-	
	Purchase of Furniture and Equipment	85,000	-	-	-	-	67,000	REVENUE
	Support to Solid Waste Management Corporation (SWMC)	8,492,208	-	-	-	-	1,375,000	REVENUE
	Total c/f	46,154,608	2,400,000	-	3,495,814	5,895,814	1,442,000	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 21 MINISTRY OF ENVIRONMENT, CLIMATE ACTION AND CONSTITUENCY EMPOWERMENT

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
	Total b/f	46,154,608	2,400,000	-	3,495,814	5,895,814	1,442,000	
	Electricity Supply for the St. Kitts Marine Species Centre	96,463	-	-	-	-	66,463	REVENUE
	Integrated Water, Land and Ecosystem (IWECO) Management in the Caribbean SIDS Project - Sub National Project	1,711,647	-	-	-	-	-	GLOBAL ENVIRONMENT FACILITY (GEF)
	Purchase of Furniture and Equipment	70,350	-	-	-	-	67,551	REVENUE
	Purchase of Vehicle	120,000	-	-	-	-	120,000	REVENUE
	TOTAL	48,153,068	2,400,000	-	3,495,814	5,895,814	1,696,014	

Total Ministry \$5,895,814

**22 - Ministry of Information,
Communication, Technology and Posts**

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

Volume 2

December 2024

TABLE OF CONTENTS	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	3
1.3 Management Representation Statement	7
SECTION 2: MINISTRY OVERVIEW	7
2.1 Mission Statement	7
2.2 Planning Overview	7
2.2.1 Ministry's Strategic Objective vs Government's Directions	7
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	8
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	8
2.2.4 Main Activities Contributing to the Annual Objectives	9
2.2.5 Main Challenges to Achieve Annual Objectives	9
2.2.6 Impact of Previous Year's Results on the Current Year's Expenditures	9
2.3 Capital Projects Information	10
2.3.1 Major Capital Projects	10
2.3.2 Other Projects Judged Important	10
2.4 Transfer Payment Information	10
SECTION 3: MINISTRY SUMMARY	11
SECTION 4: PROGRAM SUMMARY	12

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

In today's world, where technology is reshaping industries, economies, and societies, we find ourselves at a critical juncture in our national development journey. The decisions we make as a small island nation now will not only define the next few years but will shape the long-term digital trajectory, and thus the economic and social fabric of our Nation. It is with this understanding that I present the Ministry's 2025 budget, a bold and visionary plan that seeks to help build the foundation that secures a prosperous future for our people through technology and digital transformation.

As highlighted in recent discussions at the World Economic Forum (WEF), "Technology and digital transformation are no longer optional; they are essential for nations to remain competitive, inclusive, and sustainable in the global economy." This statement resonates with our government's objective to transform St. Kitts and Nevis into a sustainable island state. We are committed to building a future where every citizen can thrive in the digital age in a St. Kitts and Nevis at peace with itself.

Our focus for 2025 includes key initiatives that will lay the foundation for a more connected, inclusive, secure, and efficient government and society. At the core of this vision is the delivery of a National Electronic Identification (e-ID) system, a project that will enable seamless interactions between citizens and government services. In 2024, in partnership with the Republic of China (Taiwan), we made great strides towards the completion of this critically important project. The year 2025 promises to take us even closer to that reality. The e-ID initiative echoes the sentiments of the International Telecommunication Union (ITU), which recently emphasized that "Digital identity is critical for citizens to access essential services and participate in the digital economy, especially in developing nations where barriers to access remain high."

In tandem with the e-ID system, we are advancing the development of a modern, transparent civil registry system. This initiative will bring greater efficiency and transparency to property transactions, reinforcing the security of ownership and contributing to the ease of doing business and broader economic stability. The civil registry system will also facilitate the extraction of records of births, deaths and marriages, and go a long way towards bringing our little Federation on par with many developed countries.

Connectivity remains a key driver of our digital transformation agenda. As stated by UNESCO at their Digital Inclusion Forum, "Access to the internet is the foundation of digital inclusion, and governments must ensure that no one is left behind in this journey." With this in mind, we are developing a comprehensive Government Network Strategy to enhance connectivity across ministries and agencies, improve service delivery, and create more responsive and integrated public services. Central to achieving this objective is rebranding the Department of Technology as a Technology Transformation Service and augmenting its capacity with new skills and training. We will importantly consider recommending a new framework for remunerating employees with technical training and certifications to enhance competitiveness and attract and retain exceptional talent.

As our Nation becomes more digital, the importance of security cannot be overstated. "Cybersecurity is the bedrock of trust in the digital economy," as recently noted by the ITU. Therefore, we are committed to finalizing and implementing our National Cybersecurity Strategy and Framework. This will protect critical government data and infrastructure, ensuring that we are well-equipped to counter the growing threat of cyberattacks.

The St. Kitts and Nevis Internet Exchange Point (SKNIX) has enhanced our digital connectivity, which is paving the way forward for the enhancement of the Government Wide Area Network to transition to a robust digital services network that is a more vibrant and competitive digital ecosystem. This critical infrastructure has provided a modern Internet Exchange (IX) backbone to facilitate efficient and cost-effective internet traffic exchange.

The SKNIX serves as a central meeting point for internet service providers (ISPs), content delivery networks (CDNs), and other network operators. By facilitating direct peering between these entities, the SKNIX eliminates the need for internet traffic to be routed through foreign networks, resulting in faster speeds, lower costs, and improved overall internet performance. This local Internet Exchange will not only benefit our citizens and businesses, but also position our country as a regional hub for data traffic and digital innovation. It will attract foreign investment, create new jobs, and foster a more vibrant digital ecosystem.

The Government is leading the way in establishing this modern IX critical digital infrastructure that will increase the build out of new data centers that are resilient and provide local cloud hosting capacity that will provide opportunities for business development, improve communication capabilities, and financial services including online banking services. Businesses can take advantage of this shared digital resource that can be leveraged to utilize local content curation and delivery of digital services that will diversify our markets and attract foreign investments. Cloud computing will play a vital role in the future of government services. By developing a Government Cloud Strategy, we are embracing more efficient data management practices that will enable our public service to operate with greater agility, security and scalability. This shift aligns with the WEF's assertion that "cloud computing is central to the digital future, offering flexibility, speed, and cost-effectiveness for governments and businesses alike."

In line with our goals for greater digital access, my Ministry will be introducing a standardised framework for government websites. This will ensure that all government digital platforms are accessible, user-friendly, and secure, providing citizens with a consistent experience across all services. Moreover, we are working to implement an electronic document management system that will streamline government operations, reduce the reliance on paper, bolster document security, and improve record-keeping practices. To assist in ensuring greater transparency and fairness in government spending, we are defining an e-procurement process that will modernize how we handle public tenders and contracts. This will enhance accountability in public procurement and contribute to more efficient government operations consistent with this government's commitment to a good governance agenda and integrity in public life.

We recognize that digital transformation is not only about new technologies but also about changing how we work. "Organizational change management is key to digital transformation success," as noted at the WEF. Therefore, we will continue to implement change management activities that will help our public servants, the private sector, and all stakeholders adapt to new systems and processes as we evolve digitally. On the international front, our Ministry will remain engaged in global digital transformation discussions, actively participating in international forums like those hosted by CTU, CTO, UNESCO, the ITU, international postal organisations such as the CPU, UPU, and IPC, and the WEF. These interactions are invaluable as they provide us with insights into global best practices and new ideas that we can leverage at home.

Our Digital Transformation Agenda also extends to the postal sector, which is evolving in response to modern needs. We are introducing new digital services and software solutions to automate postal transactions and enhance customer experience. As e-commerce continues to grow globally, we are committed to exploring logistics and electronic payment solutions that will keep our postal services relevant in the digital world. This will build on the arrangement we have with Amazon, the global e-commerce giant, to facilitate our international shoppers.

The Postal Services Department is also embarking on a sustainability agenda, thus actively seeking out opportunities to offer services that improve its income and assist in defraying operational costs. Our arrangement with Amazon is one such initiative. We are also establishing governance procedures for the National Addressing System, a vital project that will support efficient postal services, emergency response, and logistical operations, particularly in rural and underserved areas. These initiatives represent a significant investment in the future of our Nation. As we move forward, we do so with the understanding that technology is not just a tool for efficiency but a catalyst for social and economic progress. As noted at the ITU's World Telecommunication Development Conference, "Digital transformation offers unprecedented opportunities to create more inclusive and resilient societies."

With the 2025 budget allocation, we are laying the groundwork for a future where St. Kitts and Nevis stands as a model of digital progress and inclusion. We are positioning St. Kitts and Nevis to lead in the 21st Century, driving progress that will benefit this generation and generations to come. Together, let us embrace the power of technology to bridge the digital and economic divides and build a future that considers and benefits every citizen.

Hon. Konris Maynard

Minister of Information, Communication, Technology and Posts

1.2 Executive Summary

The Ministry of Information, Communications, Technology and Posts is committed to driving the digital agenda of our Nation and enhancing public service delivery. Our focus remains on key objectives including advancing digital transformation, enhancing digital resilience, bridging existing gaps, fostering innovation, enhancing connectivity, ensuring digital inclusivity, and strengthening cybersecurity initiatives. Our proposed budget for 2025 demonstrates our commitment to strategic investments in ICT. Major funding areas encompass infrastructure development for broadband expansion, capacity-building programs for workforce development, and initiatives aimed at enhancing cybersecurity.

This summary outlines our key objectives, which include expanding digital infrastructure, promoting digital literacy, and fostering innovation within the sector.

A. Digital Transformation and Development of the Electronic Identification Card (e-ID)

The Digital Transformation Unit will guide and facilitate the comprehensive integration of digital technologies and practices in all aspects of the various Government departments. This Unit will focus on guiding and implementing the Government's shift towards digitization and ensuring that our initiatives under the three basic elements are realised: people transformation, process transformation, and technology transformation.

Key to our efforts in facilitating digital transformation is the development of an electronic identification (e-ID) card. Since the signing of the agreement in December 2022 between the Government of St. Kitts and Nevis and the Government of the Republic of China (Taiwan), we have advanced to the stage of the first prototype being displayed during the first quarter of 2024. This was well received by all stakeholders and ignited healthy discussions. The competition launched for the design of the e-ID card received over 53 participants, with three emerging winners.

This Digital Identity Authentication System provides the pillars on which we will accelerate our Digital Transformation Agenda and expand the deployment of government e-services. As we look forward to establishing a secure, trusted framework, with robust policies and a legal framework that prioritizes user control and transparency, the Department of Technology continues its technical consultations on the design, development, implementation, and management of the national digital ID.

During the fourth quarter of 2024, a delegation of four travelled to Taiwan to participate in the first phase of the Digital Identity Authentication Project training program organised by International Integrated Systems Corporation (IISI). IISI was contracted by the Government of China (Taiwan).

The purpose of the program was to share Taiwan's experience in the following areas:

1. eGovernment Development;
2. Applications related to natural ID certificates and the household registration information system;
3. Cybersecurity; and
4. Smart City Development.

B. Digital infrastructure development and digital resilience

Since the launch of the St. Kitts and Nevis Internet Exchange Point (SKNIX) in 2023, we have achieved significant strides with this vital piece of our internet infrastructure, which serves as a public utility and a resource for economic and national growth. The Digital Services Network (DSN) serves as the cornerstone of our digital transformation, which aims to facilitate the increased provision of digital services by the Government. To guarantee business continuity and efficient peering between ISPs, a significant investment has been made in the infrastructure, stability, and security of the Internet Exchange Point (IXP).

During the year 2024, a series of working sessions with department heads and lead network engineers from across government departments were held with the IXP team. The IXP team was comprised of two companies, ArkiTechs and McNet Solutions. Initiatives designed to enhance digital infrastructure and foster a culture of technology adoption were implemented. These initiatives included the establishment of training programs aimed at equipping the workforce with the necessary skills. Much emphasis will be placed on capacity building that will lead to certification. To date, the IXP is 90% functional, and all four ISPs are connected. Our data centre and IXP will become vital for network traffic management and other benefits, which include:

1. Improved network performance and reliability;
2. Enhanced security for government data; and
3. Cost savings through efficient resource utilization.

The DSN infrastructure is scalable and adaptable to future technological advancements. The Department received eight (8) servers donated by Arkitech. These servers have been used to establish a server hosting cluster to support the establishment of a new shared network platform at the National ICT Centre. This cluster offers a virtualized environment capable of hosting:

1. Sandboxed application development environments for students;
2. Network management tools; and
3. Demo applications that provide a template for hosting Government applications and services.

Key activities going forward include rebuilding the fibre plant, establishing dual hub sites, building the edge network, developing the data centre/IX peering point (dual site), and provisioning networks for DSN usage, leading to the activation of the DSN. These plans and considerations are vital for us to become a digital Nation operating in a secure, shared network. According to Stephen Lee of ArkiTechs, "In preparation for the next phase of this multi-phase project, the DSN aims to revamp the current Government Wide Area Network (GWAN) structure into a fully shared and departmental managed network. This initiative necessitates various changes, which include significant investment in infrastructure, which is a collective effort, with all Ministries to ensure successful implementation of the DSN within a few years."

To improve efficiency and transparency in government services, we will enhance e-governance platforms. The budget will support the development and implementation of user-friendly online services that empower citizens and streamline processes. We will continue to foster ongoing engagement with all stakeholders, including government entities, ISPs, and the public, to ensure their needs are met.

C. Cybersecurity Initiatives

As we expand our digital footprint, the importance of robust cybersecurity measures cannot be overstated. Our budget will allocate resources to continue to enhance our cybersecurity infrastructure and implement a National Cybersecurity Strategy that includes regular assessments and updates as threats evolve. The Department will also engage with international partners to adopt best practices and strengthen our collective defences against cyber threats, as well as roll out our awareness campaigns to protect citizens and businesses from cyber threats. A significant portion of our recurrent budget will include allocating funds for firewalls, intrusion detection systems, encryption solutions, and threat intelligence services.

The recently held awareness symposium organised by the Department of Technology was a significant achievement as participants gained a deeper understanding of cybersecurity threats and best practices to protect personal and organizational data. Attendees were exposed to topics centered on cybersecurity in the corporate world, cybercrime, regulatory requirements related to data protection and the legal framework.

As we prepare for the Cybersecurity Symposium in the second quarter of 2025, it is imperative to recognize the urgent need for enhanced cybersecurity measures in our increasingly digital world. This event will not only facilitate critical discussions among government agencies, academic institutions, and the private sector, but also inform policy development. We are committed to ensuring that our cybersecurity infrastructure is robust and effective in safeguarding our digital assets.

D. Digital Skills and Literacy

The Department of Technology is committed to fostering an environment where digital skills are prioritized to ensure that our Nation remains competitive and innovative. The training budget will be used to expand the reach and effectiveness of our digital skills programs. We will continue to provide training programmes and capacity-building initiatives needed to enhance digital literacy and skill development for success in a rapidly evolving digital landscape.

Despite significant advancements, disparities in digital access and literacy remain. Efforts will be made to ensure that no one is left behind in the digital transformation journey. This includes targeted initiatives, including community internet access programs, digital literacy training, awareness campaigns, and collaboration with schools and libraries aimed at marginalized communities, ensuring equitable access to technology and digital resources.

We will continue our thrust in investments that will be directed towards expanding high-speed internet access nationwide, particularly in underserved rural and remote areas. This initiative aims to create a robust digital infrastructure that supports both individual and business needs, facilitating greater economic growth and social connectivity.

E. Hosting of CTU ICT Week September 30th to October 4th, 2024

I am pleased to share the significant achievements we attained from hosting the CTU ICT Week Conference held from September 30th to October 4th, 2024, under the theme "Bridging Technologies for a Sustainable and Inclusive Future." The event was a resounding success and served as a vital platform for dialogue and collaboration among notable organisations represented by the Secretary Generals of the International Telecommunications Unit (ITU), the Commonwealth Telecommunications Organisation (CTO) and the Caribbean Telecommunications Union (CTU). Participants included ministers, senior government officials, industry officials, technology experts, academia, as well as delegates from regional and international organizations. This annual signature event facilitated numerous panel discussions and presentations featuring industry experts, which led to valuable exchanges of ideas on emerging technologies, cybersecurity, smart cities, data privacy in an AI-driven world, innovation and education, cybersecurity awareness, and policy frameworks.

The Conference emphasized the role of ICT in promoting sustainable development, with sessions dedicated to exploring how technology can contribute to environmental goals. The Department will aim to invest in research and development regarding emerging technologies, including Artificial Intelligence, blockchain and the Internet of Things. We look forward to hosting the Commonwealth Telecommunications Organization Conference, which is a strategic opportunity to enhance collaboration, share knowledge, and drive policy development in the telecommunications sector.

As digitalization continues to reshape the world, the Postal sector is facing unprecedented change with the rest of the global economy. Building on our prior achievements, we must pave a bright path ahead. The Postal sector will stimulate the lasting development of efficient and accessible postal services of quality to facilitate communication between our customers and key stakeholders. We can only achieve this by boosting our performance through diversification and operational improvements, and automation. Our newly installed automation would lend to these initiatives.

While digitalization was initially a financial decision, it is now necessary as customers expect faster and safer services in the foreseeable future. It will allow us to offer more services at all our locations in a safe and efficient manner while meeting our customers' demands. It also allows us to link our processes with our key stakeholders like the Customs and Excise Department, other post offices, and airline services for safe and seamless transportation and conveyance of mail.

The Postal Service recognizes that the safety and security of our postal sector are critical and will implement security standards and best practices to safeguard all staff and assets. We will have all the security standards in place at all our facilities in line with local and UPU International Postal Security measures and guidelines. The National Addressing System will continue its mandate of linking all communities in a uniform and structured manner. It will not only ensure that all villages, towns, and roads are accounted for but also the addresses are written correctly, and that postal services worldwide process mail promptly and efficiently.

The proposed budget for 2025 reflects our vision of a digitally inclusive society that harnesses technology for sustainable development, economic growth and an improved quality of life for all citizens. With these investments, we anticipate significant outcomes, including improved access to technology, increased economic opportunities, and enhanced connectivity for all citizens.

We seek the support of all stakeholders to realize these objectives and work collaboratively towards supporting the national development agenda and the fulfilment of the Sustainable Development Goals.

1.3 Management Representation Statement

I am pleased to present the Annual Report on Plans and Priorities for the Ministry of ICT and Posts. In my estimation, this presentation reflects an accurate account of the objectives to be achieved as well as the strategies required to realize the Ministry's goals.

This work plan is a result of a consultative process that saw meaningful dialogue with all Departments within the Ministry. I express my sincere thanks to the management and staff of the Ministry of ICT and Posts. The Plan is aligned with national objectives and the strategic objectives of our regional and international partners. It is my view that this document will serve as an important planning instrument and a strategic tool for the operations of the Ministry for 2024 and beyond.

Cheryleann M. Pemberton (Mrs)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

Information, Communications and Technology (ICT)

The mission of the Department of ICT is to empower diversity in the Federation of St. Kitts and Nevis in the digital era through inclusive access, digital literacy, and strategic partnerships while bridging the divide, optimizing processes, and unlocking opportunities for growth for all.

Postal Service

The mission of the St Kitts and Nevis Postal Service is to provide the highest quality of postal and related services to our stakeholders, individuals, and businesses by satisfying their varied requirements and reasonable expectations.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The government's policy direction and long-term strategy for the ministry is to improve the deployment of ICT solutions across the government in a secure, efficient, resilient, and responsible manner.

Department of Information, Communications and Technology

1. To facilitate the deployment of a robust ICT infrastructure
2. To implement ongoing cybersecurity awareness
3. To pursue digital transformation and economic diversification
4. To facilitate the development of software and mobile solutions

5. To enhance the Digital Services Network to support secure, robust and reliable internet access
6. Centralization of IT operations for most critical Government systems
7. Provision of a high quality internationally recognized certification course
8. To increase the provision of domain registration services with a view to increase market share
9. Provision of leadership on issues relating to the implementation of digital services
10. To support talent development and human capacity building

The government's policy direction and long-term strategy for the postal service is to provide postal services, basic financial and e-commerce services for valued customers in St. Kitts and Nevis.

1. Re-orienting transaction flows to support digitization
2. Implementation of a counter automated system and other digital processes
3. Improvement of the postal infrastructure
4. Implementation of the National Addressing System
5. Modernize and upgrade all postal centers to enhance overall efficiency and effectiveness
6. Enhance the skills and knowledge of our postal staff
4. Implement the Regional Postal Service Charter

2.2.2. Ministry's Annual Objectives vs Strategic Objectives

Information, Communications, and Technology

1. To establish the governance mechanisms to guide the digital transformation process in Government
2. To continue the implementation of the Whole of Government Technology Strategy
3. To commence implementation of the cybersecurity measures in the Cyber Strategy Framework
4. To legislate the Cyber Strategy Framework

Postal Services Department

1. Provide new postal software to automate transactions online for customers
2. To establish governance procedures for the National Addressing System
3. Implement e-commerce logistics and electronic payment solutions

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

The above objectives provide the strategic framework for this Ministry. It is not anticipated that there will be any significant modifications to or deviations from this framework during this period.

The General Post Office will continue to evolve and adapt in this digital world and modernize its products and services to reflect our modern economy with the implementation of new digital services.

2.2.4 Main Activities Contributing to the Annual Objectives

Information, Communications and Technology

1. Build out the Digital Transformation Management Unit to guide the activities related to digital transformation in Government
2. Deploy the Digital Services Network that is integrated with the Internet Exchange Point (IXP) for the whole of government with increased cybersecurity, reliability and redundant internet connectivity
3. Enhance the Government portal into a more service-oriented and customer-centric portal that will connect the public to a one-stop shop for digital services and information
4. Enhancement of the IT Service Management platform to log, track, and resolve all ICT service requests
5. To establish a Government Digital Academy to provide civil servants with digital skills for process improvement and automation of services
6. Recertify with the ISO 27001 Information Security Management System (ISMS) policies and procedures

Postal Service

1. Creation of stamps including commemorative stamps
2. Control of the rates of postage locally, regionally, and internationally for export for St. Kitts and Nevis Postal Services
3. Responsibility for the renaming and naming of all streets, lanes and roads, in the Federation of St. Kitts and Nevis
4. Implementation of policies that are associated with the National Addressing System in collaboration with several stakeholders, including the Department of Physical Planning
5. Partner with the Social Security Board in the distribution of cheque payments for non- contributors (old age and invalidity)

2.2.5 Main Challenges to Achieve Annual Objectives

Information, Communications, and Technology

1. Non-competitive remuneration packages, which make it difficult to recruit and retain highly skilled personnel in the field of technology
2. Failure by Ministries to alert the Department of ICT in advance of their relocation plans, which affects the overall completeness of the GWAN

Postal Services Department

1. Inadequate internal security
2. Lack of storage space at the parcel post

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

The increased demand for on-line services has resulted in a corresponding increase in spending on on-line collaboration tools and services as well as information security products and services to secure the government's digital assets, especially in cybersecurity threats.

The increased demand for on-line purchases causes the need for another vehicle to transport US mailbox items and parcels/mail from the airport to customs and then to the General Post Office.

