Budget *Estimates* 2026

Antigua + Barbuda



Recurrent & Development

ANTIGUA ESTIMATES OF REVENUE AND EXPENDITURE 2026

ANTIGUA AND BARBUDA
RECURRENT AND DEVELOPMENT ESTIMATES
2026

Estimated Recurrent Revenue		$ 1,492,166,278
Estimated Recurrent Expenditure	$ 1,847,200,599	
Less: Debt Service Amortisation	-621,639,527	
Total Estimated Recurrent Expenditure		$ 1,225,561,072
Estimated Surplus (Deficit) on Year's Operations - Recurrent		**$ 266,605,206**
Estimated Capital Receipts	$ 18,710,981	
Estimated Capital Expenditure	230,800,963	
Estimated Surplus (Deficit) on Year's Operation - Capital		**$ (212,089,982)**
Estimated Surplus (Deficit) on Year's Operation - Overall		**$ 54,515,224**

Financing Required

Estimated Surplus on Year's Operation - Overall	$ 54,515,224	
Less: Debt Service Amortisation	621,639,527	
Payment on Floating Debt (Unpaid Vouchers)		
Financing Required - Total		**$ 567,124,303**

Financed by

RGSM Securities	335,530,470	
Loans and Advances	231,593,833	
Other		
		$ 567,124,303

Budget Estimates 2026

	2024 Actual	2025 Budget Estimates	Preliminary Supplemental Expenditure 2025	Preliminary 2025	Budget 2026	2027 Projections	2028 Projections
REVENUE							
Tax Revenue	**981,585,804**	**1,188,073,559**	**-**	**1,110,884,329**	**1,251,468,519**	**1,289,012,575**	**1,327,682,952**
Direct Tax Revenue	**147,217,156**	**186,467,156**	**-**	**185,980,204**	**213,638,558**	**220,047,715**	**226,649,146**
of which: Corporation Tax	*112,732,346*	*133,961,174*	*-*	*146,580,343*	*159,445,670*	*164,229,040*	*169,155,911*
Unincorporated Business Tax	*7,594,308*	*10,005,982*	*-*	*8,809,531*	*11,324,789*	*11,664,533*	*12,014,469*
PropertyTax	*26,890,502*	*42,500,000*	*-*	*30,561,323*	*42,868,099*	*44,154,142*	*45,478,766*
Indirect Tax Revenue	**834,368,648**	**1,001,606,403**	**-**	**924,904,125**	**1,037,829,961**	**1,068,964,860**	**1,101,033,806**
of which: Stamp Duties	*54,448,075*	*67,093,784*	*-*	*66,308,395*	*72,128,283*	*74,292,131*	*76,520,895*
Antigua and Barbuda Sales Tax	*418,292,139*	*492,818,276*	*-*	*465,990,963*	*506,890,990*	*522,097,720*	*537,760,651*
Tourism Guest Levy	*19,428,254*	*25,794,283*	*-*	*25,162,499*	*27,371,011*	*28,192,141*	*29,037,906*
Import Duty	*123,944,410*	*162,202,000*	*-*	*128,946,556*	*162,264,195*	*167,132,121*	*172,146,084*
Revenue Recovery Charge	*108,919,485*	*127,683,947*	*-*	*116,970,842*	*127,237,373*	*131,054,494*	*134,986,129*
Consumption Duties	*59,636,663*	*78,854,855*	*-*	*61,236,913*	*81,440,115*	*83,883,318*	*86,399,818*
Non-Tax Revenue	**318,014,319**	**222,900,160**	**-**	**289,659,324**	**240,697,759**	**243,104,737**	**243,104,737**
of which: CIP Collections	*78,545,729*	*120,000,000*	*-*	*156,993,344*	*120,000,000*	*120,000,000*	*120,000,000*
Surplus Funds CIU	*60,021,967*	*40,000,000*	*-*	*43,215,959*	*40,000,000*	*40,000,000*	*40,000,000*
Total Recurrent Revenue	**1,299,600,123**	**1,410,973,719**	**-**	**1,400,543,653**	**1,492,166,278**	**1,532,117,311**	**1,570,787,688**
Capital Revenue	12,836,055	8,000,000	-	11,100,086	8,000,000	15,000,000	15,000,000
Grants		8,069,348	-	4,000,000	10,710,981		
Total Revenue and Grants	**1,312,436,178**	**1,427,043,067**	**-**	**1,415,643,739**	**1,510,877,259**	**1,547,117,311**	**1,585,787,688**
EXPENDITURE							
Wages and Salaries	491,295,203	477,994,030	18,218,006	494,020,061	504,507,247	517,119,928	519,705,528
Goods and Services	158,201,692	189,773,929	37,989,186	177,625,493	231,196,221	235,820,145	240,536,548
Pensions, Other Transfers (including Social Security and Medical Benefits)	370,793,509	306,924,849	16,094,707	345,426,638	336,414,809	339,778,957	343,176,747
of which: Pensions	*70,112,434*	*79,072,214*	*(202,411)*	*73,572,759*	*85,109,907*	*87,237,655*	*89,418,596*
Medical Benefits, Social Security	*46,589,677*	*49,229,816*	*-*	*50,048,668*	*49,589,890*	*50,829,637*	*52,100,378*
Interest Charges on Debt	138,261,317	138,573,669	(1,200,000)	138,573,669	138,442,795	138,442,795	138,442,795
Total Recurrent Expenditure	**1,158,551,721**	**1,113,266,477**	**71,101,899**	**1,155,645,861**	**1,210,561,072**	**1,231,161,826**	**1,241,861,618**
Capital Expenditure	77,690,060	231,761,796	54,919,504	143,702,422	230,800,963	237,724,992	244,856,742
Overall Expenditure	**1,236,241,781**	**1,345,028,273**	**126,021,403**	**1,299,348,283**	**1,441,362,035**	**1,468,886,818**	**1,486,718,359**
Principal Repayment on Debt (Loans and Securities)	572,913,009	656,596,232	-	656,596,232	636,639,527	636,639,527	636,639,527
Total Expenditure (Including Principal Repayments and Payments on Unpaid Vouchers)	**1,809,154,790**	**2,001,624,505**	**126,021,403**	**1,955,944,515**	**2,078,001,562**	**2,105,526,345**	**2,123,357,886**

Budget Estimates 2026

	2024 Actual	2025 Budget Estimates	Preliminary Supplemental Expenditure 2025	Preliminary 2025	Budget 2026	2027 Projections	2028 Projections
REVENUE							
Current Account Balance	***141,048,402***	**297,707,242**		**244,897,792**	**281,605,206**	**300,955,485**	**328,926,071**
Primary Balance	***214,455,714***	**220,588,463**		**254,869,125**	**207,958,019**	**216,673,289**	**237,512,124**
Overall Balance	***76,194,397***	***82,014,794***		***116,295,456***	***69,515,224***	***78,230,494***	***99,069,329***
NET FINANCING REQUIREMENT	**496,718,612**	**574,581,438**		**540,300,776**	**567,124,303**	**558,409,033**	**537,570,198**
FINANCED BY							
RGSM Securities	318,600,383	376,497,727		558,340,000	335,530,470		
Loans and Advances	101,540,805	198,083,711		43,140,000	231,593,833		
Other	76,577,424	-					
GDP - Current Prices	**5,961,000,000**	**6,579,000,000**		**6,419,997,000**	**6,869,396,790**	6,869,396,790	6,869,396,790
Primary Balance as % of GDP	**3.60%**	**3.35%**		**3.97%**	**3.03%**	3.15%	3.46%
Overall Balance as % of GDP	**1.28%**	**1.25%**		**1.81%**	**1.01%**	1.14%	1.44%

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ANTIGUA ESTIMATES 2026

FUNCTIONAL CLASSIFICATIONS OF CENTRAL GOVERNMENT'S EXPENDITURE

Functional Classification of Central Government's Expenditure Budget - 2026		
Classification:	**Sum of Budget**	
01 - General public services	**$**	**1,180,161,660.00**
01.1 - Executive and legislative organs, financial and fiscal affairs, external affairs	$	165,177,344.00
01.2 - Foreign economic aid	$	15,885,722.00
01.3 - General services	$	62,142,147.00
01.6 - General public services n.e.c.	$	156,628,427.00
01.7 - Public debt transactions	$	780,328,020.00
02 – Defence	**$**	**57,314,918.00**
02.1 - Military defence	$	36,820,100.00
02.5 - Defence n.e.c.	$	20,494,818.00
03 - Public order and safety	**$**	**80,380,180.00**
03.1 - Police services	$	36,371,286.00
03.2 - Fire-protection services	$	14,451,220.00
03.3 - Law courts	$	18,358,659.00
03.4 – Prisons	$	11,199,015.00
04 - Economic affairs	**$**	**306,862,938.00**
04.1 - General economic, commercial and labour affairs	$	54,479,040.00
04.2 - Agriculture, forestry, fishing and hunting	$	12,927,282.00
04.3 - Fuel and energy	$	407,224.00
04.4 - Mining, manufacturing and construction	$	207,100,336.00
04.5 – Transport	$	8,070,447.00
04.6 – Communication	$	10,270,408.00
04.7 - Other industries	$	11,730,323.00
04.8 - R&D Economic affairs	$	1,157,220.00
04.9 - Economic affairs n.e.c.	$	720,658.00
05 - Environmental protection	**$**	**43,601,315.00**
05.1 - Waste management	$	6,044,238.00
05.3 - Pollution abatement	$	26,050,000.00
05.4 - Protection of biodiversity and landscape	$	381,976.00
05.6 - Environmental protection n.e.c.	$	11,125,101.00
06 - Housing and community amenities	**$**	**18,550,369.00**
06.2 - Community development	$	18,550,369.00
07 – Health,	**$**	**86,753,505.00**
07.1 - Medical products, appliances and equipment	$	290,141.00
07.2 - Outpatient services	$	7,150,247.00
07.3 - Hospital services	$	8,631,479.00
07.4 - Public health services	$	65,520,161.00
07.6 - Health n.e.c.	$	5,161,477.00
08 - Recreation, culture and religion,	**$**	**36,228,213.00**
08.1 - Recreational and sporting services	$	340,000.00
08.2 - Cultural services	$	10,772,083.00
08.3 - Broadcasting and publishing services	$	6,552,802.00
08.4 - Religious and other community services	$	399,000.00
08.6 - Recreation, culture and religion n.e.c.	$	18,164,328.00

09 – Education,	**$**	**139,527,999.00**
09.1 - Pre-primary and primary education	$	402,846.00
09.2 - Secondary education	$	1,000,000.00
09.3 - Post-secondary non-tertiary education	$	6,294,901.00
09.4 - Tertiary education	$	50,107,321.00
09.5 - Education not definable by level	$	79,144,049.00
09.6 - Subsidiary services to education	$	1,234,000.00
09.8 - Education n.e.c.	$	1,344,882.00
10 - Social protection,	**$**	**128,620,465.00**
10.1 - Sickness and disability	$	68,400.00
10.2 - Old age	$	80,908,713.00
10.4 - Family and children	$	30,945,470.00
10.6 – Housing	$	4,841,011.00
10.7 - Social exclusion n.e.c.	$	659,389.00
10.9 - Social protection n.e.c.	$	11,197,482.00
Grand Total		**2078001562**



ANTIGUA ESTIMATES

SUMMARY 2026

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY AND DEPARTMENTS

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Office of the Governor General**	**3,464,318**	**2,077,293**	**2,367,088**	**2,901,932**
0101	Governor General's Office	3,464,318	2,077,293	2,367,088	2,901,932
02	**Legislature**	**3,769,264**	**3,039,338**	**3,044,173**	**2,702,541**
0201	House of Representatives	2,962,444	2,464,718	2,469,553	2,138,967
0202	Senate	806,820	574,620	574,620	563,574
03	**Cabinet**	**4,557,779**	**4,259,459**	**4,490,249**	**4,060,783**
0301	Cabinet	3,459,688	3,305,160	3,535,950	3,240,222
0302	Cabinet Secretariat	1,098,091	954,299	954,299	820,561
04	**Judicial**	**3,287,114**	**3,287,114**	**3,287,114**	**2,032,870**
0401	Judicial	3,287,114	3,287,114	3,287,114	2,032,870
05	**Service Commissions**	**991,243**	**994,578**	**996,078**	**695,213**
0501	Public Service Commission	616,927	624,514	626,014	403,840
0502	Police Service Commission	259,120	255,948	255,948	206,526
0504	Public Service Board of Appeal	115,196	114,116	114,116	84,847
06	**Audit**	**1,526,552**	**1,443,667**	**1,623,667**	**1,364,712**
0601	Auditor General's Department	1,526,552	1,443,667	1,623,667	1,364,712
07	**Pensions and Gratuities**	**80,908,713**	**76,053,600**	**76,053,600**	**68,882,444**
0701	Pensions and Gratuities	80,908,713	76,053,600	76,053,600	68,882,444
08	**Public Debt**	**780,328,020**	**798,139,093**	**799,639,093**	**306,716,596**
0801	Public Debt	780,328,020	798,139,093	799,639,093	306,716,596
09	**Electoral Commission**	**5,023,802**	**6,168,927**	**6,485,044**	**4,576,647**
0901	Electoral Commission	5,023,802	6,168,927	6,485,044	4,576,647
10	**Prime Minister's Ministry**	**48,474,504**	**47,719,808**	**48,660,959**	**35,001,069**
1001	Prime Minister's Office	9,505,961	9,936,385	9,968,385	7,758,859
1008	Military	31,446,703	30,296,182	31,166,182	20,471,739
1009	Overseas Diplomat. & Consulate	-	-	-	40,330
1010	Passport Office	1,349,195	1,067,684	1,106,835	1,003,545
1011	O.N.D.C.P.	6,172,645	6,419,557	6,419,557	5,702,560
1013	Information Technology Center	-	-	-	24,036
11	**Foreign Affairs, Trade, and Barbuda Affairs**	**35,497,046**	**32,650,061**	**33,543,766**	**31,394,967**
1101	External/Foreign Affairs	8,512,949	8,010,565	8,724,565	5,423,005
1102	Overseas Diplomatic & Consular Section	15,885,722	15,525,000	15,525,000	14,083,282
1103	Immigration	-	-	-	8,728,478
1104	Trade and Economic Development	6,392,716	5,283,752	5,216,752	2,421,941
1105	Industry and Commerce	1,002,174	654,747	838,605	56,314
1106	Prices and Consumer Affairs	1,397,089	1,272,061	1,290,826	461,065
1107	Bureau of Standards	1,294,576	1,112,044	1,112,044	220,882
1108	Barbuda Affairs	1,011,820	791,892	835,974	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY AND DEPARTMENTS

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
12	**Lands, Surveys & Blue Economy**	**5,849,820**	**8,712,491**	**8,835,103**	**4,115,949**
1201	Ministry Headquarters	1,715,078	1,530,081	1,575,867	1,268,798
1202	Lands Division	878,937	838,768	915,594	173,021
1203	Surveys Division	2,569,758	1,865,797	1,865,797	355,692
1204	Development Control Authority	-	3,392,604	3,392,604	2,318,438
1205	Blue Economy	686,047	1,085,241	1,085,241	-
13	**Creative Industries and Innovation**	**16,657,639**	**14,705,848**	**15,284,903**	**3,544,364**
1301	Creative Industries and Innovation HQ	1,957,775	1,969,804	1,969,804	705,351
1302	Department of Creative Industries	14,699,864	12,736,044	13,315,099	2,839,013
15	**Finance, Corporate Governance and PPPs**	**148,445,782**	**138,608,790**	**162,008,390**	**186,411,068**
1501	Ministry of Finance HQ	54,868,657	47,685,678	70,270,278	46,601,578
1502	Treasury	59,857,402	58,799,126	59,289,126	110,218,735
1503	Inland Revenue	13,065,689	10,459,842	10,459,842	8,563,299
1504	Post Office	6,495,778	5,948,907	5,948,907	5,891,732
1505	Customs and Excise	11,816,050	13,651,365	13,651,365	13,968,997
1507	Development Planning Unit	197,527	231,150	231,150	308,850
1508	Statistics Division	1,888,033	1,576,078	1,901,078	609,265
1512	Social Security	256,646	256,644	256,644	248,612
20	**Agriculture, Fisheries and Vetinary Services**	**23,661,877**	**21,259,189**	**21,583,769**	**18,796,948**
2001	Ministry of Agriculture HQ	4,982,281	4,816,103	4,834,103	3,884,143
2002	Agriculture Division	5,564,149	5,084,823	5,084,823	4,565,488
2003	Veterinary & Animal Husbandry	2,686,516	2,435,427	2,641,607	2,022,620
2004	Fisheries Division	2,569,954	2,502,548	2,502,548	1,433,158
2005	Crop Research and Development Division	1,341,737	1,245,571	1,245,571	988,819
2006	Lands Division	-	-	-	618,740
2007	Agricultural Extension Division	3,158,845	2,121,848	2,176,648	1,417,144
2008	Department of Analytical Services	1,028,157	883,059	928,659	846,926
2009	Surveys Division	-	-	-	1,120,316
2012	Development Control Authority	-	-	-	670,869
2013	Barbuda Administrative and General Services	-	-	-	719,331
2014	Plant Protection	1,841,597	1,681,898	1,681,898	208,455
2015	Statistics Research & Information Technology	488,641	487,912	487,912	300,939
25	**Health, Wellness, the Environment and Civil Service Affairs**	**147,505,666**	**124,012,305**	**128,302,951**	**107,426,020**
2501	Health HQ	62,869,137	49,248,465	49,518,466	48,298,667
2502	Medical General Division	13,140,706	12,445,096	14,645,133	14,547,479
2503	Central Board of Health	41,719,373	40,930,286	42,089,086	25,183,719
2505	Clarevue Psychiatric Hospital	8,222,044	8,198,898	8,198,898	7,890,312

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY AND DEPARTMENTS

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
2506	Fiennes Institute	4,841,011	4,484,289	4,671,889	4,878,000
2507	Health Informatics Department	692,484	744,922	744,922	413,067
2508	School of Nursing	-	-	-	110,252
2509	AIDS Secretariat	1,923,372	1,857,357	1,877,357	1,242,178
2517	Citizen's Welfare	-	-	-	18,011
2522	Department of Environment	3,740,831	3,832,831	3,832,831	3,050,347
2523	CARE Project	2,639,408	2,270,161	2,724,369	1,793,988
2524	Establishment Division	7,189,252	-	-	-
2525	Training Division	528,048	-	-	-
30	**Education and Sports**	**203,407,627**	**174,280,658**	**186,238,546**	**157,756,198**
3001	Education Headquarters	31,805,796	30,416,775	30,386,843	17,678,051
3002	Administration of Education Services	22,033,552	11,768,957	11,375,137	10,927,030
3003	Primary Education Division	92,342,190	87,153,288	90,316,088	94,482,497
3005	State College	8,938,313	8,898,266	8,898,266	5,936,259
3006	Public Library	2,115,940	1,789,944	1,789,944	1,426,106
3007	Antigua Archives	809,399	779,607	779,607	503,764
3008	ABICE	4,509,699	3,500,690	3,503,890	3,198,058
3009	Boys' Training School	-	-	-	492,436
3011	Sports	12,539,201	10,719,276	10,819,916	4,975,274
3012	School Meals Services	24,137,997	14,373,038	23,448,038	15,401,149
3015	ABIIT	2,919,177	3,494,954	3,534,954	2,608,408
3016	School of Nursing	1,256,363	1,385,863	1,385,863	127,166
35	**Civil Aviation and Transportation**	**13,700,161**	**11,168,918**	**12,470,468**	**9,658,332**
3501	Civil Aviation	3,087,708	2,777,889	3,709,389	2,191,849
3502	V C Bird International Airport	7,286,336	5,246,920	5,596,970	4,825,264
3503	Meteorological Office	3,326,117	3,144,109	3,164,109	2,641,219
40	**Works**	**121,707,135**	**108,693,860**	**126,560,228**	**115,251,541**
4001	Public Works and Transportation HQ	15,109,580	15,645,566	18,700,566	21,863,965
4002	Works Division	92,438,271	82,458,245	93,429,764	85,044,966
4003	Design and Control Division	982,548	1,191,201	1,131,201	910,623
4004	Equipment Maintenance & Funding Scheme	13,176,736	9,398,848	13,298,697	7,431,987
45	**Social Transformation, and Urban Renewal**	**31,978,718**	**32,752,137**	**35,420,748**	**25,236,950**
4501	Social Transformation HQ	9,803,712	8,125,945	8,099,076	6,980,819
4502	Board of Guardians	-	-	-	163,213
4503	Community Development & Citizens Engagement	2,338,721	2,279,524	2,279,524	1,025,918
4504	Substance Abuse Prevention Division	344,637	567,940	567,940	222,531
4505	Family and Social Services Division	5,606,019	7,353,807	7,524,557	5,600,531
4506	N.O.D.S.	2,016,323	1,686,783	3,209,960	1,178,958

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY AND DEPARTMENTS

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
4508	Department of Social Research and Planning	2,002,667	1,662,805	1,662,805	1,120,055
4509	Gender Affairs	830,413	775,255	780,255	661,608
4510	Youth Affairs	1,474,898	847,671	847,671	465,520
4511	Local Government	-	-	-	469,899
4512	Establishment Division	-	6,112,396	6,942,396	6,355,227
4513	Training Division	-	646,186	646,186	260,874
4514	Dennis Bowers Rehabilitation Centre	2,256,473	1,671,484	1,772,484	57,048
4515	Blue Economy	-	-	-	91,188
4516	Youth Education Empowerment Programme	1,426,320	1,022,341	1,087,894	583,561
4517	Development Control Authority	3,878,535	-	-	-
55	**Attorney General's Office & Legal Affairs, Public Safety & Immigration**	**124,600,518**	**118,166,752**	**120,301,827**	**116,480,016**
5501	Attorney General and Legal Affairs HQ	9,680,388	9,008,607	9,084,607	16,801,055
5502	Office of the D.P.P	1,482,992	1,740,036	1,785,739	990,367
5503	Printing Office	1,855,342	1,831,142	1,831,142	1,642,616
5504	Land Registry Division	1,035,643	886,902	983,709	984,207
5505	Industrial Court	1,079,622	854,005	854,005	740,242
5506	High Court	3,065,562	3,092,401	3,508,152	2,884,875
5507	Magistrates Court	2,645,492	2,188,354	2,188,354	2,102,111
5508	Legal Aide Advice Centre	634,228	684,640	684,640	646,764
5509	Intellectual Property	1,710,010	1,532,210	1,592,710	1,109,689
5510	Labour Department	6,395,029	7,510,799	7,510,799	15,304,061
5511	Public Safety Headquarters	2,741,563	2,717,290	2,814,544	2,178,802
5512	Police	50,951,104	48,570,678	49,072,478	45,517,082
5513	Sir Wright George Police Training Academy	494,158	418,350	418,350	329,433
5514	Fire Brigade	13,269,368	12,722,012	12,793,597	12,423,714
5515	Prison	8,488,143	7,382,742	7,586,194	5,937,943
5516	Civil Registry	1,585,776	1,464,089	1,472,758	1,214,193
5517	Antigua & Barbuda Forensic Services	1,554,375	1,630,609	1,630,609	617,295
5518	Office of the Public Trustee	838,768	701,028	701,028	230,313
5519	Immigration Department	15,092,955	13,230,858	13,788,412	4,825,254
60	**Office of the Ombudsman**	**551,820**	**448,618**	**528,864**	**417,395**
6001	Office of the Ombudsman	551,820	448,618	528,864	417,395
70	**National Security & Labour**	**-**	**-**	**-**	**26,400**
7006	Military	-	-	-	26,400
80	**Tourism and Investment**	**25,395,477**	**25,279,810**	**25,432,315**	**18,272,862**
8001	Tourism HQ	16,843,647	17,057,524	17,210,029	9,932,645
8003	Antigua Tourist Office	-	-	-	1,814,143
8004	Overseas Tourism Offices	5,929,781	5,929,781	5,929,781	4,327,769

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY AND DEPARTMENTS

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
8009	Beach Safety and Protection Unit	2,622,049	2,292,505	2,292,505	2,198,305
85	**Sports, Culture, National Festivals and the Arts**	**-**	**-**	**-**	**13,225,706**
8501	Trade and Economic Development	-	-	-	1,141,914
8502	Industry and Commerce	-	-	-	333,596
8503	Prices and Consumer Affairs	-	-	-	386,521
8504	Bureau of Standards	-	-	-	374,631
8505	Sports	-	-	-	7,313,938
8506	Department of Culture	-	-	-	2,922,824
8507	Statistics Division	-	-	-	752,282
95	**Information Communication Technologies, Utilities and Energy**	**15,910,004**	**16,014,818**	**17,805,665**	**15,511,629**
9501	Information HQ	1,715,880	1,487,267	1,693,130	1,685,210
9502	Information Technology Centre	4,544,013	4,630,517	6,070,317	4,748,415
9503	Telecommunications Division	1,686,615	1,671,325	1,675,575	1,591,950
9504	E-Government	2,004,709	2,521,979	2,531,513	1,513,989
9505	Cyber Security	500,830	499,544	499,544	206,351
9506	Antigua and Barbuda Broadcasting Services	4,938,733	4,361,308	4,492,708	5,717,293
9507	Energy Unit	457,224	422,562	422,562	48,421
9508	GIS	62,000	420,316	420,316	-
TOTAL RECURRENT EXPENDITURE		**1,847,200,599**	**1,769,937,132**	**1,840,964,608**	**1,252,461,152**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY CATEGORY SUMMARY ITEM AND STANDARD OBJECT

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	Salaries and Wages	**554,097,137**	**527,223,846**	**545,441,852**	**537,377,219**
	Personnel Direct	**431,216,431**	**406,933,714**	**419,756,901**	**430,622,120**
301	Personal Emoluments-Est. Staff	183,172,194	172,168,466	176,547,502	183,666,741
302	Personal Emoluments-Non-Est.	248,044,237	234,765,248	243,209,399	246,955,379
	Personnel Indirect	**122,880,706**	**120,290,132**	**125,684,951**	**106,755,099**
303	Allowance & Benefits-Est. Staff	24,774,045	23,947,133	27,086,016	21,501,836
304	Allowance & Benefits-Non-Est.	32,121,354	32,165,052	32,808,305	31,093,506
305	Employer Contrib.-Est. Staff	21,064,803	20,826,317	20,826,317	18,802,872
306	Employer Contrib.-Non-Est.	28,525,087	28,403,499	28,403,499	27,808,916
307	Other Personnel Costs	16,395,417	14,948,131	16,560,814	7,547,969
	Goods and Services	**231,196,221**	**189,848,352**	**227,763,115**	**148,506,854**
	Travel	**9,181,470**	**7,818,670**	**8,850,889**	**6,001,672**
310	Travel Expenses	9,181,470	7,818,670	8,850,889	6,001,672
	Material & Supplies	**52,973,854**	**46,112,930**	**53,030,115**	**31,479,175**
311	Food and Beverages	17,776,426	13,378,448	18,681,498	11,447,335
312	Vehicle Supplies	10,712,200	10,657,258	10,822,808	9,377,131
313	Printed Materials & Pub. Expen.	1,728,380	2,204,954	2,092,888	331,983
315	Health, Medical & Lab. Supplies	4,002,730	3,855,298	4,215,504	2,329,768
316	Office, Comp. Supplies & Equip.	12,134,708	9,697,738	10,692,683	5,254,392
318	Agricultural related supplies	1,211,000	1,220,800	1,291,300	265,399
319	Miscellaneous Mater. and Supp.	3,955,110	3,715,632	3,865,632	2,159,106
320	Official Documents and Consum.	1,453,300	1,382,802	1,367,802	314,061
	Services	**147,768,709**	**121,445,080**	**145,026,354**	**98,785,603**
330	Public Aware. & Promotion Exp.	7,320,408	6,668,362	6,394,825	915,350
331	Security Related Expenses	8,828,123	8,296,124	8,300,449	4,517,242
332	Insurance	19,498,342	15,379,620	20,881,620	6,610,830
334	IT Services and Supplies	11,150,432	7,522,577	8,990,884	4,931,179
335	Sanitation Expenses	15,899,165	13,233,056	15,835,198	8,227,539
336	Transportation and Mail Servi.	1,577,200	1,202,334	1,238,032	158,126
337	Education, Training & Develop.	11,842,430	8,946,752	9,538,909	3,125,632
338	Utilities	3,967,564	4,472,344	4,629,144	408,870
340	Professional & Consulting Serv	17,644,764	9,853,427	14,087,304	18,446,628
341	Rents and Leases	45,077,026	42,043,711	49,457,251	49,414,854
343	Social Services	27,500	26,500	26,500	-
344	Miscellaneous Expenses	4,616,706	3,530,734	5,376,699	2,013,714
345	Miscellaneous Reimbursements	319,049	269,539	269,539	15,639
	Repairs & Maintenance	**21,272,188**	**14,471,672**	**20,855,757**	**12,240,404**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY CATEGORY SUMMARY ITEM AND STANDARD OBJECT