2.3 Capital Projects Information

2.3.1 Major Capital Projects

1. Technology Refresh - IT Department Computer and Equipment Upgrade
2. Civil Registry Digital Application
3. Digital Services Network
4. GSKN Digital Transformation Project

2.3.2 Other Projects Judged Important

1. Upgrade of Postal Services
2. National Addressing System

2.4 Transfer Payment Information

1. International Telecommunications Union (ITU)
2. Caribbean Telecommunications Union (CTU)
3. Universal Postal Union (UPU)
4. Caribbean Postal Union (CPU)
5. Commonwealth Telecommunications Organization (CTO)

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 22 - Provide Information, Communications, Technology and Posts
Responsibility Centre	22 - Ministry of Information, Communication, Technology and Posts
Officer in Charge	Permanent Secretary
Goals/Global Objectives	To promote opportunities for economic development through small business formulation and provide cost-efficient and timely information through technology support and training for the Public Service, and provide the public with an affordable and modern postal service

Financial Summary

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
089 - Provide Communications Services	7,482	12,846	13,364	12,371	12,430
091 - Provide Administrative Support	241	563	589	600	612
132 - Provide Postal Services	4,361	4,738	5,122	5,176	5,231
Total	12,084	18,147	19,075	18,147	18,273

Section 4: Program Summary

Portfolio	E. 22 - Provide Information, Communications, Technology and Posts
Program	089 - Provide Communications Services

Responsibility Centre

22 - Ministry of Information, Communication, Technology and Posts
089 - Communications and Technology Department

Officer in Charge Permanent Secretary

Goals/Global Objectives

To support digital transformation in government to enhance delivery of public services

Objective(s) for 2025		Expected Results	Performance Indicators
1	Hosting of Events	2 events	Number of events hosted for the year
2	To define and digitize the process for Government services	12	Number of services digitized and made accessible on government portal
3	To deploy new connections on the Digital Services Network	12	Number of new sites connected
4	To develop an implementation plan for the Digital Identity	September 2025	Date for completion of the plan
5	To expand the certification network	3 partners	Number of exam providers/certification networks with which the Department establishes partnerships
6	To have a minimum of 20% occupancy of rental spaces at the National ICT Centre	\$2,000	Average monthly revenue
7	To position the SKNIX as a strategic National Digital Resource	30	Number of sites peering with the SKNIX

8	To procure ICT equipment and software	December 2025	Date by which threat mitigation systems, network management systems and Security Awareness and internal technical staff training will be completed
9	To procure replacements and backups of old and faulty network and server equipment, which is the core of the day- to-day operations of ICT	June 2025	Date by which the Network efficiency of the Department will be completed
10	To provide a functional database where civil registries and health institutions will be able to record citizens' basic biographic data	3rd Quarter 2025	Date by which to provide a critical foundational resource for citizens' basic biographical data (birth certificate, death certificate, marriage certificate etc.)
11	To provide digital skills training courses online for public officers	60%	Percentage of courses available online
12	To provide workshops and business process automation of Government departments/MDAs	12	Number of workshops held

Sub-Program:

22089 - Provide Telecommunications Services and IT Support

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	5,505	7,600	7,868	7,925	7,984
Capital	1,840	5,050	5,300	4,250	4,250
Transfer	137	196	196	196	196
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	7,482	12,846	13,364	12,371	12,430

Portfolio Program	E. 22 - Provide Information, Communications, Technology and Posts 091 - Provide Administrative Support
Responsibility Centre	22 - Ministry of Information, Communication, Technology and Posts
Officer in Charge	Permanent Secretary
Goals/Global Objectives	To manage the administration of the Ministry of Information, Communication, Technology and Posts
Sub-Program:	01000 - Provide Administrative Support

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	241	563	589	600	612
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	241	563	589	600	612

Portfolio	E. 22 - Provide Information, Communications, Technology and Posts
Program	132 - Provide Postal Services

Responsibility Centre	22 - Ministry of Information, Communication, Technology and Posts
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To provide the public with an affordable and modern postal service
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Objective(s) for 2025		Expected Results	Performance Indicators
1	To complete the assignment of National Addressing System	2	Number of communities with street names and numbers
2	To enhance the image of the Postal Service through improvement customer care and relations	8	Number of public information announcements or presentations

Sub-Program:
00403 - Administer Postal Service and Customer Service
00404 - Deliver and Dispatch Mail
00406 - Provide Financial Services
00407 - Support U.S. Mailbox Services
Participate in Regional and International Organizations
12132 - Invest in Postal Service

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	4,052	4,188	4,522	4,576	4,631
Capital	242	350	400	400	400
Transfer	67	200	200	200	200
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	4,361	4,738	5,122	5,176	5,231

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 22 MINISTRY OF INFORMATION, COMMUNICATION, TECHNOLOGY AND POSTS

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
22089	TECHNOLOGY DEPARTMENT	\$	\$	\$	\$	\$		
2208930	Technology Refresh - IT Department Computer and Equipment Upgrade	700,000	350,000	-	-	350,000	148,190 REVENUE	
2208933	Civil Registry Digital Application	750,000	250,000	-	-	250,000	- REVENUE	
0808131	GSKN Digital Transformation Project	20,000,000	2,700,000	-	-	2,700,000	- REVENUE	
2208935	Digital Services Network	8,459,100	2,000,000	-	-	2,000,000	- REVENUE	
	Subtotal	29,909,100	5,300,000	-	-	5,300,000	148,190	
22132	POSTAL SERVICES							
1513211	Upgrade of Postal Services	1,645,000	150,000	-	-	150,000	240,260 REVENUE	
2213201	National Addressing System	1,875,000	250,000	-	-	250,000	1,600 REVENUE	
	Subtotal	3,520,000	400,000	-	-	400,000	241,860	
	TOTAL c/f	33,429,100	5,700,000	-	-	5,700,000	390,050	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 22 MINISTRY OF INFORMATION, COMMUNICATION, TECHNOLOGY AND POSTS

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
	TOTAL b/f	\$ 33,429,100	\$ 5,700,000	\$ -	\$ -	\$ 5,700,000	\$ 390,050	
	Public Service Digital Training	352,850		-		-	124,706	REVENUE
	Internet Exchange Point (IXP) Development and Support	3,100,000		-		-	497,445	REVENUE
	Caribbean Telecommunications Union (CTU) ICT Week 2024	500,000		-		-		REVENUE
	E-Government Network Infrastructure Project	1,563,818		-		-	202,124	REVENUE
	TOTAL	\$ 38,945,768	\$ 5,700,000	\$ -		\$ 5,700,000	\$ 1,214,325	

Total Ministry \$5,700,000

**23 - Ministry of Youth Empowerment,
Ageing and Disabilities**

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

Volume 2

December 2024

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	3
SECTION 2: MINISTRY OVERVIEW	3
2.1 Mission Statement	3
2.2 Planning Overview	3
2.2.1 Ministry's Strategic Objective vs Government's Directions	3
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	3
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	4
2.2.4 Main Activities Contributing to the Annual Objectives	4
2.2.5 Main Challenges to Achieve Annual Objectives	4
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	4
2.2.7 Impact on Previous Year's Result on the Current Year's Expenditure	5
2.3 Capital Project Information	5
2.3.1 Status Report on Government Project	5
2.4 Transfer Payment Information	5
SECTION 3: MINISTRY SUMMARY	6
SECTION 4: PROGRAM SUMMARY	7

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

As part of national efforts to achieve sustainable island state status, the Ministry of Youth Empowerment, Ageing and Disabilities since its inception in 2022 has been working at:

1. Gathering data on our youth, older persons and persons with disabilities to guide our decision making,
2. Building and strengthening our relationships with stakeholders and partners,
3. Providing opportunities for participation and inclusion and
4. Supporting the mainstreaming or consideration of youth, older persons and persons with disabilities in the development and implementation of programs and policies.

The Ministry is committed to using evidence-based data to support the development of programs and policies. However, due to scarcity of relevant data, the Ministry has to invest in the procurement and administration of surveys and other data collection exercises including focus groups, consultations, and townhalls to capture rich qualitative data from target populations and stakeholders. In 2024, a participative approach to consultations on a National Disability Policy was adopted. A wide cross section of stakeholders contributed to the process to not only capture the current experiences of persons with disabilities but to also get input on how positive and impactful changes can be affected in a systematic and realistic way.

The Ministry has adopted the mantra used by persons with disabilities 'nothing for us without us' and have applied it to all aspects of our work. Our youth, older persons, and persons with disabilities are bursting with creativity, ideas and recommendations to solve some of our Nation's common problems and issues. Research indicates that in addressing the needs of these specific populations, the wider community reaps rewards. Examples of this include the construction of ramps and accessible sidewalks by private sector businesses that recognize the benefits of these changes extend not only to wheelchair users but also to mothers with strollers and persons with walkers.

Lack of access, negative stereotypes, neglect and abuse continue to be major challenges for our target population. The Ministry in 2025 will therefore continue to raise public awareness and work to strengthen legislative and policy frameworks to address experienced challenges. In 2024, the Ministry introduced a basic sign language course for frontline workers. We intend to continue this program in 2025 to improve communication and access to essential services for persons who are hearing impaired. We will also continue to showcase the positive contributions of our young persons and youth organizations through our flagship programs such as the 25 Remarkable Teens, the Star Boy and Star Girl and the annual Youth Awards. The Ministry is pleased with the increased number of young people in leadership positions, and we intend to continue fostering enabling environments for young people to harness their skills and competencies.

The Ministry is grateful for the support of local, regional and international partners whose contributions support the notable accomplishments and impactful successes achieved to date. We look forward to implementing plans and growing our networks for more impactful collaborations as we work towards building a more inclusive and sustainable St Kitts and Nevis in 2025 and beyond.

Hon. Isalean C Phillip
Junior Minister of Youth Empowerment, Ageing and Disabilities

1.2 Executive Summary

One of the Federation's greatest assets is our people. Citizens and resident's creativity, resilience, gradual improvements in education, health care and sound economic policies have fostered continued national growth and development. The gains, however, continue to exclude certain segments of our population. Barriers, whether they be institutional, environmental, attitudinal and/or social hinder youth, persons with disabilities and seniors from full participation and inclusion. This exclusion and continued stigma threaten the sustainability of gains made and further lessens the likelihood of the State achieving the Sustainable Development Goals in a timely manner.

The Ministry of Youth Empowerment, Ageing and Disabilities considers itself a catalyst for social change and an advocate for the rights and protection of persons with disabilities, youth and seniors. In 2025, we will continue our work in spreading awareness on the existence of barriers and how they can be removed through the collaborative efforts of all stakeholders. Work will continue to pursue the introduction of parking tags for persons with disabilities, in collaboration with the Department of Physical Planning, the St. Kitts-Nevis Association of Persons with Disabilities and the Traffic Department. The Ministry will also continue its discussions with transportation providers for persons with disabilities and seniors on effective ways of subsidizing the cost for financially vulnerable persons. In 2025, the Ministry will also commence weekly trips to Basseterre for seniors and persons with disabilities to run errands using our newly acquired accessible vehicle which was gifted to the Federation by the Republic of China (Taiwan).

The Ministry acknowledges the absence of relevant legislation and policies aimed at protecting the rights of persons with disabilities and seniors. In 2024, with assistance from the Ministry of Economic Development and Investment, the Ministry was able to successfully apply for and receive technical assistance from the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) to revise our 2017 draft Disabilities Policy and the drafting of a Disabilities Bill. The revised Policy which was completed following extensive consultation with stakeholders and the proposed Bill are expected to be approved by Cabinet and passed by Parliament respectively in 2025.

The Ministry in 2024 launched three additional Day Programs for seniors under the Seniors Enrichment Program and introduced new activities to expand the social engagement of our elders. The Program continues to grow with many participants expressing appreciation for the opportunities to socialize and participate in meaningful activities. Similarly, the Ministry continues to receive requests from communities for Day Programs to be launched at their community centers. Following an internal assessment of the Program, the Ministry has concluded that while our long-term goal remains to have Day Programs at all community centers, no new Day Programs will be launched in 2025. The Ministry will instead focus on introducing several other activities for seniors such as gardening, chess and steel pan.

It is the Ministry's hope that in 2025, the draft Ageing Policy will be reviewed and the regulations drafted for elderly homes. This will ensure that an adequate institutional framework is in place to ensure the rights and protections of our seniors, whose hard work has laid the foundation for many of the freedoms and benefits we enjoy today.

Our Department of Youth Empowerment will continue to provide opportunities for youth inclusion and participation. In 2024 we hosted the inaugural Youth Congress which was intended to provide our young people with a voice and introduce students to principles of good governance and democracy. In 2025 we will continue to collaborate with the Ministry of Education on the strengthening of student councils as we work towards our long-term goal of reintroducing a National Youth Council.

The Department of Youth Empowerment continues to enjoy an excellent relationship with the Ministry of Education. Through collaborative efforts we will host annual events such as the Independence Rally and the High School Bake Off. In 2025, we will also work closely with the Ministries of Education and Community Development to introduce afterschool club options for students.

The Ministry of Youth Empowerment, Ageing and Disabilities will continue to strive for excellence in 2025. We will seek to foster new partnerships and collaborations with Line Ministries and, public and private entities as we work towards our collective goal of making St. Kitts and Nevis a sustainable island state where the value of every individual regardless of age, gender or ability is recognized and given the opportunity to participate equally in society.

1.3 Management Representation Statement

On behalf of the Ministry of Youth Empowerment, Ageing and Disabilities I submit for tabling the Annual Report on Plans and Priorities for 2025 in Parliament. The information accurately portrays the goals, objectives, priorities, activities and planned results for the upcoming year.

Janelle Lewis–Tafari (Mrs)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

To build a Nation where youth, older adults and persons with disabilities are placed at the forefront of all that we do, through inclusiveness and equitable access to resources that transform and encourage persons to be continuing members in society.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The Ministry of Youth Empowerment, Ageing and Disabilities remains committed to the Government's vision of St. Kitts and Nevis becoming a sustainable island state. An important component of this is the true inclusion and participation of all citizens and residents including seniors, persons with disabilities, and youth. The Ministry's strategic directions for the medium term therefore include:

1. Mainstreaming of youth and persons with disabilities in all policies and programs
2. Creating an enabling environment for youth, older persons and persons with disabilities to be active agents of change and partners in community and national development
3. Ensuring the protection and rights of youth, older persons and persons with disabilities
4. Building the resilience of youth, persons with disabilities and older persons

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

- a. To improve the quality of care to older persons
- b. To promote lifelong learning and information sharing amongst seniors
- c. To provide opportunities for healthy ageing with dignity

- d. To promote good governance
- e. To increase the voices of youth and persons with disabilities through social and mass media presence
- f. To nurture youth excellence and volunteerism
- g. To systematically remove barriers to access for persons with disabilities

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

The Ministry has not had any significant modifications to our strategic directions in 2024, however as consultations will be held in 2025 on the proposed draft Disabilities Bill and the draft National Ageing Policy there is a slight possibility that strategic direction may be altered.

2.2.4 Main Activities Contributing to the Annual Objectives

1. Identification and annual training of focal points for youth, ageing and disabilities in various sectors
2. Provision of opportunities for consultation and dialogue with target populations and policymakers
3. Youth entrepreneurship training
4. Youth employment survey
5. Capacity building for youth groups and special interest groups
6. Submission of initial report to the UN Committee on the Rights of Persons with Disabilities
7. Introduction of transportation services
8. Introduction of seniors Gardening Club and Chess Clubs
9. Continued consultation on special needs and ageing policies
10. Public awareness of accessibility and inclusion

2.2.5 Main Challenges to Achieve Annual Objectives

One of the major challenges for the Ministry is the lack of appropriate space. This includes accessible office space for our clients and storage capacity for our equipment. To mitigate against this, challenge the Ministry has been granted approval from the Ministry of Community Development and Gender Affairs to utilize a space at the East Basseterre Community Center as a satellite office. In addition to the above, the Ministry has also granted permission for storage of items at another location. We also lack adequately trained personnel to provide support services to our target population, however, a strategic approach is being pursued to gradually increase personnel over the medium to long term.

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

If the Ministry is to be successful in achieving its strategic objective there must be a significant shift in attitudinal and cultural barriers. There must be intensified efforts at public education and awareness on the importance of inclusion for youth, seniors and persons with disabilities. This awareness should then lead to enhanced and meaningful changes in our community that benefit not only youth, older persons and persons with disabilities but everyone.

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

The success of the Ministry's Seniors Enrichment Program has led to greater acceptance and understanding for the inclusion and participation of older persons. Requests for collaboration from organizations, businesses and government agencies have increased. In addition to the above the Ministry anticipates the need for increased resources as we commence implementation of the National Disability Policy in 2025. This will of course include public sensitization on the Policy and publication of the Policy in accessible formats.

2.3 Capital Projects Information

2.3.1 Status Report on Government Project

In 2024, the Ministry received approval for the opening of three additional Day Programmes for Seniors. In June 2024, these Day Programmes were successfully launched in Sandy Point, Lodge, Ottleys and Tabernacle.

2.4 Transfer Payment Information

The Ministry of Youth Empowerment, Ageing and Disabilities will make annual contributions to the following organizations:

1. Commonwealth Youth Program
2. Support People with Disabilities

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 23 - Manage Youth Empowerment, Ageing and Disabilities
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Responsibility Centre	23 - Ministry of Youth Empowerment, Ageing and Disabilities
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To build a Nation where all youth, older adults and persons with disabilities are placed at the forefront of all that we do through inclusiveness and equitable access to resources that transform, enhance and encourage persons to be contributing members in society
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Financial Summary

Programme	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
23148 - Ministry Secretariat	381	523	561	571	580
23149 - Support Youth Development	947	1,184	1,129	1,137	1,146
23150 - Seniors Enrichment Development	864	1,552	1,220	1,239	1,259
23151 - Support Disabilities Department	169	133	248	252	256
Total	2,361	3,392	3,158	3,199	3,241

SECTION 4: PROGRAM SUMMARY

Portfolio Program	E. 23 - Manage Youth Empowerment, Ageing and Disabilities 23148 - Ministry Secretariat
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Responsibility Centre	23 - Ministry of Youth Empowerment, Ageing and Disabilities 148 - Administration
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To facilitate the mainstreaming of human rights inclusive of rights of youth, older persons and persons with disabilities in the legislative and policy framework
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Objective(s) for 2025	Expected Results	Performance Indicators
1 To bolster the legislative framework protecting and ensuring the rights of persons with disabilities and older persons	December 2025	Revision of National Ageing Policy
	June 2025	Disability Bill passed in Parliament
2 To enhance data collection and analysis to inform policy decision to address needs of marginalized populations	July 2025	Survey of persons with disabilities conducted
	September 2025	Registry of persons with disabilities and seniors created
	August 2025	Training of staff in data collection and analysis

Sub-Program:	00170 - Administration - Ministry Secretariat 00172 - Telecommunication Expenses
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Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	381	523	561	571	580
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	381	523	561	571	580

Portfolio Program	E. 23 - Manage Youth Empowerment, Ageing and Disabilities 23149 - Support Youth Development
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Responsibility Centre	23 - Ministry of Youth Empowerment, Ageing and Disabilities 149 - Youth Department
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To foster an enabling environment to empower youths and provide for their sustainable growth and development
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Objective(s) for 2025	Expected Results	Performance Indicators
1 To empower young people and encourage youth led action for the achievement of the SDGs	12	Number of Youth led initiatives that promote the SDGs
	25%	Percentage increase in number of student councils
2 To increase engagement of young people in environmental management	12	Number of youth volunteers and youth groups in community/national projects
3 To increase the youth voice	2	Support of youth participating at forums/seminars/conferences
4 To nurture youth excellence and volunteerism	November 2025	Recognition of young people who excel in various areas
	30%	Percentage increase in the number of youth volunteers registered with the Department
5 To strengthen the youth network	10%	Percentage increase in youth groups registered with the Department
	5	Number of new youth social clubs introduced

Sub-Program:	00171 - Administer Youth Development 03946 - Support Youth Camp and Youth Month 03964 - Commonwealth Youth Programme (CYP)
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Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	947	1,184	1,129	1,137	1,146
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	947	1,184	1,129	1,137	1,146

Portfolio Program	E. 23 - Manage Youth Empowerment, Ageing and Disabilities 23150 - Seniors Enrichment Development
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Responsibility Centre	23 - Ministry of Youth Empowerment, Ageing and Disabilities 150 - Ageing Department
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To promote a society where older persons can live active, independent, integrated and dignified lives
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Objective(s) for 2025		Expected Results	Performance Indicators
1	To improve the resilience of older persons in natural disasters	November 2025	Distribution of disaster kits
		June 2025	Educational session on preparation of disaster plans at the Day Programs
2	To improve quality of care for older persons	2	Number of training sessions for care givers conducted
3	To provide meaningful activities for seniors that promote active and healthy ageing	Monthly	Informational sessions held at Day Programmes
		October 2025	Date by which new activities under the Senior's Enrichment Program (chess, gardening and steelpan for seniors) are introduced

Sub-Program:	00326 - Administer Seniors Enrichment Development
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Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	864	1,127	1,220	1,239	1,259
Capital		425			
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	864	1,552	1,220	1,239	1,259

Portfolio Program	E. 23 - Manage Youth Empowerment, Ageing and Disabilities 23151 - Support Disabilities Department
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Responsibility Centre	23 - Ministry of Youth Empowerment, Ageing and Disabilities 151 - Disabilities Department
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To advocate for the rights of persons with disabilities and ensure their full participation in all aspects of the society
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Objective(s) for 2025		Expected Results	Performance Indicators
1	To increase accessibility for persons with disabilities	50	Number of persons trained in basic sign language
2	To promote and support persons with disabilities civic and community participation	August 2025	Launch public relations campaign on the rights of persons with disabilities
		4	Provide opportunities for persons with disabilities to engage and dialogue with decision and policy makers
3	To provide an enabling environment for Persons with Disabilities to earn a decent living	5	Number of persons from the Disabilities Skills Program at McKnight Community Center gaining employment

Sub-Program:	01942 - Support for Persons with Disabilities
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Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent					
Capital					
Transfer	169	133	248	252	256
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	169	133	248	252	256

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 23 MINISTRY OF YOUTH EMPOWERMENT, AGEING AND DISABILITIES

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
		\$	\$	\$	\$	\$		
23150	AGEING DEPARTMENT							
	Seniors Day Care Programme	425,000	-	-	-	-	REVENUE / REPUBLIC OF CHINA (ROC) - TAIWAN	
	TOTAL	425,000	-	-	-	-		

Total Ministry \$0

**24 - Ministry of Economic Development and
Investment**

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

Volume 2

December 2024

24 - MINISTRY OF ECONOMIC DEVELOPMENT AND INVESTMENT

TABLE OF CONTENTS

	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	4
SECTION 2: MINISTRY OVERVIEW	4
2.1 Mission Statement	4
2.2 Planning Overview	4
2.2.1 Ministry's Strategic Objective vs Government's Directions	4
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	5
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	5
2.2.4 Main Activities Contributing to the Annual Objectives	5
2.2.5 Main Challenge to Achieve Annual Objectives	5
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	5
2.3 Capital Projects Information	6
2.3.1 Major Capital Projects	6
2.3.2 Other Project Judged Important	6
SECTION 3: MINISTRY SUMMARY	7
SECTION 4: PROGRAM SUMMARY	8

Section 1: Minister's Message and Executive Summary

1.1 Minister's Message

As the Minister responsible for Economic Development and Investment, I am pleased to present the Budget highlighting the Government's strategic development agenda for fiscal year 2025. We believe that true economic development is a collective effort. So, we have met with government organizations, non-government organizations, and the private sector in 2024 to validate the goals, objectives, policies, priorities, strategies, and actions required to transform the economy as outlined in the National Development Planning Framework. These meetings involved stakeholders from both islands in the Federation to ensure the comprehensive approach to nation-building was adopted.

It is no secret that our Nation, like most in the region and internationally, is experiencing challenging socio-economic times. While we have navigated through the COVID-19 pandemic well, we are currently addressing issues related to labour, supply chain disruptions, high inflationary prices, and a tightening global monetary system, which have resulted in less-than-favourable revenue intakes and investment and ultimately lower economic growth and social hardships in the Federation.

In response to this, the Ministry of Economic Development and Investment has actively sourced assistance from development partners and allied partner countries over the past year to advance the socio-economic development agenda of the Government. The Ministry has liaised with the Caribbean Community Climate Change Centre to secure access to the Adaptation Fund, which will afford the country access to US\$20 million for coastal infrastructure and road development. We also liaised with India and have developed several draft Memoranda of Understandings (MOUs), in areas such as pharmaceutical cooperation, regulations and procurement to assist the Ministry of Health in providing cost efficient, reliable, safe pharmaceuticals to the Federation. The Ministry also sourced and received technical assistance from ECLAC to assist in the areas of social development and disabilities for the Ministry of Social Development and Gender Affairs and Ministry of Youth Empowerment, Ageing and Disabilities which were completed in 2024.

Additionally, we presented a proposal for assistance from India in National Security - Coast Guard; and through the India Coalition for Disaster Resilient Infrastructure (CDRI) submitted a proposal for 'Disaster Resilient Utility Infrastructure – St. Kitts and Nevis' for funding. The CDRI allows the Federation funding up to US\$5 million annually which we will use to continue prioritizing the needs of various Line Ministries in 2025.

In 2025, The Ministry will continue to support the growth of all sectors of the economy by building relationships with donor and allied partners through the implementation of the NDPF (2023-2037). In this context, the Ministry will operationalize the NDPF with the development of its first Medium-term Strategy and Investment Plan (MTSIP) to ignite economic development over the period 2025 to 2029 with the support of the Caribbean Development Bank (CDB). Through the MTSIP the Ministry of Economic Development and Investment will support initiatives to achieve the strategies and actions under the six-development areas; climate resilience, green energy transformation, economic development; inclusivity and social development; human capital development and institutional strengthening and partnership. In support of this, funds from the budget will be used for consultations with stakeholders, as stakeholder participation is crucial in developing an effective and efficient strategy that would lead to inclusive economic growth and development.

Ensuring a continuous flow of investment to the Federation is also paramount to this Ministry. Therefore, we will prioritize investment in 2025 towards achieving the six development areas and paying special attention to reducing energy costs by facilitating the development of geothermal, solar energy and other renewable energy sources to the point where excess energy generation will

attract investments in energy intensive industries. We recognize that it is within these areas that the Federation holds the greatest chance for even and rapid economic development. However, economic development must be evenly distributed and decentralized to break inequality and achieve societal wellbeing.

In the coming year, the St. Kitts Investment and Promotion Agency (SKIPA) will advance its efforts towards developing a Special Economic Zone to help boost investment into the Federation's dormant manufacturing sector which traditionally provided employment primarily for lower income females. To this end the Ministry has consulted with UNIDO and the AfreximBank to assist in restructuring the Manufacturing Sector at the Industrial Estates and provide adequate financing. SKIPA will also pursue the development of a new Investment Code in the new year to encourage both local and foreign investors and streamline the management of investment to ensure better domestic control and adherence to international treaties and agreements.

The Ministry of Economic Development and Investment takes its responsibility seriously. The Ministry has worked diligently to execute its mandate without the benefit of a centralized location. Therefore, in 2025, we look towards ensuring increased productivity through the retrofitting of our office space so that the officers can work more collaboratively in executing their tasks from a centralized location.

As a Ministry we remain committed to our Mission to advance socio economic policies and create investment opportunities that advance and sustain the lives and livelihoods of all our citizens.

Rt. Hon. Dr. Denzil L. Douglas
Minister of Economic Development and Investment

1.2 Executive Summary

The Ministry of Economic Development and Investment is the lead agency responsible for the operationalization of the sustained socio-economic development agenda of the Government. It promotes the government development policies with the aim of bringing transformation in all sectors of the economy. These policies are articulated in its National Development Planning Framework (NDPF) 2023-2037. This Framework contains the goals, policies, priorities, strategies and actions required to transform different Ministries, which in turn will improve the lives and livelihoods of all citizens.

The expected results from the completed National Framework Development Plan are:

1. Transformation to a Sustainable Island State
2. Diversification of the economy – agriculture, tourism, digital, blue and orange economies
3. Advancement of Human Capital through reforms in Education and Health
4. Public Sector Reform
5. Social inclusion and social development
6. Lasting and mutually beneficial Institutional partnerships for development
7. Climate Resilience

We are aware that the success of the NDPF will require Inter-Ministerial Partnerships. Therefore, in 2024, sensitization sessions with different ministries and agencies on both St. Kitts and Nevis were conducted to familiarize stakeholders with the content of the NDPF and the accompanying

Implementation Plan. The Ministry also conducted wide-scale engagement with Line Ministries regarding their goals, objectives, strategies, priorities, and actions over the short, medium, and long term. The Ministry will operationalize the NDPF over the medium-term, 2025 – 2029 commencing with the following activities in 2025:

1. Development of NDPF Medium-Term Strategy (5-year plan 2025-2029)
2. Development of a digital scorecard
3. Consultations on the Medium-Term Strategy
4. Launch of the NDPF Medium-Term Strategy
5. Monitoring and evaluation of the NDPF Medium-Term Strategy (2025-2029)
6. Capacity building for Line Ministries and staff of the Ministry of Economic
7. Development and Investment to support the implementation of the Medium-Term Strategy

As we continue to roll out the NDPF, the involvement of the private sector and the public will be vital. Therefore, steps will be taken to engage the private sector and create public awareness and buy-in using various mediums, including consultative sessions and the use of social and mass media. Additionally, the Ministry is responsible for seeking out, inviting and accommodating investments into the country while helping to create the enabling environment to attract and maintain a sustainable flow of local and foreign direct investment. These investments will facilitate the national development agenda as articulated in the NDPF and Sustainable Island State (SIS) Agenda.

As we seek out the types of investments necessary to facilitate sustainable growth and development, the Ministry will vigorously cultivate relationships with Private Sector Partners, locally, regionally and internationally. We envision our partners to be private individuals and families, businesspersons, companies both local and international, sovereign governments and regional and international organizations. The Ministry will continue to partner with the Prime Minister's Office in targeted efforts to attract capital investment from the increasing number of St. Kitts and Nevis' Economic citizens who have the potential to invest well beyond the initial amounts necessary to obtain citizenship. Our aim is to identify sustainable sources of income, wealth and investment capital. In this regard, the Ministry will work closely with the Citizenship by Investment Unit (CIU) to boost investor confidence.

Locally, through SKIPA, the Ministry will continue efforts to establish a Special Economic Zone (SPE) that will create an environment that could attract investment in the manufacturing sector. Additionally, SKIPA will continue to pursue the establishment of an Export Promotion Division to provide support to local businesses whose products are export ready. There is a critical need for SKIPA to present bankable projects to investors – that is, those projects that have been thoroughly vetted and structured to ensure financial viability and can generate returns on investment. The bankability of a project instils a level of confidence for the investor that their capital will be used effectively and will yield anticipated returns. To this end, SKIPA has rolled out its "Investment Catalogue" designed to showcase a list of bankable projects to investors. As the Government, through the Ministry of Economic Development and Investment, seeks to create an attractive investment climate, it is also critical that work be finalized on the Investment Code. The Investment Code will signal that St. Kitts and Nevis is committed to creating a level-playing field for investors with transparent, reliable, efficient and fair rules and procedures for investment within the framework of the international treaties and agreements to which St. Kitts and Nevis is a signatory.

In 2024, the Ministry performed at the highest level, effectively delivering on its very important mandate by providing technical support in monitoring the economic outlook of the country and

providing advice to the Government based on credible data. We have also examined investment proposals and provided valuable insight as a guide to meaningful investment. In so doing, we collaborated with the Ministry of Youth Empowerment, Ageing and Disabilities in seeking assistance through the Economic Commission for Latin America and the Caribbean (ECLAC) to support consultations to prepare a National Disabilities Policy and the subsequent drafting of a National Disabilities Bill.

In 2025, the Ministry will continue the recruitment of the requisite human resources necessary to enable the effective and efficient functioning of the Ministry and place emphasis on staff development in order to enhance efficiency. This remains vital as we aim to traverse the challenges posed by this post-COVID-19 environment, which remains tenuous, but also abounds with opportunities.

1.3 Management Representation Statement

It is a privilege to present the plans and priorities for 2025 on behalf of the Ministry of Economic Development and Investment. I believe that this presentation reflects an accurate account of the objectives to be achieved, and the strategies required to realize the Ministry's goals. Also, it is hoped that this document will serve as an essential planning tool and working document to guide the Ministry of Economic Development and Investment's operations.

Adina Richards (Ms)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

The Ministry's mission is to promote the sustained socio-economic development agenda of the Government by creating an enabling environment that attracts investments and maintains a continuous and viable flow of opportunities that advances the lives and livelihoods of all our citizens.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

The Ministry endeavours to achieve the following broad strategic objectives:

1. Operationalize the National Development Planning Framework (NDPF) 2023-2037 that is aimed at improving the lives and livelihoods of all citizen
2. Advancement of policies and programmes that will contribute to the Sustainable Island State Agenda
3. Engagement of all Line Ministries and agencies to engender a synergistic approach in promoting the Government's development agenda
4. Development of a robust economic environment which attracts investors to the Federation
5. Concentrate on investment opportunities aimed at economic development to include local, regional and Foreign Direct Investment opportunities for local companies and business persons

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

1. Engagement and support of Line Ministries in the development of goals and priority areas that can help to facilitate the Government's Economic Development and Investment Agenda over the short, medium and long term.
2. Development of the NDPF Medium-Term Strategy (5-year plan 2025-2029) and digital scorecard to monitor and evaluate the implementation of national economic plans and policies.
3. Guide and monitor the implementation of development projects. 4.. Facilitate capacity building throughout the Ministry.
5. Engagement of Local, Regional and International investors, whether legal persons and/or companies, as well as Governments.

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

The Ministry is in its embryonic stage so as we operationalize the Ministry some modification to the plans and staffing needs will be inevitable. As we continue to operationalize the NDPF 2023-2037, there may be the need for adjustments in some areas to accommodate changing realities.

2.2.4 Main Activities Contributing to the Annual Objectives

1. Operationalize the National Development Planning Framework (NDPF) 2023-2037
2. Development of the NDPF Medium-Term Strategy (2025-2029)
3. Widescale engagement of Local Businesses and Entrepreneurs, small, medium and large
4. Packaging of priority sectors for Foreign Direct Investment (SKIPA)

2.2.5 Main Challenge to Achieve Annual Objectives

1. Obtaining the necessary level of support for the NDPF by relevant ministries, agencies and the public

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

The long-term vision of the Ministry is the creation of a socio-economic environment that is beneficial to and ensures prosperity for all citizens and residents of St. Kitts and Nevis in a sustained way. Entering and participating in the economy should be easily facilitated for all. There should be no distinction in terms of opportunities for all citizens and residents to advance and sustain their lives and livelihoods.

The Ministry will continue to focus on the implementation of the National Development Planning Framework (NDPF) which spans fifteen years (2023-2037). This necessitates in the first instance, the development and operationalization of the Medium-Term Strategy, 2025-2029. We anticipate that the implementation of the NDPF will inform the advancement of all sectors of the economy, specifically initiatives related to food security, modern manufacturing, investments in renewable energy and the promotion of climate resilience.

It is expected that the orientation of the economy to a more modern economic space will come through deliberate investment in infrastructure, the establishment of a New Economic Free Zone, the exploration of access to water from ground and desalination sources and a major reduction in the use of fossil fuels. This, in turn, will support the Government's vision of becoming a sustainable island state.

2.3 Capital Projects Information

2.3.1 Major Capital Project

1. Office Space – Ministry of Economic Development and Investment

2.3.2 Other Project Judged Important

1. Support for National Development Planning Framework

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 24 - Manage Economic Development and Investment
Responsibility Centre	24 - Ministry of Economic Development and Investment
Officer in Charge	Permanent Secretary
Goals/Global Objectives	To seek out, invite and accommodate investments into the country while also creating the enabling environment to attract investments and maintain a continuous flow and stay in the country of said investments as we aim to develop our economy in a manner that advances and sustains the lives and livelihoods of all our citizens

Financial Summary

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
24085 - Administration	7,363	774	1,857	1,065	874
24086 - Guide and Monitor Economic Development and Investment	143	676	736	750	764
24087 - Promote Investments	1,509	1,552	1,445	1,456	1,467
Total	9,015	3,002	4,038	3,271	3,105

SECTION 4: PROGRAM SUMMARY

Portfolio Program	E. 24 - Manage Economic Development and Investment 24085 - Administration
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Responsibility Centre	24 - Ministry of Economic Development and Investment 085 - Ministry Secretariat
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To promote the sustained socio-economic development agenda of the government by creating the enabling environment that attracts investments and maintain a continuous and viable flow of opportunities that advances the lives and livelihoods of all our citizens
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Sub-Program:	01047 - Provide Telecommunication Expenses 01048 - Provide Administrative Support 24085 - Invest in Economic Development 04445 - Belmont Resort Limited
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Financial Summary

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	7,363	774	807	815	824
Capital			1,050	250	50
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	7,363	774	1,857	1,065	874

Portfolio	E. 24 - Manage Economic Development and Investment
Program	24086 - Guide and Monitor Economic Development and Investment

Responsibility Centre
24 - Ministry of Economic Development and Investment
086 - Economic Development

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To guide and monitor economic development and investment

	Objective(s) for 2025	Expected Results	Performance Indicators
1	Capacity building for Line Ministries to support the implementation of the NDPF and Strategy	4 training sessions	Number of training sessions
2	Capacity building for staff of Economic Development in areas that will enhance output by Ministry to Line Ministries	6 training sessions	Number of training sessions
3	Development and launch of Medium-Term Strategy 2025-2029	September 2025	Date by which the Medium-Term Strategy is completed
4	Monitoring and evaluation of Medium-Term Strategy (MTS) 2025-2029	September 2025	Date by which the digital scorecard to monitor and evaluate the implementation of the MTS is completed
5	To conduct public sensitization sessions on the National Development Planning Framework (NDPF)	4	Number of sessions held

Sub-Program:
01049 - Guide and Monitor Economic Development and Investment

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	143	676	736	750	764
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	143	676	736	750	764

Portfolio Program	E. 24 - Manage Economic Development and Investment 24087 - Promote Investments
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Responsibility Centre	24 - Ministry of Economic Development and Investment 087 - St. Kitts Investment Promotion Agency
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To market St. Kitts and Nevis as an excellent venue for capital investments
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Objective(s) for 2025		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

Sub-Program:	01050 - Facilitate Investment Promotion Projects 01051 - Promote St. Kitts as an International Finance Corporation
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Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	1,509	1,552	1,445	1,456	1,467
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,509	1,552	1,445	1,456	1,467

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 24 MINISTRY OF ECONOMIC DEVELOPMENT AND INVESTMENT

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
		\$	\$	\$	\$	\$		
24085	SECRETARIAT							
2408501	Office Space - Ministry of Economic Development and Investment	1,200,000	1,000,000	-	-	1,000,000	-	REVENUE
24086	ECONOMIC DEVELOPMENT							
2408601	Support for National Development Planning Framework	4,000,000	50,000	-	-	50,000	-	REVENUE
	TOTAL	5,200,000	1,050,000	-	-	1,050,000	-	
Total Ministry								\$1,050,000

**25 - Ministry of Small Business and
Entrepreneurship**

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

Volume 2

December 2024

25 - MINISTRY OF SMALL BUSINESS, ENTREPRENEURSHIP, COOPERATIVES AND THE CREATIVE ECONOMY

TABLE OF CONTENTS	PAGE
SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY	1
1.1 Minister's Message	1
1.2 Executive Summary	2
1.3 Management Representation Statement	3
SECTION 2: MINISTRY OVERVIEW	3
2.1 Mission Statement	3
2.2 Planning Overview	3
2.2.1 Ministry's Strategic Objective vs Government's Directions	3
2.2.2 Ministry's Annual Objectives vs Strategic Objectives	4
2.2.3 Modifications to the Ministry's Strategic Directions During the Year	5
2.2.4 Main Activities Contributing to the Annual Objectives	5
2.2.5 Main Challenges to Achieve Annual Objectives	5
2.2.6 Achievement of the Strategic Objectives over a Multi-Year Time Horizon	5
2.3 Capital Projects Information	5
2.3.1 Major Capital Projects	5
2.3.2 Other Projects Judged Important	5
SECTION 3: MINISTRY SUMMARY	6
SECTION 4: PROGRAM SUMMARY	7

SECTION 1: MINISTER'S MESSAGE AND EXECUTIVE SUMMARY

1.1 Minister's Message

As we enter 2025, we celebrate the growth and resilience demonstrated across all sectors of our Ministry. This year, the Ministry of Small Business, Entrepreneurship, Cooperatives and the Creative Economy is more committed than ever to fostering a vibrant economy that is inclusive, innovative, and community driven. With the integration of the Creative Economy Department, we look forward to an even more dynamic and multifaceted approach to economic development, one that merges business, culture, and cooperative initiatives into a unified vision for national progress.

Our Ministry has made significant strides in driving forward initiatives that respond directly to the needs of the small business and cooperative sectors. Despite the challenges posed by financial and human resource limitations, we remain undeterred, utilizing every available resource to champion the advancement of micro, small, and medium enterprises (MSMEs). In 2024, we supported eighty (80) MSMEs in accessing import duty concessions, organized critical financial literacy workshops, and launched financial literacy programs.

Our continued engagement with communities and businesses has enabled us to build a robust foundation for 2025, a year that promises significant advancements in policy reform, digital transformation, and business environment optimization. In 2025, we recommit to advancing MSME digital transformation, cooperative governance, financial inclusion, and youth-centered entrepreneurial programs. To this end, we are prioritizing the digital onboarding of small businesses, equipping them to access and leverage e-commerce, digital payment platforms, and online business management tools. This shift will enable our MSMEs to compete in an increasingly digital marketplace, broadening their reach and adaptability.

Additionally, the Ministry is working to bolster cooperative governance, aiming to strengthen the operational frameworks and accountability measures that empower cooperatives to play a more impactful role in community development and member empowerment.

Our emphasis on financial inclusion will continue to be central to the Ministry's agenda, particularly through our Financial Literacy Program, which offers innovative financing solutions and relaxed criteria, tailored to meet the needs of emerging and established small businesses. By creating equitable pathways to funding and strengthening partnerships with local financial institutions, we aim to unlock new opportunities for entrepreneurs at every stage of growth, ensuring they have the resources and guidance needed to thrive.

Recognizing the pivotal role of youth in shaping a progressive economy, we are also expanding our youth-centered entrepreneurial programs. Through targeted school initiatives, community workshops, and mentorship programs, we seek to instil entrepreneurial skills in young minds, inspire creativity, and nurture the next generation of business leaders. By introducing youth to the fundamentals of business and innovation early, we foster a culture of proactive problem-solving, resilience, and forward-thinking.

With the addition of the Creative Economy Department, our Ministry will focus on initiatives that celebrate and monetize our cultural assets, bridging the arts and commerce to contribute meaningfully to the Nation's economic landscape. Together with our partners and stakeholders, we will champion a resilient, diverse economy where every citizen benefits from equal access to economic opportunity and shared success.

Through collaboration, training, and a focus on sustainability, we are shaping a future where our MSMEs, cooperatives, and creative industries flourish, each contributing uniquely to the socio-economic advancement of St. Kitts and Nevis.

Hon. Samal Duggins

Minister of Small Business, Entrepreneurship, Cooperatives and the Creative Economy

1.2 Executive Summary

The 2025 budget cycle marks a pivotal moment for the Ministry of Small Business, Entrepreneurship, Cooperatives and the Creative Economy as it embarks on a new chapter with the inclusion of the Creative Economy Department. This integration underscores our commitment to fostering an environment where economic and cultural vitality go hand in hand, creating opportunities for small business owners, cultural practitioners, and cooperatives alike to prosper within a supportive and resource-rich ecosystem.

The Small Business Department will focus on empowering MSMEs through digital transformation initiatives, legislative reform, and public-private partnerships. By advancing the revision of the Small Business Development Act the Department aims to streamline business regulations. The Market Readiness Program will offer technical workshops and consultations, preparing businesses for local and international competitiveness. Additionally, the Department's capacity-building efforts will ensure that MSME officers can effectively support business owners in navigating regulatory landscapes, accessing financing, and pursuing sustainable practices.

The Department of Entrepreneurship will drive the entrepreneurial culture by promoting financial inclusion, leveraging CreaTV to highlight entrepreneurial achievements, and increasing collaboration within the startup ecosystem. Programs targeting schools and community organizations are set to enhance public awareness, aiming for a thirty percent (30%) increase in engagement with entrepreneurship initiatives. By facilitating partnerships with financial institutions, the Department will expand funding access and strengthen financial literacy for entrepreneurs. Through new collaborations, entrepreneurs will gain support for growth, skill-building, and access to shared resources, such as co-working spaces and incubators.

The Department of Cooperatives will continue its work to elevate the role of cooperatives in building resilient communities. A central goal for 2025 will be the revision of by-laws across cooperatives and the adoption of a standardized training manual. Through targeted outreach and community events, the Department aims to increase cooperative membership by five percent (5%), fostering a new generation of cooperative leaders, and supporting financial sustainability within cooperatives. Informational sessions will ensure that all cooperatives align with the updated Cooperative Societies Act, while partnerships with schools will engage youth in cooperative education.

The Creative Economy Department will focus on expanding the national "orange economy" by advancing arts, culture, and heritage initiatives. Under the Cultural Heritage Division, the Department will complete the Intangible Cultural Heritage (ICH) Policy, conduct inventory and safeguarding activities, and create a virtual cultural heritage library. Beautification projects will contribute to preserving and celebrating our cultural identity in public spaces. The Entertainment Division will promote community well-being and social cohesion through cultural events and initiatives. Through strategic partnerships, educational programs, and training sessions, the Department will create pathways for aspiring and established creatives to excel. New policies, strategic plans, and the design of a Creative Arts Centre will lay the groundwork for a structured and supportive environment for the creative industries.

The Ministry's 2025 objectives reflect our commitment to holistic economic development, encompassing the commercial, cultural, and cooperative sectors. With a keen focus on innovation, financial accessibility, sustainability, and community engagement, we aim to create an inclusive and prosperous economy where businesses, cooperatives, and creatives can realize their potential and contribute to national progress. Through collaboration, resilience, and vision, we will continue to build an economic landscape that celebrates our diverse heritage and empowers every citizen to thrive.