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
360	Repairs & Maint. Build. & Ground	8,905,303	7,432,304	7,784,504	5,329,403
361	Repairs & Maintenance Vehicles	5,733,260	2,578,860	5,664,360	1,800,952
362	Repairs & Maintenance Miscell.	6,633,625	4,460,508	7,406,893	5,110,049
	Public Transfers	**286,824,919**	**257,695,033**	**273,789,740**	**267,487,965**
	Advances	**25,000**	**25,000**	**10,000**	**-**
363	Bank Advances - Public Officer	25,000	25,000	10,000	-
	Transfers & Grants	**286,799,919**	**257,670,033**	**273,779,740**	**267,487,965**
308	Gratuities	16,201,194	11,018,614	10,816,203	7,760,880
309	Pensions	68,908,713	68,053,600	68,053,600	61,660,351
339	Contributions & Subscriptions	22,096,305	22,910,804	27,840,379	8,819,256
370	Transfers and Grants	179,593,707	155,687,015	167,069,558	189,247,478
	Public Debt	**775,082,322**	**795,169,901**	**793,969,901**	**299,089,035**
	Debt Service - Domestic	**365,619,425**	**363,354,794**	**363,354,794**	**227,366,770**
380	Debt Service - Domestic	365,619,425	363,354,794	363,354,794	227,366,770
	Debt Service - External	**409,462,897**	**431,815,107**	**430,615,107**	**71,722,265**
381	Debt Service - External	409,462,897	431,815,107	430,615,107	71,722,265
TOTAL RECURRENT EXPENDITURE		**1,847,200,599**	**1,769,937,132**	**1,840,964,608**	**1,252,461,073**

ANTIGUA ESTIMATES - 2026
RECURRENT EXPENDITURE BY APPROPIATION AND STATUTORY EXPENDITURE

DESCRIPTION	Appropriated Expenditure	Statutory Expenditure	TOTALS	Explanatory Notes
1 Office of the Governor General	3,019,207	445,111	3,464,318	Antigua & Barbuda Constitution Section 95 & Act No. 2 of 1982 as Amended
2 Legislature	3,769,264	-	3,769,264	
3 Cabinet	4,557,779	-	4,557,779	
4 Judicial	3,287,114	-	3,287,114	
5 Service Commissions	991,243	-	991,243	
6 Audit	1,371,512	155,040	1,526,552	Antigua & Barbuda Constitution Section 95
7 Pension and Gratuities	-	80,908,713	80,908,713	Antigua & Barbuda Constitution Section 95
8 Public Debt	-	780,328,020	780,328,020	Antigua & Barbuda Constitution Section 96
9 Electoral Commission	-	5,023,802	5,023,802	Antigua & Barbuda Constitution Section 95
Prime Minister's Ministry and Ministry of Finance, Corporate Governance and Public Private Partnerships	**196,920,286**	**-**	**196,920,286**	
10 Office of the Prime Minister and Prime Minister's Ministry	48,474,504		48,474,504	
15 Ministry of Finance, Corporate Governance and Public Private Partnerships	148,445,782		148,445,782	
Ministry of Foreign Affairs, Trade and Barbuda Affairs	**35,497,046**	**-**	**35,497,046**	
11 Ministry of Foreign Affairs, International Trade and Barbuda Affairs	35,497,046		35,497,046	
Ministry of Agriculture, Lands and the Blue Economy	**29,511,697**	**-**	**29,511,697**	
12 Ministry of Lands, Surveys & Blue Economy	5,849,820		5,849,820	
20 Ministry of Agriculture, Fisheries and Vetinary Services	23,661,877		23,661,877	
Ministry of Education, Creative Industries and Sports	**220,065,266**	**-**	**220,065,266**	
13 Ministry of Creative Industries and Innovations	16,657,639		16,657,639	
30 Ministry of Education and Sports	203,407,627		203,407,627	
Ministry of Health, Wellness, and Civil Service Affairs	**147,505,666**	**-**	**147,505,666**	
25 Ministry of Health, Wellness and Civil Service Affairs	147,505,666		147,505,666	
Ministry of Tourism, Civil Aviation, Transportation and Investment	**39,095,638**	**-**	**39,095,638**	
35 Ministry of Civil Aviation and Transportation	13,700,161		13,700,161	
80 Ministry of Tourism, and Economic Development	25,395,477		25,395,477	
Ministry of Works	**121,707,135**	**-**	**121,707,135**	
40 Ministry of Works	121,707,135		121,707,135	
Ministry of Social Transformation and Urban Renewal	**31,978,718**	**-**	**31,978,718**	
45 Ministry of Social Transformation, and Urban Renewal	31,978,718		31,978,718	
Attorney General's Office and Ministry of Legal Affairs, Public Safety, Immigration and Labour	**124,299,702**	**300,816**	**124,600,518**	Antigua & Barbuda Constitution Section 95.
55 Attorney General's Office and Ministry of Legal Affairs, Public Safety, Immigration and Labour	124,299,702	300,816	124,600,518	
Office of the Ombudsman	**391,686**	**160,134**	**551,820**	Antigua & Barbuda Constitution Section 95.
60 Office of the Ombudsman	391,686	160,134	551,820	
			-	
Ministry of Information Communication Technologies(ICTs), Utilities and Energy	**15,910,004**	**-**	**15,910,004**	
95 Ministry of Information Communication Technologies(ICTs), Utilities and Energy	15,910,004		15,910,004	
TOTAL RECURRENT EXPENDITURE	**979,878,963**	**867,321,636**	**1,847,200,599**	

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURE BY MINISTRY AND DEPARTMENT

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Office of the Governor General**	**23,214**	**59,700**	**59,700**	**-**
0101	Governor General's Office	23,214	59,700	82,913	-
02	**Legislature**	**-**	**17,000**	**17,000**	**-**
0201	House of Representatives	-	17,000	17,000	-
06	**Audit**	**34,215**	**34,215**	**34,215**	**-**
0601	Auditor General's Department	34,215	34,215	34,215	-
09	**Electoral Commission**	**2,695,456**	**175,000**	**175,000**	**-**
0901	Electoral Commission	2,695,456	175,000	391,858	-
10	**Prime Minister's Ministry**	**18,822,632**	**7,070,792**	**7,070,792**	**34,791**
1001	Prime Minister's Office	325,000	435,443	435,443	-
1008	Military	14,751,783	2,924,000	2,924,000	34,791
1010	Passport Office	3,540,349	3,540,349	3,540,349	-
1011	O.N.D.C.P.	205,500	171,000	171,000	-
11	**Foreign Affairs, Trade, and Barbuda Affairs**	**8,359,633**	**7,384,775**	**7,384,775**	**1,306,029**
1101	External/Foreign Affairs	7,384,200	5,828,000	5,828,000	1,280,174
1104	Trade and Economic Development	511,800	872,775	872,775	-
1107	Bureau of Standards	463,633	684,000	684,000	25,855
12	**Lands, Surveys & Blue Economy**	**3,573,730**	**4,051,701**	**4,051,701**	**1,955,291**
1201	Ministry Headquarters	80,500	1,891,025	20,951,753	12,195
1202	Lands Division	1,585,719	2,020,676	2,020,676	1,932,330
1203	Surveys Division	1,907,511	-	-	-
1204	Development Control Authority	-	140,000	140,000	10,766
13	**Creative Industries and Innovation**	**116,677**	**326,601**	**326,601**	**-**
1301	Creative Industries and Innovation HQ	-	190,000	190,000	-
1302	Department of Creative Industries	116,677	136,601	136,601	-
15	**Finance, Corporate Governance and PPPs**	**10,966,521**	**6,808,769**	**6,808,769**	**1,035,354**
1501	Ministry of Finance HQ	5,900,000	957,240	957,240	171,556
1503	Inland Revenue	851,000	-	2,090,000	117,558
1504	Post Office	-	-	-	72,547
1505	Customs and Excise	500,000	1,500,000	1,500,000	-
1508	Statistics Division	3,715,521	4,351,529	4,351,529	673,693
20	**Agriculture, Fisheries and Vetinary Services**	**1,523,800**	**1,988,696**	**1,988,696**	**-**
2001	Ministry of Agriculture HQ	335,000	-	-	-
2002	Agriculture Division	380,000	610,000	610,000	-
2003	Veterinary & Animal Husbandry	155,000	325,755	325,755	-
2004	Fisheries Division	286,000	289,641	289,641	-

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURE BY MINISTRY AND DEPARTMENT

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
2005	Crop Research and Development Division	56,000	56,000	56,000	-
2014	Plant Protection	311,800	696,800	696,800	-
2015	Statistics Research & Information Technology	-	10,500	10,500	-
25	**Health, Wellness, the Environment and Civil Service Affairs**	**2,278,504**	**3,295,225**	**3,295,225**	**139,220**
2501	Health HQ	260,000	82,000	159,145	18,919
2502	Medical General Division	395,000	796,500	821,473	50,316
2503	Central Board of Health	355,000	1,060,000	1,315,714	60,395
2505	Clarevue Psychiatric Hospital	409,435	956,725	956,725	-
2506	Fiennes Institute	510,000	350,000	350,000	9,590
2522	Department of Environment	-	50,000	50,000	-
2524	Establishment Division	234,069	-	-	-
2525	Training Division	115,000	-	-	-
30	**Education and Sports**	**9,112,647**	**18,859,060**	**18,859,060**	**2,421,609**
3001	Education Headquarters	157,000	430,000	1,040,216	39,870
3002	Administration of Education Services	2,580,945	-	-	-
3003	Primary Education Division	4,019,202	14,378,560	15,017,767	93,405
3005	State College	-	590,000	590,000	-
3006	Public Library	130,000	-	-	-
3007	Antigua Archives	150,000	200,000	200,000	-
3008	ABICE	70,000	50,000	50,000	-
3011	Sports	485,500	365,500	441,359	575,593
3012	School Meals Services	1,520,000	1,845,000	3,028,500	1,712,741
3015	ABIIT	-	1,000,000	1,000,000	-
35	**Civil Aviation and Transportation**	**942,000**	**2,278,500**	**2,278,500**	**100,679**
3501	Civil Aviation	165,000	125,000	125,000	34,155
3502	V C Bird International Airport	135,000	1,006,000	1,006,000	54,338
3503	Meteorological Office	642,000	1,147,500	1,147,500	12,186
40	**Works**	**160,344,067**	**158,585,995**	**158,585,995**	**64,740,923**
4001	Public Works and Transportation HQ	7,400,000	9,300,000	9,300,000	21,253,170
4002	Works Division	150,694,067	147,285,995	176,182,774	42,628,474
4004	Equipment Maintenance & Funding Scheme	2,250,000	2,000,000	2,000,000	859,279
45	**Social Transformation, and Urban Renewal**	**2,807,399**	**867,000**	**867,000**	**89,712**
4501	Social Transformation HQ	52,399	-	-	66,965
4504	Substance Abuse Prevention Division	27,000	-	-	-
4506	N.O.D.S.	2,528,000	-	-	-
4512	Establishment Division	-	-	-	22,747

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURE BY MINISTRY AND DEPARTMENT

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
4513	Training Division	-	87,000	87,000	-
4514	Dennis Bowers Rehabilitation Centre	-	780,000	780,000	-
4517	Development Control Authority	200,000	-	-	-
55	**Attorney General's Office & Legal Affairs, Public Safety & I**	**6,520,576**	**13,895,615**	**13,895,615**	**1,385,184**
5501	Attorney General and Legal Affairs HQ	155,000	449,365	449,365	169,672
5502	Office of the D.P.P	85,000	145,559	145,559	-
5503	Printing Office	-	600,000	600,000	95,063
5504	Land Registry Division	59,550	97,561	97,561	81,618
5505	Industrial Court	40,000	20,000	20,000	13,100
5506	High Court	470,000	125,000	125,000	-
5507	Magistrates Court	52,800	52,800	52,800	-
5508	Legal Aide Advice Centre	-	40,000	40,000	-
5509	Intellectual Property	10,000	10,000	10,000	-
5510	Labour Department	230,000	797,709	837,709	79,475
5512	Police	1,965,000	2,141,000	2,141,000	794,328
5513	Sir Wright George Police Training Academy	320,000	500,000	500,000	14,567
5514	Fire Brigade	1,426,000	2,456,000	2,456,000	49,140
5515	Prison	704,742	1,798,042	1,798,042	88,221
5516	Civil Registry	102,640	85,640	123,457	-
5517	Antigua & Barbuda Forensic Services	615,000	4,278,600	4,278,600	-
5518	Office of the Public Trustee	193,339	198,339	198,339	-
5519	Immigration Department	91,505	100,000	100,000	-
60	**Office of the Ombudsman**	**25,079**	**-**	**-**	**-**
6001	Office of the Ombudsman	25,079	-	-	-
80	**Tourism and Investment**	**64,813**	**118,793**	**118,793**	**-**
8001	Tourism HQ	24,813	78,793	78,793	-
8009	Beach Safety and Protection Unit	40,000	40,000	40,000	-
95	**Information Communication Technologies, Utilities and Energy**	**2,590,000**	**5,944,359**	**5,944,359**	**1,345,527**
9501	Information HQ	260,000	175,000	175,000	-
9502	Information Technology Centre	500,000	1,995,000	1,995,000	482,043
9503	Telecommunications Division	400,000	370,600	1,058,095	212,277
9504	E-Government	450,000	1,115,000	1,115,000	105,944
9505	Cyber Security	875,000	1,575,000	1,575,000	228,152
9506	Antigua and Barbuda Broadcasting Services	-	320,000	320,000	317,111
9507	Energy Unit	105,000	-	-	-
9508	GIS	-	393,759	393,759	-

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURE BY MINISTRY AND DEPARTMENT

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
TOTAL CAPITAL EXPENDITURE		230,800,963	231,761,796	285,681,300	74,554,319

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURE BY PROGRAMME AND ACTIVITY

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
25	**Infrastructural Development**	**156,554,449**	**147,912,016**	**195,869,523**	**66,760,369**
250400	Surveys & Mapping	1,907,511	-	-	-
250445	Motor Pool Operations	5,000,000	6,000,000	6,000,000	15,459,715
250626	Land Development	1,585,719	2,020,676	21,081,404	1,932,330
250690	Purchase of Minor Capital	280,500	252,500	252,500	22,961
250797	Barbuda Rehabilitation/Reconstruction	5,613,800	-	-	-
251630	Construction and/or Major Upgrade Roads & Drainage	57,719,800	53,554,576	71,554,576	34,163,729
251652	Construction Barbuda Roads	-	8,150,700	8,150,700	-
251704	Major Repairs of Quarry	3,000,000	2,000,000	2,000,000	-
251794	Construction of Road and Drains - CDB Funded	9,117,900	12,391,834	12,391,834	1,653,037
251796	Second Road Infrastructure Rehab Project (SRIRP)	8,788,119	19,765,448	19,765,448	195,250
253387	Repairs & Maintenance Services	2,250,000	2,000,000	2,000,000	859,279
253665	Upgrade - Traffic Management System	1,300,000	1,300,000	1,300,000	1,154,327
255611	Construction &/or Major Upgrade Government Buildings	15,500,000	17,304,113	28,200,892	5,372,131
255612	4th UWI Campus -Antigua	41,260,100	13,465,995	13,465,995	-
255690	Purchase - Minor Capital Items	75,000	250,000	250,000	90,000
255714	Outfitting Government Offices	2,400,000	3,300,000	3,300,000	5,793,455
255759	Renovation Parham Police Station	-	100,000	100,000	-
255768	Upgrade of IRD Building	191,000	-	-	30,000
255797	Barbuda Rehabilitation/Reconstruction	-	4,931,174	4,931,174	-
255800	Boobey Alley Redevelopment Project	400,000	1,000,000	1,000,000	-
256690	Purchase of Minor Capital Items	165,000	125,000	125,000	34,155
26	**Health Care Services**	**1,419,435**	**2,895,225**	**3,253,057**	**129,630**
261328	Dentistry	100,000	-	-	-
261690	Purchase of Minor Capital Items	-	-	-	50,316
261798	Rehabilitation of Community (Poly-)Clinics	295,000	838,500	863,473	-
262756	Upgrade of Psychiatric Facilities	409,435	956,725	956,725	-
264460	Health Services Administration	-	-	-	18,919
264517	Emergency Medical Services	120,000	-	-	-
264690	Purchase of Minor Capital Items	-	-	92,125	-
264714	Outfitting Government Offices	140,000	40,000	25,020	-
266616	Establishment of Public Cemetery	-	-	255,714	-
266690	Purchase of Minor Capital Items	355,000	1,060,000	1,060,000	60,395
27	**Education Services**	**7,107,147**	**18,427,085**	**19,676,508**	**133,275**
270490	Archiving	150,000	200,000	200,000	-
270690	Purchase of Minor Capital	157,000	240,000	240,000	39,870

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURE BY PROGRAMME AND ACTIVITY

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
270777	Upgrade of School Plants	-	1,805,000	1,805,000	-
270791	Construction or Upgrade of National Accreditation Board HQ	-	60,000	60,000	-
270816	Enhancing Learning Continuity & Resiliency Project	1,785,202	1,158,760	1,158,760	-
271710	Construction of School at Five Islands	1,000,000	6,778,525	7,417,732	93,405
273612	UWI Campus - Antigua	-	-	610,216	-
273690	Purchase of Minor Capital Items	-	340,000	340,000	-
273708	Upgrading/Renovation of Tertiary Institutions	1,766,507	100,000	100,000	-
273769	Upgrade of ABIIT	-	1,000,000	1,000,000	-
273825	Establishment of School of Agriculture	814,438	-	-	-
274463	Library Services	-	150,000	150,000	-
274690	Purchase of Minor Capital	130,000	-	-	-
275690	Purchase of Minor Capital Items	70,000	50,000	50,000	-
275712	Upgrade/Renovation of ABNTA	-	130,000	130,000	-
276711	Basic Education Project 2	1,234,000	6,414,800	6,414,800	-
28	**Trade and Economic Development**	**975,433**	**1,566,479**	**1,566,479**	**42,337**
280690	Purchase - Minor Capital Items	175,000	60,000	60,000	-
281617	Establishing Radiation Protocols	263,633	-	-	-
281618	National Quality Policy	-	384,000	384,000	25,855
281729	Strengthening of the ABBS	200,000	300,000	300,000	-
282558	National Garment Factory Initiative	336,800	552,479	552,479	-
282721	Relocation of Gov't Department/Agency	-	75,000	75,000	-
283510	Ancilliary Services	-	100,000	100,000	16,482
283690	Purchase of Minor Capital Items	-	95,000	95,000	-
29	**Public Order and Safety**	**9,980,086**	**14,981,346**	**14,981,346**	**1,150,719**
290337	Fire Protection Services	676,000	906,000	906,000	49,140
290358	Law Enforcement Management	630,000	630,000	630,000	510,391
290417	Money Laundering Prevention	-	171,000	171,000	-
290432	Penal Reform	170,000	652,690	652,690	77,221
290509	Monitoring, Regulations & Enforcement	205,500	-	-	-
290545	Management of Forensic Labs	615,000	1,163,500	1,163,500	-
290547	Evidence Recovery Unit	410,000	271,000	271,000	-
290614	Upgrade of Sir W F George Police Academy	190,000	500,000	500,000	-
290636	Renovation/Upgrade of Military Facilities	324,000	1,100,000	1,100,000	-
290668	Construction Female Barracks - Camp Blizzard	650,000	-	-	-
290687	Upgrade of Her Majesty's Prison	534,742	1,145,352	1,145,352	11,000
290690	Purchase of Minor Capital Items	680,000	599,000	599,000	49,358

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURE BY PROGRAMME AND ACTIVITY

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
290695	Computerisation of Government Offices	250,000	310,000	310,000	186,397
290714	Outfitting Government Offices	370,000	670,000	670,000	-
290717	Upgrade of Police Headquarters	200,000	250,000	250,000	97,540
290719	Upgrade of Coolidge Fire Station	250,000	1,050,000	1,050,000	-
290727	Construction &/or Upgrade Fire Station	500,000	500,000	500,000	-
290754	Strengthening the Policing of waters	2,700,000	1,000,000	1,000,000	-
290780	Renovation/Outfitting of Canine Unit	175,000	300,000	300,000	-
290793	Construction or Major Upgrade of Forensic Science Laboratory	-	3,115,100	3,115,100	-
291351	Intellectual Property Protection	10,000	-	-	-
291690	Purchase of Minor Capital Items	348,339	647,704	647,704	169,672
292690	Purchase of Minor Capital Items	91,505	-	-	-
30	**Agriculture**	**2,988,800**	**3,757,941**	**4,941,441**	**1,712,741**
300621	Renovation/Upgrading of Agricultural Stations	-	510,000	-	-
300626	Land Development	436,000	56,000	56,000	-
300690	Purchase of Minor Capital Item	-	10,500	10,500	-
300714	Outfitting Government Offices	110,000	-	-	-
300779	Purchase of Agricultural Equipment and Machinery	225,000	-	-	-
303667	Construction Artisanal Fishing Port-Barbuda	100,000	50,000	50,000	-
303690	Purchase of Minor Capital	86,000	119,641	119,641	-
303693	Fencing of Fisheries Complexes	100,000	120,000	120,000	-
304795	Eradication of Giant African Snails	311,800	696,800	696,800	-
307720	Refurbishment of Abbattoir and Meat Market	100,000	250,000	250,000	-
308443	School Meals Initiative	1,520,000	1,845,000	3,028,500	1,712,741
309669	Construction of Farm & Feeder Roads	-	100,000	610,000	-
33	**Printing & Publishing**	**3,540,349**	**4,140,349**	**4,140,349**	**95,063**
330375	Printing Services	-	600,000	600,000	95,063
330792	Establishment of E-Passports	3,540,349	3,540,349	3,540,349	-
35	**Auditing & Regulatory Services**	**34,215**	**34,215**	**34,215**	**-**
350690	Purchase of Minor Capital	34,215	34,215	34,215	-
39	**General Public Services**	**31,279,388**	**12,695,593**	**13,013,481**	**2,273,837**
390320	Conservation Management	40,000	40,000	40,000	-
390326	Custodial Services	23,214	59,700	82,913	-
390366	Parliamentary Process	-	17,000	17,000	-
390370	Population Census	3,715,521	4,351,529	4,351,529	673,693
390479	Social and Cultural Events	76,677	-	-	-

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURE BY PROGRAMME AND ACTIVITY

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
390611	Construction or Major Upgrade of Government Buildings	1,000,000	-	-	-
390690	Purchase of Minor Capital Item	907,468	1,116,212	1,154,029	256,977
390695	Computerization of Government Offices	299,069	-	75,000	-
390714	Outfitting of Government Offices	50,000	190,443	190,443	-
390783	Restoration of Heritage Site	582,500	948,000	873,000	-
390788	Establishment of Registration Centres	2,695,456	175,000	391,858	-
390790	Labour Demand Survey	-	303,809	303,809	-
390823	Hosting Major Conferences & Workshops	21,659,483	5,000,000	5,000,000	1,263,692
392509	Monitoring & Enforcement	-	323,900	323,900	-
392690	Purchase of Minor Capital Items	230,000	170,000	210,000	79,475
41	**Telecom. & Info. Technology**	**2,590,000**	**5,944,359**	**6,631,854**	**1,345,527**
410380	Public Broadcasting Services	-	393,759	393,759	145,603
410509	Monitoring & Enforcement	400,000	-	687,495	-
410510	Ancillary Services	500,000	-	-	-
410552	Cybersecurity	875,000	1,575,000	1,575,000	228,152
410690	Purchase of Minor Capital Item	765,000	415,000	415,000	277,452
410695	Government's Wide Area Network	-	1,500,000	1,500,000	482,043
410714	Outfitting of Government Offices	-	220,000	220,000	-
410716	Establishment of IT HQ & Tier 3 Data Centre	-	100,000	100,000	-
410765	Establishment of Citizens' Portal	50,000	50,000	50,000	-
410766	Border Control Management, E-Visa & Online E/D card system	-	345,000	345,000	-
410781	Telecommunications Upgrade	-	20,000	20,000	-
410789	Upgrade of Public Safety Communications Network	-	350,600	350,600	212,277
410824	Production of Official Documents	-	975,000	975,000	-
43	**Soc. Protection & Community De**	**3,550,500**	**1,495,500**	**1,571,359**	**585,183**
430415	Youth Development Services	-	780,000	780,000	-
430624	Renovation of Facilities at Fiennes Institute	510,000	350,000	350,000	-
430628	Upgrade/Maintenance of Sports Facilities	100,000	70,000	70,000	62,378
430690	Purchase of Minor Capital Items	385,500	295,500	371,359	522,805
432449	Emergency Management	2,528,000	-	-	-
434690	Purchase of Minor Capital Items	27,000	-	-	-
50	**Tourism**	**8,721,161**	**15,454,448**	**15,454,448**	**66,524**
500510	Ancilliary Services	-	78,793	78,793	-
500690	Purch. of Minor Capital Items	159,813	125,000	125,000	54,338
500753	Restoration of Airport Radar	-	881,000	881,000	-

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURE BY PROGRAMME AND ACTIVITY

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
502611	Construction and/or Major upgrade to Government Building	-	50,000	50,000	-
502690	Purchase of Minor Capital Item	292,000	1,147,500	1,147,500	12,186
502773	Upgrade of Meteorological Data Collection Equipment	350,000	-	-	-
502812	GCF Build	7,919,348	13,172,155	13,172,155	-
90	**Fiscal Management**	**2,060,000**	**2,457,240**	**4,547,240**	**259,114**
900439	Revenue Collection Services	1,160,000	1,500,000	3,590,000	87,558
900441	Economic Policy Planning & Development	-	300,000	300,000	-
900690	Purchase of Minor Capital Items	150,000	657,240	657,240	171,556
900695	Computerisation - Government Offices	750,000	-	-	-
TOTAL CAPITAL EXPENDITURE		**230,800,963**	**231,761,796**	**285,681,300**	**74,554,319**