1.3 Management Representation Statement

I am honored to present the 2025 Annual Report on Plans and Priorities on behalf of the Ministry of Small Business, Entrepreneurship, Cooperatives and the Creative Economy and its business support agency, the Small Business Development Center (SBDC-St. Kitts). This document provides a comprehensive overview of the Ministry's strategic objectives and priorities for the 2025 financial year, serving as a roadmap for our continued efforts to foster economic growth and innovation.

I am confident that this document will be instrumental in guiding our initiatives and partnerships as we strive to create a thriving entrepreneurial ecosystem in St. Kitts and Nevis, which will be integral to our Nation's sustainable development and economic resilience.

Delrine Taylor (Ms)
Permanent Secretary

SECTION 2: MINISTRY OVERVIEW

2.1 Mission Statement

To transform the micro, medium, and small enterprise sector in St. Kitts and Nevis through the fostering of a climate of entrepreneurship and the promotion of opportunities for economic development.

2.2 Planning Overview

2.2.1 Ministry's Strategic Objective vs Government's Directions

1. To provide business development/technical support to the micro small and medium enterprise (MSME) sector that would facilitate entrepreneurs in plying their trade effectively in the Federation of St. Kitts and Nevis
2. To provide incentives aimed at encouraging and facilitating startups amongst the youth particularly within the Creative and Innovative and Technological space
3. To enhance existing legislation to guide and foster the growth and development in the MSME sector
4. To work towards the creation of a cadre of globally competitive enterprises owned and operated by citizens, who themselves would have been transformed via a sustained delivery of capacity-building initiatives
5. Provide a nurturing environment for the Cultural and Creative Practitioners
6. Enhance public awareness of the significant health benefits inherent to elements of our Intangible Cultural Heritage

7. Enhance the existing cultural heritage program in primary and secondary schools
8. Curriculum development and implementation of standalone and integrated creative courses
9. Provide scholarships, internships, talent export and training in Creative Arts
10. Advance the infusion of cultural heritage into our education curriculum
11. Promote global expansion and market access for creative enterprises
12. Develop the capacity of existing and emerging cultural artists
13. Generate employment opportunities and increase the contribution of the creative economy to the national GDP
14. Increase talent export and global exposure
15. Collaborate with recognized entities to establish a licensing regime for creative businesses
16. Continuous training of the youth to produce new cultural practitioners
17. Support for national, regional and international cultural festivals
18. Facilitate community engagement regarding the value of the intangible heritage at the community level
19. Facilitate the transfer of knowledge and skills through generations
20. Preservation and promotion of Intangible Cultural Heritage

2.2.2 Ministry's Annual Objectives vs Strategic Objectives

1. To provide influence and ensure the access of entrepreneurs to resources inclusive of credit and grant funding
2. To possess the ability to provide technical support in areas of general business development and management training, assistance with product development, branding and marketing
3. To create the necessary alliances and networking platforms across Government ministries and other relevant agencies to effectively create a "one-stop-shop" business support services environment, hence enhancing the overall doing business climate in the Federation
4. To infuse continuous business/entrepreneurship training into existing government funded programs where such interventions are concentrated on at risk and less fortunate citizens within the Federation
5. To ensure that the investment of Government in its citizens aimed at their development as entrepreneurs and/or persons who can contribute to the social economic development of the Federation, is coupled with the appropriate training and development components to ensure the desired outcomes
6. Enhance the public profile of our cultural and creative heritage
7. Strategically plan for the advancement of The Creative Economy, with a focus on export, talent advancement, and regional/international expansion
8. Design integrated and forward-thinking programs for the creative and cultural practitioners
9. Create entrepreneurial, educational, and commercial opportunities for aspiring and seasoned professionals

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

Ministry of Small Business, Entrepreneurship, Cooperatives and the Creative Economy/*The Small Business Development Center (SBDC - St. Kitts)*

The above objectives provide the strategic framework for the direction of the Ministry and its business support arm SBDC. It is anticipated that there will be some modification to this framework during fiscal year 2025. Those will be communicated with all relevant stakeholders as more details are completed and confirmed.

2.2.4 Main Activities Contributing to the Annual Objectives

1. Implementation of the Ministry's Monitoring and Evaluation Program related to activities of entrepreneurs
2. Strengthening the alliances with other Ministries/Departments
3. The delivery of sustained training and support activities to entrepreneurs
4. Curate art events/initiatives for school-based, emerging and experienced creatives
5. Connect and forge partnerships with creative enterprises and supporting entities locally, regionally and internationally
6. Promote professional and personal development programs for Creatives
7. Implement Intangible Cultural Heritage (ICH) activities
8. Develop stakeholder/practitioner guidelines
9. Document traditional knowledge and practices
10. Digitize and publish cultural heritage documents

2.2.5 Main Challenges to Achieve Annual Objectives

Late or delayed responses from collaborating Ministries or agencies in respect to information requested to assist in the processing of entrepreneur's request and the delivery of support activities.

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 five-year (2024-2028) period. The Ministry's resources will be methodically and carefully utilized to achieve its goals notwithstanding any challenges which are beyond its control.

2.3 Capital Project Information

2.3.1 Major Capital Projects

1. Support for Renovation of Craffhouse Facilities
2. Creative Industry Development Project (Transforming the Orange Economy)

2.3.2 Other Capital Project Judged Important

1. Entrepreneurship and Innovation Development Project
2. Intangible Cultural Heritage (ICH) Knowledge Transfer
3. National Creative Arts Fund

SECTION 3: MINISTRY SUMMARY

Portfolio	E. 25 - Promote and Develop Small Business and Entrepreneurship
Responsibility Centre	25 - Ministry of Small Business and Entrepreneurship
Officer in Charge	Permanent Secretary
Goals/Global Objectives	

Financial Summary

Program	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
25074 - Provide Administrative Support			876	886	896
25075 - Promote Small Business Development	1,210	1,217	671	682	694
25076 - Support the Cooperatives	400	444	487	494	502
25090 - Promote and Develop Entrepreneurship	394	640	507	514	521
25124 - Support and Promote Culture	5,723	4,499	6,253	6,030	5,901
25125 - Promote Entertainment	1,245	1,900	1,175	1,227	1,033
Total	8,972	8,700	9,969	9,833	9,547

SECTION 4: PROGRAM SUMMARY

Portfolio	E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperative and the Creative Economy
Program	25074 - Provide Administrative Support

Responsibility Centre
25 - Ministry of Small Business, Entrepreneurship, Cooperatives and the Creative Economy
074 - Administration

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To establish and maintain an efficient, responsive and supportive administrative framework that enhances the operational effectiveness of the Ministry

Objective(s) for 2025	Expected Results	Performance Indicators
1 To establish a robust record-keeping and document management system that ensures easy access, security, and proper archiving of all Ministry-related documents and information	March 2025	Date to Operationalize a digital document management system
2 To manage the Ministry's resources effectively, including human resources, finances, and physical assets, to support the achievement of the Ministry's strategic goals	March 2025	Develop a Ministry Asset Registry
3 To support continuous professional development for administrative staff to ensure they have the necessary skills and knowledge to perform their duties effectively	3	Number of professional development programs or training sessions conducted

Sub-Program:
01407 - Provide Administrative Support

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent			876	886	896
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total			876	886	896

Portfolio	E. 25 - Promote and Develop Small Business and Entrepreneurship
Program	25075 - Promote Small Business Development

Responsibility Centre	25 - Ministry of Small Business, Entrepreneurship, Cooperatives and the Creative Economy 075 - Small Business
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To foster a thriving ecosystem for micro, small, and medium-sized enterprises (MSMEs) in St. Kitts and Nevis by providing comprehensive support services, facilitating sustainable growth and expansion to drive economic development
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Objective(s) for 2025		Expected Results	Performance Indicators
1	To accelerate MSME Digital Transformation	3	Number of MSMEs participating in digital literacy and transformation workshops
2	To encourage MSMEs to adopt sustainable business practices	25	Number of MSMEs participating in sustainability-focused workshops, training sessions, or seminars
3	To enhance financial literacy for business sustainability	3	Number of financial workshops conducted
		75	Number of MSMEs participating in financial literacy workshops and training
4	To enhance the Business Environment through Legislative Reform	June 2025	Date of completion of the revised Small Business Act
5	To establish a Monitoring and Evaluation Programme	March 2025	Date to operationalize a comprehensive M&E Framework
		30	Number of programmes/projects monitored and evaluated quarterly
		June 2025	Date to update the Small Business Registry/Database (Neoserra)
6	To implement a Market Readiness Programme for MSME (Phase 1)	5	Number of consultations with relevant agencies/stakeholders completed
		4	Number of technical/standards workshops held for product and service quality improvement

Objective(s) for 2025		Expected Results	Performance Indicators
7	To promote Public-Private Partnerships for MSME Development	4	Number of Stakeholders Sessions completed
		25	Number of entrepreneurs benefiting from public-private initiatives
8	To promote growth and sustainability of women-led businesses through targeted support Program	25	Number of women-led businesses receiving targeted support
9	To promote the formalization of MSMEs	25	Number of informal businesses registered and formalized through the Ministry's activities
10	To strengthen capacity development for Business Officers	3	Number of developmental sessions completed

Sub-program:

01407 - Promote Enterprise Support and Development

01408 - Manage Marketing and Investment Services

01410 - Telecommunications Services

Financial Summary

	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures
	Actual 2023	Estimated 2024	Planned 2025	Projected 2026	Projected 2027
	(in thousands)				
Recurrent	1,210	1,217	671	682	694
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,210	1,217	671	682	694

Portfolio	E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperative and the Creative Economy
Program	25076- Support the Cooperatives

Responsibility Centre
25 - Ministry of Small Business, Entrepreneurship, Cooperatives and the Creative Economy 076 - Cooperative Department

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To support and improve the governance and financial performance of non-credit union

Objective(s) for 2025		Expected Results	Performance Indicators
1	To assist in the delivery of new by-laws for all functioning cooperatives, aligned with the revised Cooperatives Act	June 2025	Completion of by-law revision processes for functioning cooperatives
		2	Number of cooperatives adopting revised by-laws
2	To conduct comprehensive training sessions for cooperatives	2	Number of training sessions conducted annually
		10%	Improvement in cooperative performance post-training
3	To develop a training manual to be used for training existing and new cooperatives	September 2025	Cooperative training manual completed
4	To enhance Cooperative visibility and Department presence	3	Number of marketing campaigns conducted annually
		10%	Percentage increase in social media engagement metrics across digital platforms
		2	Number of community outreach events organized annually
5	To establish partnerships with educational institutions to educate youth on the role and benefits of cooperatives	2	Number of partnerships formed with educational institutions
		4	Number of educational sessions conducted on the role and benefits of cooperatives

Objective(s) for 2025		Expected Results	Performance Indicators
6	To implement the Revised Cooperative Societies Act	2	Number of informational sessions and workshops conducted on the revised Act
7	To promote Cooperatives through strategic events and partnerships	2	Number of promotional events organized annually
		2	Number of new partnerships established with private sector entities
		5%	Percentage increase in cooperative membership and participation

Sub-Program:

00055 - Promote and Regulate the Cooperative movement

21114 - Invest in Cooperatives

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025 (in thousands)	Expenditures Projected 2026	Expenditures Projected 2027
Recurrent	400	444	487	494	502
Capital					
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	400	444	487	494	502

Portfolio	E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperative and the Creative Economy
Program	25090 - Promote and Develop Entrepreneurship

Responsibility Centre
25 - Ministry of Small Business, Entrepreneurship, Cooperatives and the Creative Economy
090 - Entrepreneurship

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To cultivate a thriving entrepreneurial culture in St. Kitts and Nevis by planting the seeds of entrepreneurship and supporting emerging entrepreneurs from ideation to startup. The Department aims to stimulate sustainable economic growth, job creation, and innovation through education, mentorship, advocacy for financial inclusion, and media engagement via CreaTV while empowering creative professionals and cultural practitioners

Objective(s) for 2025	Expected Results	Performance Indicators
1 Strengthen marketing strategies to increase CreaTV's impact	20	Monthly increase in social media followers for CreaTV
	5	Number of marketing campaigns launched
	10	Number of partnerships established with local businesses, cultural organizations, and educational institutions to promote CreaTV content
2 To advocate for financial inclusion and enhance start-up appeal to financial institutions	3	Number of advocacy initiatives or partnerships formed with financial institutions to promote access to funding for entrepreneurs
	1	Number of programs developed to enhance entrepreneurs' financial literacy and business planning skills
3 To create partnerships with industry stakeholders to create a robust support ecosystem for startups	4	Number of formal partnership agreements signed with industry stakeholders
	3	Number of collaborative programs or initiatives launched with partnered stakeholders

Objective(s) for 2025		Expected Results	Performance Indicators
4	To develop and source high-quality content for CreaTV	5 internal, 20 external	Number of internally produced and externally sourced content pieces aired on CreaTV
		10	Number of partnerships established with local creators and media professionals
		60%	Percentage of positive viewer feedback and satisfaction ratings for content diversity and quality
5	To encourage collaboration and knowledge sharing among startups to facilitate learning and growth	15	Number of startups actively participating in co-working spaces, incubators, accelerators, or industry-specific networks
		3	Number of expected successful startup collaborations (e.g., joint ventures, partnerships, or collaborative projects) facilitated through these environments
6	To foster an entrepreneurial mindset and culture	4	Number of awareness campaigns and entrepreneurship workshops conducted
		30%	Percentage increase in the number of participants in entrepreneurship programs
		5	Number of schools and community organizations partnering to promote entrepreneurship
7	To leverage CreaTV to promote Entrepreneurship and Creative Sectors	24	Number of programs aired on CreaTV focusing on entrepreneurship education, success stories, and creative sector highlights
		250 per month	Increase in social media engagement and online views for CreaTV content related to entrepreneurship and the creative sectors
		20	Number of success stories of local entrepreneurs and creative professionals featured on CreaTV

Objective(s) for 2025		Expected Results	Performance Indicators
8	To support emerging entrepreneurs from ideation to startup	75	Number of aspiring entrepreneurs receiving mentorship and training
		2	Number of startups launched with department support
		40%	Satisfaction level of startups supported in 2025

Sub-Program:

01001 - Provide Support for Innovation

090 - Invest in Entrepreneurship

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	92	490	357	364	371
Capital	302	150	150	150	150
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	394	640	507	514	521

Portfolio	E. 25 - Promote and Develop Small Business and Entrepreneurship
Program	25124 - Support and Promote Culture

Responsibility Centre
25 - Ministry of Small Business and Entrepreneurship
124 - Department of Culture

Officer in Charge	Permanent Secretary
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Goals/Global Objectives
To create and sustain an enabling environment to increase the economic value of the cultural and creative industries

Objective(s) for 2025		Expected Results	Performance Indicators
1	To maintain the mandate of the ICH Secretariat and continue the work of preserving and promoting culture	5	Number of ICH Inventory and Safeguarding Activities
		February 2025	Commencement date for digitization of cultural archives
		October 2025	Date for the establishment of virtual cultural heritage library

Sub-Program:
00055 - Promote and Regulate the Cooperative movement
00257 - Provide administrative, HR, and logistic support
00258 - Support the St. Christopher Heritage Society
00259 - Support the National Handicraft & Cottage Industry (Craft House)
00266 - Support the National Carnival
00270 - Manage Intangible Cultural Heritage (ICH) project
25124 - Invest in Culture

Financial Summary

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	5,673	3,999	5,778	5,792	5,807
Capital	50	500	475	238	94
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	5,723	4,499	6,253	6,030	5,901

Portfolio	E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperative and the Creative Economy
Program	25125 - Promote Entertainment

Responsibility Centre	E. 25 - Promote and Develop Small Business, Entrepreneurship, Cooperative and the Creative Economy 125 - Entertainment Department
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Officer in Charge	Permanent Secretary
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Goals/Global Objectives	To create and sustain an enabling and visionary environment to increase the economic value and professional development of creative and cultural industries
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Objective(s) for 2025		Expected Results	Performance Indicators
1	To advance the safeguarding of our Intangible Cultural Heritage (ICH)	24	Number of Knowledge bearer interviews executed
		4	Number of ICH Inventory initiatives undertaken
		12	Number of Inventory Profiles created
		25%	Percentage of cultural heritage documents digitalized
		October 2025	Date for establishment of virtual cultural heritage library
		April 2025	Date of Digital Intangible Cultural Heritage Policy is accessible to the public
2	To create entrepreneurial, educational and business-centred opportunities for aspiring and experienced creative professionals	2	Number of business incubator sessions
		4	Number of specialized creative business training
		3	Number of networking events
		24	Number of creatives to encourage and successfully apply for business licence
		20	Number of creative practitioners, groups, and businesses assisted by the Creative Arts Fund
		50	Number of certified creatives to become registered with Creative IDs

Objective(s) for 2025		Expected Results	Performance Indicators
3	To design pioneering initiatives to advance the Orange Economy and to improve the skillsets of cultural practitioners	December 2025	Date to host at least 1 activity for each of the 10 sectors
		3	Number of external scholarships and grant opportunities issued
		2	Number of TV/media platform programmes
		4	Number of artistic development trainings completed
		2	Number of competitions and pitching projects initiatives
4	To develop National Creative/Cultural Policy	4	Number of consultations with stakeholders undertaken
		2	Number of revisions in preparation of the draft policy
		December 2025	Date to prepare drafts for national Cultural/Creative Policy
5	To empower communities and cultural practitioners through support-delivery, recognition and celebration of cultural heritage	4	Quarterly "We Village Dat" cultural recognition and celebration of outstanding community members
		4	Number of community festivals assisted in facilitating festival enhancements
6	To empower school-aged youth with knowledge, skills and experience necessary to facilitate the safeguarding of our cultural heritage	2	Number of arts camps and workshops held
		5	Number of cultural instrument fabrication, maintenance and playing training conducted
		4	Number of school-based Cultural Heritage initiatives undertaken
		4	Number of new youth-folklore troupes
		4	Number of culturally relevant learning materials produced
		4	Number of art competitions and showcases in schools conducted

Objective(s) for 2025		Expected Results	Performance Indicators
7	To enhance the capacity of the Department	2	Number of capacity-building training for volunteers completed
		4	Number of professional development trainings completed
		4	Number of specialized training
8	To foster regional and international network for talent export	3	Number of regional and international opportunities for promotion and revenue generation pursued
		3	Number of participations on overseas competition, training exchanges
9	To improve stakeholder relationships and partnerships	4	Number of Creatives Connect Forum undertaken
		4	Number of private-public partnerships established
		6	Number of inter-ministerial engagements and partnerships conducted
		10	Number of support events related to National Carnival, Music Festival and Independence undertaken
		2	Number of guidelines and best practices developed and published

Sub-Program:

01002 - Provide Support for Entertainment

01003 - Film and Media Commission

25125 - Invest in Entertainment

	Expenditures Actual 2023	Expenditures Estimated 2024	Expenditures Planned 2025	Expenditures Projected 2026	Expenditures Projected 2027
	(in thousands)				
Recurrent	745	1,155	825	832	838
Capital	500	745	350	395	195
Transfer					
Budgetary Grant					
Principal Repayment					
Net Lending					
Total	1,245	1,900	1,175	1,227	1,033

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 25 MINISTRY OF SMALL BUSINESS, ENTREPRENEURSHIP, CULTURE, COOPERATIVES AND THE CREATIVE ECONOMY

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
25090	SMALL BUSINESS AND ENTREPRENEURSHIP							
	Entrepreneurship and Innovation Development Project	4,300,000	150,000	-	-	150,000	193,686	REVENUE
	Subtotal	4,300,000	150,000	-	-	150,000	193,686	
25124	CULTURE DEPARTMENT							
	Intangible Cultural Heritage (ICH) Knowledge Transfer	639,111	100,000	-	-	100,000	-	REVENUE
1512408	Support for Renovation of Crafthouse Facilities	663,195	375,000	-	-	375,000	-	REVENUE
	Subtotal	1,302,306	475,000	-	-	475,000	-	
	Total c/f	5,602,306	625,000	-	-	625,000	193,686	

ST. KITTS AND NEVIS ESTIMATES, 2025
(CAPITAL PROJECTS)

C. 25 MINISTRY OF SMALL BUSINESS, ENTREPRENEURSHIP, CULTURE, COOPERATIVES AND THE CREATIVE ECONOMY

Project No.	PROJECT NAME	Estimated Total Cost	Estimated Expenditure 2025				Actual Expenditure 2023	Source of Funding
			Revenue	Loans	Development Aid	Total		
		\$	\$	\$	\$	\$		
	Total b/f	5,602,306	625,000	-	-	625,000	193,686	
25125	ENTERTAINMENT DEPARTMENT							
2209003	Creative Industry Development Project (Transforming the Orange Economy)	2,200,000	250,000	-	-	250,000	499,789 REVENUE	
1512504	National Creative Arts Fund	3,300,000	100,000	-	-	100,000	- REVENUE	
	Subtotal	5,500,000	350,000	-	-	350,000	499,789	
	Establishment of Film and Media Commission	450,000		-	-	-	- REVENUE	
	Procurement of African Drums - Drumming Programme	90,254		-	-	-	50,194 REVENUE	
	TOTAL	11,642,560	975,000	-	-	975,000	743,669	

Total Ministry \$975,000

Approved Staff Positions

01 – GOVERNOR GENERAL

01 - GOVERNOR GENERAL

E. 01001001 ADMINISTRATION
00744 REPRESENT THE KING

STAFF POSITIONS	2025	2024
Governor General (C)	1	1
Aide-de-Camp and Special Assistant to the Governor (C)	1	1
Director of Government House (K43)	1	1
Comptroller and Private Secretary (K28-K32)	1	1
Personal Assistant (K28-K32)	2	2
Executive Officer (K28-K32)	1	1
Financial Officer (K22-K27)	1	1
Media Support Officer (K22-K27)	1	1
Total Staff	9	9

02 – PARLIAMENT

02 - PARLIAMENT

E. 02011011 ADMINISTRATION

00963 PROVIDE ADMINISTRATIVE SUPPORT FOR THE LEGISLATURE

01484 SUPPORT THE OFFICE OF THE OPPOSITION

STAFF POSITIONS	2025	2024
00963		
Clerk to the National Assembly (K39-K41)	1	1
Deputy Clerk to the National Assembly (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Clerk (K10-K21)	1	1
Total Staff	4	4

03 – AUDIT OFFICE

03- AUDIT OFFICE

**E. 03021041 ADMINISTRATION
00987 MANAGE THE OPERATIONS OF
THE AUDIT OFFICE**

STAFF POSITIONS	2025	2024
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
Total Staff	5	5

**E. 03022051 AUDITS
00991 CONDUCT VALUE FOR MONEY
AUDITS AND PROGRAMME AUDITS**

STAFF POSITIONS	2025	2024
Audit Manager (K41)	1	1
Senior Auditor (K33-K38/K39-K41)	4	-
Senior Auditor (K33-K38) Auditor I/II (K22-K27)/(K28-K32)	-	4
	1	1
Total Staff	6	6