ANTIGUA ESTIMATES - 2026

TOTAL EXPENDITURE BY MINISTRY AND DEPARTMENT

CODE	DESCRIPTION	Recurrent Expenditure	Capital Expenditure	TOTAL
		2026	2026	2026
01	**Office of the Governor General**	**3,464,318**	**23,214**	**3,487,532**
0101	Governor General's Office	3,464,318	23,214	3,487,532
02	**Legislature**	**3,769,264**	**0**	**3,769,264**
0201	House of Representatives	2,962,444	0	2,962,444
0202	Senate	806,820	0	806,820
03	**Cabinet**	**4,557,779**	0	**4,557,779**
0301	Cabinet	3,459,688	0	3,459,688
0302	Cabinet Secretariat	1,098,091	0	1,098,091
04	**Judicial**	**3,287,114**	0	**3,287,114**
0401	Judicial	3,287,114	0	3,287,114
05	**Service Commissions**	**991,243**	0	**991,243**
0501	Public Service Commission	616,927	0	616,927
0502	Police Service Commission	259,120	0	259,120
0504	Public Service Board of Appeal	115,196	0	115,196
06	**Audit**	**1,526,552**	**34,215**	**1,560,767**
0601	Auditor General's Department	1,526,552	34,215	1,560,767
07	**Pensions and Gratuities**	**80,908,713**	0	**80,908,713**
0701	Pensions and Gratuities	80,908,713	0	80,908,713
08	**Public Debt**	**780,328,020**	0	**780,328,020**
0801	Public Debt	780,328,020	0	780,328,020
09	**Electoral Commission**	**5,023,802**	**2,695,456**	**7,719,258**
0901	Electoral Commission	5,023,802	2,695,456	7,719,258
10	**Prime Minister's Ministry**	**48,474,504**	**18,822,632**	**67,297,136**
1001	Prime Minister's Office	9,505,961	325,000	9,830,961
1008	Military	31,446,703	14,751,783	46,198,486
1010	Passport Office	1,349,195	3,540,349	4,889,544
1011	O.N.D.C.P.	6,172,645	205,500	6,378,145
11	**Foreign Affairs, Trade, and Barbuda Affairs**	**35,497,046**	**8,359,633**	**43,856,679**
1101	External/Foreign Affairs	8,512,949	7,384,200	15,897,149
1102	Overseas Diplomatic & Consular Section	15,885,722	0	15,885,722
1104	Trade and Economic Development	6,392,716	511,800	6,904,516
1105	Industry and Commerce	1,002,174	0	1,002,174
1106	Prices and Consumer Affairs	1,397,089	0	1,397,089
1107	Bureau of Standards	1,294,576	463,633	1,758,209
1108	Barbuda Affairs	1,011,820	0	1,011,820
12	**Lands, Surveys & Blue Economy**	**5,849,820**	**3,573,730**	**9,423,550**
1201	Ministry Headquarters	1,715,078	80,500	1,795,578
1202	Lands Division	878,937	1,585,719	2,464,656
1203	Surveys Division	2,569,758	1,907,511	4,477,269
1205	Blue Economy	686,047	0	686,047
13	**Creative Industries and Innovation**	**16,657,639**	**116,677**	**16,774,316**
1301	Creative Industries and Innovation HQ	1,957,775	0	1,957,775

ANTIGUA ESTIMATES - 2026

TOTAL EXPENDITURE BY MINISTRY AND DEPARTMENT

CODE	DESCRIPTION	Recurrent Expenditure	Capital Expenditure	TOTAL
		2026	2026	2026
1302	Department of Creative Industries	14,699,864	116,677	14,816,541
15	**Finance, Corporate Governance and PPPs**	**148,445,782**	**10,966,521**	**159,412,303**
1501	Ministry of Finance HQ	54,868,657	5,900,000	60,768,657
1502	Treasury	59,857,402	0	59,857,402
1503	Inland Revenue	13,065,689	851,000	13,916,689
1504	Post Office	6,495,778	0	6,495,778
1505	Customs and Excise	11,816,050	500,000	12,316,050
1507	Development Planning Unit	197,527	0	197,527
1508	Statistics Division	1,888,033	3,715,521	5,603,554
1512	Social Security	256,646	0	256,646
20	**Agriculture, Fisheries and Vetinary Services**	**23,661,877**	**1,523,800**	**25,185,677**
2001	Ministry of Agriculture HQ	4,982,281	335,000	5,317,281
2002	Agriculture Division	5,564,149	380,000	5,944,149
2003	Veterinary & Animal Husbandry	2,686,516	155,000	2,841,516
2004	Fisheries Division	2,569,954	286,000	2,855,954
2005	Crop Research and Development Division	1,341,737	56,000	1,397,737
2007	Agricultural Extension Division	3,158,845	0	3,158,845
2008	Department of Analytical Services	1,028,157	0	1,028,157
2014	Plant Protection	1,841,597	311,800	2,153,397
2015	Statistics Research & Information Technology	488,641	0	488,641
25	**Health, Wellness, the Environment and Civil Service Affairs**	**147,505,666**	**2,278,504**	**149,784,170**
2501	Health HQ	62,869,137	260,000	63,129,137
2502	Medical General Division	13,140,706	395,000	13,535,706
2503	Central Board of Health	41,719,373	355,000	42,074,373
2505	Clarevue Psychiatric Hospital	8,222,044	409,435	8,631,479
2506	Fiennes Institute	4,841,011	510,000	5,351,011
2507	Health Informatics Department	692,484	0	692,484
2509	AIDS Secretariat	1,923,372	0	1,923,372
2522	Department of Environment	3,740,831	0	3,740,831
2523	CARE Project	2,639,408	0	2,639,408
2524	Establishment Division	7,189,252	234,069	7,423,321
2525	Training Division	528,048	115,000	643,048
30	**Education and Sports**	**203,407,627**	**9,112,647**	**212,520,274**
3001	Education Headquarters	31,805,796	157,000	31,962,796
3002	Administration of Education Services	22,033,552	2,580,945	24,614,497
3003	Primary Education Division	92,342,190	4,019,202	96,361,392
3005	State College	8,938,313	0	8,938,313
3006	Public Library	2,115,940	130,000	2,245,940
3007	Antigua Archives	809,399	150,000	959,399
3008	ABICE	4,509,699	70,000	4,579,699
3011	Sports	12,539,201	485,500	13,024,701

ANTIGUA ESTIMATES - 2026

TOTAL EXPENDITURE BY MINISTRY AND DEPARTMENT

CODE	DESCRIPTION	Recurrent Expenditure	Capital Expenditure	TOTAL
		2026	2026	2026
3012	School Meals Services	24,137,997	1,520,000	25,657,997
3015	ABIIT	2,919,177	0	2,919,177
3016	School of Nursing	1,256,363	0	1,256,363
35	**Civil Aviation and Transportation**	**13,700,161**	**942,000**	**14,642,161**
3501	Civil Aviation	3,087,708	165,000	3,252,708
3502	V C Bird International Airport	7,286,336	135,000	7,421,336
3503	Meteorological Office	3,326,117	642,000	3,968,117
40	**Works**	**121,707,135**	**160,344,067**	**282,051,202**
4001	Public Works and Transportation HQ	15,109,580	7,400,000	22,509,580
4002	Works Division	92,438,271	150,694,067	243,132,338
4003	Design and Control Division	982,548	0	982,548
4004	Equipment Maintenance & Funding Scheme	13,176,736	2,250,000	15,426,736
45	**Social Transformation, and Urban Renewal**	**31,978,718**	**2,807,399**	**34,786,117**
4501	Social Transformation HQ	9,803,712	52,399	9,856,111
4503	Community Development & Citizens Engagement	2,338,721	0	2,338,721
4504	Substance Abuse Prevention Division	344,637	27,000	371,637
4505	Family and Social Services Division	5,606,019	0	5,606,019
4506	N.O.D.S.	2,016,323	2,528,000	4,544,323
4508	Department of Social Research and Planning	2,002,667	0	2,002,667
4509	Gender Affairs	830,413	0	830,413
4510	Youth Affairs	1,474,898	0	1,474,898
4514	Dennis Bowers Rehabilitation Centre	2,256,473	0	2,256,473
4516	Youth Education Empowerment Programme	1,426,320	0	1,426,320
4517	Development Control Authority	3,878,535	200,000	4,078,535
55	**Attorney General's Office & Legal Affairs, Public Safety & Immigration and Labour**	**124,600,518**	**6,520,576**	**131,121,094**
5501	Attorney General and Legal Affairs HQ	9,680,388	155,000	9,835,388
5502	Office of the D.P.P	1,482,992	85,000	1,567,992
5503	Printing Office	1,855,342	0	1,855,342
5504	Land Registry Division	1,035,643	59,550	1,095,193
5505	Industrial Court	1,079,622	40,000	1,119,622
5506	High Court	3,065,562	470,000	3,535,562
5507	Magistrates Court	2,645,492	52,800	2,698,292
5508	Legal Aide Advice Centre	634,228	0	634,228
5509	Intellectual Property	1,710,010	10,000	1,720,010
5510	Labour Department	6,395,029	230,000	6,625,029
5511	Public Safety Headquarters	2,741,563	0	2,741,563
5512	Police	50,951,104	1,965,000	52,916,104
5513	Sir Wright George Police Training Academy	494,158	320,000	814,158
5514	Fire Brigade	13,269,368	1,426,000	14,695,368
5515	Prison	8,488,143	704,742	9,192,885
5516	Civil Registry	1,585,776	102,640	1,688,416

ANTIGUA ESTIMATES - 2026

TOTAL EXPENDITURE BY MINISTRY AND DEPARTMENT

CODE	DESCRIPTION	Recurrent Expenditure	Capital Expenditure	TOTAL
		2026	2026	2026
5517	Antigua & Barbuda Forensic Services	1,554,375	615,000	2,169,375
5518	Office of the Public Trustee	838,768	193,339	1,032,107
5519	Immigration Department	15,092,955	91,505	15,184,460
60	**Office of the Ombudsman**	**551,820**	**25,079**	**576,899**
6001	Office of the Ombudsman	551,820	25,079	576,899
80	**Tourism and Investment**	**25,395,477**	**64,813**	**25,460,290**
8001	Tourism HQ	16,843,647	24,813	16,868,460
8004	Overseas Tourism Offices	5,929,781	0	5,929,781
8009	Beach Safety and Protection Unit	2,622,049	40,000	2,662,049
95	**Information Communication Technologies, Utilities and Energy**	**15,910,004**	**2,590,000**	**18,500,004**
9501	Information HQ	1,715,880	260,000	1,975,880
9502	Information Technology Centre	4,544,013	500,000	5,044,013
9503	Telecommunications Division	1,686,615	400,000	2,086,615
9504	E-Government	2,004,709	450,000	2,454,709
9505	Cyber Security	500,830	875,000	1,375,830
9506	Antigua and Barbuda Broadcasting Services	4,938,733	0	4,938,733
9507	Energy Unit	457,224	105,000	562,224
9508	GIS	62,000	0	62,000
TOTAL EXPENDITURE		**1,847,200,599**	**230,800,963**	**2,078,001,562**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY AND DEPARTMENT REPORT

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Office of the Governor General**	**-**	**-**	**-**
0101	Governor General's Office	-	-	-
08	**Public Debt**	**-**	**-**	**119**
0801	Public Debt	-	-	119
10	**Prime Minister's Ministry**	**655,252**	**505,000**	**602,328**
1010	Passport Office	655,252	505,000	602,328
11	**Foreign Affairs, Trade, and Barbuda Affairs**	**593,244**	**-**	**4,040**
1103	Immigration	-	-	4,040
1104	Trade and Economic Development	593,244	-	-
12	**Lands, Surveys & Blue Economy**	**739,220**	**1,486,100**	**579,066**
1201	Ministry Headquarters	421,300	421,300	264,809
1203	Surveys Division	317,920	214,800	314,257
1204	Development Control Authority	-	850,000	-
15	**Finance, Corporate Governance and PPPs**	**1,466,870,464**	**1,382,929,656**	**1,076,310,136**
1501	Ministry of Finance HQ	160,000,000	160,000,000	40,378,788
1502	Treasury	43,507,276	24,154,097	72,022,461
1503	Inland Revenue	859,660,710	806,555,757	671,671,841
1504	Post Office	3,445,000	3,540,000	3,142,648
1505	Customs and Excise	400,257,478	388,679,802	289,094,398
1506	Industry and Commerce	-	-	-
1507	Development Planning Unit	-	-	-
20	**Agriculture, Fisheries and Vetinary Services**	**1,627,400**	**1,393,700**	**2,795,642**
2001	Ministry of Agriculture HQ	120,000	100,000	737,459
2002	Agriculture Division	105,000	70,000	6,858
2003	Veterinary & Animal Husbandry	246,500	197,400	159,563
2004	Fisheries Division	345,400	344,400	1,035,954
2005	Crop Research and Development Division	2,500	2,500	-
2007	Agricultural Extension Division	50,000	-	21,401
2008	Department of Analytical Services	100,000	100,000	83,635

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY AND DEPARTMENT REPORT

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
2012	Development Control Authority	-	-	750,772
2014	Plant Protection	658,000	579,400	-
25	**Health, Wellness, the Environment and Civil Service Affairs**	**618,236**	**602,215**	**255,684**
2501	Health HQ	160,136	140,565	160,136
2502	Medical General Division	5,000	8,550	25,725
2503	Central Board of Health	453,100	453,100	69,823
2505	Clarevue Psychiatric Hospital	-	-	-
30	**Education and Sports**	**1,060,550**	**3,916,772**	**563,177**
3001	Education Headquarters	75,000	-	-
3003	Primary Education Division	-	-	5,352
3005	State College	-	282,840	89,700
3006	Public Library	82,000	20,000	-
3007	Antigua Archives	3,500	80,000	-
3008	ABICE	900,050	3,076,688	252
3015	ABIIT	-	457,244	467,873
35	**Civil Aviation and Transportation**	**150,000**	**135,000**	**66,274**
3501	Civil Aviation	30,000	30,000	10,007
3502	V C Bird International Airport	105,000	105,000	56,267
3503	Meteorological Office	15,000	-	-
40	**Works**	**-**	**2,500,000**	**73,122**
4001	Public Works and Transportation HQ	-	2,500,000	73,122
45	**Social Transformation, and Urban Renewal**	**982,656**	**-**	**-**
4512	Establishment Division	-	-	-
4517	Development Control Authority	982,656	-	-
55	**Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour**	**17,755,456**	**16,621,476**	**16,508,023**
5501	Attorney General and Legal Affairs HQ	226,515	226,515	159,816
5503	Printing Office	100,000	100,000	44,632
5504	Land Registry Division	745,235	743,755	774,540
5505	Industrial Court	67	107	-

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY AND DEPARTMENT REPORT

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
5506	High Court	449,260	15,762	405,274
5507	Magistrates Court	1,810,000	1,810,000	1,067,091
5508	Legal Aide Advice Centre	95,000	96,790	20,000
5509	Intellectual Property	1,836,358	1,716,024	1,807,861
5510	Labour Department	4,220,800	4,090,600	4,849,905
5511	Public Safety Headquarters	-	-	1
5512	Police	1,054,773	1,054,773	1,016,190
5515	Prison	-	-	9
5516	Civil Registry	167,448	517,150	175,888
5517	Antigua & Barbuda Forensic Services	-	-	-
5519	Immigration Department	7,050,000	6,250,000	6,186,816
80	**Tourism and Investment**	**13,800**	**13,800**	**13,100**
8001	Tourism HQ	13,800	13,800	13,100
95	**Information Communication Technologies, Utilities and Energy**	**1,100,000**	**870,000**	**768,225**
9501	Information HQ	-	-	57,119
9506	Antigua and Barbuda Broadcasting Services	1,100,000	870,000	711,106
TOTAL RECURRENT REVENUE		**1,492,166,278**	**1,410,973,719**	**1,098,538,936**

ANTIGUA ESTIMATES - 2026
RECURRENT REVENUE BY CATEGORY AND SUMMARY ITEM AND STANDARD OBJECT

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	Direct Tax	**213,638,558**	**186,467,156**	**186,467,156**	**147,375,728**
101	Income Tax Revenue	170,770,459	143,967,156	143,967,156	120,474,302
102	Property & Land Tax Revenue	42,868,099	42,500,000	42,500,000	26,901,426
	Indirect Tax	**1,037,829,961**	**1,001,606,403**	**1,001,606,403**	**808,825,281**
103	Intern. Trade & Trans. Tax Rev	411,789,820	398,747,802	398,747,802	298,170,763
104	Taxes on Domes. Trade & Trans.	626,040,141	602,858,601	602,858,601	510,654,518
	Non-Tax Revenue	**240,697,759**	**222,900,160**	**222,900,160**	**142,256,842**
105	Rent & Royalties	209,375	2,664,000	2,664,000	1,027,822
106	Income from Sales of Chattels	187,250	300,000	300,000	144,892
107	Interest on Investment	154,097	154,097	154,097	975,526
108	Dividends Received	75,353,179	56,000,000	56,000,000	23,202,081
109	Income from Business Licenses	2,757,855	2,983,700	2,983,700	83,000
110	Income from Other Licenses	5,470,191	3,959,360	3,959,360	3,825,349
111	Administrative Fees	135,693,453	136,892,024	136,892,024	100,637,393
112	Service Fees	4,887,923	4,986,062	4,986,062	5,146,156
113	Income from Postal Services	3,445,000	3,540,000	3,540,000	3,142,648
114	Income from Printed Materials	220,000	280,000	280,000	198,292
115	Income from Agriculture	266,000	229,900	229,900	103,264
116	Other Commercial Operations	1,688,000	870,000	870,000	839,222
117	Judicial Fines	1,939,300	1,863,900	1,863,900	1,227,997
118	Fees & Costs of Court	328,030	40,000	40,000	309,181
119	Repayments & Reimbur. Received	8,098,106	8,137,117	8,137,117	1,394,019
	TOTAL RECURRENT REVENUE	**1,492,166,278**	**1,410,973,719**	**1,410,973,719**	**1,098,457,851**

ANTIGUA ESTIMATES - 2026

CAPITAL REVENUE BY MINISTRY AND DEPARTMENT REPORT

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
11	**Foreign Affairs, Trade, and Barbuda Affairs**	**263,633**	**-**	**-**
1101	External/Foreign Affairs	-	-	-
1107	Bureau of Standards	263,633	-	-
12	**Lands, Surveys & Blue Economy**	**8,000,000**	**8,000,000**	**12,807,266**
1201	Ministry Headquarters	8,000,000	8,000,000	12,807,266
15	**Finance, Corporate Governance and PPPs**	**-**	**-**	**66,702,267**
1502	Treasury	-	-	66,390,407
1503	Inland Revenue	-	-	311,860
25	**Health, Wellness, the Environment and Civil Service Affairs**	**10,447,348**	**7,919,348**	**-**
2522	Department of Environment	10,447,348	7,919,348	-
30	**Education and Sports**	**-**	**150,000**	**-**
3007	Antigua Archives	-	150,000	-
TOTAL CAPITAL REVENUE		**18,710,981**	**16,069,348**	**79,509,533**

ANTIGUA ESTIMATES 2026

RECURRENT REVENUE

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

08 Public Debt

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
0801	Public Debt	-	-	119
TOTAL MINISTRY 08 Public Debt		**-**	**-**	**119**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

08 Public Debt

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Public Debt**			
	901 Public Debt			
	901424 Charges on Account-Public Debt			
10403	Stamp Duties	-	-	119
TOTAL ACTIVITY 901424 Charges on Account-Public Debt		**-**	**-**	**119**
Total Programme 901 Public Debt		**-**	**-**	**119**
TOTAL DEPARTMENT 0801 Public Debt		**-**	**-**	**119**
TOTAL MINISTRY 08 Public Debt		**-**	**-**	**119**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
1010	Passport Office	655,252	505,000	602,328
TOTAL MINISTRY 10 Prime Minister's Ministry		**655,252**	**505,000**	**602,328**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
10	**Passport Office**			
	140 Non Tax			
	140102 Income from Property & Rights			
11902	Miscellaneous Receipts	-	-	1,940
TOTAL ACTIVITY 140102 Income from Property & Rights		**-**	**-**	**1,940**
	140103 Licenses and Service Fees			
11102	Registration & Naturalization Fees	597,716	500,000	557,188
11103	Sale of Passports	57,536	5,000	43,200
TOTAL ACTIVITY 140103 Licenses and Service Fees		**655,252**	**505,000**	**600,388**
Total Programme 140 Non Tax		**655,252**	**505,000**	**602,328**
TOTAL DEPARTMENT 1010 Passport Office		**655,252**	**505,000**	**602,328**
TOTAL MINISTRY 10 Prime Minister's Ministry		**655,252**	**505,000**	**602,328**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
1103	Immigration	-	-	4,040
1104	Trade and Economic Development	593,244	-	-
TOTAL MINISTRY 11 Foreign Affairs, Trade, and Barbuda Affairs		**593,244**	**-**	**4,040**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
03	**Immigration**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11118	Immigration Extension	-	-	4,040
TOTAL ACTIVITY 140103 Licenses and Service Fees		**-**	**-**	**4,040**
Total Programme 140 Non Tax		**-**	**-**	**4,040**
TOTAL DEPARTMENT 1103 Immigration		**-**	**-**	**4,040**
04	**Trade and Economic Development**			
	120 Indirect Tax			
	120104 Commercial Operations			
10403	Stamp Duties	-	-	-
TOTAL ACTIVITY 120104 Commercial Operations		**-**	**-**	**-**
Total Programme 120 Indirect Tax		**-**	**-**	**-**
	140 Non Tax			
	140103 Licenses and Service Fees			
10430	Other Miscellaneous Licenses	5,244	-	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**5,244**	**-**	**-**
	140104 Commercial Operations			
11611	Sale of Uniforms	145,000	-	-
11612	Sale of Miscellaneous Products	443,000	-	-
TOTAL ACTIVITY 140104 Commercial Operations		**588,000**	**-**	**-**
Total Programme 140 Non Tax		**593,244**	**-**	**-**
TOTAL DEPARTMENT 1104 Trade and Economic Development		**593,244**	**-**	**-**
TOTAL MINISTRY 11 Foreign Affairs, Trade, and Barbuda Affairs		**593,244**	**-**	**4,040**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
1201	Ministry Headquarters	421,300	421,300	264,809
1203	Surveys Division	317,920	214,800	314,257
1204	Development Control Authority	-	850,000	-
TOTAL MINISTRY 12 Lands, Surveys & Blue Economy		**739,220**	**1,486,100**	**579,066**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Ministry Headquarters**			
	140 Non Tax			
	140102 Income from Property & Rights			
10513	Crown Land Leases	120,000	120,000	264,809
TOTAL ACTIVITY 140102 Income from Property & Rights		**120,000**	**120,000**	**264,809**
	140103 Licenses and Service Fees			
11219	Licensing & Inspection fees	300,000	300,000	-
11227	Miscellaneous Receipts	1,000	1,000	-
11228	Printing and Copying Services	300	300	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**301,300**	**421,300**	**-**
Total Programme 140 Non Tax		**421,300**	**421,300**	**264,809**
TOTAL DEPARTMENT 1201 Ministry Headquarters		**421,300**	**421,300**	**264,809**
03	**Surveys Division**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11226	Survey fees	60,000	60,000	112,724
11227	Miscellaneous Receipts	121,120	121,200	201,533
11228	Printing and Copying Services	33,600	33,600	-
11249	Search Fees	103,200	-	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**317,920**	**214,800**	**314,257**
Total Programme 140 Non Tax		**317,920**	**214,800**	**314,257**
TOTAL DEPARTMENT 1203 Surveys Division		**317,920**	**214,800**	**314,257**
04	**Development Control Authority**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11205	Fees for DCA Services	-	850,000	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**-**	**850,000**	**-**
Total Programme 140 Non Tax		**-**	**850,000**	**-**
TOTAL DEPARTMENT 1204 Development Control Authority		**-**	**850,000**	**-**
TOTAL MINISTRY 12 Lands, Surveys & Blue Economy		**739,220**	**1,486,100**	**579,066**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
1501	Ministry of Finance HQ	160,000,000	160,000,000	40,378,788
1502	Treasury	43,507,276	24,154,097	72,022,461
1503	Inland Revenue	859,660,710	806,555,757	671,671,841
1504	Post Office	3,445,000	3,540,000	3,142,648
1505	Customs and Excise	400,257,478	388,679,802	289,094,398
1506	Industry and Commerce	-	-	-
TOTAL MINISTRY 15 Finance, Corporate Governance and PPPs		**1,466,870,464**	**1,382,929,656**	**1,076,310,136**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Ministry of Finance HQ**			
	140 Non Tax			
	140102 Income from Property & Rights			
10807	Surplus funds from Citizenship by Investment Programme Unit	40,000,000	40,000,000	23,202,081
TOTAL ACTIVITY 140102 Income from Property & Rights		**40,000,000**	**40,000,000**	**23,202,081**
	140103 Licenses and Service Fees			
11147	Citizen by Investment receipts	120,000,000	120,000,000	17,176,707
TOTAL ACTIVITY 140103 Licenses and Service Fees		**120,000,000**	**160,000,000**	**17,176,707**
Total Programme 140 Non Tax		**160,000,000**	**160,000,000**	**40,378,788**
TOTAL DEPARTMENT 1501 Ministry of Finance HQ		**160,000,000**	**160,000,000**	**40,378,788**
02	**Treasury**			
	120 Indirect Tax			
	120104 Commercial Operations			
10403	Stamp Duties	-	-	1
10433	Antigua & Barbuda Sales Tax	-	-	11,630
TOTAL ACTIVITY 120104 Commercial Operations		**-**	**-**	**11,631**
Total Programme 120 Indirect Tax		**-**	**-**	**11,631**
	140 Non Tax			
	140102 Income from Property & Rights			
10703	Interest on Advances	78,019	78,019	446,109
10707	Interest on Bank Accounts	76,078	76,078	529,417
10802	Share of W.I.O.C. Profits	8,000,000	8,000,000	-
10805	Surplus - other SOEs	27,353,179	8,000,000	-
11005	Other Miscellaneous Licences	-	-	1,688
11902	Miscellaneous Receipts	8,000,000	8,000,000	1,370,088
TOTAL ACTIVITY 140102 Income from Property & Rights		**43,507,276**	**24,154,097**	**2,347,302**
	140103 Licenses and Service Fees			
11147	Citizen by Investment receipts	-	-	69,661,783
TOTAL ACTIVITY 140103 Licenses and Service Fees		**-**	**24,154,097**	**69,661,783**
	140105 Other Non-Tax Revenue			
11902	Miscellaneous Receipts	-	-	1,745
TOTAL ACTIVITY 140105 Other Non-Tax Revenue		**-**	**24,154,097**	**1,745**
Total Programme 140 Non Tax		**43,507,276**	**24,154,097**	**72,010,830**
TOTAL DEPARTMENT 1502 Treasury		**43,507,276**	**24,154,097**	**72,022,461**
03	**Inland Revenue**			
	100 Direct Tax			
	100102 Income from Property & Rights			

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
10102	Income Tax Companies	159,445,670	133,961,174	112,587,110
10104	Tax on Gross Income for Unincorporated companies at 2%	11,324,789	10,005,982	7,430,114
10106	Contribution to the Stabilisation Fund	-	-	459,008
10202	Property Tax	40,000,000	40,000,000	25,179,320
10203	Non-Citizen's Undeveloped Land Tax	411,112	400,000	260,700
10204	Land Value Appreciation Tax	2,456,987	2,100,000	1,461,406
10403	Stamp Duties	-	-	1
TOTAL ACTIVITY 100102 Income from Property & Rights		**213,638,558**	**186,467,156**	**147,377,659**
Total Programme 100 Direct Tax		**213,638,558**	**186,467,156**	**147,377,659**
	120 Indirect Tax			
	120101 Tax on Trade and Transactions			
10304	Travel Tax	10,715,676	9,900,000	9,344,819
10308	Tax on Gross Income of Offshore Banks	762,400	650,000	871,274
10311	Money Transfer Levy	6,673,711	4,500,000	4,033,223
10406	Telecommunications Tax	758,147	1,550,000	1,148,107
10433	Antigua & Barbuda Sales Tax	-	-	229,843
11005	Other Miscellaneous Licences	358,741	500,000	-
TOTAL ACTIVITY 120101 Tax on Trade and Transactions		**19,268,675**	**203,567,156**	**15,627,266**
	120103 License & Service Fees			
10403	Stamp Duties	-	-	1
10424	Telecommunication licenses and fees	-	-	2,218,722
10426	Professional License Fees	3,500	-	3,500
10428	Trade Licenses	4,258	4,258	4,575
10429	Motor Vehicle Licenses	3,004,710	2,800,000	2,837,460
10437	Gaming Tax	429,566	350,000	301,413
10906	Telecommunication licences & fees	2,674,155	2,900,000	-
TOTAL ACTIVITY 120103 License & Service Fees		**6,116,189**	**209,621,414**	**5,365,671**
	120104 Commercial Operations			
10105	Income Tax Arrears Companies	-	-	-
10106	Contribution to the Stabilisation Fund	-	-	1
10203	Non-Citizen's Undeveloped Land Tax	-	-	-
10304	Travel Tax	-	-	243,694
10402	Entertainment Tax and Arrears	1,245,677	1,300,000	1,008,897
10403	Stamp Duties	72,128,283	67,093,784	54,560,559
10404	Consumption Tax	-	-	-
10405	Taxes on Foreign Currency Tran	-	-	-
10409	Insurance Levy	12,651,327	9,600,000	8,991,097
10420	Other Licenses & Fees	350,000	330,000	350,564

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
10433	Antigua & Barbuda Sales Tax	506,890,990	492,816,276	417,479,471
10438	Tourism Guest Levy	27,371,011	25,794,283	20,662,065
10503	Rents - V. C. Bird Airport	-	-	1
TOTAL ACTIVITY 120104 Commercial Operations		**620,637,288**	**806,555,757**	**503,296,349**
Total Programme 120 Indirect Tax		**646,022,152**	**620,088,601**	**524,289,286**
	140 Non Tax			
	140102 Income from Property & Rights			
10403	Stamp Duties	-	-	28
10433	Antigua & Barbuda Sales Tax	-	-	4,868
TOTAL ACTIVITY 140102 Income from Property & Rights		**-**	**806,555,757**	**4,896**
	140103 Licenses and Service Fees			
10403	Stamp Duties	-	-	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**-**	**806,555,757**	**-**
Total Programme 140 Non Tax		**-**	**-**	**4,896**
TOTAL DEPARTMENT 1503 Inland Revenue		**859,660,710**	**806,555,757**	**671,671,841**
04	**Post Office**			
	140 Non Tax			
	140104 Commercial Operations			
11301	Rental or Letter Boxes	350,000	350,000	357,861
11302	Transit Receipts	5,000	5,000	-
11303	Miscellaneous Postal Receipts	10,000	10,000	8,529
11304	Philatelic Sales	10,000	20,000	3,884
11305	Parcel Post Receipts	-	-	151,116
11308	Advice on Arrival of Parcels	20,000	20,000	10,365
11309	Storage Charges on Parcels	8,000	8,000	1,908
11310	Bulk Postage	10,000	-	80,761
11311	Receipts from Postal Meters	15,000	120,000	92,000
11313	Letter Box Re-Opening Fee	10,000	-	9,570
11315	Sale of Stamps (Net)	3,000,000	3,000,000	2,425,174
11316	Express Services	7,000	7,000	1,480
TOTAL ACTIVITY 140104 Commercial Operations		**3,445,000**	**3,540,000**	**3,142,648**
Total Programme 140 Non Tax		**3,445,000**	**3,540,000**	**3,142,648**
TOTAL DEPARTMENT 1504 Post Office		**3,445,000**	**3,540,000**	**3,142,648**
05	**Customs and Excise**			
	120 Indirect Tax			
	120101 Tax on Trade and Transactions			
10301	Import Duties	162,264,195	162,202,000	122,772,195
10302	Export Duties	127,195	148,000	185,087

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RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
10310	Environmental Tax	16,586,856	11,245,000	13,049,710
10314	Consumption Tax	81,440,115	78,854,855	33,944,977
10315	Revenue Recovery Tax	127,237,373	127,683,947	109,176,248
10320	Sea Departure Tax	197,914	249,000	196,405
10404	Consumption Tax	-	-	-
TOTAL ACTIVITY 120101 Tax on Trade and Transactions		**387,853,648**	**380,382,802**	**279,324,622**
Total Programme 120 Indirect Tax		**387,853,648**	**380,382,802**	**279,324,622**
	140 Non Tax			
	140102 Income from Property & Rights			
10316	Throughput Levy-Fuel Products	5,784,385	3,315,000	4,353,131
10507	Warehouse Rents - Customs	9,375	8,000	5,625
10601	Sale forfeited goods-Customs	187,250	300,000	144,892
TOTAL ACTIVITY 140102 Income from Property & Rights		**5,981,010**	**384,005,802**	**4,503,648**
	140103 Licenses and Service Fees			
10436	Liquor Licenses	1,177,428	1,200,000	857,450
11005	Other Miscellaneous Licences	4,044,090	2,392,000	3,262,845
11211	Customs Handling Charges	65,300	71,000	39,390
11212	Customs' Officers Fees	966,002	751,000	844,255
TOTAL ACTIVITY 140103 Licenses and Service Fees		**6,252,820**	**388,419,802**	**5,003,940**
	140104 Commercial Operations			
11403	Sale of Customs Forms	100,000	160,000	146,060
11702	Fines & Forfeitures	70,000	100,000	116,128
TOTAL ACTIVITY 140104 Commercial Operations		**170,000**	**388,679,802**	**262,188**
Total Programme 140 Non Tax		**12,403,830**	**8,297,000**	**9,769,776**
TOTAL DEPARTMENT 1505 Customs and Excise		**400,257,478**	**388,679,802**	**289,094,398**
06	**Industry and Commerce**			
	120 Indirect Tax			
	120104 Commercial Operations			
10403	Stamp Duties	-	-	-
TOTAL ACTIVITY 120104 Commercial Operations		**-**	**-**	**-**
Total Programme 120 Indirect Tax		**-**	**-**	**-**
TOTAL DEPARTMENT 1506 Industry and Commerce		**-**	**-**	**-**
TOTAL MINISTRY 15 Finance, Corporate Governance and PPPs		**1,466,870,464**	**1,382,929,656**	**1,076,310,136**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
2001	Ministry of Agriculture HQ	120,000	100,000	737,459
2002	Agriculture Division	105,000	70,000	6,858
2003	Veterinary & Animal Husbandry	246,500	197,400	159,563
2004	Fisheries Division	345,400	344,400	1,035,954
2005	Crop Research and Development Division	2,500	2,500	-
2007	Agricultural Extension Division	50,000	-	21,401
2008	Department of Analytical Services	100,000	100,000	83,635
2012	Development Control Authority	-	-	750,772
2014	Plant Protection	658,000	579,400	-
TOTAL MINISTRY 20 Agriculture, Fisheries and Veterinary Services		**1,627,400**	**1,393,700**	**2,795,642**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Ministry of Agriculture HQ**			
	140 Non Tax			
	140102 Income from Property & Rights			
10513	Crown Land Leases	-	-	737,459
11134	Pesticide Registration Fee	120,000	100,000	-
TOTAL ACTIVITY 140102 Income from Property & Rights		**120,000**	**100,000**	**737,459**
Total Programme 140 Non Tax		**120,000**	**100,000**	**737,459**
TOTAL DEPARTMENT 2001 Ministry of Agriculture HQ		**120,000**	**100,000**	**737,459**
02	**Agriculture Division**			
	140 Non Tax			
	140104 Commercial Operations			
11501	Agriculture Station - Dunbars	20,000	15,000	450
11503	Sale of Produce - Cades Bay	30,000	20,000	100
11505	Sale of Produce - Christian Valley	25,000	15,000	336
11506	Sale of Produce - Green Castle	30,000	20,000	5,972
TOTAL ACTIVITY 140104 Commercial Operations		**105,000**	**70,000**	**6,858**
Total Programme 140 Non Tax		**105,000**	**70,000**	**6,858**
TOTAL DEPARTMENT 2002 Agriculture Division		**105,000**	**70,000**	**6,858**
03	**Veterinary & Animal Husbandry**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11217	Market Due and Fees	144,000	120,000	120,715
11218	Miscellaneous agricultural services fee-Veterinary Authority	45,000	30,000	19,487
11219	Licensing & Inspection fees	54,000	45,000	19,361
TOTAL ACTIVITY 140103 Licenses and Service Fees		**243,000**	**195,000**	**159,563**
	140104 Commercial Operations			
11508	Sale of Livestock	3,500	2,400	-
TOTAL ACTIVITY 140104 Commercial Operations		**3,500**	**197,400**	**-**
Total Programme 140 Non Tax		**246,500**	**197,400**	**159,563**
TOTAL DEPARTMENT 2003 Veterinary & Animal Husbandry		**246,500**	**197,400**	**159,563**
04	**Fisheries Division**			
	140 Non Tax			
	140102 Income from Property & Rights			
10517	Rental or Lease n.e.c.	30,000	30,000	-
TOTAL ACTIVITY 140102 Income from Property & Rights		**30,000**	**30,000**	**-**
	140103 Licenses and Service Fees			
11124	Special Events, Catering	-	-	400

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
11220	Underwater parks	10,000	10,000	-
11221	Slipway	1,500	1,500	-
11222	Fees for Fisherman ID Cards	20,000	20,000	833,981
11223	Fish Processing Plant License	45,000	44,500	46,927
11224	Local fishing vessel registration and licensing fees	70,000	69,500	49,838
11702	Fines & Forfeitures	-	-	7,175
TOTAL ACTIVITY 140103 Licenses and Service Fees		**146,500**	**175,500**	**938,321**
	140104 Commercial Operations			
11510	Sale of Ice	150,000	150,000	96,108
11513	Sale of Produce - Processing Unit	5,000	5,000	-
TOTAL ACTIVITY 140104 Commercial Operations		**155,000**	**330,500**	**96,108**
	140105 Other Non-Tax Revenue			
11702	Fines & Forfeitures	13,900	13,900	1,525
TOTAL ACTIVITY 140105 Other Non-Tax Revenue		**13,900**	**344,400**	**1,525**
Total Programme 140 Non Tax		**345,400**	**344,400**	**1,035,954**
TOTAL DEPARTMENT 2004 Fisheries Division		**345,400**	**344,400**	**1,035,954**
05	**Crop Research and Development Division**			
	140 Non Tax			
	140104 Commercial Operations			
11523	Sale of Seedlings	2,500	2,500	-
TOTAL ACTIVITY 140104 Commercial Operations		**2,500**	**2,500**	**-**
Total Programme 140 Non Tax		**2,500**	**2,500**	**-**
TOTAL DEPARTMENT 2005 Crop Research and Development Division		**2,500**	**2,500**	**-**
07	**Agricultural Extension Division**			
	140 Non Tax			
	140102 Income from Property & Rights			
10514	Rents From Settlements by Agriculture	50,000	-	18,992
10515	Revenue from Factory Shells	-	-	936
11514	Sale of Crown Land	-	-	298
11902	Miscellaneous Receipts	-	-	1,175
TOTAL ACTIVITY 140102 Income from Property & Rights		**50,000**	**-**	**21,401**
Total Programme 140 Non Tax		**50,000**	**-**	**21,401**
TOTAL DEPARTMENT 2007 Agricultural Extension Division		**50,000**	**-**	**21,401**
08	**Department of Analytical Services**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11225	Laboratory fees	100,000	100,000	83,635

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
TOTAL ACTIVITY 140103 Licenses and Service Fees		**100,000**	**100,000**	**83,635**
Total Programme 140 Non Tax		**100,000**	**100,000**	**83,635**
TOTAL DEPARTMENT 2008 Department of Analytical Services		**100,000**	**100,000**	**83,635**
12	**Development Control Authority**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11205	Fees for DCA Services	-	-	750,772
TOTAL ACTIVITY 140103 Licenses and Service Fees		**-**	**-**	**750,772**
Total Programme 140 Non Tax		**-**	**-**	**750,772**
TOTAL DEPARTMENT 2012 Development Control Authority		**-**	**-**	**750,772**
14	**Plant Protection**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11129	Phytosanitary Certificate fees	2,000	1,200	-
11130	Import Permit fees	180,000	101,200	-
11131	Spoilage Certificate fees	2,000	1,800	-
11132	Detention Certificate fees	2,000	1,500	-
11133	Pest Risk Analysis	75,000	75,000	-
11135	Fees for Phytosanitary Certificates	12,000	12,000	-
11225	Laboratory fees	5,000	2,400	-
11240	Other Fees & Charges	20,000	20,000	-
11244	Pesticide Application Fees	120,000	120,000	-
11245	Pest Trapping Fees	100,000	100,000	-
11246	Container Inspection Fees	115,000	112,500	-
11247	Fumigation Service Fees	20,000	21,800	-
11902	Miscellaneous Receipts	5,000	10,000	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**658,000**	**579,400**	**-**
Total Programme 140 Non Tax		**658,000**	**579,400**	**-**
TOTAL DEPARTMENT 2014 Plant Protection		**658,000**	**579,400**	**-**
TOTAL MINISTRY 20 Agriculture, Fisheries and Veterinary Services		**1,627,400**	**1,393,700**	**2,795,642**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
2501	Health HQ	160,136	140,565	160,136
2502	Medical General Division	5,000	8,550	25,725
2503	Central Board of Health	453,100	453,100	69,823
TOTAL MINISTRY 25 Health, Wellness, the Environment and Civil Service Affairs		**618,236**	**602,215**	**255,684**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Health HQ**			
	140 Non Tax			
	140103 Licenses and Service Fees			
10916	Licensing of Pharmacies	69,900	69,900	69,900
11148	Registration of Pharmacists Fees	55,400	48,250	55,400
11243	EMS Service Fees	34,836	22,415	34,836
TOTAL ACTIVITY 140103 Licenses and Service Fees		**160,136**	**140,565**	**160,136**
Total Programme 140 Non Tax		**160,136**	**140,565**	**160,136**
TOTAL DEPARTMENT 2501 Health HQ		**160,136**	**140,565**	**160,136**
02	**Medical General Division**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11229	Government Dispensaries	5,000	8,550	25,725
TOTAL ACTIVITY 140103 Licenses and Service Fees		**5,000**	**8,550**	**25,725**
Total Programme 140 Non Tax		**5,000**	**8,550**	**25,725**
TOTAL DEPARTMENT 2502 Medical General Division		**5,000**	**8,550**	**25,725**
03	**Central Board of Health**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11009	Food Handlers' Certificates	382,500	382,500	-
11227	Miscellaneous Receipts	55,000	55,000	69,823
11247	Fumigation Service Fees	15,600	15,600	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**453,100**	**453,100**	**69,823**
Total Programme 140 Non Tax		**453,100**	**453,100**	**69,823**
TOTAL DEPARTMENT 2503 Central Board of Health		**453,100**	**453,100**	**69,823**
TOTAL MINISTRY 25 Health, Wellness, the Environment and Civil Service Affairs		**618,236**	**602,215**	**255,684**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
3001	Education Headquarters	75,000	-	-
3003	Primary Education Division	-	-	5,352
3005	State College	-	282,840	89,700
3006	Public Library	82,000	20,000	-
3007	Antigua Archives	3,500	80,000	-
3008	ABICE	900,050	3,076,688	252
3015	ABIIT	-	457,244	467,873
TOTAL MINISTRY 30 Education and Sports		**1,060,550**	**3,916,772**	**563,177**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Education Headquarters**			
	140 Non Tax			
	140104 Commercial Operations			
11105	Fees of certification of docs	20,000	-	-
11106	Examination Fees	35,000	-	-
11115	Photocopying	20,000	-	-
TOTAL ACTIVITY 140104 Commercial Operations		**75,000**	**-**	**-**
Total Programme 140 Non Tax		**75,000**	**-**	**-**
TOTAL DEPARTMENT 3001 Education Headquarters		**75,000**	**-**	**-**
03	**Primary Education Division**			
	272 Secondary Education			
	272472 Teaching, Training & Development			
10403	Stamp Duties	-	-	5,352
TOTAL ACTIVITY 272472 Teaching, Training & Development		**-**	**-**	**5,352**
Total Programme 272 Secondary Education		**-**	**-**	**5,352**
TOTAL DEPARTMENT 3003 Primary Education Division		**-**	**-**	**5,352**
05	**State College**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11111	School and College Fees	-	108,840	89,700
11128	Registration & Examination fee	-	130,000	-
11240	Other Fees & Charges	-	44,000	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**-**	**282,840**	**89,700**
Total Programme 140 Non Tax		**-**	**282,840**	**89,700**
TOTAL DEPARTMENT 3005 State College		**-**	**282,840**	**89,700**
06	**Public Library**			
	140 Non Tax			
	140104 Commercial Operations			
11902	Miscellaneous Receipts	82,000	20,000	-
TOTAL ACTIVITY 140104 Commercial Operations		**82,000**	**20,000**	**-**
Total Programme 140 Non Tax		**82,000**	**20,000**	**-**
TOTAL DEPARTMENT 3006 Public Library		**82,000**	**20,000**	**-**
07	**Antigua Archives**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11228	Printing and Copying Services	500	10,000	-
11240	Other Fees & Charges	1,500	20,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
11249	Search Fees	1,500	50,000	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**3,500**	**80,000**	**-**
Total Programme 140 Non Tax		**3,500**	**80,000**	**-**
TOTAL DEPARTMENT 3007 Antigua Archives		**3,500**	**80,000**	**-**
08	**ABICE**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11123	Restaurant Operations	-	-	252
TOTAL ACTIVITY 140103 Licenses and Service Fees		**-**	**-**	**252**
Total Programme 140 Non Tax		**-**	**-**	**252**
	275 Post Secondary Non-Tertiary Ed.			
	275413 Vocational Training			
11111	School and College Fees	260,000	144,000	-
11113	Evening class fees	150,000	130,000	-
11123	Restaurant Operations	250,000	2,604,278	-
11125	Registration fees - seminars, courses, etc.	130,000	63,000	-
11227	Miscellaneous Receipts	110,050	135,410	-
TOTAL ACTIVITY 275413 Vocational Training		**900,050**	**3,076,688**	**-**
Total Programme 275 Post Secondary Non-Tertiary Ed.		**900,050**	**3,076,688**	**-**
TOTAL DEPARTMENT 3008 ABICE		**900,050**	**3,076,688**	**252**
15	**ABIIT**			
	140 Non Tax			
	140104 Commercial Operations			
10517	Rental or Lease n.e.c.	-	6,000	-
11111	School and College Fees	-	320,744	411,260
11125	Registration fees - seminars, courses, etc.	-	25,000	16,255
11228	Printing and Copying Services	-	2,500	-
11240	Other Fees & Charges	-	100,000	37,978
11251	Application Fees	-	3,000	640
TOTAL ACTIVITY 140104 Commercial Operations		**-**	**457,244**	**466,133**
Total Programme 140 Non Tax		**-**	**457,244**	**466,133**
	273 Tertiary Education			
	273472 Teaching, Training & Development			
11111	School and College Fees	-	-	1,740
TOTAL ACTIVITY 273472 Teaching, Training & Development		**-**	**457,244**	**1,740**
Total Programme 273 Tertiary Education		**-**	**-**	**1,740**
TOTAL DEPARTMENT 3015 ABIIT		**-**	**457,244**	**467,873**
TOTAL MINISTRY 30 Education and Sports		**1,060,550**	**3,916,772**	**563,177**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

35 Civil Aviation and Transportation

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
3501	Civil Aviation	30,000	30,000	10,007
3502	V C Bird International Airport	105,000	105,000	56,267
3503	Meteorological Office	15,000	-	-
TOTAL MINISTRY 35 Civil Aviation and Transportation		**150,000**	**135,000**	**66,274**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

35 Civil Aviation and Transportation

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Civil Aviation**			
	140 Non Tax			
	140104 Commercial Operations			
11152	Airline Registration/Licensing fees	30,000	30,000	10,007
TOTAL ACTIVITY 140104 Commercial Operations		**30,000**	**30,000**	**10,007**
Total Programme 140 Non Tax		**30,000**	**30,000**	**10,007**
TOTAL DEPARTMENT 3501 Civil Aviation		**30,000**	**30,000**	**10,007**
02	**V C Bird International Airport**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11201	Landing fees	100,000	100,000	55,760
11202	Parking fees - V.C. Bird Airport	5,000	5,000	507
TOTAL ACTIVITY 140103 Licenses and Service Fees		**105,000**	**105,000**	**56,267**
Total Programme 140 Non Tax		**105,000**	**105,000**	**56,267**
TOTAL DEPARTMENT 3502 V C Bird International Airport		**105,000**	**105,000**	**56,267**
03	**Meteorological Office**			
	120 Indirect Tax			
	120104 Commercial Operations			
10403	Stamp Duties	-	-	-
TOTAL ACTIVITY 120104 Commercial Operations		**-**	**-**	**-**
Total Programme 120 Indirect Tax		**-**	**-**	**-**
	140 Non Tax			
	140103 Licenses and Service Fees			
11227	Miscellaneous Receipts	15,000	-	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**15,000**	**-**	**-**
Total Programme 140 Non Tax		**15,000**	**-**	**-**
TOTAL DEPARTMENT 3503 Meteorological Office		**15,000**	**-**	**-**
TOTAL MINISTRY 35 Civil Aviation and Transportation		**150,000**	**135,000**	**66,274**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
4001	Public Works and Transportation HQ	-	2,500,000	73,122
TOTAL MINISTRY 40 Works		**-**	**2,500,000**	**73,122**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Public Works and Transportation HQ**			
	120 Indirect Tax			
	120104 Commercial Operations			
10403	Stamp Duties	-	-	-
TOTAL ACTIVITY 120104 Commercial Operations		**-**	**-**	**-**
Total Programme 120 Indirect Tax		**-**	**-**	**-**
	140 Non Tax			
	140102 Income from Property & Rights			
10504	Rental of Government Building and/or Lands	-	2,500,000	-
TOTAL ACTIVITY 140102 Income from Property & Rights		**-**	**2,500,000**	**-**
	140104 Commercial Operations			
11608	Sale of Concrete Products	-	-	70,997
11902	Miscellaneous Receipts	-	-	2,125
TOTAL ACTIVITY 140104 Commercial Operations		**-**	**2,500,000**	**73,122**
Total Programme 140 Non Tax		**-**	**2,500,000**	**73,122**
TOTAL DEPARTMENT 4001 Public Works and Transportation HQ		**-**	**2,500,000**	**73,122**
TOTAL MINISTRY 40 Works		**-**	**2,500,000**	**73,122**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
4517	Development Control Authority	982,656	-	-
TOTAL MINISTRY 45 Social Transformation, and Urban Renewal		**982,656**	**-**	**-**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
17	**Development Control Authority**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11205	Fees for DCA Services	982,656	-	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**982,656**	**-**	**-**
Total Programme 140 Non Tax		**982,656**	**-**	**-**
TOTAL DEPARTMENT 4517 Development Control Authority		**982,656**	**-**	**-**
TOTAL MINISTRY 45 Social Transformation, and Urban Renewal		**982,656**	**-**	**-**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
5501	Attorney General and Legal Affairs HQ	226,515	226,515	159,816
5503	Printing Office	100,000	100,000	44,632
5504	Land Registry Division	745,235	743,755	774,540
5505	Industrial Court	67	107	-
5506	High Court	449,260	15,762	405,274
5507	Magistrates Court	1,810,000	1,810,000	1,067,091
5508	Legal Aide Advice Centre	95,000	96,790	20,000
5509	Intellectual Property	1,836,358	1,716,024	1,807,861
5510	Labour Department	4,220,800	4,090,600	4,849,905
5511	Public Safety Headquarters	-	-	1
5512	Police	1,054,773	1,054,773	1,016,190
5515	Prison	-	-	9
5516	Civil Registry	167,448	517,150	175,888
5519	Immigration Department	7,050,000	6,250,000	6,186,816
TOTAL MINISTRY 55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour		**17,755,456**	**16,621,476**	**16,508,023**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Attorney General and Legal Affairs HQ**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11004	Marriage License Fees	199,920	199,920	135,851
11101	Permanent Residence Fees	-	-	1,485
11240	Other Fees & Charges	26,595	26,595	20,980
11407	Sale of Legislation	-	-	1,500
TOTAL ACTIVITY 140103 Licenses and Service Fees		**226,515**	**226,515**	**159,816**
Total Programme 140 Non Tax		**226,515**	**226,515**	**159,816**
TOTAL DEPARTMENT 5501 Attorney General and Legal Affairs HQ		**226,515**	**226,515**	**159,816**
03	**Printing Office**			
	140 Non Tax			
	140104 Commercial Operations			
11402	Printing Services	100,000	100,000	44,632
TOTAL ACTIVITY 140104 Commercial Operations		**100,000**	**100,000**	**44,632**
Total Programme 140 Non Tax		**100,000**	**100,000**	**44,632**
TOTAL DEPARTMENT 5503 Printing Office		**100,000**	**100,000**	**44,632**
04	**Land Registry Division**			
	140 Non Tax			
	140102 Income from Property & Rights			
11115	Photocopying	745,235	743,755	774,540
TOTAL ACTIVITY 140102 Income from Property & Rights		**745,235**	**743,755**	**774,540**
Total Programme 140 Non Tax		**745,235**	**743,755**	**774,540**
TOTAL DEPARTMENT 5504 Land Registry Division		**745,235**	**743,755**	**774,540**
05	**Industrial Court**			
	120 Indirect Tax			
	120104 Commercial Operations			
10403	Stamp Duties	-	-	-
TOTAL ACTIVITY 120104 Commercial Operations		**-**	**-**	**-**
Total Programme 120 Indirect Tax		**-**	**-**	**-**
	140 Non Tax			
	140102 Income from Property & Rights			
11902	Miscellaneous Receipts	67	107	-
TOTAL ACTIVITY 140102 Income from Property & Rights		**67**	**107**	**-**
Total Programme 140 Non Tax		**67**	**107**	**-**
TOTAL DEPARTMENT 5505 Industrial Court		**67**	**107**	**-**
06	**High Court**			