**E. 03022052 AUDITS
00990 CONDUCT FINANCIAL AND COMPLIANCE AUDITS**

STAFF POSITIONS	2025	2024
Audit Manager (K41)	1	1
Senior Auditor (K33-K38/K39-K41)	5	-
Senior Auditor (K33-K38) Auditor I/II (K22-K27)/(K28-K32)	-	3
	1	1
Audit Assistant (K10-K21)	-	2
Total Staff	7	7

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

04 - MINISTRY OF JUSTICE AND LEGAL AFFAIRS

**E. 04031061 ADMINISTRATION
01205 MANAGE GENERAL ADMINISTRATION**

STAFF POSITIONS	2025	2024
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	3
Security Officer (K10-K21)	1	1
Messenger (K1-K14)	1	1
Total Staff	13	13

**E. 04031061 ADMINISTRATION
03987 LAW COMMISSION**

STAFF POSITIONS	2025	2024
Law Commissioner (K45)	1	1
Legal Researcher (K33-K38)	1	1
Senior Clerk (K22-K27)	1	1
Junior Clerk (K10-K21)	1	1
Total Staff	4	4

**E. 04033081 JUSTICE BUREAU AGENCY
01410 ACCESS TO JUSTICE BUREAU AGENCY**

STAFF POSITIONS	2025	2024
Director (K43)	1	1
Crown Counsel II (K43-K44)	1	1
Public Defender (K43)	1	1
Counsel I (K35-K42)	2	2
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Messenger (K1-K14)	1	1
Total Staff	8	8

**E. 04034085 OFFICE OF GOOD GOVERNANCE
01242 PROTECT AND ENFORCE CITIZENS'
RIGHTS**

STAFF POSITIONS	2025	2024
Ombudsman/Information Commissioner (K45)	1	1
Special Prosecutor (K45)	1	1
Executive Officer (K28-K32)	1	1
Total Staff	3	3

04 - MINISTRY OF JUSTICE AND LEGAL AFFAIRS

**E. 04059221 REGISTRAR'S OFFICE
01257 REGISTER LEGAL DOCUMENTS**

STAFF POSITIONS	2025	2024
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
Messenger (K1-K14)	-	1
Total Staff	5	7

**E. 04059223 REGISTRAR'S OFFICE
01582 REGISTER INTELLECTUAL
PROPERTY**

STAFF POSITIONS	2025	2024
Registrar of Intellectual Property (K43)	1	1
Assistant Registrar (K33-K41)	1	1
Counsel I (K35-K42)	1	1
Systems Administrator (K33-K38)	1	1
Clerk (K10-K21)	2	2
Total Staff	6	6

**E. 04059222 REGISTRAR'S OFFICE
01247 ADMINISTRATIVE SUPPORT FOR
THE HIGH COURT**

STAFF POSITIONS	2025	2024
Registrar/Provost Marshall (K43)	1	1
Assistant Registrar (K33-K41)	1	1
Court Administrator (K33-K38)	1	1
Research Assistant (K33-K38)	1	1
Executive Officer (K28-K32)	3	3
Case Manager Coordinator (K22-K30)	1	1
Mediation Coordinator (K22-K30)	1	1
Court Stenographer (K22-K30)	1	1
Senior Bailiff (K22-K27)	2	2
Senior Clerk (K22-K27)	1	1
IT Clerk (K10-K21)/(K22-K27)	1	1
Secretary (K10-K21)	1	1
Bailiff (K10-K21)	2	2
Clerk (K10-K21)	4	4
Clerk/Binder (K10-K21)	1	-
Messenger (K1-K14)	1	-
Total Staff	23	21

**E. 04060231 MAGISTRATE'S DEPARTMENT
01370 ADMINISTRATIVE SUPPORT TO
MAGISTRATES**

STAFF POSITIONS	2025	2024
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
Total Staff	26	26

04 - MINISTRY OF JUSTICE AND LEGAL AFFAIRS

E. 04059222 REGISTRAR'S OFFICE
01583 REGISTER LAND AND PROPERTY

STAFF POSITIONS	2025	2024
Registrar of Land & Property (K43)	1	1
Assistant Registrar (K33-K41)	1	1
Systems Administrator (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Finance Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	4	4
Office Attendant (K7-K17)	1	1
Total Staff	11	11

05 – PRIME MINISTER'S OFFICE

05 - PRIME MINISTER'S OFFICE

**E. 05041091 ADMINISTRATION
00818 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
Prime Minister (C)	1	1
General Counsel (K45)	1	1
Permanent Secretary (K45)	2	2
Press Secretary (K44)	1	1
Director of PMO (K43)	1	1
Director (K42)	1	1
Senior Assistant Secretary (K33-K38)/(K39-K41)	1	1
Project Coordinator (K33-K38)	1	1
Assistant Secretary (K33-K38)	4	4
Research and Communications Officer (K33-K38)	1	1
Personal Assistant (K28-K32)/(K33-K38)	2	2
Executive Officer (K28-K32)	4	4
Senior Clerk (K22-K27)	3	3
Office Attendant/Cleaner (K12)	1	1
Clerk (K10-K21)	9	9
Messenger (K1-K14)	2	2
Driver/Messenger (K1-K14)	1	1
Total Staff	36	36

**E. 05041091 ADMINISTRATION
00820 SECURITY & MAINTENANCE UNIT**

STAFF POSITIONS	2025	2024
Security Officer (K28-K32)	1	1
Security Officer (K22-K27)	1	1
Maintenance Officer (K22-K27)	1	1
Security Officer (K10-K21)	1	1
Maintenance Officer (K10-K21)	1	1
Total Staff	5	5

**E. 05041091 ADMINISTRATION
00822 MANAGE NATIONAL HEROES PARK**

STAFF POSITIONS	2025	2024
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
Total Staff	4	4

**E. 05041091 ADMINISTRATION
00827 ELECTORAL CONSTITUENCY BOUNDARIES
COMMISSION**

STAFF POSITIONS	2025	2024
Chairman of Electoral Commission (K43)	1	1
Assistant Secretary (K33-K38)	1	1
Senior Clerk (K22-K27)	1	1
Messenger (K1-K14)	1	1
Total Staff	4	4

**E. 05041093 ADMINISTRATION
00828 REPRESENT THE FEDERATION IN NEVIS**

STAFF POSITIONS	2025	2024
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Clerk (K10-K21)	1	1
Driver/Messenger (K1-K14)	1	1
Total Staff	4	4

05 - PRIME MINISTER'S OFFICE

**E. 05041094 ADMINISTRATION - CABINET SECRETARIAT
00814 ADMINISTRATIVE SUPPORT FOR
CABINET**

STAFF POSITIONS	2025	2024
Cabinet Secretary (K47)	1	1
Policy and Research Analyst (K33-K38)/(K39-K41)	1	1
Assistant Secretary (K33-K38)	1	1
Senior Clerk (K22-K27)	1	1
Total Staff	4	4

**E. 05041097 ADMINISTRATION
00833 PRESERVE/ARCHIVE IMPORTANT RECORDS**

STAFF POSITIONS	2025	2024
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
Total Staff	6	6

**E. 05041095 ADMINISTRATION
01845 ADMIN. SUPPORT TO REGIONAL INTEGRATION
AND DIASPORA UNIT (RIDU)**

STAFF POSITIONS	2025	2024
Head of RIDU (K45)	1	1
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	1	1
Total Staff	5	5

**E. 05041098 ADMINISTRATION
03608 CITIZENSHIP BY INVESTMENT**

STAFF POSITIONS	2025	2024
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	12
Executive Officer (K28-K32)	7	7
Senior Clerk (K22-K27)	4	4
Secretary (K17-K25)	1	1
Junior Clerk (K10-K21)	17	17
Office Attendant (K1-K14)	2	2
Total Staff	50	50

05 - PRIME MINISTER'S OFFICE

**E.05042101 HUMAN RESOURCE MANAGEMENT DEPT.
01361 MANAGE HUMAN RESOURCES**

STAFF POSITIONS	2025	2024
Head of Civil Service (K47)	1	1
Chief Personnel Officer (K45)	1	1
Deputy Chief Personnel Officer (K43)	1	1
Director (K42)	1	1
Human Resource Manager (K33-K38)/(K39-K41)	4	4
Administrative Officer (K33-K38)/(K39-K41)	2	2
Assistant Human Resource Manager (K33-K38)	3	3
Human Resource Assistant (K28-K32)/(K33-K38)	3	3
Personnel Assistant (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Payroll Technician (K22-K27)/(K28-K32)	6	6
Human Resource Technician (K22-K27)/(K28-K32)	1	1
Assistant Personnel Secretary (K10-K21)/(K22-K27)	1	1
Human Resource Clerk (K10-K21)	5	5
Repository Assistant (K7-K17)	1	1
Office Attendant (K1-K14)	2	2
Total Staff	34	34

**E. 05042102 HUMAN RESOURCE MANAGEMENT DEPT.
01366 SUPPORT THE SERVICES COMMISSIONS**

STAFF POSITIONS	2025	2024
Secretary (K33-K38)	1	-
Assistant Secretary (K28-K32)	1	-
Secretary to PSC (K33-K38)	-	1
Assistant Secretary to PSC (K28-K32)	-	1
Total Staff	2	2

**E. 05043111 PRINTERY
00824 PRINT GOVERNMENT DOCUMENTS**

STAFF POSITIONS	2025	2024
Director (K42)	1	-
Manager of Printery (K42)	-	1
Administrative Officer (K33-K38)	1	1
Cameraman (K10-K21)/(K22-K27)/(K28-K32)	1	1
Executive Officer (K28-K32)	1	-
Senior Clerk (K22-K27)	2	2
Senior Press Operator (K22-K27)	1	1
Composer (K22-K27)	2	2
Junior Clerk (K10-K21)	2	2
Binder (K10-K21)	2	2
Press Operator (K7-K17)/(K18-K21)	3	3
Assistant Binder (K7-K17)	2	2
Messenger (K1-K17)	1	-
Total Staff	19	17

05 - PRIME MINISTER'S OFFICE

**E.05088371 INFORMATION DEPARTMENT
01139 INFORM THE PUBLIC ON GOVERNMENT
ACTIVITIES**

STAFF POSITIONS	2025	2024
Director General, Information Services (K44)	1	1
Director of Communications (K43)	1	1
Senior Information Officer (K39-K41)	1	1
Information Officer (K33-K38)	4	4
Chief Production Officer (K33-K38)	1	1
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
Total Staff	16	16

**06 – MINISTRY OF
NATIONAL SECURITY,
CITIZENSHIP AND
IMMIGRATION**

06 - MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

**E. 06051141 ADMINISTRATION
00703 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2025	2024
Permanent Secretary (K45)	1	1
Assistant Secretary (K33-K38)	3	3
Psychologist (K33-K38)	2	2
Public Relations Officer (K33-K38)	1	1
Assistant Public Relations Officer (K28-K32)	1	1
Executive Officer (K28-K32)	1	1
Personal Assistant (K28-K32)	1	1
Secretary (K28-K32)	1	-
Technician (K26-K28)	1	1
Senior Clerk (K22-K27)	3	3
Clerk (K10-K21)	7	7
Messenger (K1-K14)	1	1
Total Staff	23	22

**E. 06051141 ADMINISTRATION
00776 SUPPORT SOCIAL INTERVENTION**

STAFF POSITIONS	2025	2024
Clerk (K10-K21)	1	1
Total Staff	1	1

**E. 06052122 POLICE
00707 PROVIDE POLICE SERVICES
TO COMMUNITIES**

STAFF POSITIONS	2025	2024
Commissioner of Police (K44)	1	1
Deputy Commissioner of Police (K42)	1	1
Personnel Officer (K42)	1	1
Assistant Commissioner (K41)	3	3
Superintendent (K39)	8	8
Communications Officer (K39)	1	1
Force Finance Officer (K33-K38)	1	1
Forensic Accountant (K33-K38)	1	1
<u>Regular Rank Driven Track</u>		
Inspector (K32-K34)/(K35-K38)	4	4
Inspector (K32-K34)	21	21
Coordinator (K28-K32)	-	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)	31	31
Constable (K15-K21)	350	350
Clerk (K10-K21)	17	17
Telecom Operator (K10-K21)	8	8
Special Constable (K10-K16)	32	32
<u>Graduate Track</u>		
Inspector (K38)		
Forensic Analyst (K33-K38)	4	4
Police Officer (K33-K37)		
Total Staff	536	537

06 - MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

**E. 06052124 ADMINISTRATION
00727 NATIONAL CRIME COMMISSION (NCC)**

STAFF POSITIONS	2025	2024
Advisor (K44)	1	1
Director (K41)	1	1
Executive Secretary (K33-K38)	1	1
Senior Analyst (K33-K38)	2	2
Analyst (K33-K37)	3	3
Administrative Assistant (K22-K27)	1	1
Total Staff	9	9

**E. 06053161 FIRE AND RESCUE SERVICES
00748 PROVIDE FIRE AND PARAMEDIC SERVICES**

STAFF POSITIONS	2025	2024
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)	108	106
Clerk (K10-K21)	1	1
Total Staff	135	133

**E. 06054123 DEFENCE FORCE
00752 PROVIDE FOR DEFENCE
OF THE FEDERATION**

STAFF POSITIONS	2025	2024
Lieutenant Colonel (K44)	1	1
Major (K42)	2	2
Captain (K39-K41)	3	3
Lieutenant (K34-K37)	8	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)	2	2
Private/Recruit (K10-K17)	144	144
Total Staff	183	179

**E. 06054123 COAST GUARD
00754 ENFORCE LAWS/PROVIDE
EMERGENCY SERVICES**

STAFF POSITIONS	2025	2024
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
Total Staff	42	42

06 - MINISTRY OF NATIONAL SECURITY, CITIZENSHIP AND IMMIGRATION

**E. 06055181 PRISONS
00730 MANAGE AND SUPPORT PRISONS**

STAFF POSITIONS	2025	2024
Commissioner of Corrections (K44)	1	1
Deputy Commissioner of Corrections (K42)	1	1
Chief Officer/Matron (K39)	3	3
Rehabilitation Officer (K33-K38)	1	1
Principal Prison Officer (K32-K34)	5	5
Sergeant (K26-K28)	8	8
Prison Officer (K15-K21)	54	54
Civilian Worker (K15)	7	7
Clerk (K10-K21)	1	1
Total Staff	81	81

**E. 06058211 NAT'L COUNCIL ON DRUG ABUSE & PREVENTION
00782 PROG. TO PREVENT/REDUCE DRUG ABUSE**

STAFF POSITIONS	2025	2024
Coordinator (K43)	1	1
Drug Misuse Intervention Officer (K33-K38)	1	1
Drug Prevention Officer (K33-K38)	2	2
Executive Officer (K28-K32)	1	1
Total Staff	5	5

**E. 06056191 NATIONAL EMERGENCY MGT. AGENCY
00767 DISASTER MANAGEMENT SERVICES**

STAFF POSITIONS	2025	2024
National Disaster Coordinator (K44)	1	1
Deputy National Disaster Coordinator (K33-K38)/(K39-K41)	1	1
Communications Specialist (K34)	1	1
Planning Officer (K33-K38)	1	1
Logistics Coordinator (K33-K38)	1	1
Public Relations Officer (K28-K32)	1	1
District Coordinator (K28-K32)	1	1
Technician (K22-K27)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	1	1
Messenger (K1-K14)	1	1
Total Staff	11	11

**E. 06059154 IMMIGRATION DEPT -ADMINISTRATION
00775 PROVIDE IMMIGRATION SERVICES**

STAFF POSITIONS	2025	2024
Chief Immigration Officer (K44)	1	1
Deputy Chief Immigration Officer (K41)	1	1
Administrative Officer (K33-K38)	1	1
Immigration Officer III (K28-K32)	3	3
Immigration Officer II (K22-K27)	4	4
Immigration Officer I (K10-K21)	41	41
Driver (K1-K17)	2	2
Total Staff	53	53

**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	2025	2024
Permanent Secretary (K45)	1	1
Administrative/Research Assistant (K33-K38)	1	1
Administrative Assistant (K33-K38)	1	1
Trade Policy Officer (K33-K38)	1	1
Project/Research Officer (K27-K32)/(K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Clerk (K10-K21)	2	3
Total Staff	8	9

**E. 07117511 CONSUMER AFFAIRS
01389 PROVIDE ADMINISTRATIVE SUPPORT
01391 RESPOND TO CONSUMER COMPLAINTS**

STAFF POSITIONS	2025	2024
01389		
Director (K43)	1	-
Director (K39-K41)/(K42)	-	1
Complaint Officer (K10-K21)	1	1
01391		
Complaints and Investigation Officer (K22-K27)	1	1
Clerk (K10-K21)	2	2
Attendant (K1-K14)	1	1
Total Staff	6	6

**E.07074281 INTERNATIONAL TRADE
01542 MANAGE GENERAL ADMINISTRATION**

STAFF POSITIONS	2025	2024
Director, Trade Research (K43)	1	-
Director, Trade Research (K39-K41)/(K42)	-	1
Senior Trade Policy Officer (K39-K41)	1	1
Trade Policy Officer (K33-K38)	6	6
Clerk (K10-K21)	1	1
Attendant (K1-K14)	1	1
Messenger (K1-K14)	1	1
Total Staff	11	11

**E. 07117511 CONSUMER AFFAIRS
01399 ENFORCE AND MONITOR
PRICE CONTROL**

STAFF POSITIONS	2025	2024
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	2
Clerk (K10-K21)	1	1
Total Staff	7	7

07- MINISTRY OF INTERNATIONAL TRADE, INDUSTRY, COMMERCE AND CONSUMER AFFAIRS

**E. 07075293 STANDARDS BUREAU AND MULTI-LAB
01386 PROVIDE TECHNICAL SUPPORT**

STAFF POSITIONS	2025	2024
Senior Metrologist (K39-K41)	1	1
Head of Microbiology (K39-K41)	1	-
Chemist II (K39-K41)	1	1
Air Quality Officer I (K33-K38)	1	1
Chemist I (K33-K38)	1	1
Microbiologist (K33-K38)	1	2
Standards Officer I (K33-K38)	2	2
Air Quality Technician (K22-K27)	1	1
Laboratory Technician (K10-K21)/(K22-K27)	3	3
Accounts Officer (K10-K21)/(K22-K27)	1	1
Clerk (K10-K21)	1	1
Total Staff	14	14

**E. 07075293 STANDARDS BUREAU AND MULTI-LAB
01355 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
Director (K43)	1	1
Deputy Director (K42)	1	1
Standards Development Head (K39-K41)	1	1
Chemistry Technician (K22-K27)	1	-
Metrology Technician (K22-K27)	1	-
Senior Clerk (K22-K27)	1	-
Senior Microbiology Technician (K22-K27)	1	-
Total Staff	7	3

**E. 07075293 STANDARDS BUREAU AND MULTI-LAB
01357 LAB SERVICES/MONITOR HEALTH QUALITY**

STAFF POSITIONS	2025	2024
Hazard Analysis and Critical Control Points Coordinator (K33-K38)	1	1
Food Safety Analyst (K33-K38)	1	1
Laboratory Technician (K10-K21)	-	1
Total Staff	2	3

**E. 07076296 INDUSTRY AND COMMERCE
01409 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
Director, Industry and Commerce (K43)	1	-
Director, Industry and Commerce (K39-K41)/(K42)	-	1
Senior Industry Officer (K33-K38)	3	2
Trade Policy Officer (K33-K38)	1	1
Junior Industry Officer (K10-K21)	2	1
Total Staff	7	5

08 - MINISTRY OF FINANCE

08 - MINISTRY OF FINANCE

**E. 08081301 ADMINISTRATION
00865 GENERAL ADMINISTRATION SERVICES**

STAFF POSITIONS	2025	2024
Financial Secretary (K47)	1	1
Deputy Financial Secretary (K45)	2	2
Legal Advisor (K45)	1	1
Financial Advisor (K45)	1	1
Director of Procurement (K43)	1	1
Director (K43)	1	1
Procurement Manager (K42)	2	2
Procurement Officer (K33-K38)/(K39-K41)	2	2
Business Analyst (K33-K38)/(K39-K41)	2	2
Administrative Officer (K33-K38)	2	2
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Administrative Assistant (K17-K25)	1	1
Clerk (K10-K21)	6	5
Office Attendant (K1-K14)	-	1
Driver/Messenger (K1-K14)	1	1
Total Staff	26	26

**E. 08081302 FISCAL DIVISION
00918 FISCAL, POLICY, INVESTMENT
AND DEBT MANAGEMENT DIVISION**

STAFF POSITIONS	2025	2024
<u>Fiscal Affairs and Policy Unit</u>		
Director (K43)	1	1
Head - Fiscal Affairs and Policy (K42)	1	1
Economist I/II (K33-K38)/(K39-K41)	3	3
Financial Analyst I/II (K33-K38)/(K39-K41)	3	3
Research Assistant (K22-K27)	1	1
<u>Investment and Debt Management Unit</u>		
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
Total Staff	19	19

**E. 08081303 BUDGET DIVISION
00946 PREPARE AND MONITOR THE CENTRAL
GOVERNMENT BUDGET**

STAFF POSITIONS	2025	2024
Director (K43)	1	1
Senior Budget Analyst (K42)	1	1
Budget Analyst I/II (K33-K38)/(K39-K41)	6	6
Budget Analyst Assistant (K22-K27)	1	1
Total Staff	9	9

**E. 08081304 CENTRALISED PURCHASING UNIT
00880 PROCURE GOVERNMENT SUPPLIES**

STAFF POSITIONS	2025	2024
Supervisor (K33-K38)	2	2
Administrative Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Technician (K22-K27)	1	1
Clerk (K10-K21)	4	4
Office Attendant/Driver (K8-K19)	4	4
Total Staff	13	13

08 - MINISTRY OF FINANCE

**E. 08082311 ACCOUNTANT GENERAL- ADMIN.
02043 FIN. CONTROL AND FIN. MANAGEMENT**

STAFF POSITIONS	2025	2024
Accountant General (K45)	1	1
Deputy Accountant General (K43)	1	1
Assistant Accountant General (K41)	2	2
Financial Analyst (K33-K38)/(K39-K41)	1	1
Payroll Manager (K33-K38)	1	1
Payroll Supervisor (K28-K32)	1	1
Administrative Assistant (K22-K27)	1	1
Payroll Officer II (K22-K27)	1	1
Administrative Officer (K10-K21)	1	1
Payroll Officer I (K10-K21)	1	1
Office Attendant (K1-K14)	1	1
Total Staff	12	12

**E. 08082312 ACCOUNTANT GENERAL - FUNDS MANAGEMENT
01152 CASH MANAGEMENT UNIT**

STAFF POSITIONS	2025	2024
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
Total Staff	13	13

**E. 08082313 ACCOUNTANT GENERAL-SYSTEMS MGMT.
01146 PROVIDE SYSTEMS SUPPORT**

STAFF POSITIONS	2025	2024
Systems Manager (K39-K41)	1	1
Systems Administrator (K28-K32)/(K33-K38)/(K39-K41)	3	3
Network Administrator (K33-K38)/(K39-K41)	2	2
Total Staff	6	6

**E. 08082314 ACCOUNTANT GENERAL-INTERNAL AUDIT
01147 PROVIDE INTERNAL AUDIT SERVICES**

STAFF POSITIONS	2025	2024
Audit Manager (K41)	1	1
Internal Auditor II (K33-K38)/(K39-K41)	7	7
Internal Auditor I (K28-K32)	1	1
Internal Auditor Assistant (K10-K21)	1	1
Total Staff	10	10

08 - MINISTRY OF FINANCE

**E. 08082316 ACCOUNTANT GENERAL - ACCOUNTING
01144 ACCOUNTING AND REPORTING UNIT**

STAFF POSITIONS	2025	2024
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
Total Staff	8	8

**E. 08083321 INLAND REVENUE - ADMINISTRATION
03102 TAX REFORM - ADMINISTRATION**

STAFF POSITIONS	2025	2024
Assistant Comptroller (K41)	1	1
Senior Tax Inspector III (K40)	1	1
Senior Tax Inspector II (K39)	5	5
Senior Tax Inspector I (K33-K38)	7	7
Tax Inspector (K28-K32)	1	1
Junior Tax Officer (K10-K21)	3	3
Total Staff	18	18

**E. 08083321 INLAND REVENUE - ADMINISTRATION
00996 PROVIDE ADMINISTRATIVE SUPPORT
00997 PROVIDE INFO. AND TECH. SUPPORT**

STAFF POSITIONS	2025	2024
00996		
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
00997		
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
Total Staff	30	30

**E. 08083322 INLAND REVENUE - ASSESSMENT AND
AUDIT
00999 ASSESS TAX LIABILITY TAX
DECLARATION
01001 AUDIT THE APPLICATION OF TAXES**

STAFF POSITIONS	2025	2024
00999		
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
01001		
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
Total Staff	15	15

08 - MINISTRY OF FINANCE

**E. 08083323 INLAND REVENUE - REVENUE ACCTS.
AND COLLECTION
00998 TAXPAYER SERVICE INCLUDING
REGISTRATION**

STAFF POSITIONS	2025	2024
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
Total Staff	9	9

**E. 08083324 INLAND REVENUE - PROPERTY VALUATION
01002 PROVIDE PROPERTY VALUATION SERVICE**

STAFF POSITIONS	2025	2024
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
Total Staff	8	8

**E. 08083323 INLAND REVENUE - REVENUE ACCTS.
AND COLLECTION
01000 COLLECT TAXES AND ENFORCE
COLLECTION**

STAFF POSITIONS	2025	2024
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
Total Staff	23	23

**E. 08084331 CUSTOMS - ADMINISTRATION
01422 ADMINISTER THE CUSTOMS FUNCTION**

STAFF POSITIONS	2025	2024
Comptroller of Customs (K44)	1	1
Deputy Comptroller (K42)	1	1
Assistant Comptroller II (K41)	4	4
Financial Analyst (K39-K41)	1	1
Accountant (K33-K38)/(K39-K41)	2	2
Administrative Research Assistant (K33-K38)/(K39-K41)	1	1
Financial Inspector (K33-K38)/(K39-K41)	1	1
Assistant Comptroller I (K36-K40)	7	7
Senior Customs Officer IV (K33-K38)	4	4
Customs Officer IV (K32-K35)	5	5
Customs Officer III (K26-K30)	4	4
Customs Officer I/II (K10-K17)/(K18-K25)	8	8
Customs Assistant (K10-K21)	5	5
Total Staff	44	44

08 - MINISTRY OF FINANCE

**E. 08084332 CUSTOMS - EXAM. AND VALUATION DIVISION
01423 EXAMINE AND EVALUATE CARGO**

STAFF POSITIONS	2025	2024
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
Total Staff	25	25

**E. 08084334 CUSTOMS - DECLARATION PROCESSING
AND COLLECT.
01425 PROCESSING & COLLECT SERVICES**

STAFF POSITIONS	2025	2024
Systems Coordinator I/II (K33-K38)/(K39-K41)	1	1
Senior Customs Officer IV (K33-K38)	3	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
Total Staff	27	25

**E. 08084333 CUSTOMS - REGULATORY SERVICES DIV.
01424 ENFORCE/MONITOR IMPLEMENT. OF LAW**

STAFF POSITIONS	2025	2024
Senior Customs Officer IV (K33-K38)	1	1
Customs Officer IV (K32-K35)	5	5
Customs Officer III (K26-K30)	5	5
Customs Coxswain (K22-K27)	1	1
Customs Officer I/II (K10-K17)/(K18-K25)	15	15
Customs Assistant (K10-K21)	8	8
Total Staff	35	35

**E. 08090391 FINANCIAL INTELLIGENCE UNIT - ADMIN.
00874 COUNTER MEASURES - AML/CTF**

STAFF POSITIONS	2025	2024
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
Total Staff	9	9

**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	2025	2024
Permanent Secretary (K45)	1	1
Director, Policy Planning and Projects (K41-K43)	1	1
Project Officer II (K39-K41)	1	1
Executive Officer (K33-K38)	1	1
Assistant Secretary (K33-K38/K39-K41)	1	1
Administrative Assistant (K33-K38)	-	1
Project Officer I (K33-K38)	3	2
Registry Operations Manager (K33-K38)	1	1
Finance Officer (K28-K32)/(K33-K38)	1	1
Administrative Officer (K28-K32)	1	1
Accounts Officer (K22-K27)	1	1
Field Officer (K10-K21)	1	1
Office Attendant (K1-K14)	1	1
Total Staff	14	14

**E. 09102421 SOCIAL AND COMMUNITY DEVELOPMENT
00322 PROVIDE SOCIAL SERVICES AND
COMM. SUPP.**

STAFF POSITIONS	2025	2024
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)	8	8
Case Manager (K22-K27)/(K28-K32)/(K33-K38)	4	4
Intake Officer (K22-K27)	1	1
Social Assistance Officer (K22-K27)	8	8
Clerk (K10-K21)	1	1
Office Attendant (K1-K14)	1	1
Total Staff	26	26

**E. 09102421 SOCIAL AND COMMUNITY DEVELOPMENT
00334 THE NATIONAL COUNSELING CENTRE**

STAFF POSITIONS	2025	2024
Director (K41-K43)	1	1
Deputy Director (K40-K42)	1	1
Counsellor (K33-K38)	4	4
Family Counsellor (K28-K32)/(K33-K38)	5	4
Junior Clerk (K10-K21)	1	1
Total Staff	12	11

**E. 09103431 GENDER AFFAIRS
00349 FACILITATE GENDER AWARENESS**

STAFF POSITIONS	2025	2024
Director (K41-K43)	1	1
Case Manager (K33-K38)	1	1
Executive Officer (K33-K38)	1	1
Gender Field Officer II (K22-K27)/(K28-K32)/(K33-K38)	3	2
Gender Field Officer I (K10-K21)	1	1
Total Staff	7	6

09 - MINISTRY OF SOCIAL DEVELOPMENT AND GENDER AFFAIRS

**E. 09104441 PROBATION & CHILD PROTECTION SERVICES
00351 CHILD CARE AND PROTECTIONS SERVICES**

STAFF POSITIONS	2025	2024
Director, Probation and Child Protection (K41-K43)	1	1
Deputy Director, Probation and Child Protection (K40-K42)	1	1
Executive Officer (K33-K38)	1	1
Child Protection Officer II (K28-K32)/(K33-K38)	6	5
Probation and Child Justice Officer II (K28-K32)/(K33-K38)	2	2
Case Manager (K28-K32)/(K33-K38)	3	3
Probation and Child Justice Officer I (K22-K27)	2	2
Child Protection Officer (K22-K27)	1	1
Intake Officer (K22-K27)	1	1
Part-Time Probation/Child Justice Officer (K10-K21)	1	1
Total Staff	19	18

**E. 09105441 PROBATION AND CHILD PROTECTION SERVICES
00357 MANAGE NEW HORIZONS CO-ED TRAINING CENTRE**

STAFF POSITIONS	2025	2024
Director (K41-K43)	1	1
Deputy Director (K40-K42)	1	1
Assistant Deputy Director (K33-K38)	1	1
Case Worker (K28-K32)/(K33-K38)	6	6
House Parent (K22-K27)	6	6
Clerk (K10-K21)	1	1
Housekeeper (K10-K21)	1	1
Deputy House Parent (K10-K21)	14	14
Total Staff	31	31

**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	2025	2024
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Special Assistant (C)	1	1
Agriculture Development Advisor (K43)	1	1
Senior Assistant Secretary (K39-K41)	1	1
Assistant Secretary (K33-K38)	3	3
Finance Officer (K33-K38)	1	1
Personal Assistant (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	2	2
Total Staff	15	15

E. 10112461 AGRICULTURAL SERVICES
00014 PROVIDE ADMINISTRATIVE SERVICES

STAFF POSITIONS	2025	2024
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
Total Staff	7	7

E. 10111451 ADMINISTRATION
00008 PROVIDE POLICY SUPPORT

STAFF POSITIONS	2025	2024
Senior Project Officer (K42)	1	1
Agricultural Planner (K33-K38)	1	1
Institutional Liaison (K33-K38)	1	1
Clerk (K10-K21)	1	1
Total Staff	4	4

E. 10112462 AGRICULTURAL SERVICES - CROPS
00016 TECHNICAL SUPPORT FOR CROP
FARMERS

STAFF POSITIONS	2025	2024
Manager, Agro-Processing (K33-K40)	1	1
Agronomist (K33-K40)	2	2
Agricultural Officer (K33-K40)	6	6
Agricultural Engineer (K33-K40)	1	1
Quarantine Officer (K33-K40)	2	2
Extension Officer (K25-K32)	4	4
Agronomy Assistant (K25-K32)	1	1
Lab Tech., Food Quality (K22-K27)/(K28-K32)	1	1
Lab Tech., Soil Analysis (K22-K27)/(K28-K32)	1	1
Engineering Assistant (K22-K27)/(K28-K32)	1	1
Quarantine Assistant Officer (K22-K27)/(K28-K32)	2	2
Tree Crops Officer (K25-K32)	1	1
Agricultural Assistant (K25-K32)	1	1
Technical Officer (K22-K27)	1	1
Agricultural Trainee (K10-K21)	4	4
Assistant Farm Manager (K10-K21)	1	1
Clerk (K10-K21)	1	1
Marketing Attendants (K10-K14)	2	2
Forestry Guard (K7-K17)	1	1
Forestry Ranger (K7-K17)	4	4
Total Staff	38	38

E. 10111451 ADMINISTRATION
00018 MARKETING UNIT

STAFF POSITIONS	2025	2024
Manager (K33-K40)	1	1
Assistant Marketing Officer (K22-K27)	1	1
Marketing Clerk (K10-K21)	1	1
Marketing Trainee (K10-K21)	1	1
Market Driver (K7-K17)	1	1
Total Staff	5	5

10 - MINISTRY OF AGRICULTURE, FISHERIES AND MARINE RESOURCES

**E.10112463 AGRICULTURAL SERVICES-LIVESTOCK
00023 TECHNICAL SUPPORT/MONITOR ANIMAL HEALTH**

STAFF POSITIONS	2025	2024
Chief Veterinary Officer (K42)	1	1
Veterinary Laboratory Manager (K40)	1	1
Senior Veterinary Officer (K33-K41)	1	1
Livestock Production Officer (K33-K40)	1	1
Laboratory Technician (K33-K40)	1	1
Veterinary Officer (K33-K40)	1	1
Manager, Abattoir and Public Markets (K28-K32)	1	1
Veterinary Assistant (K28-K32)	3	3
Extension Officer (K25-K32)	3	3
Asst. Manager, Abattoir and Public Markets (K22-K27)/(K28-K32)	1	1
Laboratory Assistant (K22-K27)/(K28-K32)	1	1
Laboratory Technician (K19-K26)	1	1
Laboratory Trainee (K10-K21)	1	1
Agricultural Trainee (K10-K21)	2	2
Market Keeper (K10-K21)	1	1
Clerk (K10-K21)	1	1
Attendant/Driver (K7-K17)	1	1
Attendant (K1-K14)	1	1
Total Staff	23	23

**E. 10112464 AGRICULTURAL SERVICES
00025 TECHNICAL SUPPORT TO ALLIED INSTITUTION**

STAFF POSITIONS	2025	2024
Agricultural Officer (K33-K38)	1	1
Technician (K22-K27)	1	1
Senior Clerk (K22-K27)	1	1
Farm Assistant (K10-K21)	1	1
Total Staff	4	4

**E. 10112462 AGRICULTURAL SERVICES - CROPS
00825 ADMINISTRATION OF CANNABIS AUTHORITY**

STAFF POSITIONS	2025	2024
Head of Unit (K44)	1	1
Quality Assurance Inspector (K33-K38)/(K39-K41)	1	1
Public Relations Officer (K33-K38)	1	1
Administrative Officer (K33-K38)	1	1
Clerk (K10-K21)	1	1
Driver/Messenger (K1-K14)	1	1
Total Staff	6	6

**E. 10115491 MARINE RESOURCES
00045 MARINE MANAGEMENT/TECHNICAL SUPPORT**

STAFF POSITIONS	2025	2024
Director of Marine Resources (K43)	1	1
Aquaculture Officer (K33-K38)	1	1
Marine Mang. Areas & Habitat Mon. Off. (K33-K38)	1	1
Oceanography & GIS Officer (K33-K38)	1	1
Port State Control Officer (K33-K38)	1	1
Product Dev. & Marketing Off. (K33-K38)	1	1
Fisheries Law Enforcement Officer (K34)	1	1
Boat Captain (K28-K32)	2	2
Fisheries Officer (K28-K32)	1	1
Maintenance Officer (K28-K32)	1	1
Assistant Fisheries Officer (K22-K27)	2	2
Senior Clerk (K22-K27)	1	1
Supervisor-Old Road Fisheries Complex (K18-K25)	1	1
Clerk (K10-K21)	1	1
Fisheries Assistant (K10-K21)	5	5
Total Staff	21	21

**E.10112463 AGRICULTURAL SERVICES-LIVESTOCK
03994 SUPPORT DEV. OF ANIMAL POUNDS**

STAFF POSITIONS	2025	2024
Pound Keeper (K31)	1	1
Total Staff	1	1

**11 – MINISTRY OF TOURISM,
CIVIL AVIATION AND
INTERNATIONAL
TRANSPORT**

11 - MINISTRY OF TOURISM, CIVIL AVIATION AND INTERNATIONAL TRANSPORT

**E. 11121521 ADMINISTRATION
00224 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Advisor (K45)	1	1
Director (K43)	1	1
Strategic Planning Officer (K33-K38)	1	1
Finance Officer (K33-K38)	1	1
Policy Development Officer (K33-K38)	1	1
Research and Communication Officer (K33-K38)	1	1
Tourism Officer (K33-K38)	1	1
Personal Secretary (K28-K32)	1	1
Secretary (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Office Assistant (K10-K21)	1	1
Clerk (K10-K21)	1	1
Total Staff	15	15

**E. 11122531 TOURISM DEPARTMENT
01782 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
Senior Tourism Officer (K33-K38)	1	-
Tourism Officer (K28-K32)/(K33-K38)	-	1
Executive Officer (K28-K32)	1	1
Mall Manager (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Junior Tourism Officer (K10-K21)	1	-
Clerk (K10-K21)	1	1
Community Tourism and Education Officer (K10-K21)	-	1
Total Staff	6	6

**E. 11122552 TOURISM EVENTS UNIT
00261 ADMINISTER FESTIVAL SECRETARIAT**

STAFF POSITIONS	2025	2024
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
Total Staff	4	4

**E. 11122531 TOURISM DEPARTMENT
00263 SUPPORT ECO PARK**

STAFF POSITIONS	2025	2024
Senior Tourism Officer (K33-K38)	1	1
Farm Manager (K28-K32)	1	-
Executive Officer (K28-K32)	1	-
Senior Clerk (K22-K27)	1	-
Junior Clerk (K10-K21)	1	-
Junior Tourism Officer (K10-K21)	2	-
Total Staff	7	1

11 - MINISTRY OF TOURISM, CIVIL AVIATION AND INTERNATIONAL TRANSPORT

E. 11125612 TRANSPORT - MARITIME AFFAIRS
00398 REGULATE AND MONITOR
MARITIME AFFAIRS

STAFF POSITIONS	2025	2024
Director, Maritime Affairs (K39-K41)	1	1
Senior Inspector/Surveyor (K33-K40)	1	1
Maritime Inspector II (K28-K32)	1	1
Maritime Inspector I (K22-K27)	2	2
Secretary (K22-K27)	1	1
Junior Maritime Inspector (K10-K21)	1	1
Total Staff	7	7

E. 11126613 CIVIL AVIATION
00399 REGULATE AND MONITOR CIVIL AVIATION

STAFF POSITIONS	2025	2024
Civil Aviation Officer II (K33-K38)	2	2
Executive Officer (K28-K32)	1	1
Civil Aviation Officer I (K22-K27)	1	1
Office Assistant (K10-K21)	1	1
Total Staff	5	5

**12 – MINISTRY OF PUBLIC
INFRASTRUCTURE,
ENERGY, UTILITIES AND
DOMESTIC TRANSPORT**

12 - MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY, UTILITIES AND DOMESTIC TRANSPORT

**E. 12131561 ADMINISTRATION
00395 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
00395		
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Senior Assistant Secretary (K39-K41)	1	1
Accounts Manager (K33-K38)/(K39-K41)	1	1
Assistant Secretary (K33-K38)	1	1
Personnel Officer (K33-K38)	1	1
Communications Officer (K33-K38)	1	1
Personnel Officer Assistant (K28-K32)	1	1
Personal Assistant (K28-K32)	1	1
Executive Officer (K28-K32)	1	1
Security Detail/Driver (K22-K27)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	12	12
Office Attendant (K7-K17)	1	-
Office Attendant (K1-K14)	-	1
Total Staff	25	25

**E. 12133581 PUBLIC WORKS
00417 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2025	2024
Director (K43)	1	1
Deputy Director (K42)	1	1
Chief Engineer (K42)	1	1
Architect (K33-K38)/(K39-K41)	2	1
Engineer (K33-K41)	4	4
Executive Officer (K28-K32)	2	2
Draughtsman (K22-K27)	1	1
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	8	8
Messenger (K1-K14)	1	1
Electrical Inspection Unit		
Chief Electrical Inspector (K33-38)/(K39-K41)	1	1
Electrical Inspector (K28-K32)	1	1
Technician (K10-K21)/(K22-K27)	1	-
Junior Electrical Inspector (K10-K21)/(K22-K27)	1	2
Junior Clerk (K10-K21)	2	2
Total Staff	29	28

**E. 12133582 PUBLIC WORKS-ROADS, BRIDGES
AND DRAINAGE
00421 MAINTAIN ROADS, BRIDGES AND DRAINS**

STAFF POSITIONS	2025	2024
Engineer (K33-K41)	1	1
Road Supervisor (K28-K32)/(K33-K36)	1	1
Laboratory Technician (K24-K32)	1	1
Draughtsman (K24-K32)	1	1
Foreman of Works (K22-K27)	2	2
Roads Foreman (K22-K27)	1	1
Laboratory Assistant (K12-K23)	1	1
Total Staff	8	8

**E. 12133583 PUBLIC WORKS-FACILITIES
MAINTENANCE DIVISION
00446 BUILDINGS AND FACILITIES**

STAFF POSITIONS	2025	2024
Clerk of Works (K33-K36)	1	1
Inspector of Works (K28-K32)	1	1
Foreman of Works (K22-K27)	1	1
Supervisor (K22-K27)	1	1
Foreman of Works (K22-K27)	3	3
Technician (K22-K27)	1	1
Total Staff	8	8

12 - MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY, UTILITIES AND DOMESTIC TRANSPORT

**E. 12133584 PUBLIC WORKS-VEHICLE MAINTENANCE
00447 MAINTAIN GOVERNMENT VEHICLES/
EQUIPMENT**

STAFF POSITIONS	2025	2024
Manager, Government Repair Shop (K33-K38)	1	1
Chief Foreman Mechanic (K28-K32)	1	1
Senior Foreman Mechanic - Vehicles (K22-K27)	1	1
Mechanic, Grade I (K10-K25)	7	7
Draughtsman/Technician (K10-K25)	1	1
Total Staff	11	11

**E. 12134591 ENERGY UNIT
00450 MANAGE ENERGY UNIT**

STAFF POSITIONS	2025	2024
Director (K43)	1	1
Senior Engineer (K42)	1	1
Energy Officer (K33-K38)	2	2
Total Staff	4	4

**E. 12133585 PUBLIC WORKS-QUARRY SERVICES
00449 SUPPLY AGGREGATES**

STAFF POSITIONS	2025	2024
Quarry Manager (K33-K40)	1	1
Foreman (K28-K32)	1	1
Mechanic (K22-K27)	1	1
Welder (K22-K27)	1	1
Office Attendant (K7-K17)	1	-
Total Staff	5	4

**E. 12135601 WATER SERVICES
00465 PROVIDE ADMIN/CUSTOMER SERVICES**

STAFF POSITIONS	2025	2024
Manager/Water Engineer (K43)	1	1
Chief Engineer (K42)	1	1
Assistant Engineer (K33-K41)	4	4
Systems Administrator (K28-K32)/(K33-K38)/(K39-K41)	1	1
Clerk of Works (K33-K36)	1	1
Customer Service Manager (K33-K38)	1	1
Executive Officer (K33-K38)	1	1
Assistant Customer Service Manager (K28-K32)	1	1
Procurement Officer (K28-K32)	1	1
Assistant Systems Administrator (K28-K32)/(K33-K38)/(K39-K41)	1	1
Senior Clerk (K22-K27)	1	-
Foreman (K22-K27)	-	1
GIS Technician (K22-K27)	1	-
Draughtsman (K22-K27)	-	1
Supervisor (K22-K27)	3	3
Meter Reader (K10-K21)	8	8
Junior Clerk (K10-K21)	7	7
Total Staff	33	33

**E. 12135602 WATER SERVICES-DISTRIBUTION AND
MAINTENANCE
00488 MANAGE THE DISTRIBUTION OF WATER**

STAFF POSITIONS	2025	2024
Inspector of Works (K28-K32)	1	1
Foreman of Works (K22-K27)	6	6
Heavy Equipment Operator (K19-K22)	2	2
Water Overseer (K10-K21)	8	8
Total Staff	17	17

12 - MINISTRY OF PUBLIC INFRASTRUCTURE, ENERGY, UTILITIES AND DOMESTIC TRANSPORT

**E. 12135603 WATER SERVICES - QUALITY CONTROL
00498 MANAGE WATER PRODUCTION**

STAFF POSITIONS	2025	2024
Inspector of Treatment (K28-K32)	1	1
Treatment Plant Operator (K28-K32)	1	1
Assistant Treatment Plant Operator (K10-K21)	1	-
Total Staff	3	2

**E. 12135604 WATER SERVICES - GROUNDWATER
MANAGEMENT
00495 MANAGE PRODUCTION OF DESALINATION**

STAFF POSITIONS	2025	2024
Plant Supervisor (K28-K32)	1	1
Plant Operator (K22-K27)	1	1
Assistant Plant Operator (K10-K21)	2	2
Total Staff	4	4

**E. 12135604 WATER SERVICES - GROUNDWATER
MANAGEMENT
00483 MANAGE WATER PRODUCTION**

STAFF POSITIONS	2025	2024
Inspector of Pumps, Electrical (K28-K32)	1	1
Inspector of Pumps, Mechanical (K28-K32)	1	1
Electrician (K22-K27)	1	1
Pump Operator (K22-K27)	3	3
Mechanic, Grade I (K10-K25)	2	2
Total Staff	8	8