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
	140 Non Tax			
	140103 Licenses and Service Fees			
11227	Miscellaneous Receipts	40,032	-	37,442
11240	Other Fees & Charges	220	1,003	-
11251	Application Fees	14,539	14,539	-
11702	Fines & Forfeitures	105,400	-	127,200
11802	Other Court Fees	288,030	-	240,632
11902	Miscellaneous Receipts	1,039	220	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**449,260**	**15,762**	**405,274**
Total Programme 140 Non Tax		**449,260**	**15,762**	**405,274**
TOTAL DEPARTMENT 5506 High Court		**449,260**	**15,762**	**405,274**
07	**Magistrates Court**			
	140 Non Tax			
	140102 Income from Property & Rights			
11902	Miscellaneous Receipts	-	-	7
TOTAL ACTIVITY 140102 Income from Property & Rights		**-**	**-**	**7**
	140105 Other Non-Tax Revenue			
10436	Liquor Licenses	20,000	20,000	22,485
11701	Traffic Offence Charges	250,000	250,000	230,501
11702	Fines & Forfeitures	1,500,000	1,500,000	745,468
11802	Other Court Fees	40,000	40,000	68,549
11902	Miscellaneous Receipts	-	-	81
TOTAL ACTIVITY 140105 Other Non-Tax Revenue		**1,810,000**	**1,810,000**	**1,067,084**
Total Programme 140 Non Tax		**1,810,000**	**1,810,000**	**1,067,091**
TOTAL DEPARTMENT 5507 Magistrates Court		**1,810,000**	**1,810,000**	**1,067,091**
08	**Legal Aide Advice Centre**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11227	Miscellaneous Receipts	95,000	-	10,000
11902	Miscellaneous Receipts	-	96,790	10,000
TOTAL ACTIVITY 140103 Licenses and Service Fees		**95,000**	**96,790**	**20,000**
Total Programme 140 Non Tax		**95,000**	**96,790**	**20,000**
TOTAL DEPARTMENT 5508 Legal Aide Advice Centre		**95,000**	**96,790**	**20,000**
09	**Intellectual Property**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11105	Fees of certification of docs	17,709	20,700	23,542

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
11115	Photocopying	8,284	6,990	113,171
11128	Registration & Examination fee	1,810,365	1,688,334	1,384,829
11228	Printing and Copying Services	-	-	286,319
TOTAL ACTIVITY 140103 Licenses and Service Fees		**1,836,358**	**1,716,024**	**1,807,861**
Total Programme 140 Non Tax		**1,836,358**	**1,716,024**	**1,807,861**
TOTAL DEPARTMENT 5509 Intellectual Property		**1,836,358**	**1,716,024**	**1,807,861**
10	**Labour Department**			
	140 Non Tax			
	140102 Income from Property & Rights			
11902	Miscellaneous Receipts	-	-	3,212
TOTAL ACTIVITY 140102 Income from Property & Rights		**-**	**-**	**3,212**
	140103 Licenses and Service Fees			
11115	Photocopying	800	600	710
11122	Work Permits	4,200,000	4,000,000	4,837,943
11251	Application Fees	-	70,000	-
11420	Sale of Certificates of Qualification	20,000	20,000	6,100
11902	Miscellaneous Receipts	-	-	1,940
TOTAL ACTIVITY 140103 Licenses and Service Fees		**4,220,800**	**4,090,600**	**4,846,693**
Total Programme 140 Non Tax		**4,220,800**	**4,090,600**	**4,849,905**
TOTAL DEPARTMENT 5510 Labour Department		**4,220,800**	**4,090,600**	**4,849,905**
11	**Public Safety Headquarters**			
	120 Indirect Tax			
	120104 Commercial Operations			
10403	Stamp Duties	-	-	1
TOTAL ACTIVITY 120104 Commercial Operations		**-**	**-**	**1**
Total Programme 120 Indirect Tax		**-**	**-**	**1**
TOTAL DEPARTMENT 5511 Public Safety Headquarters		**-**	**-**	**1**
12	**Police**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11003	Firearm Licences	484,940	484,940	424,965
11116	Police Certificate-Character	409,833	409,833	415,335
11120	Police Reports	150,000	150,000	133,170
11130	Import Permit fees	-	-	37,120
11902	Miscellaneous Receipts	10,000	10,000	5,600
TOTAL ACTIVITY 140103 Licenses and Service Fees		**1,054,773**	**1,054,773**	**1,016,190**
Total Programme 140 Non Tax		**1,054,773**	**1,054,773**	**1,016,190**
TOTAL DEPARTMENT 5512 Police		**1,054,773**	**1,054,773**	**1,016,190**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
15	**Prison**			
	120 Indirect Tax			
	120104 Commercial Operations			
10403	Stamp Duties	-	-	9
TOTAL ACTIVITY 120104 Commercial Operations		**-**	**-**	**9**
Total Programme 120 Indirect Tax		**-**	**-**	**9**
TOTAL DEPARTMENT 5515 Prison		**-**	**-**	**9**
16	**Civil Registry**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11115	Photocopying	2,235	3,000	-
11135	Fees for Phytosanitary Certificates	10,340	17,000	-
11249	Search Fees	1,830	6,000	-
11250	Name Change fees	38,800	30,000	175,788
11251	Application Fees	111,568	100,000	100
11252	Container Checking Fees	2,675	361,150	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**167,448**	**517,150**	**175,888**
Total Programme 140 Non Tax		**167,448**	**517,150**	**175,888**
TOTAL DEPARTMENT 5516 Civil Registry		**167,448**	**517,150**	**175,888**
19	**Immigration Department**			
	140 Non Tax			
	140103 Licenses and Service Fees			
11118	Immigration Extension	4,120,000	4,200,000	3,754,705
11145	Resident Permit Fees	600,000	500,000	-
11149	Visa-on-arrival fees	520,000	-	-
11151	E-Visa Fees	1,100,000	750,000	1,144,471
11248	Immigration Fees	710,000	800,000	1,287,640
TOTAL ACTIVITY 140103 Licenses and Service Fees		**7,050,000**	**6,250,000**	**6,186,816**
Total Programme 140 Non Tax		**7,050,000**	**6,250,000**	**6,186,816**
TOTAL DEPARTMENT 5519 Immigration Department		**7,050,000**	**6,250,000**	**6,186,816**
TOTAL MINISTRY 55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour		**17,755,456**	**16,621,476**	**16,508,023**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

80 Tourism and Investment

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
8001	Tourism HQ	13,800	13,800	13,100
TOTAL MINISTRY 80 Tourism and Investment		**13,800**	**13,800**	**13,100**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

80 Tourism and Investment

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Tourism HQ**			
	140 Non Tax			
	140103 Licenses and Service Fees			
10912	Beach vendors' Licences	13,800	13,800	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**13,800**	**13,800**	**-**
	140104 Commercial Operations			
10912	Beach vendors' Licences	-	-	13,100
TOTAL ACTIVITY 140104 Commercial Operations		**-**	**13,800**	**13,100**
Total Programme 140 Non Tax		**13,800**	**13,800**	**13,100**
TOTAL DEPARTMENT 8001 Tourism HQ		**13,800**	**13,800**	**13,100**
TOTAL MINISTRY 80 Tourism and Investment		**13,800**	**13,800**	**13,100**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
9501	Information HQ	-	-	57,119
9506	Antigua and Barbuda Broadcasting Services	1,100,000	870,000	711,106
TOTAL MINISTRY 95 Information Communication Technologies, Utilities and Energy		**1,100,000**	**870,000**	**768,225**

ANTIGUA ESTIMATES - 2026

RECURRENT REVENUE BY MINISTRY / PROGRAMME / DETAIL REPORT

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Information HQ**			
	140 Non Tax			
	140104 Commercial Operations			
11602	Sundry Revenue - Radio	-	-	54,069
11603	Sundry Revenue - TV	-	-	3,050
TOTAL ACTIVITY 140104 Commercial Operations		**-**	**-**	**57,119**
Total Programme 140 Non Tax		**-**	**-**	**57,119**
TOTAL DEPARTMENT 9501 Information HQ		**-**	**-**	**57,119**
06	**Antigua and Barbuda Broadcasting Services**			
	140 Non Tax			
	140104 Commercial Operations			
11602	Sundry Revenue - Radio	100,000	70,000	11,446
11603	Sundry Revenue - TV	1,000,000	800,000	699,660
TOTAL ACTIVITY 140104 Commercial Operations		**1,100,000**	**870,000**	**711,106**
Total Programme 140 Non Tax		**1,100,000**	**870,000**	**711,106**
TOTAL DEPARTMENT 9506 Antigua and Barbuda Broadcasting Services		**1,100,000**	**870,000**	**711,106**

ANTIGUA ESTIMATES 2026

RECURRENT EXPENDITURE

BUSINESS PLAN FOR THE YEAR 2026
AS SUBMITTED BY GOVERNMENT MINISTRIES

Office of the Governor General

Business Plan

FY 2026

Overview – Office of the Governor General

The nation of Antigua and Barbuda is a unitary, constitutional monarchy with parliamentary democracy. As such, His Majesty King Charles III is Antigua and Barbuda's Head of State. The Governor-General is His Majesty's representative or viceroy in Antigua and Barbuda and is appointed on the recommendation of the Prime Minister of Antigua and Barbuda. The Governor-General's formal title includes the phrase "Commander-in-Chief, Antigua and Barbuda Defence Force" but he does not play an active role in military matters. The most significant role demonstrated in this capacity is the Governor General's leadership at the annual national military parade marking the anniversary of Independence Day. The Governor General's spouse (or vicereine) provides support through leadership in charitable work, designed to assist those in need, to promote national values and to strengthen the bonds of social cohesion. Support for the charities under Their Excellencies' patronage may be in the form of technical and financial assistance. The Governor General's spouse, H.E Lady Williams provides this leadership responsibility in her capacity as the Governor General's Goodwill Emissary. Presently, there are thirty-five organizations under Their Excellencies' patronage.

Antigua and Barbuda's Head of State is non-partisan and is not involved in the "business" of government, which is the responsibility of the Prime Minister and the Cabinet. This arrangement is best described by the saying that "while the Sovereign reigns, the Government rules." The Governor-General is expected to provide stability or act as a symbol of the state or nation. Government is comprised of a bi-cameral legislature and while the Sovereign and the House of Representatives together, make up the Parliament of Antigua and Barbuda, neither the Governor-General nor the King takes an active or initiating role in the executive functions of Government. By convention the Head of State acts on the advice of Ministers of the Crown, except on rare occasions such as when appointing a Prime Minister after an election. The Governor General is expected to have regular and confidential meetings with the Honourable Prime Minister on matters of concern to the state.

The Governor-General's role is an important one however includes several functions:

- Constitutional
    - appointing the government after an election
    - giving Royal Assent to legislation
    - appointing key public officials, principals of statutory bodies and judges
    - accepting diplomatic credentials
- Social Cohesion (Community leadership)
    - Promoting a strong sense of national pride in citizens of Antigua and Barbuda
    - supporting Vice-regal patronages

    - attending community events
    - visiting the inhabited islands within the nation of Antigua and Barbuda
- Ceremonial
    - Attendance at and/ or presiding over national events
    - Celebrating excellence through the awards of honours and hosting of investiture ceremonies
    - conferring honours
- Regional and International
    - representing Antigua and Barbuda at important international ceremonies
    - undertaking state visits

While the Office of the Governor General receives financial and other support from the Government, it is expected to operate as an independent office in accordance with the dictates of the Constitution and the laws of Antigua and Barbuda.

Vision

To be the institution which inspires unity among citizens and residents of Antigua and Barbuda, engenders national pride, national stability, good governance, and a full appreciation for the positive role of the Office of the Governor General and the Commonwealth in national development.

Mission

To provide quality administrative services and to develop a harmonious relationship with stakeholders to enable the Governor General to perform the required constitutional, legislative, social and ceremonial responsibilities effectively, efficiently and with excellence.

Service Performance Review and Critical Issues

The Office of the Governor General was able to implementation several of its programmes/projects in 2025 with significant input from the management and staff as well as partners. In addition to their busy schedules, several staff members were still able to participate in several short courses offered by the Training Division while others took personal responsibility for courses of study at the University of the West Indies. The Government House Restoration Initiative (GHRI) received a significant donation from Sir David Harrison to assist with the completion of the West Wing Range of Buildings. These spaces are now being used to temporarily house the staff while the main house is being repaired with the continued support of Sir David Harrison and other donors. The

restoration continues to be managed by the Cabinet approved entity, the Heritage Trust Antigua and Barbuda Inc which is chaired by the President, His Excellency Sir Rodney Williams. Other directors include HE Karen Mae Hill, Sir David Harrison, Mrs. Janey Howell and Dr. Gabriella Howell. The Halo Wings of Charity Auction and Gala 8th Edition was hosted in London. Other social initiatives continued by Their Excellencies through the Halo Foundation Inc with a strong focus on youth development and assistance for the needy. The Commonwealth Day Celebration was also held in March.

The continuing critical issue for the office was that of having adequate resources to complete the government house restoration initiative, particularly the main building which is in a serious state of disrepair.

Service performance

Achievements

1. A number of staff members continued to pursue training in a range of areas from certificate to degree courses during the calendar year
2. The Government House Restoration Initiative (GHRI) made some further strides this year with further work on the West Range of Buildings which now houses the staff.
3. Significant work has been done on the main building which is expected to be completed in the first quarter of 2026
4. The Governor General recognized the contribution to national development by several citizens, residents and friends of Antigua and Barbuda who had been awarded with National Honours (announced on Independence Day), The King's Realm Honours (announced on New Year's Day and the King's Official Birthday), the Governor General's Faithful and Meritorious Service Honours and the Halo Hero Humanitarian Awards.
5. Their Excellencies celebrated with centenarian citizens in person this year where it was permissible.
6. Their Excellencies continued to provide support for the nation's vulnerable through several initiatives organized and hosted by the Halo Foundation with assistance of the Office of the Governor General.

Issues

1. Although, the nation of Antigua and Barbuda has achieved political independence for over 40 years, there is a still a need for continued education and awareness of the value which a Head of State brings the nation. There continues to be public uncertainty about the historic colonial arrangement as opposed to that which completely placed governance in the hands of the people with the attainment of political independence in 1981. There is still significant work to be done in increasing awareness of the role of the Head of State and his representative on the national level, through the Governor General, particularly as a symbol representing all citizens and encouraging

national unity and social cohesion, regardless of differences which may exist, whether they are related to gender, ability, social, economic or other status. Additionally, the Office of the Governor General has identified the topic of national honours as another area about which the public needs to be enlightened. Efforts continue to provide more information on these topics through social media channels to realise the required objectives.

2. Limited financial resources continues to provide challenges for the completion of the restoration of the Office of the Governor General. In this regard, the Office of the Governor General continues to reach out to likeminded organizations and individuals with requests for financial, technical and other support to realise this objective. Resources are now being sourced for landscaping and hardscaping works.

3. The expanded service offerings of the Office of the Governor General demands significant human resources and while many provide volunteer services, the small staff complement at the Office of the Governor General is often called upon to serve above and beyond their call of duty. Every effort is being made to increase the level of training, source additional human resources through the Work Experience Programme and and encourage other qualified public sector workers to come on board.

Organisational matters

Capability of the ministry/agency

Achievements

Issues

1. An in-house assessment has identified the installation of a surveillance and communication system as a major area for attention, particularly with the completion of the west wing buildings and planned commercial activities on the horizon. Greater attention must be paid to this area of service to include installation of a surveillance and communication system plus training of all staff in new systems.

2. As efforts continue to create the Government House Museum as the centrepiece of a Heritage City Tour which will include the Museum of Antigua and Barbuda, the Cathedral of St John the Divine and Victoria Park, additional staff will be required. Over the next twelve months, the Office of the Governor General will be exploring with experts, the staffing and other requirements to implement such an undertaking. With the proposed completion date of the Government House Restoration Initiative revised for the first quarter of 2026, there will be an increased push for more donor and government support to make this a reality.

Summary of capability development strategy

Priorities, strategies and indicators

The priorities in order are:

1. Completion of the Government House Restoration Initiative and launch of the Government House Heritage Museum to include commercial enterprises.
2. Improvement of the security and communication systems on the Government House Property
3. Increased level of support for the needy and vulnerable through the hosting of various fundraisers throughout the year.

The strategies to achieve these priorities, the accountable institution and the indicators to measure performance are set out in the table below.

Priorities and strategies 2025 - 2026

Priorities	Strategies	Indicators
Priority 1 – To complete the Government House Restoration Initiative and launch the Government House Heritage Museum to include commercial enterprises	Through requests to donors and the government of Antigua and Barbuda, raise the additional funds required in accordance with the Government House Museum Business Plan	Outputs: a. In 6 months, an additional sum of US$ 2.31 million raised in pledges for the restoration and operationalization of the Government House Heritage Museum. b. In 8 months, a comprehensive plan for the Government House Heritage Museum prepared for implementation. c. In November 2026, the Government House Heritage Museum opened with a gift shop and exhibition spaces as commercial entities by the Monarch of Antigua and Barbuda as part of the Royal Visit/Commonwealth Heads of Government Meeting. Outcomes: Government House Heritage Museum providing quality tourism and historical product to the public with an ability to cover up to 50% of its operational costs. Property continues to serve as the official office of the Governor General as well as the Government House Heritage Museum.

Priorities	Strategies	Indicators
Priority 2 – Improve the security and communication systems on the Government House Property	Engage the services of a firm or expert to develop and implement a communications and security plan for the Government House Property	Outputs: a. In 6 months, produce a comprehensive security and communication systems plan for implementation at Government House. b. In 8 months, install the approved communications and surveillance system at Government House. c. In 9 months, train key staff members in the new communications and surveillance system. Outcome: Operations on the government house property conducted in a safe and secure environment with greater levels of effectiveness and efficiency.
Priority 3 – To increase the level of support for the needy and vulnerable through the hosting of various fundraisers throughout the year.	Engage with charities to discuss plans for the upcoming year to enable the development of a schedule of activities.	Outputs: At least twice per year, host a fundraiser for a charitable cause or organization. Outcome: a. Significant financial support provided for at least two organizations which fall under the Patronage of the Governor General and the Governor General's Goodwill Emissary

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

01 Office of the Governor General

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
0101	Governor General's Office	3,464,318	2,077,293	2,367,088	2,901,932
TOTAL 01 Office of the Governor General		**3,464,318**	**2,077,293**	**2,367,088**	**2,901,932**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

01 Office of the Governor General

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Governor General's Office**				
	390 General Public Services				
	390326 Custodial Services				
30101	Salaries - Established	304,026	304,026	304,026	324,840
30103	Overtime - Established	20,000	20,000	20,000	11,129
30201	Salaries - Non-Established	360,573	360,573	423,734	530,662
30202	Wages - Non-Established	263,826	263,826	263,826	262,296
30203	Overtime - Non-Established	20,000	20,000	20,000	12,348
30208	Severance Pay - Non-Established	10,000	10,000	10,000	-
30301	Duty Allowance - Established	66,000	66,000	66,000	64,510
30304	Housing Allowance - Established	203,764	203,764	243,398	218,355
30305	Entertainment Allowance - Established	4,200	4,200	4,200	-
30306	Travelling Allowance - Established	21,640	21,640	21,640	7,248
30318	Acting Allowance - Established	10,000	10,000	10,000	-
30327	Special Allowance - Established	24,000	24,000	24,000	15,000
30401	Duty Allowance - Non-Established	9,000	9,000	9,000	9,000
30406	Travelling Allowance - Non-Established	21,744	21,744	21,744	23,740
30417	Substitute Allowance - Non-Established	10,000	10,000	10,000	-
30418	Acting Allowance - Non-Established	10,000	10,000	10,000	1,792
30704	Medical Treatment	300	300	300	81
30709	Stipend	3,000	3,000	3,000	3,200
30711	Allowance to Deputy Governor General	40,000	40,000	80,000	39,767
30716	Uniform Allowance	5,000	5,000	5,000	1,205
31001	Subsistence Allowance	100,000	100,000	180,000	203,320
31002	Ticket Expenses	100,000	100,000	200,000	188,323
31102	Food, water and refreshments	212,000	100,000	70,000	429,975
31201	Vehicle supplies and parts	5,000	5,000	5,000	4,696
31203	Official Car consumables	2,000	2,000	2,000	766
31204	Tyres	4,000	4,000	4,000	3,951
31303	Newsletter & Publications	360	360	360	-
31308	Printing Materials & Supplies	360	360	360	-
31601	Office Supplies	20,000	20,000	20,000	32,607
31602	Computer Supplies	5,400	5,400	9,400	4,629
31604	Maintenance Contract - Photocopiers or MFPs	5,000	5,000	5,000	250
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	5,000	5,000	3,241
31606	Purchase of cellular equipment/devices	-	-	7,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

01 Office of the Governor General

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
32001	Medals, Stationary, Seals & Gifts	-	100,000	100,000	177,169
32003	Chancery Related Expenses	-	40,000	40,000	36,917
33001	Advertising & Promotion Costs	-	900	900	-
33003	Public Awareness Expenses	175,000	1,000	1,000	-
33101	Security Services	125,000	-	-	-
33206	Insurance - n.e.c.	-	25,000	15,000	-
33401	Computer Hardware Maintenance Costs	2,000	2,000	2,000	20,859
33402	Computer Software upgrade cost	2,000	2,000	-	-
33508	Household Sundries	15,000	15,000	35,000	49,659
33510	Pest Control Supplies	2,000	2,000	2,000	9,680
33601	Ground Transportation Services	64,500	-	-	-
33605	Express Mail Services	4,000	4,000	4,000	3,794
33701	Conferences or Workshops	5,000	5,000	3,000	1,071
33707	Training Costs	7,000	7,000	7,000	4,247
33710	Audio Visual Materials & Supplies	5,000	5,000	5,000	-
33905	Contributions or Subscriptions to local organizations	100	100	100	-
34009	Commitment Fees	100	100	100	-
34104	Rental or Lease - Vehicle	60,475	-	-	-
34109	Rental or Lease - n.e.c.	9,000	9,000	9,000	147,597
36002	Maintenance of Public Grounds	25,000	25,000	25,000	9,228
36006	Maintenance of Buildings	30,000	30,000	30,000	16,007
36206	Other Repairs and Maintenance Costs	50,000	50,000	30,000	28,773
	390508 Special Events & Activities				
31102	Food, water and refreshments	242,000	-	-	-
32001	Medals, Stationary, Seals & Gifts	35,000	-	-	-
33002	Marketing Costs	50,000	-	-	-
33003	Public Awareness Expenses	125,000	-	-	-
33101	Security Services	125,000	-	-	-
34102	Rental or Lease - House	52,500	-	-	-
34109	Rental or Lease - n.e.c.	220,000	-	-	-
34401	Research & Development Costs	75,000	-	-	-
34422	Contingency Costs	92,450	-	-	-
Total Programme 390 General Public Services		**3,464,318**	**2,077,293**	**2,367,088**	**2,901,932**
TOTAL DEPARTMENT 0101 Governor General's Office		**3,464,318**	**2,077,293**	**2,367,088**	**2,901,932**
TOTAL MINISTRY 01 Office of the Governor General		**3,464,318**	**2,077,293**	**2,367,088**	**2,901,932**

BUSINESS PLAN FOR THE YEAR 2026
AS SUBMITTED BY GOVERNMENT MINISTRIES

Legislature

Business Plan

FY 2026

Ministry Overview

The two major units budgeted for under the Department of Legislature are the House of Representatives and the Senate.

Vision

To be a leading Parliamentary Department that supports democratic processes and legislative excellence through effective resource management, education, and knowledge dissemination.

Mission

To provide comprehensive professional support services to parliamentarians and stakeholders in discharging their duties.

Service Performance Review and Critical Issues for 2025

Achievements	Issues
Achievements: **<u>Service Performance</u>** 1. Approximately 4 sittings of parliament hosted as of 1st October, 2025 2. Approximately 7 Hansards and 4 Minutes were produced as of 1st October, 2025 3. Approximately 16 Acts passed as of 1st October, 2025. 4. Approximately 4 Order of Business documents prepared for meetings as of 1st October, 2025 5. Approximately 8 school visits to the Parliament as of 1st October, 2025. **<u>Organisational Matters</u>** 1. Increased staff and Parliamentarian's exposure to local, regional, and international conferences/ training. 2. Increased student visits to the Parliament 3. Staff recruitment in the Secretarial Unit	**Issues** 1. Non-operational Library equipped with the necessary resources and trained/qualified personnel 2. Establishing the Archives with a Modern Technological System. 3. Restructuring of Salary grade for Legislature Staff. 4. Inadequate Maintenance of the Parliament building and lack of fencing of the rear perimeter of the premises.

Priorities, Strategies, and Indicators for 2026

The priorities of the Legislature Department are:

1. Building and Infrastructure
2. Implementation of Library Services
3. Education and Training

Priorities and Strategies 2026-2027

Priorities	Strategies	Indicators
Priority 1 Building and Infrastructure	Increase communication with the Ministry of Works to conduct frequent maintenance and modernize the current facility regularly.	**Output:** working environment would be more appealing and comfortable. **Outcome:** Added safety and security for staff, Parliamentarians, and other stakeholders.
	Network with the Ministry of Information Communication Technologies for a security system and periodical technological upgrades of computer systems.	**Output:** Prompt notification of the necessary personnel in the event of any security risk. **Outcome:** Implement state-of-the-art security systems to ensure the safety and integrity of parliamentary activities.
Priority 2 Library Services	Liaise with the Ministry of Works to retrofit a space for a functional Library.	**Outcome:** Parliamentarians, various stakeholders, students, and the public have access to the resources to conduct research.
	Seek assistance from International legislative bodies to invest in technology to support the digitization of existing materials and the acquisition of new resources	**Outcome:** Access to digital library resources including journals and legislative documentation
Priority 3 Education and Training	Establishment of partnerships with training institutions for specialized short courses and certification.	**Output:** Foster a culture of continuous learning and professional growth. **Outcome:** Increased capacity building and productivity of staff
	Partner with international legislative bodies for shared learning, collaboration opportunities, and exchange programs to expose parliamentarians and staff to global legislative practices.	**Outcome:** Continuous professional development for parliamentarians and staff to enhance legislative capabilities

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

02 Legislature

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
0201	House of Representatives	2,962,444	2,464,718	2,469,553	2,138,967
0202	Senate	806,820	574,620	574,620	563,574
TOTAL 02 Legislature		**3,769,264**	**3,039,338**	**3,044,173**	**2,702,541**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

02 Legislature

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**House of Representatives**				
	390 General Public Services				
	390301 Accounting				
30101	Salaries - Established	137,196	135,156	135,156	58,304
30306	Travelling Allowance - Established	3,624	3,624	8,459	-
	390366 Parliamentary Process				
30101	Salaries - Established	259,704	210,804	210,804	277,267
30103	Overtime - Established	18,000	13,000	13,000	163
30201	Salaries - Non-Established	1,064,961	1,160,919	1,160,919	1,134,809
30203	Overtime - Non-Established	20,000	12,000	12,000	1,568
30301	Duty Allowance - Established	57,000	57,000	57,000	44,833
30305	Entertainment Allowance - Established	5,400	5,400	5,400	3,940
30306	Travelling Allowance - Established	24,912	21,288	21,288	18,325
30401	Duty Allowance - Non-Established	2,400	2,400	2,400	2,400
30405	Entertainment Allowance - Non-Established	14,400	14,400	14,400	14,400
30406	Travelling Allowance - Non-Established	68,676	84,276	84,276	81,615
30709	Stipend	17,000	14,000	14,000	9,000
30713	Payment in Lieu of Vacation Leave	-	-	-	11,349
30715	Constituency Allowance	168,000	192,000	192,000	204,968
31001	Subsistence Allowance	180,000	30,000	30,000	6,492
31002	Ticket Expenses	150,000	40,000	40,000	-
31102	Food, water and refreshments	20,000	25,000	25,000	18,449
31601	Office Supplies	20,000	10,000	20,000	81,516
31602	Computer Supplies	15,000	9,000	19,000	5,995
31604	Maintenance Contract - Photocopiers or MFPs	2,500	2,500	2,500	-
31605	Repair and/or Maintenance of Furniture or Equipment	30,000	30,000	30,000	-
33401	Computer Hardware Maintenance Costs	25,000	10,000	10,000	-
33507	Sterilization Serv. & Supplies	15,000	12,000	6,000	-
33508	Household Sundries	25,000	10,000	16,000	-
33511	Waste Removal Costs	65,000	130,000	130,000	-
33701	Conferences or Workshops	250,000	25,000	5,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	25,000	20,000	20,000	-
33902	Contributions or Subscriptions to Commonwealth Agencies	35,000	30,000	30,000	14,838
	390510 Ancilliary Services				
30101	Salaries - Established	54,960	54,240	54,240	58,907

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

02 Legislature

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30201	Salaries - Non-Established	42,485	42,485	42,485	42,483
30202	Wages - Non-Established	32,671	32,671	32,671	34,583
30203	Overtime - Non-Established	13,000	10,000	10,000	1,574
30716	Uniform Allowance	80,555	555	555	555
31601	Office Supplies	20,000	15,000	15,000	10,634
Total Programme 390 General Public Services		**2,962,444**	**2,464,718**	**2,469,553**	**2,138,967**
TOTAL DEPARTMENT 0201 House of Representatives		**2,962,444**	**2,464,718**	**2,469,553**	**2,138,967**
02	**Senate**				
	390 General Public Services				
	390366 Parliamentary Process				
30201	Salaries - Non-Established	365,356	365,256	365,256	431,888
30401	Duty Allowance - Non-Established	27,600	27,600	27,600	30,040
30405	Entertainment Allowance - Non-Established	4,800	4,800	4,800	4,800
30406	Travelling Allowance - Non-Established	62,064	62,964	62,964	67,322
30709	Stipend	17,000	14,000	14,000	9,000
31001	Subsistence Allowance	180,000	30,000	30,000	-
31002	Ticket Expenses	120,000	40,000	40,000	-
31102	Food, water and refreshments	15,000	15,000	15,000	5,622
31601	Office Supplies	15,000	15,000	15,000	14,902
Total Programme 390 General Public Services		**806,820**	**574,620**	**574,620**	**563,574**
TOTAL DEPARTMENT 0202 Senate		**806,820**	**574,620**	**574,620**	**563,574**
TOTAL MINISTRY 02 Legislature		**3,769,264**	**3,039,338**	**3,044,173**	**2,702,541**

BUSINESS PLAN FOR THE YEAR 2026
AS SUBMITTED BY GOVERNMENT MINISTRIES

Cabinet Secretariat

Business Plan

FY 2026

Ministry Overview

In accordance with the provisions of Section 70 of the Antigua and Barbuda Constitution Order 1981 "there shall be a Cabinet for Antigua and Barbuda which shall have the general direction and control of the Government". The Cabinet is the principal instrument of Government's policy.