**E. 12136611 LOCAL TRANSPORT
00397 ADMINISTER AND REGULATE
LOCAL TRANSPORTATION**

STAFF POSITIONS	2025	2024
Public Service Driver Inspector (K10-K21)	1	1
Despatcher (K10-K21)	1	1
Total Staff	2	2

13 – MINISTRY OF EDUCATION

13 - MINISTRY OF EDUCATION

**E. 13141621 ADMINISTRATION
00032 PROVIDE ADMINISTRATIVE SUPPORT
02356 TVET**

STAFF POSITIONS	2025	2024
00032		
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Director of Educational Planning (K43)	-	1
Senior Assistant Secretary (K42-K43)	1	1
Senior Assistant Secretary (K39-K41)	1	1
Project Officer (K33-K40)	2	2
Human Resource Officer (K33-K38)	1	1
Maintenance Officer (K33-K38)	1	1
Executive Officer (K28-K32)	2	2
Personal Assistant (K22-K27)	1	1
Secretary (K10-K21)	1	1
Messenger/Janitor (K1-K17)	1	1
02356		
Chief Executive Officer (K41)	1	1
Assessment Quality and Assurance Officer (K39-K41)	1	1
Project Coordinator (K39-K40)	1	1
Registrar (K33-K40)	1	1
Standards Officer (K33-K38/K39-K40)	1	1
Assessment and Training Officer (K33-K38/K39-K40)	1	1
Secretary/Registrar (K10-K21)	1	1
Total Staff	20	21

**E.13141622 ADMINISTRATION- EDUCATION PLANNING
DIVISION
00122 PROVIDE PLANNING AND POLICY**

STAFF POSITIONS	2025	2024
Chief, Education Planner (K43)	1	1
Director of Educational Planning (K43)	1	-
Director, Curriculum Unit (K41)	1	1
Director, Management Information System (K41)	1	1
Coordinator, Assessment (K40)	1	1
Assessment Officer (K33-K40)	4	4
Project Officer, Procurement (K33-K40)	1	1
Assistant Coordinator (K33-K38)	1	1
Coordinator, Modern Languages (K33-K40)	1	1
Coordinator, Language Enrichment (K33-K40)	1	1
Health and Well-being Curriculum Coordinator (K33-K40)	1	1
Curriculum Coordinator, Information and Communication Technology (K33-K40)	1	1
Project Officer (K33-K40)	5	5
Research Officer (K30-K40)	1	1
Coordinator, Remedial Education (K32-K36)	1	1
Coordinator, SELF (K32-K36)	1	1
Coordinator, Project Strong (K32-K36)	1	1
Coordinator, Teacher Resource Centre (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Clerk of Works (K26)	1	1
Clerk/Typist (K10-K21)	3	3
Clerk, Management Information Systems (K10-K21)	1	1
Junior Clerk (K10-K21)	1	1
Messenger (K1-K14)	1	1
Total Staff	33	32

**E.13141623 ADMINISTRATION- EDUCATION SERVICES
00066 ADMINISTRATION SUPPORT - EDUCATION SERVICES**

STAFF POSITIONS	2025	2024
Chief Education Officer (K43)	1	1
Personnel Officer (K43)	1	1
Deputy Chief Officer (K42)	1	1
Senior Education Officer (K41-K42)	1	1
School Psychologist (K40)	1	1
Director, Project and Building Management Unit (K39-K41)	1	1
National Examinations Registrar (K39-K41)	1	1
Education Officer (K41)	8	8
Director, Media Unit (K33-K38/K39-K40)	1	1
Guidance Counsellor (K33-K38)/(K39-K40)	3	3
Administrative Officer (K30-K38)	1	1
Technical Vocational Officer (K30-K38)	1	1
Probation/Truancy Officer (K28-K32)/(K33-K38)	1	1
Executive Officer (K28-K32)	1	1
School Attendance Counsellor (K25-K32)	2	2
Guidance Counsellor (K20-K30)	1	1
Maintenance Technician (K22-K27)	1	1
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	3	3
Messenger (K1-K14)	1	1
Teachers for New Horizons		
Teacher (K10-K21)/(K25-K32)/(K33-K40)	3	3
Total Staff	36	36

**E. 13141624 ADMINISTRATION-UNESCO NATIONAL
SECRETARIAT
00035 SUPPORT THE UNESCO PROGRAMME**

STAFF POSITIONS	2025	2024
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
Total Staff	4	4

**E. 13141625 ADMINISTRATION-ACCREDITATION SERVICES
00082 PROVIDE ACCREDITATION SERVICES**

STAFF POSITIONS	2025	2024
Executive Director (K35-K38)/(K39-K40)	1	1
Personal Accreditation Officer (K33-K38)	1	1
Total Staff	2	2

13 - MINISTRY OF EDUCATION

**E.13142631 EARLY CHILDHOOD
00085 DELIVER EARLY CHILDHOOD EDUCATION**

STAFF POSITIONS	2025	2024
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
Total Staff	57	57

**E. 13143642 PRIMARY EDUCATION- PRIMARY SCHOOLS
00097 DELIVER PRIMARY EDUCATION**

STAFF POSITIONS	2025	2024
Headteacher (K32-K36)	18	18
Teacher (K25-K32)/(K33-K38)	195	195
Deputy Principal (K25-K32)/(K33-K38)	5	5
Supernumerary Teacher (K10-K21)	92	92
Total Staff	310	310

**E.13143641 PRIMARY EDUCATION- PRIMARY SCHOOLS
00098 SCHOOL MEALS IN PRIMARY SCHOOLS**

STAFF POSITION	2025	2024
Coordinator (K25-K30)	1	1
Assistant Coordinator (K22-K27)	1	1
Total Staff	2	2

**E. 13144652 SECONDARY EDUCATION- BHS
00145 BASSETERRE HIGH SCHOOL**

STAFF POSITIONS	2025	2024
Principal (K41)	1	1
Deputy Principal (K40)	2	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
Total Staff	82	81

**E.13144651 SECONDARY EDUCATION- WAHS
00144 WASHINGTON ARCHIBALD HIGH SCHOOL**

STAFF POSITIONS	2025	2024
Principal (K41)	1	1
Deputy Principal (K40)	2	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
Total Staff	82	81

**E. 13141621 ST. KITTS SPECTRUM SERVICES
00040 AUTISM CENTRE**

STAFF POSITIONS	2025	2024
Director, St. Kitts Spectrum Services (K39-K41)	1	1
Learning Specialist (K10-K21)/(K22-K27)/(K28-K32)	2	2
Clerk (K10-K21)	1	1
Total Staff	4	4

13 - MINISTRY OF EDUCATION

**E.13144653 SECONDARY EDUCATION- CHS
00149 CAYON HIGH SCHOOL**

STAFF POSITIONS	2025	2024
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
Total Staff	64	64

**E.13144655 SECONDARY EDUCATION- VHS
00154 VERCHILDS HIGH SCHOOL**

STAFF POSITIONS	2025	2024
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
Total Staff	46	46

**E.13144654 SECONDARY EDUCATION- CEMSS
00150 CHARLES E. MILLS SECONDARY SCHOOL**

STAFF POSITIONS	2025	2024
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
Total Staff	65	65

13 - MINISTRY OF EDUCATION

**E. 13144656 SECONDARY EDUCATION- SSS
03128 SADDLERS SECONDARY SCHOOL**

STAFF POSITIONS	2025	2024
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
Total Staff	32	32

**E.13145661 POST SECONDARY EDU.- NAT.
SKILLS TRAINING
00182 DELIVER NATIONAL SKILLS
TRAINING**

STAFF POSITIONS	2025	2024
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
Total Staff	7	7

**E.13141625 ADMINISTRATION
00083 EDUCATION MANAGEMENT INFORMATION SYSTEM**

STAFF POSITIONS	2025	2024
Senior Computer Technician/Specialist (K28-K32)/(K33-40)	1	1
Total Staff	1	1

13 - MINISTRY OF EDUCATION

**E.13145662 POST SECONDARY EDU.- AVEC
00181 SKILLS AND VOCATIONAL TRAINING
THRU. AVEC**

STAFF POSITIONS	2025	2024
Director (K41)	1	1
Guidance Counsellor (K33-K38)	1	1
Teacher (K28-K32)	4	4
Teacher (K25-K32)	7	6
Shop Technicians (K22-K27)	2	2
Teacher (K10-K21)	2	2
Clerk (K10-K21)	1	1
Messenger/Office Assistant (K10-K21)	1	1
Total Staff	19	18

**E.13147681 TERTIARY EDUCATION- CFBC
03904 STUDENTS OF NURSING
03907 TEACHERS IN TRAINING**

STAFF POSITIONS	2025	2024
03904		
Nursing Assistant (K10-K21)	12	12
Students of Nursing (K12-K19)	39	39
03907		
Teachers in Training (K10-K21)	25	25
Total Staff	76	76

**E.13146671 SPECIAL EDUCATION- ADMINISTRATION
00178 DELIVER SPECIAL EDUCATION SERVICES**

STAFF POSITIONS	2025	2024
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
Total Staff	18	18

**E. 13148691 PUBLIC LIBRARY-ADMINISTRATION
02546 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
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
Total Staff	16	16

14 – MINISTRY OF HEALTH AND SOCIAL SECURITY

14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

**E. 14151711 ADMINISTRATION - HEALTH SECTOR MGMT
01030 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
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
Human Resource Manager (K33-K38)/(K39-K41)	1	1
Assistant Secretary (K33-K38)	1	1
Finance Officer (K28-K32)/(K33-K38)	2	2
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	2	2
Registry Clerk (K10-K21)	1	1
Clerk (K10-K21)	1	1
Messenger (K1-K14)	1	1
Total Staff	18	18

**E. 14152723 COMM. BASED HEALTH SERV - CLINICAL SERV.
01035 MONITOR PUBLIC HEALTH SITUATIONS/TRENDS**

STAFF POSITIONS	2025	2024
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
Total Staff	7	7

**E. 14152722 COMM. BASED HEALTH SERV. -
FAMILY HEALTH
01211 PROMOTE HIV/AIDS AWARENESS**

STAFF POSITIONS	2025	2024
National HIV/AIDS Programme Coordinator (K33-K38)/(K39-K41)	1	1
Health Educator/Counsellor (K33-K38)	1	1
HIV Case Manager (K25-K32)/(K33-K38)	2	2
Health Educator (K25-K32)	1	1
Junior Clerk (K10-K21)	1	1
Total Staff	6	6

**E. 14152722 COMM. BASED HEALTH SERVICES
FAMILY HEALTH
01208 PROMOTE PROPER NUTRITION**

STAFF POSITIONS	2025	2024
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
Total Staff	5	5

14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

E. 14152722 COMM. BASED HEALTH SERV. -
 FAMILY HEALTH
 01210 PROMOTE PREVENTION OF N.C.D.
 01218 DELIVER COMMUNITY PSYCHIATRIC CARE
 04325 MENTAL DAY HEALTH FACILITY

STAFF POSITIONS	2025	2024
01210		
NCD Programme Coordinator (K33-K38)/(K39-K41)	1	1
Health Educator/Counsellor (K33-K38)	1	1
Communication Officer (K33-K38)	1	1
Photographer (K28-K32)	1	1
01218		
Psychiatrist (K43)	1	1
Clinical Psychologist (K43)	1	1
District Medical Officer (K36-K41)/(K42)	1	1
Psychologist (K33-K38)/(K39-K41)	1	1
Mental Health Coordinator (K39-K40)/(K41)	1	1
Psychiatric Nurse (K37-K39)/(K40)	3	3
04325		
Occupational Therapist (K39-K41)	2	2
Counsellor (K33-K38)	2	2
Psychiatric Social Worker (K33-K38)	1	1
Psychiatric Nurse (K37-K39)/(K40)	5	5
Psychiatric Aide (K10-K21)	2	2
Total Staff	24	24

E. 14152721 COMM. BASED HEALTH SERVICES -
 ADMINISTRATION
 01213 ADMINISTER COMMUNITY- BASED
 SERVICES

STAFF POSITIONS	2025	2024
Director - Community Health Services (K43)	1	1
Coordinator- Community Nursing (K43)	1	1
District Medical Officer (K36-K41)/(K42)	10	10
Deputy Coordinator-Community Nursing (K41)	1	1
Health Services Administrative Officer (K33-K38)	1	1
Pharmacist (K25-K32)/(K33-K38)	2	2
Senior Clerk (K22-K27)	1	1
Junior Clerk (K10-K21)	4	4
Messenger (K1-K14)	1	1
Total Staff	22	22

E. 14152722 COMM. BASED HEALTH SERV. -
 FAMILY HEALTH
 01224 PROVIDE HEALTHCARE THRU
 COMMUNITY CENTRES

STAFF POSITIONS	2025	2024
Community Nurse Manager (K38-K39)/(K40)	11	11
Community Nurse (K36-K37)/(K39)	25	25
Community Nurse (K36-K38)	2	2
Community Registered Nurse (K33-K35)	10	10
Community Nursing Assistant (K12-K22)	26	26
Community Nursing Attendant (K10-K21)	15	15
Total Staff	89	89

14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

**E. 14152722 COMM. BASED HEALTH SERVICES - FAMILY HEALTH
01216 PROVIDE DENTAL HEALTH CARE**

STAFF POSITIONS	2025	2024
Chief Dental Surgeon (K43)	1	1
Dental Surgeon (K39-K42)/(K43)	4	4
Dental Therapist (K33-K38)	1	1
Dental Hygienist (K25-K32)	2	2
Dental Assistant (K12-K23)	5	5
Dental Clerk (K10-K21)	4	4
Total Staff	17	17

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.
01014 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2025	2024
Director, Health Institutions (K43)	1	1
Director, Operations (K43)	1	1
Medical Chief of Staff/General Surgeon (K43)	1	1
Operations Manager, JNF (K33-K38)/(K39-K41)	1	1
Security Officer (K10-K21)	1	1
Total Staff	5	5

**E. 14152723 COMM. BASED HEALTH SERVICES - ENV. HEALTH
01202 MONITOR SANITATION
01226 CONTROL VECTORS
01227 PORT HEALTH SERVICES**

STAFF POSITIONS	2025	2024
01202		
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
01226		
Insect/Vector Control Officer (K7-K17)	12	12
01227		
Port Health Surveillance Officer (K33-K38)	1	1
Port Health Nurse (K25-K32)/(K33-K38)	3	3
Port Health Officer (K10-K21)/(K22-K27)	6	6
Port Health Vector Control Officer (K7-K17)	2	2
Total Staff	40	40

**E.14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.
01015 PROVIDE MAINTENANCE SERVICES**

STAFF POSITIONS	2025	2024
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
Total Staff	4	4

14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.
01018 ADMINISTRATIVE SERVICES - JNF HOSPITAL**

STAFF POSITIONS	2025	2024
Dietitian (K35-K38)	1	1
Procurement Officer (K33-K38)	1	1
Accounts Officer (K28-K32)	2	2
Medical Records Technician (K25-K32)	2	2
Cashier Supervisor (K22-K27)	1	1
Human Resource Officer (K22-K27)	1	1
Senior Clerk (K22-K27)	10	10
Orderly Supervisor (K17-K22)	1	1
Junior Clerk (K10-K21)	7	7
Cashier (K10-K21)	3	3
Telephone Operator (K8-K19)	9	9
Total Staff	38	38

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMINISTRATION
01027 AUXILIARY SERVICES - JNF HOSPITAL**

STAFF POSITIONS	2025	2024
Staff Nurse (K36-K37)/(K38)	1	1
Student Dietary Assistant (K12-K23)	1	1
Housekeeper (K10-K21)	2	2
Supervisor, Kitchen (K10-K21)	1	1
Supervisor, Laundry (K10-K21)	1	1
Seamstress (K7-K17)	4	4
Orderly (K7-K17)	14	14
Total Staff	24	24

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.
01032 PROVIDE LABORATORY SERVICES**

STAFF POSITIONS	2025	2024
Lab Manager (K35-K38)/(K39-K41)	1	1
Microbiologist (K33-K38)/(K39-K41)	-	1
Senior Lab Technologist (K33-K35)/(K36-K38)	1	2
Medical Technologist (K25-K32)/(K33-K38)	7	-
Lab Technologist (K25-K32)/(K33-K38)	4	8
Molecular Biologist (K25-K32)/(K33-K38)	-	1
Histotechnologist (K22-K27/K28-K32)	1	-
Student Lab Technologist (K22-K27)	1	-
Lab Assistant (K22-K27)	-	1
Cytoscreener (K22-K27)	1	1
Student Lab Technician (K12-K23)	2	2
Phlebotomist (K10-K21)	5	5
Blood Banking Advocate/Counsellor (K10-K21)	1	1
Total Staff	24	23

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES
- ADMINISTRATION AUX. SERVICES**

**01161 MARY CHARLES HOSPITAL
01165 POGSON HOSPITAL
01175 CARDIN HOME**

STAFF POSITIONS	2025	2024
01161 Orderly (K7-K17)	6	6
01165 Clerk (K10-K21) Orderly (K7-K17)	1 6	1 6
01175 Orderly (K7-K17)	6	6
Total Staff	19	19

14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES - ADMIN.
01246 PHARMACEUTICAL AND MEDICAL SUPPLIES**

STAFF POSITIONS	2025	2024
Chief Pharmacist (K35-K38)/(K39-K41)	1	1
Manager, Central Drug and Medical Stores (K35-K38)	1	1
Medical Supplies Officer (K33-K35)	1	1
Senior Clerk (K22-K27)	1	1
Junior Clerk/Store Clerk (K10-K21)	1	1
Driver (K7-K17)	1	1
Total Staff	6	6

**E. 14153731 INSTITUTION-BASED HLTH SERV.
- ADMINISTRATION
01258 DISPENSE PHARMACEUTICAL**

STAFF POSITIONS	2025	2024
Senior Pharmacist (K33-K38)/(K39-K40)	1	1
Pharmacist (K25-K32)/(K33-K38)	4	4
Student Pharmacy Technician (K12-K23)	3	3
Total Staff	8	8

**E. 14153732 INSTITUTION-BASED HEALTH SERVICES -
CLINICAL SERVICES AND PATIENT CARE -
ADMINISTRATIVE SERVICES
01159 MARY CHARLES
01163 POGSON
01173 CARDIN HOME**

STAFF POSITIONS	2025	2024
01159 Assistant Nurse Manager (K37-K38)/(K39)	1	1
01163 Assistant Nurse Manager (K37-K38)/(K39)	1	1
01173 Supervisor, Cardin Home (K35-K38)	1	1
Assistant Nurse Manager (K37-K38)/(K39)	1	1
Total Staff	4	4

14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

E. 14153732 INSTITUTION-BASED HEALTH SERVICES
SERVICES - CLINICAL SERVICES AND
PATIENT CARE - MEDICAL/NURSING
SERVICES

01160 MARY CHARLES
01164 POGSON
01174 CARDIN HOME
01176 HAEMODIALYSIS UNIT
01177 HEALTH INFORMATION SYSTEM UNIT

STAFF POSITIONS	2025	2024
01160		
Staff Nurse (K36-K37)/(K38)	4	4
Nursing Assistant (K12-K22)	2	2
01164		
Staff Nurse (K36-K37)/(K38)	4	4
01174		
Staff Nurse (K36-K37)/(K38)	2	2
Registered Nurse (K33-K35)	5	5
Nursing Assistant (K12-K22)	9	9
Orderly (K10-K21)	4	4
Attendant (K10-K15)	5	5
01176		
Assistant Nurse Manager (K37-K38)/(K39)	1	1
Staff Nurse (K36-K37)/(K38)	5	5
01177		
Health Information Systems Manager (K33-K38)	1	1
Network Specialist (K33-K38)	1	1
Technician (K22-K27)	1	1
Total Staff	44	44

E. 14153732 INSTITUTION-BASED HEALTH SERVICES
CLINICAL SERVICES AND PATIENT CARE
01021 MEDICAL/NURSING SERV. - JNF HOSPITAL

STAFF POSITIONS	2025	2024
Nephrologist (K43)	1	1
Anaesthetist (K43)	3	3
General Surgeon (K43)	2	2
Obstetrician/Gynaecologist (K43)	2	2
Medical Specialist (K43)	2	2
Paediatrician (K43)	2	2
Psychiatrist (K43)	1	1
Orthopaedist (K43)	2	2
Pathologist (K43)	2	2
Pulmonologist (K43)	1	1
Ophthalmologist (K43)	2	2
Emergency Specialist (K43)	1	1
Medical Internist (K43)	1	1
Vascular Surgeon (K43)	1	1
Oncologist (K43)	2	2
Cardiologist (K43)	1	1
Ear, Nose and Throat Specialist (K43)	1	1
Neurologist (K43)	1	1
Urologist (K43)	1	1
Director, Institutional Nursing Services (K43)	1	1
Assistant Director, Institutional Nursing Services (K41)	1	1
Medical Officer (K39-K41)/(K42)	28	28
Medical Officer: Institution and Psychiatry (K36-K41)/(K42)	1	1
Infection Control Officer (K38-K39)/(K40)	3	3
Nurse Manager (K38-K39)/(K40)	6	6
Quality Assurance Officer (K38-K39)	1	1
Occupational Therapist (K35-K38)/(K39-K41)	1	1
Physiotherapist (K35-K38)/(K39-K41)	2	2
Speech Therapist (K33-K38)/(K39-K41)	1	1
Administrative Night Coordinator (K38-K39)/(K40)	1	1
Nurse Anaesthetist (K38-K39)/(K40)	2	2
Admission and Discharge Planning Nurse (K37-K38)/(K39)	1	1
Total Staff	78	78

14 - MINISTRY OF HEALTH AND SOCIAL SECURITY

**E.14153732 INSTITUTION-BASED HEALTH SERVICES -
CLINICAL SERVICES AND PATIENT CARE
01021 MEDICAL/NURSING SERVICES - JNF HOSPITAL**

STAFF POSITIONS	2025	2024
Assistant Nurse Manager (K37-K38)/(K39)	19	19
Clinical Instructor (K37-K38)/(K39)	1	1
ICU Nurse (K37-K38)/(K39)	2	2
In-Service Coordinator (K37-K38)/(K39)	1	1
Nurse Preceptor (K36-K37)/(K38)	1	1
Staff Nurse (K36-K37)/(K38)	110	110
Counsellor (K33-K38)	1	1
Registered Nurse (K33-K35)	23	23
Nursing Assistant II (K33)	8	8
Parademics (K28-K32)/(K33-K38)	2	2
Oncology Technician (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Emergency Medical Technician (K12-K21)/(K22-K27)	39	39
Nursing Assistant (K12-K22)	37	37
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)	44	44
Total Staff	304	304

**E. 14153732 INSTITUTION-BASED HEALTH
SERVICES - CLINICAL
SERVICES AND PATIENT CARE
01036 PROVIDE RADIOLOGY SERVICES**

STAFF POSITIONS	2025	2024
Radiologist (K43)	2	2
Chief Radiographer (K35-K38)	1	1
M.R.I Technician (K33-K38)	1	-
Radiographer (K25-K32)/(K33-K38)	6	6
Student X-Ray Technician (K12-K23)	1	1
Nursing Assistant (K12-K22)	5	5
Total Staff	16	15