The policy making process begins with individual Ministers and their Ministries preparing and submitting to Cabinet, Circulation Notes regarding proposals and recommendations for consideration by the Ministers collectively. The originating Ministry is primarily responsible for implementing Cabinet decisions and reporting to Cabinet on the progress of implementation. Therefore, the effectiveness and efficacy of decision-making by the Cabinet of Antigua and Barbuda directly depends on the quality of submission by the individual Ministries and the commitment of each Permanent Secretary within the Civil/Public Service in ensuring that the implementation of Cabinet decisions are on-time, within budget and according to Cabinet's expectations.

Section 77 of the Constitution establishes the Secretary to the Cabinet as a public office, giving the office holder control over the Secretariat, subject to instructions by the Prime Minister. The Cabinet Secretariat provides administrative, managerial and advisory support to Cabinet, thereby enabling the effective devising and implementation of policies of the Government. This includes arranging the sittings of Cabinet (usually every Wednesday, but this is at the discretion of the Prime Minister), receipt of Circulation Notes and conveyance of decisions of the Cabinet. The Secretariat is also responsible for paying Ministers' salaries and allowances.

In order to strengthen Cabinet's control over the policy management process, the Secretariat continues to engage stakeholders playing diverse roles in the policy process, around the structures, processes and tools required for more effective implementation of public policy. Going forward, the Secretariat's Statement of Key Services include:

- **Secretariat Services to Cabinet** which involves receiving Circulation Notes, composing the Agenda, inviting officers to attend sittings at the request of Cabinet, preparing the minutes of Cabinet, dispatching Cabinet Decisions
- **Policy Advisory Services** (Principally to Cabinet but also to Government Ministries)
- **Monitoring and Evaluation** of the progress and impact of Cabinet Decisions

Vision

A leadership model in the creation and execution of policy solutions, which enhances the quality of governance and accrues benefit to the Government and people of Antigua and Barbuda.

Mission

The effective implementation of Government's policy agenda through excellence in administrative, managerial and advisory support to Cabinet, and the rest of Government.

Service Performance Review and Critical Issues for 2025

The Cabinet Secretariat fulfils its mandate in accordance with the provisions of the Constitution of Antigua and Barbuda. Over the past few years the Secretariat has been in the process of reorganizing its structure and processes to facilitate a more efficient delivery of services. To date, a number of interventions have been executed and several others are in train or scheduled to be activated as a part of a broad programme of reforms.

During FY2016, a policy modernization effort, supported by an adviser provided by the Commonwealth Fund for Technical Cooperation, resulted in a Functional Review which made a number of recommendations for improving the internal processes of the Secretariat and the manner in which the Secretariat works with the rest of the government. This review set in motion efforts to improve staff skills, make the process of managing Cabinet documentation more effective and efficient and strengthen the monitoring of decisions of the Cabinet.

Achievements	Issues
Achievements: **<u>Service Performance</u>** • Facilitated the execution of the business of Cabinet – This includes holding of 100% of the planned sittings of Cabinet and dispatch of the Decisions within established service standards **<u>Organizational Matters</u>** 1. The Cabinet Secretariat has reviewed its processes and has become even more efficient in the execution of its tasks despite the challenges it faces. It has achieved this by: a. Significantly digitizing documentation, reducing the use of paper and is exploring the use of AI to further enhance the work process b. Increased the use of communication technology to host meetings which have reduced other ancillary costs 2. The Secretariat continues to strengthen its relationships with other stakeholders in government to include Permanent Secretaries of the various ministries and Heads of Departments by lending its support through offering advice and training and development sessions.	**Issues** 1. Funding has been one of the major issue that has prevented the Dashboard from coming to fruition. With the economic challenges that are being faced by the country, critical scarce resources have to be prioritized and certain projects have to be placed on hold in order that critical areas receive funding to enable the country to be kept afloat during these challenging economic times. To compound the situation, the Developer of the Software has failed on the promise of incorporating certain specific functionalities to include security and interface components and a resolution to this matter is being addressed with the Secretary to the Cabinet, the Minister for Information Communication Technologies (ICTs) and the Developer. 2. Training has been delayed as a result of the Dashboard not being deployed.

Priorities, Strategies and Indicators for 2026

Given the achievements and critical issues identified above, a number of priorities have been identified for the 2026 Financial Year. The priorities in order are:

1. Effective facilitation of the business of Cabinet
2. Improved policy management capacity within GoAB
3. Creation of Forums for discussion of policy issues
4. Strengthening the Governance Framework for the management of public policy

Priorities and strategies 2026-2028

Priorities	Strategies	Indicators
Priority 1 Effective facilitation of the business of Cabinet	Arranging the sittings of the Cabinet	Outputs: Number of Cabinet sittings held Outcomes: Effective and efficient meetings, development of new policies and enhancing current policies leading to an overall improvement in the government sector
	Dispatch Cabinet Decisions to appropriate stakeholders	Outputs: Number of decisions dispatched Outcomes: Reduced time to dispatch decisions Reduced requests for copies of Cabinet Decisions

	Improve the security, accessibility and traceability of Cabinet documentation through the use of technology	Outputs: Cabinet Dashboard Solution Reduced requests for copies of Cabinet Decisions Outcomes: Increased accountability and reduction of Cabinet Decisions being accessed by unauthorized persons
Priority 2 Improved policy management capacity within GoAB	Creation of core Cabinet Liaison Officers	Outputs: Number of training sessions Outcomes: Efficiency in addressing policy issues and queries across departments
	Improve the tools used in policy management	Outputs: Standard templates in place for Circulation Notes and Policies Policy Register in place Cabinet Monitoring Matrix Outcomes: Enhance authenticity of all documents origination from the Office of the Cabinet Efficiency in organizing and locating policy decisions

	Create policy skills framework for the Government and deliver training programme	Outputs: Policy skills framework Professional Development Plan for Secretariat Staff Number of training sessions for Ministry staff Outcomes: Improved knowledge of the staff on policy management tools and approaches
Priority 3 Creation of Forums for discussion of policy issues	Stage Leadership Retreats to foster creation of common understanding and the fostering of trust	Outputs: Number of Leadership retreats Outcomes: Enhancement of trust and common understanding
	Engage Permanent Secretaries around options for improving policy management	Outputs: Number of Permanent Secretary Committee Meetings Outcomes: Confidence, efficiency and effectiveness in delivery of service and building personal capacity Improved buy-in from Policy Makers and Policy Managers

Priority 4 Strengthening the Governance Framework for the management of public policy	Conduct functional review of the Cabinet Secretariat and create structures for inter-Ministry policy coordination	Outputs: Core services and technical capabilities identified Governance Structure for public policy management implemented Outcomes: Increased efficiency of the Secretariat
	Finalize and submit the Cabinet Manual of Antigua for approval	Outputs: Manual endorsed by Cabinet Outcomes: Standardization of processes

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

03 Cabinet

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
0301	Cabinet	3,459,688	3,305,160	3,535,950	3,063,822
0302	Cabinet Secretariat	1,098,091	954,299	954,299	996,961
TOTAL 03 Cabinet		**4,557,779**	**4,259,459**	**4,490,249**	**4,060,783**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

03 Cabinet

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Cabinet**				
	390 General Public Services				
	390302 Activities of State				
30201	Salaries - Non-Established	1,798,920	1,634,760	1,786,131	1,393,668
30206	Arrears of Salaries - Non-Established	-	-	-	173,636
30401	Duty Allowance - Non-Established	540,000	504,000	538,646	676,548
30404	Housing Allowance - Non-Established	-	48,000	48,000	48,000
30405	Entertainment Allowance - Non-Established	187,200	165,000	184,000	152,489
30406	Travelling Allowance - Non-Established	176,568	160,400	163,076	142,582
30709	Stipend	6,000	6,000	6,000	6,000
30715	Constituency Allowance	240,000	216,000	239,097	203,032
31102	Food, water and refreshments	85,000	135,000	135,000	55,686
31601	Office Supplies	6,000	6,000	6,000	-
33508	Household Sundries	20,000	30,000	30,000	7,953
34406	Funeral Expenses	400,000	400,000	400,000	204,228
Total Programme 390 General Public Services		**3,459,688**	**3,305,160**	**3,535,950**	**3,063,822**
TOTAL DEPARTMENT 0301 Cabinet		**3,459,688**	**3,305,160**	**3,535,950**	**3,063,822**
02	**Cabinet Secretariat**				
	390 General Public Services				
	390366 Parliamentary Process				
30101	Salaries - Established	650,488	501,696	501,696	702,428
30103	Overtime - Established	28,000	28,000	28,000	12,756
30106	Arrears of Salaries - Established	-	-	-	39,180
30202	Wages - Non-Established	47,216	47,216	47,216	27,049
30301	Duty Allowance - Established	90,792	90,792	90,792	64,792
30305	Entertainment Allowance - Established	3,600	3,600	3,600	10,800
30306	Travelling Allowance - Established	33,108	33,108	33,108	23,862
30701	Honorarium	3,000	3,000	3,000	-
30713	Payment in Lieu of Vacation Leave	15,000	15,000	15,000	-
30716	Uniform Allowance	18,000	18,000	18,000	-
31601	Office Supplies	10,500	10,500	10,500	3,336
31602	Computer Supplies	20,000	20,000	20,000	-
31604	Maintenance Contract - Photocopiers or MFPs	10,000	15,000	15,000	6,790
31902	Spare Parts	5,550	5,550	5,550	-
33707	Training Costs	25,000	25,000	25,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	77,837	77,837	77,837	77,850

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

03 Cabinet

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
34007	Consulting Services	30,000	30,000	30,000	-
34422	Contingency Costs	30,000	30,000	30,000	28,118
Total Programme 390 General Public Services		**1,098,091**	**954,299**	**954,299**	**996,961**
TOTAL DEPARTMENT 0302 Cabinet Secretariat		**1,098,091**	**954,299**	**954,299**	**996,961**
TOTAL MINISTRY 03 Cabinet		**4,557,779**	**4,259,459**	**4,490,249**	**4,060,783**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

04 Judicial

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
0401	Judicial	3,287,114	3,287,114	3,287,114	2,032,870
TOTAL 04 Judicial		**3,287,114**	**3,287,114**	**3,287,114**	**2,032,870**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

04 Judicial

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Judicial**				
	290 Public Order and Safety				
	290353 Judiciary				
30404	Housing Allowance - Non-Established	691,200	691,200	691,200	616,800
30405	Entertainment Allowance - Non-Established	54,000	54,000	54,000	27,227
30406	Travelling Allowance - Non-Established	59,400	59,400	59,400	42,759
30415	Other allowances and fees - Non-Established	21,600	21,600	21,600	22,497
30906	Parliamentary pension	-	-	-	-7,200
33906	Contributions to PE of the Caribbean Supreme Court	1,357,656	1,357,656	1,357,656	1,189,471
33907	Contributions to Administrative Expense - Caribbean Supreme	992,858	992,858	992,858	141,316
34007	Consulting Services	110,400	110,400	110,400	-
Total Programme 290 Public Order and Safety		**3,287,114**	**3,287,114**	**3,287,114**	**2,032,870**
TOTAL DEPARTMENT 0401 Judicial		**3,287,114**	**3,287,114**	**3,287,114**	**2,032,870**
TOTAL MINISTRY 04 Judicial		**3,287,114**	**3,287,114**	**3,287,114**	**2,032,870**

Service Commissions

Business Plan

FY 2026

OFFICE OF THE PUBLIC SERVICE COMMISSION

Budget Estimates for the FY 2026



Produced on 10th October, 2025

1. OVERVIEW

Vision

To be leaders in the Public Service and to earn the trust and respect of all through fairness, honesty and integrity.

Mission

To ensure equality and protect the interest of all Public Servants while adapting to a rapidly changing environment and promoting positive impacts on all.

Service Performance Review and Cultural Issues

FY 2026

A review of the programme areas for the department is outlined below.

Programme: General Public Services

Objective 1:

To ensure that submissions from the Chief Establishment Officer (CEO) are properly placed before the Commission at its weekly meetings, i.e. ensure that required documents are present etc.

Objective 2:

To make all necessary preparations so that the Commissioners would have a productive meeting each week.

Objective 3:

To dispatch decisions made by the Commission to the Chief Establishment Officer after being ratified bi-weekly, to enable the Establishment Department to efficiently and effectively implement these decisions.

Objective 4:

To maintain a record of all applications submitted at the Commission. Also maintain a registry of correspondence to and from the Commission.

ANNUAL OBJECTIVES

Annual Objective 1:

To create the Annual Report for the Commission which is to be tabled at Parliament.

Annual Objective 2

To maintain accurate records at the Commission, i.e. record minutes of the general meetings, hearings, audiences, interviews etc. with the Commission.
FY 2026

So far, the programme is meeting these objectives of providing the necessary information to the Commission and dispatching decisions made by the Commission on a timely basis. Records are also being kept in accordance with established procedures. The Annual Reports are also being generated as required by Law.

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Summary of Critical Issues

It is important that the office has the necessary tools, equipment and man power to carry out the functions of the office of the Public Service Commission. Because of the weekly cycle, it is imperative that the relevant supplies are also on stock, that equipment, for example, the photocopier, computers and printers are functioning optimally, and that enough staff is present to prepare for the Commission's meeting.

In addition, the period from the making of decisions to ratification of decisions is usually two (2) weeks. Therefore, correspondence from Permanent Secretaries need to reach the Chief Establishment Officer with enough lead-time for the matters to be submitted to the Commission, for the decision of the Commission to be made and ratified, and for the Chief Establishment Officer to then dispatch the Commission's decision back to the relevant Permanent Secretary for implementation of said decision in a timely manner.

The Commission envisages that the laws governing the Civil Service are clear and easily accessible to all Government institutions. It also expects that its decisions are carried out expeditiously. As stated in the critical issues summary, having the required tools, equipment and man power to work along with the Commissioners is imperative for the whole process and would improve the functions of the department.

Finally, adequate time must be dedicated to systematically collating all of the decisions of the Commission over the year, so that accurate data is placed in the Annual Report.

Strategic Objectives and Priorities

Ensuring that decisions made by the Commission are keeping with the laws of Antigua and Barbuda.

Ensuring that the Annual Reports are generated in a timely manner.

Ensuring that Retired Civil Servants are given due recognition by the Commission on their retirement.

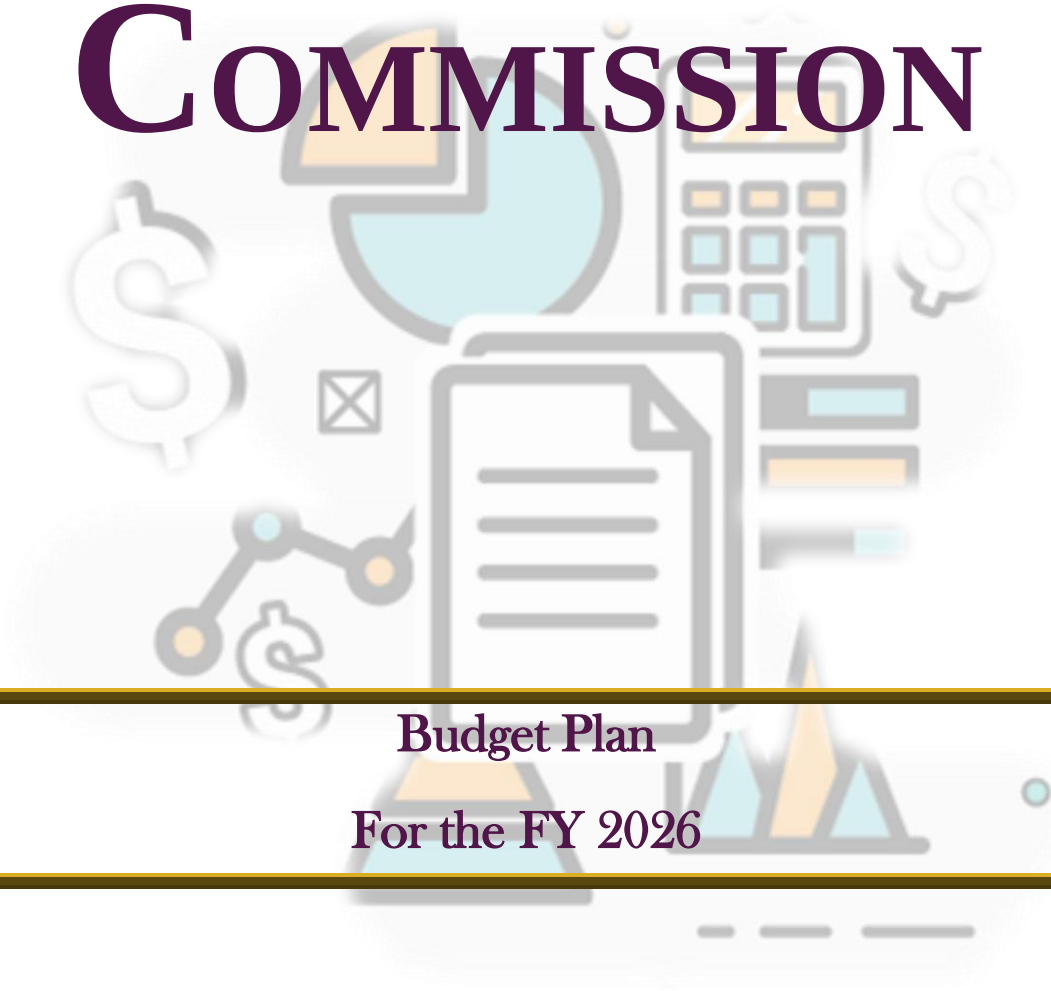
Annual Objectives and Key Result Indicators

Programme: General Public Services

Annual Objective 2025	Expected Result	Performance Indicator
To ensure that submission from the Chief Establishment Officer (CEO) are properly placed before the Commission on a weekly basis for its meeting each Wednesday, i.e. ensure that required documents are present.	Submission have the required supporting document (s) attached to allow the Commission to make informed decisions	1. Submissions received from the Chief Establishment Officer are checked to ensure all the required documents are attached. 2. Agenda, and minutes of previous meeting, are prepared and photocopied. 3. Packages containing the above, prepared and dispatched to each Commissioner by Tuesday afternoon.
To dispatch decisions made by the Commission to the Chief Establishment Officer in a timely manner to enable the Establishment Department to efficiently and effectively implement these decisions	Decisions are sent to the Chief Establishment Officer for implementation within two days after ratification	After the minutes are ratified, a minute containing all of the decisions is prepared and dispatched to the Chief Establishment Officer by Thursday afternoon each week.
To maintain accurate records at the Commission	Accurate minutes of the Commission's meetings to be recorded, regular correspondence received are recorded and placed on correct files etc.	1. Record accurately the proceedings of the Commission's meeting, then type minutes, then file on appropriate file after ratification. 2. Record all incoming and outgoing correspondence in relevant records book 3. File all correspondence on correct file, cross referencing where necessary

To create the Annual Report of the Public Service Commission by first quarter of the following year	Annual Report as created and sent to Government Printing Officer for production	Annual Report is created and printed and sent to Governor General's office for onward transmission to Parliament within the first quarter of the following year.

POLICE SERVICE COMMISSION



Budget Plan

For the FY 2026

October 2026

OVERVIEW

Police Service Commission

The Office of the Police Service Commission collaborates with the following departments for the operations of the Royal Police Force of Antigua and Barbuda:

- Ministry of the Prime Minister
- Ministry of Legal Affairs, **Public Safety** and Labour
- Police Headquarters

The Functions of the Police Service Commission is printed on page 62 – Part 2, section 104 and 105 of the 1981 Constitution Booklet of Antigua & Barbuda.

1.1 Vision

To ensure that matters with regards to Officers in the Royal Police Force of Antigua and Barbuda, e.g. disciplinary hearings, promotions, etc. are dealt with by the Police Service Commission in a timely and effective manner.

1.2 Mission

To ensure that the Commission receives all relevant documentation which will enable them to make rational and strategic decisions for the benefit of the Service as a whole.

1.3 Performance Review

A review of the programme areas for the department is outlined below.

Royal Police Force

Objective 1: To put before the Commission, correspondences, from Ministry of Legal Affairs, **Public Safety** and Labour and the Commissioner of Police, for discussion and evaluation at its weekly meetings.

The programme has met this objective of providing the necessary information to the Commission on a timely basis.

Objective 2: To register Minutes of each meeting and keep record of interviews with officers who may wish to have an audience with the Commission.

This objective was achieved with the funds provided under the relevant programme.

1.4 Summary of Critical Issues

The Office of the Police Service Commission is faced with the challenge of correspondences not being received promptly from the Ministry of Legal Affairs, **Public Safety** and Labour in order to make decisions and further accommodate certain deadlines. In addition, the Commission has also encountered difficulty receiving vendor cheques in a timely manner from the Treasury Department and therefore gives rise to the unwillingness of merchants to offer goods and services to the Commission. Moreover, many Police Stations across Antigua and Barbuda are in deplorable conditions thus preventing the Commission from making visits to these Stations.

1.5 Strategic Objective and Priorities

The Commission ensures that personnel and other matters for Officers of the Royal Police Force are dealt with in a timely manner.

1.6 Annual Objectives and Key Result Indicators

Programme: Service Commission

Annual Objective 2026	Expected Result	Performance Indicator
To ensure that personnel matters for Police Officers, e.g. disciplinary hearings, promotions, etc. are dealt with by the Commission as soon as possible.	To ensure that objective has been achieved	To ensure that persons to be interviewed are informed at least 1 week ahead of the meeting date.
To maintain and update the Police Office Management Software to a hundred (100%) accuracy	To use the information from the Office Management Software to help improve the decision making process.	To present an audit of Police Officers information in a timely manner.

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

05 Service Commissions

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
0501	Public Service Commission	616,927	624,514	626,014	403,840
0502	Police Service Commission	259,120	255,948	255,948	206,526
0504	Public Service Board of Appeal	115,196	114,116	114,116	84,847
TOTAL 05 Service Commissions		**991,243**	**994,578**	**996,078**	**695,213**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

05 Service Commissions

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Public Service Commission**				
	390 General Public Services				
	390344 Human Resource Management				
30101	Salaries - Established	159,216	156,804	156,804	165,690
30103	Overtime - Established	11,000	11,000	11,000	-
30201	Salaries - Non-Established	-	-	-	12,000
30202	Wages - Non-Established	20,433	20,432	20,432	19,548
30301	Duty Allowance - Established	14,000	14,000	14,000	12,000
30306	Travelling Allowance - Established	17,378	17,378	17,378	13,788
30709	Stipend	200,000	218,000	218,000	164,000
30716	Uniform Allowance	5,000	5,000	5,000	1,128
31102	Food, water and refreshments	19,000	19,000	19,000	2,781
31601	Office Supplies	8,000	8,000	8,000	4,109
31602	Computer Supplies	10,900	10,900	10,900	5,503
31604	Maintenance Contract - Photocopiers or MFPs	2,000	2,000	2,000	196
31605	Repair and/or Maintenance of Furniture or Equipment	2,000	2,000	2,000	1,829
32001	Medals, Stationary, Seals & Gifts	125,000	125,000	125,000	-
33508	Household Sundries	3,000	3,000	3,000	1,268
34007	Consulting Services	15,000	12,000	12,000	-
34010	Legal Fees	5,000	-	1,500	-
Total Programme 390 General Public Services		**616,927**	**624,514**	**626,014**	**403,840**
TOTAL DEPARTMENT 0501 Public Service Commission		**616,927**	**624,514**	**626,014**	**403,840**
02	**Police Service Commission**				
	390 General Public Services				
	390510 Ancilliary Services				
30101	Salaries - Established	213,768	211,596	211,596	198,300
30103	Overtime - Established	600	600	600	-
30306	Travelling Allowance - Established	7,752	7,752	7,752	7,752
31001	Subsistence Allowance	2,500	2,500	2,500	-
31002	Ticket Expenses	4,500	3,500	3,500	-
31102	Food, water and refreshments	15,000	15,000	15,000	474
31601	Office Supplies	3,500	3,500	3,500	-
31602	Computer Supplies	8,000	8,000	8,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	1,000	1,000	1,000	-
33508	Household Sundries	2,500	2,500	2,500	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

05 Service Commissions

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
Total Programme 390 General Public Services		**259,120**	**255,948**	**255,948**	**206,526**
TOTAL DEPARTMENT 0502 Police Service Commission		**259,120**	**255,948**	**255,948**	**206,526**
04	**Public Service Board of Appeal**				
	390 General Public Services				
	390429 Public Service Appeals				
30101	Salaries - Established	62,400	62,400	62,400	50,400
31902	Spare Parts	5,000	5,000	5,000	-
	390510 Ancilliary Services				
30101	Salaries - Established	32,796	31,716	31,716	34,447
31601	Office Supplies	15,000	15,000	15,000	-
Total Programme 390 General Public Services		**115,196**	**114,116**	**114,116**	**84,847**
TOTAL DEPARTMENT 0504 Public Service Board of Appeal		**115,196**	**114,116**	**114,116**	**84,847**
TOTAL MINISTRY 05 Service Commissions		**991,243**	**994,578**	**996,078**	**695,213**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

06 Audit

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
0601	Auditor General's Department	1,526,552	1,443,667	1,623,667	1,364,712
TOTAL 06 Audit		**1,526,552**	**1,443,667**	**1,623,667**	**1,364,712**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

06 Audit

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Auditor General's Department**				
	350 Audit and Regulatory Services				
	350310 Auditing				
30101	Salaries - Established	929,184	929,184	929,184	1,007,267
30201	Salaries - Non-Established	24,876	24,876	24,876	27,165
30202	Wages - Non-Established	32,938	32,938	32,938	33,277
30301	Duty Allowance - Established	36,000	36,000	36,000	39,025
30305	Entertainment Allowance - Established	5,300	5,300	5,300	4,495
30306	Travelling Allowance - Established	73,392	73,392	73,392	79,999
30310	Allowance in lieu of Private Practice - Established	36,000	36,000	36,000	18,000
30315	Other allowances and fees - Established	88,200	-	180,000	-
30321	Personal Allowance - Established	12,253	12,252	12,252	12,252
30701	Honorarium	6,000	-	-	-
30713	Payment in Lieu of Vacation Leave	20,000	20,000	20,000	16,696
30714	Warm Clothing Allowance	3,500	3,500	3,500	2,700
30716	Uniform Allowance	3,272	3,272	3,272	550
31001	Subsistence Allowance	75,000	75,000	75,000	69,689
31002	Ticket Expenses	30,000	30,000	30,000	16,445
31102	Food, water and refreshments	4,000	4,000	4,000	1,312
31601	Office Supplies	15,000	10,000	10,000	9,446
31602	Computer Supplies	10,000	10,000	10,000	860
31605	Repair and/or Maintenance of Furniture or Equipment	3,500	3,500	3,500	2,000
33403	Computer Software Licensing & Fees	9,474	9,474	9,474	-
33508	Household Sundries	15,000	10,000	10,000	7,457
33701	Conferences or Workshops	3,000	30,000	30,000	-
33705	Course Costs and Fees	4,500	4,500	4,500	-
33707	Training Costs	5,700	5,700	5,700	-
33901	Contributions or Subscriptions to Caribbean Organizations	21,455	17,455	17,455	12,226
33902	Contributions or Subscriptions to Commonwealth Agencies	4,000	4,000	4,000	-
33904	Contributions or Subscriptions to other international organ.	5,008	3,324	3,324	1,697
36006	Maintenance of Buildings	50,000	50,000	50,000	2,154
Total Programme 350 Audit and Regulatory Services		**1,526,552**	**1,443,667**	**1,623,667**	**1,364,712**
TOTAL DEPARTMENT 0601 Auditor General's Department		**1,526,552**	**1,443,667**	**1,623,667**	**1,364,712**
TOTAL MINISTRY 06 Audit		**1,526,552**	**1,443,667**	**1,623,667**	**1,364,712**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

07 Pensions and Gratuities

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
0701	Pensions and Gratuities	80,908,713	76,053,600	76,053,600	68,882,443
TOTAL 07 Pensions and Gratuities		**80,908,713**	**76,053,600**	**76,053,600**	**68,882,443**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

07 Pensions and Gratuities

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Pensions and Gratuities**				
	390 General Public Services				
	390326 Custodial Services				
30202	Wages - Non-Established	-	-	-	-2,469
Total Programme 390 General Public Services		**-**	**-**	**-**	**-2,469**
	900 Fiscal Management				
	900368 Pensions Management				
30801	Gratuities & Terminal Grants	12,000,000	8,000,000	8,000,000	7,036,206
30901	Civil Pension	52,000,000	51,000,000	51,000,000	47,970,828
30903	Military Pension	3,600	3,600	3,600	-
30904	Police Pension	4,555,113	4,500,000	4,500,000	3,937,332
30906	Parliamentary pension	3,800,000	3,500,000	3,500,000	3,333,032
30907	Supplemental Allowance to Eligible Persons	8,500,000	9,000,000	9,000,000	6,607,514
30908	Pensions n.e.c.	50,000	50,000	50,000	-
Total Programme 900 Fiscal Management		**80,908,713**	**76,053,600**	**76,053,600**	**68,884,912**
TOTAL DEPARTMENT 0701 Pensions and Gratuities		**80,908,713**	**76,053,600**	**76,053,600**	**68,882,443**
TOTAL MINISTRY 07 Pensions and Gratuities		**80,908,713**	**76,053,600**	**76,053,600**	**68,882,443**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

08 Public Debt

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
0801	Public Debt	780,328,020	798,139,093	799,639,093	306,716,596
TOTAL 08 Public Debt		**780,328,020**	**798,139,093**	**799,639,093**	**306,716,596**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

08 Public Debt

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Public Debt**				
	901 Public Debt				
	901424 Charges on Account-Public Debt				
34009	Commitment Fees	72,227	136,867	1,636,867	5,590,453
34016	Retainer Fees	3,173,471	2,325,825	2,325,825	509,741
34417	Bank Charges	2,000,000	506,500	1,706,500	1,527,367
38001	Interest Payments	87,116,123	78,618,920	78,618,920	53,501,500
38002	Principal Repayments	263,503,302	269,735,874	269,735,874	165,569,036
38006	Payments on Outstanding commitments	15,000,000	15,000,000	15,000,000	8,296,234
38101	Interest Payment	51,326,672	59,954,749	58,754,749	20,452,937
38102	Principal Repayments	358,136,225	371,860,358	371,860,358	51,269,328
Total Programme 901 Public Debt		**780,328,020**	**798,139,093**	**799,639,093**	**306,716,596**
TOTAL DEPARTMENT 0801 Public Debt		**780,328,020**	**798,139,093**	**799,639,093**	**306,716,596**
TOTAL MINISTRY 08 Public Debt		**780,328,020**	**798,139,093**	**799,639,093**	**306,716,596**

Electoral Commission

Business Plan

FY 2026



Antigua & Barbuda
Electoral Commission

Business Plan
For the Fiscal Year 2026

ELECTORAL COMMISSION

OVERVIEW

The Representation of the People (Amendment) Act No. 17 of 2001 outlines the functions of the Electoral Commission: responsibility for the general direction, control and supervision of the preparation of the voters' register and the conduct of elections in every constituency. In an effort to undertake these functions, the Commission appoints a cadre of support personnel throughout the organization, comprising staff at its Headquarters, Registration Officers and Registration Clerks in each of the seventeen (17) Constituencies throughout the State. Agents of Political parties represented in Parliament are nominated as Scrutineers to monitor the registration process.

VISION

The Antigua and Barbuda Electoral Commission is committed to ensuring that the electoral process is conducted in an impartial and transparent manner to ensure voters' confidence and through consultation on the process of continuing electoral reform emanating from "best practices" through experiences and knowledge obtained from cooperation among international electoral organizations.

MISSION

The Antigua and Barbuda Electoral Commission will conduct its voter registration programme in a professional and effective manner to maintain the integrity in the voters' register and ensure the conduct of elections in a manner that will be assessed as impartial and transparent both locally and internationally.

The Commission will carry out a continuing review of its administrative strategies, policies, procedures and practices so as to provide effective and efficient service to enhance stakeholder confidence in the electoral process.

SERVICE PERFORMANCE REVIEW AND CRITICAL ISSUES

Achievements	*Issues*
SERVICE PERFORMANCE **1. Supplementary Lists** Supplementary Lists of persons applying to become registered voters during each month, Preliminary Lists and Register of Electors are published in accordance with the law: •By the 15th of each month •Not later than 30th April and 31st October •Not later than 30th June and 31st December **2. Continuous Registration** Registration units maintained continuous registrations in all 17 seventeen Constituencies. **3. ID Card Printing** Printing of new and replacement ID cards continued in accordance with statutory requirements. **4. Voter Education** Public education was strengthened through press releases, flyers, virtual platforms and civic education programmes in schools, including the conduct of Student Council elections. **5. Expired Voter ID Card Replacement Programme** Programme was successfully launched across all 17 constituencies. **6. Rental Accommodations** Temporary rental accommodations were arranged for the St. Peter, St. Mary's South, and All Saints East & St. Luke Registration Units to facilitate the ongoing Expired Voter ID Card Replacement process. **7. Technology and Connectivity** High-Speed fibre optic internet and IP phones were installed at Headquarters to improve service delivery and communication.	1. **Housing of Units** – Limited availability of suitable premises continues to hinder the permanent placement of for the St. Peter, St. Mary's South, and All Saints East & St. Luke Registration Units. 2. **Equipment Limitations** – Ageing desktops, laptops and other equipment require urgent replacement to sustain efficiency. 3. **Payments** – Some obligations to service providers prior to 2025 largely remain unsettled.

8. **Financial Management** – New procedures implemented by the Ministry of Finance enabled timely disbursement of funds for 2025.	

Achievements	**Issues**
<u>ORGANIZATIONAL MATTERS</u> 1. **Staff Training** – Customer service workshops and the training of twenty-five (25) temporary Registration Clerks strengthened capacity. 2. **Electoral Observation** – ABEC representatives participated in international election observation missions and conferences, broadening technical expertise.	1. Continued reliance on temporary rental spaces and outdated equipment underscores the need for sustained capital investment.

Priorities, Strategies and Indicators for 2026

#	PRIORITIES	STRATEGIES	INDICATORS
1	**Pre-Election Training**	• Conduct mandatory training for Returning Officers, Presiding Officers, Poll Clerks and Information Clerks in accordance with the Representation of the People (Amendment) Act 2002. • Training will cover voting procedures, ballot management, disability support, conflict resolution and legal compliance. • Design and implement a comprehensive curriculum for Returning Officers, Presiding Officers, Poll Clerks, Information Clerks, and Registration Clerks. • Training to include: voting and counting procedures, ballot security, disability support and accessibility, de-escalation and conflict resolution, legal compliance, and mock polling exercises. • Develop training manuals and quick-reference guides for officers.	**Outputs:** -Number and percentage of election officers trained and certified prior to appointment. **Outcomes:** -Fewer procedural errors. -Improved accuracy of polling and counting procedures; reduced incidence of complaints or petitions -Enhanced accessibility for persons with disabilities -Increased stakeholder confidence in the process.

2	**CBN Contract Renewal**	• Execute a seven (7)-year agreement (2026–2032) with Canadian Bank Note Company (CBN) for the renewal of the Electoral Management System (EMS). • Implement a **comprehensive hardware and software refresh**, including: upgraded servers, workstations, biometric devices, Automated Fingerprint Identification System (AFIS) backend, and card personalization equipment. • Introduce **new Electoral ID Cards** with enhanced design and security features, ensuring continued recognition of ABEC's ID card as a trusted national identity document. • Maintain **centralized personalization of cards** at ABEC HQ, supported by secure data transmission from the 17 district units. • Establish a **multi-level support framework** (local service providers, remote technical support, manufacturer-level support) to guarantee rapid issue resolution. • Ensure **quarterly reporting** and preventative maintenance visits to monitor performance,	**Outputs:** – Contract executed by Q1 FY 2026. – EMS hardware and software refresh completed within first contract year. – 100,000 enhanced Electoral ID cards produced and distributed during contract term. – Local ABEC staff trained on updated system functionalities. – Quarterly performance and maintenance reports submitted to ABEC. **Outcomes:** – Continuity of secure Electoral ID card issuance with no interruption to the Voter ID Replacement Programme. – Improved reliability and efficiency of the voter registration and card personalization process. – Strengthened integrity of the Voters' Register through upgraded AFIS and duplicate prevention features.

		minimize downtime, and manage consumables. • Conduct **training for ABEC technical staff** to build local capacity in system operation and troubleshooting.	– Greater resilience of ABEC's IT and electoral infrastructure, reducing risks of system failure during election periods. – Sustained public confidence in the electoral process through modernized, internationally benchmarked identity management. **Indicative Cost: US$5,237,925 over seven years** (≈EC$14.1M), payable in seven equal annual instalments of **US$748,275** (≈EC$2.0M/year).
3	**Container Project for Housing Registration Units**	Acquire and retrofit modular container structures to house Registration Units, reducing rental costs and improving accessibility. Implement a phased programme to replace rented registration unit spaces with purpose-built, containerised offices. Retrofit containers with proper insulation, air-conditioning, electrical wiring, IT cabling,	**Outputs:** -Number of containerised units commissioned annually. -Number of units transitioned to containerised offices per year. -Percentage of reduction in rental expenditure. -Number of container units compliant with accessibility and occupational safety standards.

		security features, and disability access (ramps/railings). Prioritise units in high-rent or structurally unsafe locations for Phase 1. Establish a standardised design/layout for uniformity and efficiency. Collaborate with Ministry of Works and private contractors for site preparation and installation.	**Outcomes:** -Long term reduction in rental expenditure and improved service access. -Reduced dependency on private properties. -Improved working conditions for registration staff and the public. Enhanced security for voter data and equipment. **Indicative Cost:** **EC$662,206.00 per container unit** (inclusive of retrofitting and installation). Phased over 2–3 years depending on funding availability.
4	**Staff Uniforms**	Procure professional uniforms for frontline staff to enhance public visibility and reinforce ABEC's corporate image. Introduce a standardized uniform policy across all Registration Units and Headquarters staff.	**Outputs:** -Number of uniforms distributed to staff annually. -Standardization of dress code across ABEC. -Improved visibility and identification of staff during voter registration and election activities.

		Provide each staff member with at least two sets of uniforms annually. Ensure uniforms are designed for comfort, professionalism, and functionality (suitable for both office and field duties). Include clear ABEC insignia/logos for easy staff identification by the public. Establish a procurement schedule with local suppliers to manage cost efficiency and timely delivery.	**Outcomes:** -Enhanced professional image of ABEC to the public. -Strengthened stakeholder and voter confidence through a consistent, professional presentation. -Increased morale among staff who feel recognized and equipped. **Indicative Cost: EC$1,200 per staff member annually** (depending on fabric, embroidery, and supplier contracts).
5	**Technology and Equipment Upgrade**	Replace outdated equipment; -desktops -laptops -printers -scanners Replace equipment across Headquarters and the 17 Registration Units on a **phased basis**, prioritising units with the heaviest workloads.	**Outputs:** - Percentage of equipment replaced. **Outcomes:** - Reduction in equipment-related downtime and improved operational efficiency.
6		Expand digital and traditional media outreach Develop short educational videos about various aspects of the	**Outputs:** - Number of campaigns executed.

	Public Education Campaigns	electoral process for in house and social media. Forge partnerships with traditional media to feature key information from ABEC on a monthly basis. Improve our services available to organizations (Civil Society and Sporting Organizations) and schools (Student Council Elections) to carry out electoral processes.	**Outcomes:** - Increased voter awareness and youth registration. Increase knowledge about ABEC and its mission as an Electoral Management body.

Appendix to the Business Plan Template – Table for Analysis Purposes Only

Significant trends and issues	**Potential impact on the Commission and its spending institutions**
Economy and Market	
Inflation and rising rental costs	Higher operating costs for Registration Units; increased budgetary allocations for staffing and equipment.
Social Environment	
Growth of youth electorate	Greater demand for voter education and ID card issuance.
Policies and Activities of NGOs/Private Sector	
Expanded civil society interest in election observation	Increased need for stakeholder engagement and public education.
Effect of the Environment	
Hurricane and flood exposure	Requirement for resilient containerised registration units and off-site data backup.
Government Policy and Decisions	
Commitment to digital transformation	Necessity of timely CBN contract renewal and equipment upgrades to maintain secure ID production.
Other Influences	

Significant trends and issues	Potential impact on the Commission and its spending institutions
Introduction of ballot counting at polling stations	Need for extensive stakeholder consultation, legislative compliance and pre-election training to manage procedural change.

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

09 Electoral Commission

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
0901	Electoral Commission	5,023,802	6,168,927	6,485,044	4,576,648
TOTAL 09 Electoral Commission		**5,023,802**	**6,168,927**	**6,485,044**	**4,576,648**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

09 Electoral Commission

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Electoral Commission**				
	390 General Public Services				
	390366 Parliamentary Process				
30201	Salaries - Non-Established	416,220	493,788	493,788	780,132
30202	Wages - Non-Established	121,368	121,316	121,316	109,514
30203	Overtime - Non-Established	2,000	2,000	2,000	1,585
30401	Duty Allowance - Non-Established	57,000	45,000	45,000	29,134
30405	Entertainment Allowance - Non-Established	3,600	3,600	3,600	5,710
30406	Travelling Allowance - Non-Established	85,704	85,704	85,704	76,202
30413	Plain Clothes Allowance - Non-Established	6,000	6,000	6,000	6,000
30417	Substitute Allowance - Non-Established	15,000	15,000	15,000	5,655
30418	Acting Allowance - Non-Established	40,500	40,500	40,500	892
30701	Honorarium	-	-	-	5,000
30801	Gratuities & Terminal Grants	13,984	13,984	13,984	-
30802	Compensation & Indemnities	-	-	5,400	-
31001	Subsistence Allowance	25,000	25,000	25,000	7,195
31002	Ticket Expenses	18,400	18,400	18,400	2,649
31102	Food, water and refreshments	22,000	32,000	32,000	2,148
31307	ID Cards	3,000	3,000	3,000	80
31601	Office Supplies	69,400	69,400	69,400	41,637
31602	Computer Supplies	20,000	20,000	50,000	9,985
31604	Maintenance Contract - Photocopiers or MFPs	38,100	38,100	38,100	1,996
31605	Repair and/or Maintenance of Furniture or Equipment	17,000	17,000	17,000	2,800
31606	Purchase of cellular equipment/devices	28,698	-	-	-
32001	Medals, Stationary, Seals & Gifts	10,000	5,000	5,000	-
33001	Advertising & Promotion Costs	50,000	20,000	14,600	1,000
33501	Office Cleaning	20,000	50,000	20,000	500
33508	Household Sundries	30,000	30,000	30,000	4,910
33606	Sea Freight Expenses	40,000	20,000	20,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	32,800	32,800	32,800	-
34007	Consulting Services	15,000	10,200	10,200	-
34016	Retainer Fees	36,000	36,000	36,000	6,000
34416	Election Expenses	25,000	18,400	334,517	-
36206	Other Repairs and Maintenance Costs	10,236	10,236	40,236	7,030
37034	Expenses of Boards or Committees	324,000	324,000	324,000	3,100
	390428 Registration Services				

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

09 Electoral Commission

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30201	Salaries - Non-Established	2,698,380	2,199,991	2,199,991	2,358,080
30203	Overtime - Non-Established	2,000	2,000	2,000	802
30208	Severance Pay - Non-Established	90,000	90,000	90,000	-
30401	Duty Allowance - Non-Established	14,000	14,000	14,000	6,081
30406	Travelling Allowance - Non-Established	134,412	134,412	134,412	96,930
30418	Acting Allowance - Non-Established	52,000	52,000	52,000	9,141
30425	Volunteer, Unattached & Reserved Personnel - Non-Established	80,000	65,000	105,000	46,835
30716	Uniform Allowance	100,000	-	-	-
33701	Conferences or Workshops	20,000	10,000	10,000	-
33707	Training Costs	60,000	20,000	20,000	6,350
34109	Rental or Lease - n.e.c.	50,000	82,800	82,800	46,800
	390526 Nationwide Re-registration Process				
30201	Salaries - Non-Established	-	620,082	620,082	501,630
31001	Subsistence Allowance	-	25,000	25,000	4,163
31002	Ticket Expenses	-	18,400	18,400	2,070
31102	Food, water and refreshments	-	30,000	30,000	8,922
31307	ID Cards	-	686,314	616,314	188,960
31601	Office Supplies	-	20,000	20,000	17,985
31602	Computer Supplies	-	30,000	30,000	22,675
32001	Medals, Stationary, Seals & Gifts	-	5,000	5,000	2,109
33001	Advertising & Promotion Costs	-	20,000	20,000	8,511
33501	Office Cleaning	-	20,000	20,000	4,741
33508	Household Sundries	-	30,000	30,000	13,937
33606	Sea Freight Expenses	-	30,000	30,000	-
33707	Training Costs	-	15,000	15,000	8,400
34109	Rental or Lease - n.e.c.	-	39,500	39,500	29,500
	390765 Electronic Registration & ID Card System				
33403	Computer Software Licensing & Fees	27,000	27,000	27,000	-
33807	Internet Connectivity Costs	100,000	276,000	276,000	81,172
Total Programme 390 General Public Services		**5,023,802**	**6,168,927**	**6,485,044**	**4,576,648**
TOTAL DEPARTMENT 0901 Electoral Commission		**5,023,802**	**6,168,927**	**6,485,044**	**4,576,648**
TOTAL MINISTRY 09 Electoral Commission		**5,023,802**	**6,168,927**	**6,485,044**	**4,576,648**

The Prime Minister's Ministry and the Ministry of Finance, Corporate Governance and Public Private Partnerships (PPPs)

Business Plan

FY 2026

1.1 Ministry Overview

The Prime Minister's Ministry consists of the Office of the Prime Minister or Prime Minister's Headquarters. This Ministry includes the following divisions:

- Passport Office
- Citizenship by Investment Unit (CIU)
- Office of National Drug Control and Money Laundering Policy (ONDCP)
- Antigua and Barbuda Department of Marine Services and Merchant Shipping (ADOMS)
- Antigua and Barbuda Defence Force
- The Electoral Commission
- The Information Commission
- The Antigua and Barbuda Port Authority
- National Oversight Committee on Financial Action (NOCFA)

The effective management of the Ministry, therefore, is dependent on the ongoing collaboration between the Permanent Secretary and Department Heads.

In this regard, the Ministry carries out the following broad functions:

- Facilitates the overall management of all departments and units within the Prime Minister's Ministry.
- Provides support resources and national security for the proper management of activities relating to Passport and Citizenship, Merchant Shipping, Drug Control and Money Laundering and Defence.

1.2 Vision

To be the driving force behind our nation's advancement in security and tertiary education, envisioning a future in which innovation, inclusivity, and good governance are paramount. We aim to set an example by creating a prosperous and harmonious society in which the well-being of all citizens is our top priority.

1.3 Mission

To diligently carry out Government policies and strategies, while providing unwavering support and optimal resources to streamline the operations of all departments and units overseen by the Hon. Prime Minister. Our commitment is to allocate resources wisely, in accordance with the Prime Minister's vision of transforming Antigua and Barbuda into a thriving economic force.

1.4 Service Performance Review and Critical Issues for 2025

The Prime Minister's Ministry continues to play an important role in assisting its various departments in attaining their respective goals and objectives. The Ministry will continue in 2026 to facilitate and support each department as necessary.

Achievements	Issues
***ADOMS*:** Antigua and Barbuda operates a fully-fledged international registry and a developed Maritime Administration. This administration is tasked with implementing and enforcing national and international rules and regulations regarding safety, security, the welfare of seafarers and the protection of the marine environment. The Antigua and Barbuda flag is listed on the whitelists for both the Tokyo and Paris Memoranda of Understanding on Port State Control (PSC) which is indicative of a quality registry that is attractive to ship owners. The registry is ranked among the top 30 in the world's merchant fleet and is internationally recognized by stakeholders within all dimensions of the international shipping industry. **Organizational Matters** *Strengthening the technical capacity and enhancing professional development.* The implementation of an internal training plan for the enhancement of employee skill sets and a higher level of client service. *Lack of organizational strategy to optimize staff retention*. There is a need for the implementation of a strategy to align organizational culture with the strengthening of leadership capabilities and the enactment of standard operating	Lengthy processing times to register external companies. Lack of a competitive fee system: Lack of a readily available competitive registration fees documented and demonstrated to the client in a public forum such as the website or a business development program Lack of one (1) common database for the fleet: With multiple databases there is an inability to guarantee the consistency and accuracy of all registry data and safely related information. *Outdated Corporate/Companies Legislation.* The Companies Act needs to be reviewed and updated to optimize the registration of ships. *Lack of a three-star RightShip rating.* Shippers are using RightShip ratings as a means for selecting ships to move their cargo, the lack of a three-star rating will cause difficulty in getting cargo for vessels since most shippers require ratings above two-stars.

procedures that lead to transparency, appreciation of effort and a work ethic that ensures quality of output and continuity of service.	
PMO: The Ministry continues to be responsible for processing and supporting travel requests for the Non-Established Officers within the service and intends to manage this support element more efficiently. A number of government officers continue to receive training in various short courses in China and India. The Prime Minister's Scholarship Program continues to provide financial assistance to students. This initiative has seen an increase in the number of scholarships awarded. However, the Department has refocused its attention to granting scholarships to University of the West Indies (UWI) Five Islands Campus. There is also an increase in scholarships to international agencies including China, Cuba, India and Russian Federation. Financial assistance has also been awarded towards technical training such as the operating of heavy-duty equipment. General maintenance and repair to the office building and grounds (ongoing). **Organizational matters** The Prime Minister's Scholarship Programme continues to see an increase in scholarship recipients. There are over Sixteen Hundred (1600) scholarship recipients for the current year.	The need to carry out a comprehensive assessment to determine overall maintenance needs of the office building.

The Department, however, continues to monitor students' performance via transcripts. Staff participated in professional development workshops in 2025 such as Emotional Intelligence and Conflict Resolution, Women in the Workplace, Registry Functions, Leadership and Management. The implementation of the imprest has improved the process of procuring goods and services for the Ministry. A new unit - The National Oversight Committee on Financial Actions (NOFCA) was added to the Prime Minister's Ministry. NOCFA oversees Antigua and Barbuda's AML/CFT framework and efforts to combat the proliferation of weapons of mass destruction (WMD) etc	
ABDF: The ABDF continues to collaborate with the Police and ONDCP to address various national security matters especially as it relates to crime prevention and intervention initiatives. Support is given to various Government and community organizations for example, NODS in disaster preparedness. The ABDF is the coordinator for air and maritime search and rescue services within its zone. Air Wing gave support to maritime search and rescue, surveillance operations and local organizations including government entities. Airlift services were provided from Barbuda from time to time. Deployment of personnel to Barbados, Grenada, St. Vincent and the Grenadines	Lack of prioritizing of funding to support ABDF's program of activities. Infrastructure across the force is in a dilapidated state and has proven inadequate for the number of members and civilian staff to live and work (infestation of termites, aged plumbing, issues of mould, water holding tanks deteriorated). The female barracks at Camp Blizzard is inadequate in terms of space and it also leaks and is not very well ventilated. Rodent invasion of the Coast Guard facility at the Deep-Water Harbour due to proximity to the Ports container terminal. Lack of an effective switchboard system has affected communication throughout the organization, especially at Coast Guard. This has impacted Coast Guard's

in support of the Regional Security Systems and the Caribbean Disaster Emergency Response Agencies missions. The National Cadet Corps successfully hosted a camp in Barbuda. The Cadet Corps also launched and hosted several programs to include the Air Cadets, the Duke of Edinburgh award program, fencing, marshal arts and its music program. **Organizational matters** Acquisition of a 25-meter vessel to support Coast Guard Operator For Fiscal year 2026 Renovation of the Head Quarters Building to include expansion of the Finance (Accounts) Office. Construction of female barracks at Camp Blizzard Expansion of the male barracks Acquisition and integration of personal protective equipment The expansion of the Cadet Corps into all Government Secondary Schools. Acquisition of a 25-meter vessel to support Coast Guard Operator estimated at seven (7) million US Dollars The creation of an inventory database for better management of stocks Relocation of Coast Guard to Camp Blizzard	ability to respond to search and rescue cases. It has impacted the ability to communicate with both vessels and aircraft whenever they are deployed.