**E. 14153731 INSTITUTION-BASED HEALTH SERVICES -
CLINICAL SERVICES AND PATIENT CARE
03651 COLLECTIONS UNIT**

STAFF POSITIONS	2025	2024
Collections Manager (K33-K38)	1	1
Collections Officer (K10-K21)/(K22-K27)	1	1
Total Staff	2	2

15 – MINISTRY OF SPORTS

15 - MINISTRY OF SPORTS

**E. 15161741 ADMINISTRATION
02764 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
Permanent Secretary (K45)	1	1
Special Advisor (K45)	1	1
Assistant Secretary (K33-K38)/(K39-K41)	1	1
Administrative Officer (K33-K38)	2	2
Project Officer (K28-K32)/(K33-K38)	1	1
Personal Assistant (K28-K32)	1	1
Accounts Clerk (K10-K21)	1	1
Clerk (K10-K21)	1	1
Total Staff	9	9

**E. 15161741 ADMINISTRATION
00272 MANAGE MINISTRY SECRETARIAT**

STAFF POSITIONS	2025	2024
Director (K43)	1	1
Personal Assistant/Secretary (K28-K32)	1	1
Total Staff	2	2

**E. 15123541 SPORTS DEPARTMENT
00242 SUPPORT SPORTS DEVELOPMENT VIA
YOUTH INITIATIVES**

STAFF POSITIONS	2025	2024
Director, Sports (K43)	1	-
Sports Co-ordinator (K30-K40)	-	1
Venue Manager (K30-K40)	1	1
Sports Officer III (K28-K32)	1	-
Sports Officer (K10-K21)/(K22-K27)/(K28-K32)/(K33-K38)	2	15
Assistant Sports Co-ordinator (K28-K32)	1	1
Sports Officer II (K22-K27)	4	-
Supervisor of Parks (K22-K27)	1	1
Clerk (K10-K21)	1	1
Sports Officer I (K10-K21)	8	-
Park Caretaker (K7-K17)	4	4
Total Staff	24	24

**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	2025	2024
751-01255		
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Senior Administrative Officer (K42)	1	1
Administrative Officer (K33-K38)	1	1
Executive Officer (K33-K38)	1	1
ICT Administrator (K33-K38)	1	1
Executive Officer (K28-K32)	1	-
Administrative Assistant (K23-K28)	-	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
752-01256		
Chief Policy Analyst (K43)	1	1
Total Staff	16	16

**E.16172 PUBLIC SECTOR INVESTMENT
PLANNING
01265 AND GUIDE, MONITOR AND EVALUATE
PSIP**

STAFF POSITIONS	2025	2024
Director of Public Sector Investment Planning (K43)	1	1
Senior Project Analyst (K42)	2	2
Project Officer (K33-K41)	1	1
Social Planner (K33-K38)/(K39-K41)	1	1
Project Analyst I/II (K33-K38)/(K39-K41)	5	5
Accountant (K33-K38)/(K39-K41)	1	1
Assistant Project Analyst (K17-K27)	1	1
Total Staff	12	12

**E. 16173 PHYSICAL PLANNING
01308 ADMINISTER PHYSICAL PLANNING**

STAFF POSITIONS	2025	2024
Director of Physical Planning (K43)	1	1
Senior Development Control Officer (K42)	1	1
Senior Physical Planning Officer (K42)	1	1
Senior GIS Officer (K42)	1	1
Development Control Officer I/II (K33-K38)/(K39-K41)	2	2
Development Control Compliance Officer (K33-K38)/(K39-K41)	1	1
GIS Analyst (K39-K41)	1	-
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
Total Staff	22	21

**E.16174 STATISTICS
01267 PROVIDE ADMINISTRATION SUPPORT
01271 PRODUCE ECONOMIC STATISTICS**

STAFF POSITIONS	2025	2024
781-01267		
Director, Statistics (K43)	1	1
Senior Statistician (K42)	1	1
782-01271		
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
Total Staff	9	9

16 - MINISTRY OF SUSTAINABLE DEVELOPMENT

E. 16174 STATISTICS

01273 PRODUCE SOCIAL STATISTICS

01274 PRODUCE TRADE AND PRICE STATISTICS

STAFF POSITIONS	2025	2024
783-01273		
Statistician I/II (K33-K38)/(K39-K41)	2	2
Statistical Clerk I (K10-K21)/(K22-K27)	3	3
784-01274		
Statistical Officer (K28-K32)/(K33-38)	3	3
Statistical Clerk II (K28-K32)	1	1
Statistical Clerk I (K10-K21)/(K22-K27)	3	3
Total Staff	12	12

E.16177 URBAN RESILIENCE AND DEVELOPMENT

00440 MANAGE URBAN RESILIENCE

AND DEVELOPMENT

STAFF POSITIONS	2025	2024
Director, Urban Resilience and Development (K42)	1	-
Assistant Urban Resilience and Development Officer (K22-K27)	1	-
Director, Urban Development Department (K42)	-	1
Assistant Urban Development Officer (K22-K27)	-	1
Total Staff	2	2

E. 16176 LANDS AND SURVEYS

01284 ADMINISTER LANDS

01285 PROVIDE SURVEYING SERVICES

STAFF POSITIONS	2025	2024
801-01284		
Director, Lands and Surveys (K43)	1	1
Land Evaluator (K33-K38)	1	1
Land Evaluator Assistant (K10-K21/K22-K27)	1	-
Receptionist/Secretary (K10-K21)	1	1
802-01285		
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)	2	2
Clerk (K10-K21)	1	1
Messenger (K1-K14)	1	1
Total Staff	23	22

E. 16178 DEPARTMENT OF LAND SALES

00510 PROVIDE ADMINISTRATIVE SUPPORT

STAFF POSITIONS	2025	2024
Head, Department of Land Sales (K28-K32)	1	-
Head, National Land Sales Agency (K28-K32)	-	1
Clerk (K10-K21)	4	4
Messenger (K1-K14)	1	1
Total Staff	6	6

**17- MINISTRY OF
FOREIGN AFFAIRS**

17 - MINISTRY OF FOREIGN AFFAIRS

**E. 17071251 ADMINISTRATION
00543 ADMINISTER FOREIGN AFFAIRS**

STAFF POSITIONS	2025	2024
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Ambassador/High Commissioner (K45)	2	2
Ambassador (K45)	5	5
Foreign Officer (K44)	1	1
Director of Foreign Affairs (K43)	1	1
Chief Protocol Officer (K42)	1	1
Counsellor (K42)	4	4
First Secretary (K39-K41)	1	-
Senior Foreign Service Officer (K39-K41)	6	6
Assistant Secretary (K33-K38)	1	1
Foreign Service Officer (K33-K38)	9	9
System Administrator (K33-K38)	1	-
Executive Officer (K28-K32)	5	5
Personal and Research Assistant (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	4	4
Messenger (K1-K14)	1	1
Total Staff	46	44

**E. 17071251 ADMINISTRATION
01763 PROVIDE PROTOCOL SERVICES**

STAFF POSITIONS	2025	2024
Protocol Officer (K10-K21)	2	2
Total Staff	2	2

**18 – OFFICE OF THE
ATTORNEY GENERAL**

18 - OFFICE OF THE ATTORNEY GENERAL

**E. 18032071 LEGAL SERVICES
01234 REPRESENT THE GOVERNMENT**

STAFF POSITIONS	2025	2024
Attorney General (C)	1	1
Senior Legal Officer (K45)	1	1
Solicitor General (K45)	1	1
Chief Parliamentary Crown Counsel (K45)	1	1
Deputy Chief Parliamentary Crown Counsel (K44)	1	1
Crown Counsel II (K43-K44)	4	4
Crown Counsel I (K35-K42)	5	5
Total Staff	14	14

**E. 18032071 LEGAL SERVICES
01236 REPRESENT THE GOVERNMENT ON CRIMINAL MATTERS**

STAFF POSITIONS	2025	2024
Director of Public Prosecution (K45)	1	1
Assistant Director of Public Prosecution (K45)	2	2
Crown Counsel II (K43-K44)	2	2
Crown Counsel I (K35-K42)	4	4
Personal Assistant (K33-K38)	1	1
Messenger (K1-K14)	1	1
Total Staff	11	11

18 - OFFICE OF THE ATTORNEY GENERAL

**E. 18041092 ELECTORAL OFFICE
00806 MANAGE THE ELECTION PROCESS**

STAFF POSITIONS	2025	2024
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	2	2
Senior Clerk (K22-K27)	2	2
Clerk (K10-K21)	4	4
Office Attendant (K1-K14)	1	1
Total Staff	10	10

19 – MINISTRY OF EMPLOYMENT AND LABOUR

19 - MINISTRY OF EMPLOYMENT AND LABOUR

**E. 19061241 LABOUR DEPARTMENT
00780 ENHANCE LABOUR/INDUSTRIAL RELATIONS**

STAFF POSITIONS	2025	2024
Permanent Secretary (K45)	1	1
Labour Commissioner (K43)	1	1
Deputy Labour Commissioner (K39-K41)	1	1
Statistician (K33-K38)	1	1
Finance Officer (K33-K38)	1	1
Labour Officer IV (K33-K38)	6	6
Labour Officer III (K28-K32)	3	3
Labour Officer II (K22-K27)	3	3
Labour Officer I (K10-K21)	7	7
Personal Assistant (K28-K32)	1	1
Secretary (K22-K27)	1	1
Clerk (K10-K21)	2	2
Driver/Messenger (K1-K17)	1	1
Total Staff	29	29

**20 – MINISTRY OF
HOUSING, HUMAN SETTLEMENT,
ECCLESIASTICAL AND FAITH-
BASED AFFAIRS**

20 - MINISTRY OF HOUSING, HUMAN SETTLEMENT, ECCLESIASTICAL AND FAITH-BASED AFFAIRS

**E. 20114471 ADMINISTRATION
00039 PROVIDE AND MONITOR HUMAN SETTLEMENT**

STAFF POSITIONS	2025	2024
Permanent Secretary (K45)	1	1
Senior Assistant Secretary (K33-K38/K39-K41)	1	1
Project Officer (K33-K38)	1	1
Personal Assistant (K22-K27)	2	2
Finance Officer (K22-K27)	1	1
Total Staff	6	6

**E. 20061241 ECCLESIASTICAL AND FAITH-BASED AFFAIRS
00781 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
Permanent Secretary (K45)	1	1
Secretary (K17-K25)	1	1
Personal Assistant (K22-K27)	1	1
Senior Clerk (K22-K27)	1	1
Clerk (K10-K21)	1	1
Total Staff	5	5

**E. 20113471 DEPARTMENT OF HOUSING
00049 PROVIDE AND MONITOR HOUSING SOLUTIONS**

STAFF POSITIONS	2025	2024
Housing and Planning Officer (K33-K41)	1	1
Junior Clerk (K10-K21)	2	2
Total Staff	3	3

**21 – MINISTRY OF
ENVIRONMENT, CLIMATE ACTION
AND CONSTITUENCY
EMPOWERMENT**

21 - MINISTRY OF ENVIRONMENT, CLIMATE ACTION AND CONSTITUENCY EMPOWERMENT

**E. 21117443 ADMINISTRATION
00012 PROVIDE ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2025	2024
Permanent Secretary (K45)	1	1
Project Officer (K33-K38)/(K39-K41)	1	1
Research/Communications Officer (K33-K38)	2	2
Executive Research Officer (K28-K32)	1	-
Executive Officer (K28-K32)	2	1
Finance Officer (K28-K32)	-	1
Clerk (K10-K21)	1	1
Driver/Messenger (K7-K17)	1	1
Total Staff	9	8

**E. 21041091 CONSTITUENCY EMPOWERMENT
03360 ADMINISTRATION**

STAFF POSITIONS	2025	2024
Director of Constituency Empowerment (K43)	1	1
Deputy Director of Constituency Empowerment (K33-K38)/(K39-K41)	1	1
Constituency Empowerment Coordinator (K28-K32)	2	2
Project Administrator (K22-K27)	2	-
Constituency Empowerment Officer (K22-K27)	6	8
Total Staff	12	12

**E. 21173772 ENVIRONMENT
01228 CLEAN/BEAUTIFY PARKS AND BEACHES**

STAFF POSITIONS	2025	2024
Supervisor (K10-K21)	1	1
Total Staff	1	1

**E. 21174772 CLIMATE ACTION
00014 MANAGE CLIMATE ACTION**

STAFF POSITIONS	2025	2024
Director Of Climate Action (K42)	1	1
Programme Officer (K33-K38)/(K39-K41)	1	1
Project Management Officer (K33-K38)/(K39-K41)	1	1
Data Administrator (K10-K21)	1	1
Total Staff	4	4

**E. 21173772 ENVIRONMENT
01332 MANAGE THE ENVIRONMENT**

STAFF POSITIONS	2025	2024
Director (K43)	1	1
Environmental Officer I/II (K33-K38)/(K39-K41)	4	4
Environmental Education Officer (K33-K38)/(K39-K41)	1	1
Forestry Officer (K33-K40)/(K41-K43)	1	1
Conservation Officer (K20-K30)	2	2
Senior Clerk (K22-K27)	1	1
Environmental Planning Assistant (K12-K21)	1	1
Supervisor (K10-K21)	1	1
Forestry Ranger (K7-K17)	4	4
Clerk (K10-K21)	1	1
Total Staff	17	17

**22 – MINISTRY OF
INFORMATION, COMMUNICATION,
TECHNOLOGY AND POSTS**

22 - MINISTRY OF INFORMATION, COMMUNICATION, TECHNOLOGY AND POSTS

**E. 22091380 PROVIDE ADMINISTRATIVE SERVICES
01000 ADMINISTRATIVE SERVICES**

STAFF POSITIONS	2025	2024
Permanent Secretary (K45)	1	1
Security Engineer (K33-K38)/(K39-K41)	1	-
Assistant Secretary (K33-K38)	2	2
IXP Peering Coordinator (K33-K38)	-	1
Software Engineer (K33-K38)	-	1
Finance Officer (K28-K32)	1	1
Secretary (K22-K27)	1	1
Total Staff	6	7

**E. 22089382 TECHNOLOGY DEPT. - TELE SERVICES MGMT. UNIT
00843 ADMINISTER TELECOMMUNICATION SERVICES**

STAFF POSITIONS	2025	2024
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
Total Staff	7	7

**E. 22089381 TECHNOLOGY DEPT - ADMINISTRATION
00847 TECHNOLOGY SUPPORT AND TRAINING**

STAFF POSITIONS	2025	2024
Director of Technology (K44)	1	1
ICT Policy Advisor (K43)	1	1
Coordinator - Development (K39-K41)	2	2
Coordinator - Networks (K39-K41)	1	1
Enterprise Architect (K39-K41)	1	-
Process Manager (K39-K41)	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	1
Systems Analyst (K33-K38)/(K39-K41)	1	-
Database Administrator (K33-K38)	1	1
ICT Development Officer (K33-K38)	1	1
IXP Peering Coordinator (K33-K38)	1	1
Enterprise Architect (K33-K38)	-	1
Information Content Officer (K33-K38)	1	1
IT Business Analyst (K33-K38)	1	1
Network Specialist (K33-K38)	2	2
Systems Analyst (K33-K38)	-	1
Software Engineer (K33-K38)	3	2
Server Administrator (K28-K32)/(K33-K38)	1	1
Executive Officer (K28-K32)	1	-
Technical Specialist (K28-K32)	1	1
Digital Development Officer (K22-K27)/(K28-K32)	2	2
Programmer II (K22-K27)/(K28-K32)	1	1
Technician II (K22-K27)/(K28-K32)	2	2
Senior Clerk (K22-K27)	1	1
Technician I (K10-K21)	5	5
Programmer I (K10-K21)	1	1
Clerk (K10-K21)	2	2
Office Attendant (K7-K17)	1	1
Total Staff	40	37

**E. 22132571 POSTAL SERVICES
00403 ADMINISTER POSTAL SERVICES**

STAFF POSITIONS	2025	2024
Postmaster General (K39-K41)/(K42-K43)	1	1
Deputy Postmaster General (K33-K38)	1	1
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	4	4
Senior Clerk (K22-K27)	7	7
Postal Inspector (K22-K27)	2	2
Logistic Support Officer (K18-K21)	1	1
Technical Support Officer (K16-K21)	1	1
Clerk (K10-K21)	15	15
Postman (K10-K21)	17	17
Sub-Postclerk (K7-K17)	4	4
Van Driver (K7-K17)	3	3
Office Attendant (K7-K17)	1	1
Messenger (K7-K17)	1	1
Total Staff	59	59

**23 – MINISTRY OF YOUTH
EMPOWERMENT, AGEING AND
DISABILITIES**

23 - MINISTRY OF YOUTH EMPOWERMENT, AGEING AND DISABILITIES

**E. 23148 ADMINISTRATION
00170 MINISTRY SECRETARIAT**

STAFF POSITIONS	2025	2024
Minister (C)	1	1
Permanent Secretary (K45)	1	1
Assistant Secretary (K33-K38)	1	1
Case Manager (K33-K38)	1	1
Executive Officer (K28-K32)	1	-
Attendant/Driver (K10-K21)	1	1
Total Staff	6	5

**E. 23150 SENIORS ENRICHMENT DEPT
00326 ADMINISTER SENIORS ENRICHMENT DEPT**

STAFF POSITIONS	2025	2024
Co-Ordinator, Seniors Enrichment Programme (K33-K38)	1	1
Manager, Saddlers Home (K25-K32)	1	1
Home Care Programme Supervisor (K22-K27)	1	1
Programme Officer (K10-K21)	1	1
Home Care Officer (K10-K21)	19	19
Total Staff	23	23

**E. 23149 YOUTH EMPOWERMENT
00171 ADMINISTER YOUTH DEVELOPMENT**

STAFF POSITIONS	2025	2024
Director of Youth (K33-K38)/(K39-K41)	1	1
Youth Officer II (K28-K32)/(K33-K38)	4	4
Youth Officer I (K10-K21)	2	1
Clerk (K10-K21)	-	1
Total Staff	7	7

**E. 23151 DISABILITIES
01942 MANAGE DISABILITIES SERVICES**

STAFF POSITIONS	2025	2024
Co-Ordinator, Disabilities Services (K33-K38)	1	1
Programme Officer (K10-K21)	2	2
Total Staff	3	3

**24 – MINISTRY OF ECONOMIC
DEVELOPMENT AND INVESTMENT**

24- MINISTRY OF ECONOMIC DEVELOPMENT AND INVESTMENT

**E. 24085 ECONOMIC DEVELOPMENT AND INVESTMENT
01048 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
Permanent Secretary (K45)	1	1
Assistant Secretary (K33-K38)	1	1
Executive Officer (K28-K32)	1	1
Senior Clerk (K22-K27)	1	1
Secretary (K17-K25)	1	1
Driver/Messenger (K7-K17)	1	1
Total Staff	6	6

**E. 24086 ECONOMIC DEVELOPMENT AND INVESTMENT
01049 GUIDE AND MONITOR ECONOMIC DEVELOPMENT
AND INVESTMENT**

STAFF POSITIONS	2025	2024
Director of Economic Development and Investment (K43)	1	1
Senior Economic Development Planning Officer (K42)	1	1
Senior Investment Officer (K42)	1	1
Senior Project Officer (K42)	1	1
Economist I/II (K33-K38)/(K39-K41)	1	1
Project Officer (K33-K38)	1	1
Research Officer (K17-K27)	1	1
Total Staff	7	7

**E. 24087361 ST. KITTS INVESTMENT PROMOTION AGENCY
01050 FACILITATE INVESTMENT PROMOTION**

STAFF POSITIONS	2025	2024
Crown Counsel (K39-K41)	1	1
Multimedia Market and Research Officer (K33-K38)	1	1
Assistant Secretary (K33-K38)	1	1
Junior Clerk (K10-K21)	2	2
Office Attendant/Driver (K1-K17)	1	1
Total Staff	6	6

**25 – MINISTRY OF SMALL
BUSINESS, ENTREPRENEURSHIP,
COOPERATION AND THE
CREATIVE ECONOMY**

25 - MINISTRY OF SMALL BUSINESS, ENTREPRENEURSHIP, COOPERATIVES AND THE CREATIVE ECONOMY

**E. 25074294 ADMINISTRATION
01407 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
Permanent Secretary (K45)	1	-
Director (K43)	1	-
Finance Officer (K28-K32)	1	-
Personal Assistant (K28-K32)	1	-
Secretary (K22-K27)	1	-
Driver/Messenger (K10-K21)	1	-
Total Staff	6	-

**E.25076481 DEPARTMENT OF COOPERATIVES
00055 PROMOTE AND REGULATE THE COOPERATIVES**

STAFF POSITIONS	2025	2024
Registrar (K39-K41)	1	1
Assistant Registrar (K33-K38)	1	1
Co-Operatives Officer (K22-K27)	3	3
Clerk (K10-K21)	1	1
Total Staff	6	6

**E. 25075294 SMALL BUSINESS AND DEVELOPMENT CENTRE (SBDC)
01408 MARKETING AND INVESTMENT SERVICES**

STAFF POSITIONS	2025	2024
Permanent Secretary (K45)	-	1
Assistant Secretary (K33-K38)/(K39-K40)	1	-
Business Advisor I (K33-K38)	4	4
Business Officer I/II (K22-K27)/(K28-K32)	4	4
Finance Officer (K28-K32)	-	1
Secretary (K22-K27)	-	1
Administrative and Communications Officer (K10-K21)	1	1
Driver/Messenger (K10-K21)	-	1
Total Staff	10	13

**E. 25090383 ENTREPRENEURSHIP
01001 SUPPORT INNOVATIVE SERVICES**

STAFF POSITIONS	2025	2024
Director (K43)	-	1
Assistant Secretary (K33-K38)/(K39-K40)	1	2
Executive Producer (K33-K38)	1	-
TV Content Producer (K33-K38)	-	1
Media Coordinator (22-K27)	1	-
Senior Clerk (K22-K27)	-	1
Technical Support Officer (K22-K27)	2	2
Total Staff	5	7

**E. 25124551 THE CREATIVE ECONOMY
00257 PROVIDE ADMINISTRATIVE SUPPORT**

STAFF POSITIONS	2025	2024
Director, Culture (K33-K38)/(K39-K41)	1	1
Research and Documentation Specialist (K30-K35)	1	1
Executive Officer (K28-K32)	1	1
Secretary (K23-K28)	1	1
Archivist (K22-K27)	1	1
Asst. Research and Documentation Specialist (K10-K21)	1	1
Cultural Heritage Officer (K10-K21)	1	1
Messenger/Driver (K1-K14)	1	1
Total Staff	8	8

**E. 25125641 THE CREATIVE ECONOMY
01002 ENTERTAINMENT**

STAFF POSITIONS	2025	2024
Director, Creative Economy (K33-K38)/(K39-K41)	1	1
Assistant Secretary (K33-K38)/(K39-K40)	2	2
Arts Specialist (K30-K35)	3	3
Clerk (K10-K21)	1	1
Driver/Messenger (K1-K14)	1	1
Total Staff	8	8