ONDCP: The Office of National Drug and Money Laundering Control Policy continues to be a lead agency in counter narcotics and financial investigation. Achieved compliance with 36 of the Financial Action Task Force (FATF) 40 Recommendations. Conducted outreach to inform national and sectorial understanding of Money Laundering/Terriost Financing (ML/TF). Strengthened the framework for domestic cooperation and coordination by contributing to work groups and task forces at the national and agency levels. Enhancement of financial intelligence products to inform investigative and policy actions at the operational and strategic levels. Support given to the national security architecture. ***Organizational matters*** The agency seeks to conduct outreach to relevant sectors regarding results of national and sectorial risk assessments. Recruiting suitably qualified, technical and specialized resources to meet increased supervisory responsibilities – enhancing capacity of existing supervisory personnel. Ongoing training in intelligence gathering and investigations to keep abreast with the advancing sophistication modes of financial crime. Addressing the problem of supply and demand of illicit substances among	There is a need for the calibration of human and technological resources to effectively respond to the evolving AML/CFT/CPF environment (anti money laundering/countering the finances of terrorism/counter proliferation financing). The Agency faces a high turnover rate of staff due to a high stress environment which necessitates achieving objectives to mitigate the impact of transnational organized crime. Staff are also approached by national and regional private sectors which offer higher compensation packages. High expenses are further incurred to facilitate ongoing and training of new and replacement staff.

citizens of Antigua and Barbuda and the region, by extension.	
Antigua Port Authority The Port Modernization Project continues to serve as a transhipment hub for neighbouring islands. It is also expected to significantly improve market competitiveness, trade facilitation, enhance service levels, attract more shipping companies and also provide storage space for goods to be off loaded.	

Priorities and Strategies

Priorities	Strategies	Indicators
Priority 1 Increase security measures within the working environment	Strategy: Replace and install the baggage scanner machine. Frequent maintenance /servicing of the Walk-Through Metal Detectors Install additional surveillance cameras at the VIP entrance area. (PMO)	Outputs: Physical Security Systems in place to record and provide evidence should an incident occur. Outcomes: The premises of the Ministry are more secured. This can help to monitor any internal or external threats of theft, vandalism, attacks, prohibited items etc.
Priority 2 Provide training opportunities to staff	Strategy: Conduct a training needs analysis to identify what type of training is required and the target group (ongoing) (PMO)	Outputs: Staff learn critical skills related to their roles and responsibilities. Outcomes: Improved skill sets, personal development, increased competencies among staff. Capacity building within the working environment.

Priority 3 Improve General Building Maintenance *– The molding on the eastern side of the building has been removed and needs to be replaced* *– The roof is leaking at various points*	Strategy: Conduct routine inspections of the office building and grounds. Identify deteriorated elements so that they can be addressed in a timely manner. (PMO)	Outputs: Outcomes: Frequent maintenance practices can help to lower expenses associated with repairs or replacement.
Priority 4 Upgrading of the PABX (Switchboard) system	Strategy: Continue to Liaise with APUA's point of contact and the Ministry of Finance (PMO)	Outputs: Fully functioning and more efficient switchboard system at the Prime Minister's Office
Priority 5 Continued employment of new personnel at ABDF and ONDCP.	Strategy: Embarking upon a targeted recruitment drive to attract suitable individuals to these organizations. (ABDF & ONDCP)	Outputs: Promotional Drive Outcomes: Improvement in the general operations of both divisions.
Priority 6 Better financial management and use of scarce resources	Strategy: Partnership and collaboration with other government departments and agencies. (PMO)	Outputs: Reduced maintenance and service costs. Reduced energy costs
Priority 8 Renovation at ABDF due to major infrastructure issues at various units. This is work in progress. Current focus is on the Admin and Finance Department.	Strategy: Conduct a comprehensive needs assessment to determine the overall issues and identify appropriate solutions. (ABDF)	Outputs: Improved operations at all units within the Antigua and Barbuda Defence Force

Priority 9 Fully functioning air condition unit. Compressor is needed in the central areas (VIP and Reception)	Strategy: Partnership and collaboration with other government departments to include Public Works Department. Procure a compressor etc (PMO)	Outputs: Outcomes: Fully functioning Central AC Unit
Priority 10 Continued repairs to the perimeter wall structure at the Prime Minister's Office. This is work in progress.	Strategy Partnership and collaboration with other government departments to include Public Works Department.	Output Perimeter wall fence repaired, and steel structures reinforced.
Priority 11 Resolve the water drainage problem at the VIP and General parking lot. Water settles whenever it rains. Road Resurface of the two (2) parking lots	Strategy Partnership and collaboration with other government departments to include Public Works Department. Assessing the road's condition, laying of asphalt layers etc	Output An effective drainage system
Priority 12 Construction of a generator shed for the device that supports the government complex	Strategy Purchase the required materials needed for the work to be performed.	Output A well-ventilated generator shed whereby the generator is protected from the elements of weather conditions.

BUSINESS PLAN FOR THE YEAR 2026

Ministry of Finance, Corporate Governance and Public Private Partnerships

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Budget Plan

For the FY 2026

Ministry Overview

The Ministry of Finance and Corporate Governance is responsible for the collection of revenue, control of expenditure, execution of fiscal policy, management of debt, management of postal services, statistical data, development planning, auditory control, project management and corporate governance oversight.

Vision

A centre of excellence for modern financial management, strong economic growth and sustainable development, for the well-being of all citizens of Antigua and Barbuda.

Mission

To efficiently coordinate and direct effective use of financial Resources towards sustainable economic growth in a manner for Antigua and Barbuda to become an economic powerhouse within the region and the world.

Strategic Area and Work Plan 2026

Office of the Financial Secretary

Strategic Area	Outputs	Key Activities	Timeline	Lead	KPIs	Expected Output
Budget Planning	Annual Budget Report	Develop revenue estimates; Outline expenditure plans targeting a primary budget surplus of 2% of GDP	Annual (Q4)	Budget Office	Timeliness of report submission	Detailed budget report with revenue estimates and expenditure plans aligned to budget
Financial Reporting	Monthly and Quarterly Financial Statements	Collect data on revenue collections, aiming for 80% accuracy; Analyze expenditures with a target of identifying at least 3 key variance areas; Prepare cash flow statements	Monthly, Quarterly	Inland Revenue, Customs, Treasury Department, Budget Office	Accuracy of financial data	Financial statements showing revenue collections and expenditures within 10% of budget

		projecting a minimum cash balance of $1 million				
Debt Management	Public Debt Report	Monitor new borrowings with a cap set by borrowing authority; Track repayments to ensure debt servicing is being made according to agreements; Conduct sustainability analysis with a focus on achieving debt-to-GDP ratio of 60% by 2030 and no more than 65% in 2026 as per fiscal target established in the Fiscal Resilience Guidelines	Quarterly	Debt Management	Debt-to-GDP ratio	Report indicating total public debt not exceeding 65% of GDP with sustainability analysis results
Revenue Analysis	Revenue Collection Reports	Analyze revenue collection performance against budget targets, aiming for at least 90% achievement; Identify shortfalls or overages with detailed analyses and identification of causes of the outcomes	Monthly	Inland Revenue, Customs	Revenue collection vs. targets	Report detailing revenue collections meeting or exceeding budget targets, identifying causes of any shortfalls
Expenditure Control	Expenditure Reports	Summarize government spending with detailed line-item review; Identify areas of overspending or	Quarterly	Budget Office	Variance from budget	Variance analysis reports showing expenditures within 10% of budget allocations,

		under spending, targeting at least 3 specific instances; Ensure expenditures align with budgetary allocations within 10%				highlighting specific overspending instances.
Financial Performance	Financial Performance Report	Assess efficiency of financial operations, targeting a minimum of 50% efficiency improvement; Evaluate overall financial performance with specific metrics, such as payment processing times, timeliness of bank reconciliation, accuracy of financial reports	Monthly, Quarterly and Annually	Treasury	Efficiency improvement	Comprehensive financial performance reports summarizing findings, improvements, and areas for further enhancement.
Financial Performance	Audit Reports	Conduct internal audits with the goal of completing at least 4 audits per year; Identify irregularities and recommend corrective actions for at least 40% of findings	All Quarters	Internal Audit	Number of compliance issues resolved	Audit report identifying at least 20% of irregularities resolved and recommendations implemented within 6 months
Mid-Year Assessment	Mid-Year Review	Review and report on fiscal and real sector performance, aiming for adjustments with at least 80% accuracy; Adjust forecasts as needed based on 20% variance	Mid-Year	Macro Fiscal	Adjustment recommendations made	Mid-year report providing adjustments to forecasts with at least 20% variance explained

		from initial projections				
Fiscal Strategy	Fiscal Strategy Reports	Develop long-term fiscal strategies targeting revenue generation increase consistent with growth rate; Plan for expenditure control measures with a goal of reducing unnecessary spending by 10%	Annually	Macro Fiscal	Long-term sustainability goals achieved	Strategy report detailing a percentage increase in revenue generation projections and expenditure control measures
Economic Analysis	Economic Reports	Analyze economic conditions with specific focus areas, aiming for a minimum of 4 reports per year; Forecast impacts on finances with accuracy of at least 80%	Quarterly	Macro Fiscal	Accuracy of forecasts	Reports forecasting economic trends with 80% accuracy and impacts quantified in terms of revenues or costs
Risk Management and Commitment Control	Risk Mitigation Reports	Monitor and report on financial commitments; Identify and assess operational and financial risks across ministries; Guide ministries on record-keeping in accordance with regulations; Provide training sessions on risk management and commitment controls	Ongoing, Quarterly, and as needed	RMCC Team	Effective Risk Management and Financial Alignment	At least three comprehensive risk mitigation strategies developed and implemented tailored to identified risk; ensure that 50% of the financial reports submitted are accurate and timely and in alignment with commitments and approved budget allocations

Ad Hoc Reporting	Special Reports	Prepare reports on specific financial issues/projects with a turnaround time of 2 weeks; Ensure actionable recommendations are included in each report	As requested	Office of the Financial Secretary	Timeliness of report submission	Special reports delivered within 2 weeks of request, with actionable recommendations provided

Budget Office

Strategic Area / Output	Key Activities (FY2026)	Lead / Support	Timeline	KPI	Funding Source
1. Institutional Restructuring & Staffing	• Implement approved organogram. • Create new position and recruit new staff (Senior Project Economist, Project Economist I, Procurement Officer, Technical Assistant). • Update all Job Descriptions (JDs) and Terms of Reference (ToRs).	Budget Director/HR/ Establishment	Q1–Q2	Timely submission of CN/Job descriptions	GoAB Recurrent
2. Training & Capacity Building	• Develop and roll out a structured training program covering: ○ Programme Budgeting: principles, templates, performance frameworks, and FreeBalance processes. • Conduct at least 3 internal training workshops	Budget Director / TA Consultant	Q2–Q4	Timely completion rates of workshops and training/ Participation rate/Level of productivity	GoAB/External Agency
3. Policy & Legal Framework	• Support review of the Finance Administration Act	FS Office / Budget Office / Legal	Q1–Q2	Timely review of the Act/Completion of the manual/Volume of work	GoAB

Strategic Area / Output	Key Activities (FY2026)	Lead / Support	Timeline	KPI	Funding Source
Enhancement	(FAA). In addition to developing an Annex that explains the regulatory authority of the Budget office. • Finalize the Budget Manual and operating procedures. Provide support for the revision of the Procurement Act	Affairs		undertaken during the quarter.	
4. Programme Budgeting Pilot	Roll out the new format of Programme Budgeting. □ Implement programme budgeting in the FY2026 budget.	Budget Office / Line Ministries	Q2–Q4	Development rate of programme materials/ Training of Stakeholders/Timeliness of training programme implementation	GoAB / CARTAC
5. Public Investment Management (PIM) Strengthening	• Integrate Senior Project Economist role. • Develop standardized project appraisal templates. • Conduct training on project evaluation.	Budget Office / PIM Unit	Q1–Q4	Development rate of programme materials/ Training of Stakeholders/Timeliness of training programme implementation	GoAB / CDB
6. Procurement Integration & Support	• Establish link between Budget and Procurement functions. • Hire Procurement Officer. • Conduct awareness sessions with line ministries.	Budget Office / Procurement Unit	Q3–Q4	Development rate of programme materials/ Training of Stakeholders/Timeliness of training programme implementation	GoAB
7. Monitoring & Evaluation (M&E)	• Prepare semi-annual progress reports. • Conduct mid-year review and update work plan.	Budget Office / FS Office	Q2–Q4	Timeliness of submission of reports	GoAB

1. **New organizational structure implemented with 75%-100% of posts filled.**
2. **At least three (3) training workshops completed; 100% staff trained in key PFM areas.**

3. **Digitized budget archive system operational and FreeBalance upgraded.**
4. **Programme budgeting pilot completed in three ministries.**
5. **FAA review and Budget Manual update drafts completed.**
6. **Quarterly monitoring reports produced and submitted to the Financial Secretary.**

Performance Indicators

Indicator	Baseline (2025)	Target (2026)
% of Budget Office positions filled	60%	100%
% of staff training modules	0	60%
Ministries piloting programme budgeting	0	At least 50%
Records digitized and accessible	0%	50%
Updated Budget Manual completed	Draft	Finalized

Debt Management Unit

Strategic Area / Output	Key Activities (FY2026)	Lead / Support	Timeline	KPI's	Funding Source
1. Database Management	Monthly Debt Service Projections	Public Debt Analysts/ Senior Public Debt Officer	Q1 - Q4		GoAB (DMU)
	Monthly Debt Service Report				
	Prepare audit confirmations		As needed		
	Prepare Payment Instructions				
2. Capacity Building and Professional Development	Semi-monthly capacity building sessions	Deputy Debt Manager/All Staff	Q1 - Q4		GoAB (DMU)
	Online courses specific to Debt Management				
3. Reporting and Data Transparency	Annual Borrowing Plan	Public Debt Analyst I	Q1		GoAB (DMU)
	Quarterly Debt Bulletin		Quarterly		
	Quarterly External Debt Statistics Report				
	Balance of Payments		Q2		

	Report				
	External Statistics report for CARICOM		Q3		
	Annual Prospectus		Q4		
	Annual debt service forecasts for Budget		Q4		
4. Resource Mobilization and Financial Operations	Review and Analyse Proposals	Debt Manager/ External Consultant	Q1 - Q4		GoAB (DMU)
	Raising Funds	Debt Manager/ Brokers			GoAB
5. Digitalization and ICT Improvements	Digitalize the Debt Unit records	DMU/IT	Q1 - Q4		
	Debt Manager/Brokers	IT			GoAB (IT Dep't)
6. Policy & Legal Framework Enhancement	Revisit and update the Draft Public Debt Law	DMU/Min of Legal Affairs/ External Consultant	Q3		GoAB (DMU)
7. Monitoring and Evaluation	Quarterly Review of Work Plan Implementation	Debt Manager/Deputy Debt Manager	Quarterly		GoAB (DMU)
	Annual Review and Planning Retreat				

1. The Debt Management Unit (DMU) will focus on enhancing debt servicing efficiency, strengthening debt strategy, building institutional capacity, improving transparency, and supporting fiscal sustainability through prudent borrowing and risk management.

2. The DMU will also focus on seven key strategic areas: Database Management, Debt Reporting and Data Transparency, Capacity Building, ICT Modernization, Resource Mobilization, Legal Framework Enhancement, and Monitoring and Evaluation.

3. The DMU will maintain a structured, results-oriented approach to strengthening public debt management while aiming to enhance fiscal discipline, transparency, and institutional resilience. Thus it will:

a. Ensure timely and accurate debt servicing and reporting

b. Enhance debt strategy and forecasting to guide fiscal policy

c. Improve institutional capacity through continuous training

d. Strengthen transparency and stakeholder communication

e. Maintain effective resource mobilization and portfolio diversification.

Inland Revenue Department

Target Area	Strategy	Indicator
Organizational Management	Communicate 2026 projected tax revenue quotas to staff.	Improved management communication to enhance productivity.
	Implement recommendations from the OECD's safeguards assessment.	Increased data security.
IT Infrastructure	Upgrade IT hardware and replace outdated systems.	Upgraded IT hardware infrastructure.
	Replace the Tax Administration core application SIGTAS	Upgraded/replaced core application system. Increase Revenue Collection
	Implement E-Filing and E-Payments systems.	Enhanced E-Filing and E-Payment processes.
Compliance and Enforcement	Monitor large and medium taxpayer filing rates.	Established filing rates of the taxpayer population.
	Review and update the Collection Policy.	Updated collection policy and guide.
Taxpayer Services	Develop systematic reviews of core taxpayer registers.	Increased taxpayer registrations.
	Train all staff on the new tax system.	Trained staff, leading to improved taxpayer services.
Performance Monitoring	Implement performance	Established performance measurement

	measurement system using SIGTAS data.	system.
	Produce a Taxpayer Compliance Improvement plan.	Enhanced operations and increased taxpayer compliance.
Property Tax	To distribute 75% of property tax citations within the first quarter	Distributed citations
	Continuous Training for Assessment teams in the use of Google Earth/Google Maps to identity new structures	Trained staff, Increased Revenue, Increased compliance Enhanced information and operations
Human Resources Unit	Conduct semi-annual performance appraisals	Employees performance Evaluated
	Create opportunities for cross training for staff	Identified employee areas of interest
	Create succession planning for the Department	Established career path for employees

Customs

Strategic Goal	Action Item	KPI	Responsibility
Optimize Revenue Collection Through Modern Technology	Strengthen revenue collection processes.	Achieve 8% annual revenue growth	Director/DC Operations
	Enhance compliance and training for traders.	Increase voluntary compliance applications	DC Operations/DC Enforcement
Deter Smuggling Through Physical Controls	Enhance surveillance and maritime strategy.	Increase contraband seizures	DC Enforcement/Director
	Improve data sharing and intelligence collaboration.	Conduct more joint operations	
Implement Customs-Related WTO Trade	Streamline customs communication and updates.	Reduce help desk complaints	DC Administration

Measures	Enhance electronic payment and service capabilities.	Increase online payment transactions	

General Post Office

Priority	Strategy	Indicators	Outcomes
Complete Renovation work on the GPO Headquarters on High & Long Streets	Maintain collaboration with the Ministry of Public Works for the restoration of the General Post Office.	Improved productivity due to conducive working environment.	Increased revenue from enhanced services.
	Implement quick remedial actions as issues arise.	Greater overall productivity.	Continued revenue growth.
Address Challenges of Unnamed Streets and House Numbering	Implement quick remedial actions as issues arise.	Greater overall productivity.	Continued revenue growth.
	Collaborate with the Ministry of Transformation to expedite naming and numbering processes.	Improved efficiency in mail delivery.	Achievement of delivery targets set by the UPU.
Enhance Safety for Postal Staff	Work with the Commissioner of Police on controlling stray dogs.	Efficient mail delivery without interruptions.	Increased safety for postal workers in the community.
	Collaborate with government to ensure enforcement of stray dog laws.	Safe delivery conditions for postal staff.	Enhanced trust in the postal service by employees.

National Bureau of Statistics

Priority	Indicators	Outcomes
Conduct the 2025 Population and Housing Census	Census infrastructure established.	Successful completion of the Census.
	Enumeration and preliminary estimates produced.	Accurate data collection and analysis.
Resource the Bureau with Skills and Knowledge	Recruitment of competent statisticians.	Improved technical capability and statistical outputs.
	New posts created for enhanced management.	Enhanced management and performance of the Bureau.
Transition to the Bureau of Statistics	Necessary steps of the transition completed.	Full implementation of the Bureau of Statistics Act.
	Stakeholder collaboration achieved.	Improved coordination and oversight of statistical processes.
Surveys	Conduct of bi-annual labour force survey and other household surveys to produce labour market statistics and other quality social and economic statistics	Labour, inequality statistics Comprehensive Labour Market Information System Improved capacity in the conduct of household surveys

Internal Audit Unit

Strategic Area / Output	Key Activities (FY2026)	Lead / Support	Timeline	KPI's	Funding Source
Institutional Restructuring & Staffing	Recruit or promote staff to fill senior positions	FS, CIA and Establishment	**Timeline**	Vacancy rate reduction (%)	**Funding Source**
Strengthening Audit Coverage	Conduct risk-based audits	CIA and Team	Q1, Q2, Q3	Number of risk-based audits	GoAB Recurring

	of high-priority ministries, departments and agencies			completed	
Training & Capacity Building	Train staff in performance auditing, IT auditing, and fraud detection	External Trainers	All quarters	Number of staff trained	GoAB Recurring
Digital Transformation	Procure audit management software and digitize records	IAU and IT Department	Q2 and Q3	Procurement and implementation of audit software	GoAB and External

Other Priorities, strategies and indicators for Ministry of Finance

1 The continue staffing of the Ministry of Finance IT Unit, allowing for cross training of IT officers between Finance HQ, Treasury, Post Office and National Bureau of Statistics. The will increase efficiency in the procurement and maintenance of IT systems and help to prevent down-time in IT services on occasions when officers are absence for various reasons.

2 Pilot the computerization of the Registry section at its headquarters starting in Q1, then expand to the divisions for efficiency and minimize storage cost, space and the use of paper.

3 The continued restructuring of the Treasury department to improve operational efficiency, enhance fiscal management, personnel development through training and transparency in the disbursement of funds while ensuring better service delivery.

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
1001	Prime Minister's Office	9,505,961	9,936,385	9,968,385	7,758,859
1008	Military	31,446,703	30,296,182	31,166,182	20,512,068
1010	Passport Office	1,349,195	1,067,684	1,106,835	1,003,545
1011	O.N.D.C.P.	6,172,645	6,419,557	6,419,557	5,702,560
1013	Information Technology Center	-	-	-	24,036
TOTAL 10 Prime Minister's Ministry		**48,474,504**	**47,719,808**	**48,660,959**	**35,001,068**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Prime Minister's Office**				
	390 General Public Services				
	390301 Accounting				
30101	Salaries - Established	137,435	236,544	236,544	257,180
30103	Overtime - Established	10,000	10,000	10,000	-
30301	Duty Allowance - Established	9,000	9,000	9,000	33,000
30305	Entertainment Allowance - Established	2,100	2,100	2,100	6,600
30306	Travelling Allowance - Established	18,372	18,372	18,372	24,782
30315	Other allowances and fees - Established	9,000	9,000	9,000	-
30716	Uniform Allowance	50,000	50,000	50,000	34,959
	390418 Security Services				
30201	Salaries - Non-Established	129,179	129,179	129,179	53,485
30202	Wages - Non-Established	223,695	223,695	223,695	198,570
30203	Overtime - Non-Established	20,000	20,000	20,000	4,931
30401	Duty Allowance - Non-Established	18,000	18,000	18,000	1,883
30406	Travelling Allowance - Non-Established	10,000	10,000	10,000	4,712
30716	Uniform Allowance	37,000	37,000	37,000	2,600
	390453 Information Commission				
30201	Salaries - Non-Established	54,000	-	-	-
30406	Travelling Allowance - Non-Established	7,752	-	-	-
	390498 Janitorial Services				
30202	Wages - Non-Established	80,873	80,873	80,873	84,308
30416	Risk Allowance - Non-Established	12,600	-	-	-
	390508 Special Events & Activities				
31102	Food, water and refreshments	65,000	65,000	65,000	121,055
32001	Medals, Stationary, Seals & Gifts	10,000	10,000	10,000	9,471
34109	Rental or Lease - n.e.c.	20,000	20,000	20,000	16,700
	390510 Ancillary Services				
30101	Salaries - Established	474,852	490,920	490,920	432,695
30103	Overtime - Established	10,000	10,000	10,000	494
30201	Salaries - Non-Established	1,517,977	1,513,777	1,513,777	1,806,311
30202	Wages - Non-Established	27,189	27,189	27,189	62,104
30203	Overtime - Non-Established	10,000	10,000	10,000	-
30301	Duty Allowance - Established	51,000	51,000	51,000	15,760
30305	Entertainment Allowance - Established	2,100	2,100	2,100	942
30306	Travelling Allowance - Established	23,976	23,975	23,975	16,229
30315	Other allowances and fees - Established	10,000	9,000	9,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30401	Duty Allowance - Non-Established	80,400	80,400	80,400	105,500
30406	Travelling Allowance - Non-Established	16,044	16,044	16,044	30,948
30416	Risk Allowance - Non-Established	25,200	-	-	-
30418	Acting Allowance - Non-Established	1,500	1,500	1,500	1,221
30701	Honorarium	10,000	10,000	10,000	-
30709	Stipend	90,000	70,000	70,000	51,590
30713	Payment in Lieu of Vacation Leave	50,000	-	32,000	-
30801	Gratuities & Terminal Grants	12,750	12,750	12,750	12,750
30802	Compensation & Indemnities	10,300	10,300	10,300	-
31001	Subsistence Allowance	1,800,000	1,800,000	1,800,000	1,428,283
31002	Ticket Expenses	1,000,000	1,000,000	1,000,000	670,447
31102	Food, water and refreshments	20,000	20,000	20,000	20,474
31203	Official Car consumables	6,000	6,000	6,000	642
31205	Licensing and Renewal Costs	500	500	500	-
31301	Books & Periodicals	5,000	-	-	-
31501	Medical Supplies	2,000	2,000	2,000	361
31601	Office Supplies	45,000	60,000	60,000	34,411
31602	Computer Supplies	80,000	80,000	80,000	33,707
31604	Maintenance Contract - Photocopiers or MFPs	15,000	15,000	15,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	75,000	75,000	75,000	18,189
31606	Purchase of cellular equipment/devices	10,000	-	-	-
33001	Advertising & Promotion Costs	50,000	50,000	50,000	2,993
33206	Insurance - n.e.c.	2,500	2,500	2,500	-
33501	Office Cleaning	144,400	144,400	144,400	186,000
33508	Household Sundries	15,000	15,000	15,000	12,996
33509	Cleaning Tools and Supplies	18,000	18,000	18,000	9,614
33510	Pest Control Supplies	25,000	50,000	50,000	-
33604	Air Freight Expenses	2,500	2,500	2,500	-
33605	Express Mail Services	3,000	3,000	3,000	1,228
33701	Conferences or Workshops	75,000	-	-	-
33707	Training Costs	30,000	30,000	30,000	-
33804	Telephone Cost	10,000	100,000	100,000	-
33903	Contributions or Subscriptions to UN Agencies	155,267	155,267	155,267	-
34007	Consulting Services	225,000	425,000	425,000	40,754
34406	Funeral Expenses	2,000	2,000	2,000	500
34417	Bank Charges	500	500	500	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
36002	Maintenance of Public Grounds	100,000	145,000	145,000	12,000
36006	Maintenance of Buildings	150,000	270,000	270,000	39,584
36007	Maintenance of Heritage Sites	-	100,000	100,000	86,875
36101	Repair or Maintenance of vehicles	25,000	-	-	-
36206	Other Repairs and Maintenance Costs	15,000	25,000	25,000	9,771
37011	Grants to Individuals	1,500,000	1,500,000	1,500,000	1,359,450
37012	Grants to Organisations or Institutions	50,000	50,000	50,000	-
37034	Expenses of Boards or Committees	502,000	502,000	502,000	399,800
Total Programme 390 General Public Services		**9,505,961**	**9,936,385**	**9,968,385**	**7,758,859**
TOTAL DEPARTMENT 1001 Prime Minister's Office		**9,505,961**	**9,936,385**	**9,968,385**	**7,758,859**
08	**Military**				
	290 Public Order and Safety				
	290301 Accounting				
30716	Uniform Allowance	200,000	100,000	100,000	-
31102	Food, water and refreshments	20,000	30,000	30,000	-
31501	Medical Supplies	25,000	25,000	25,000	-
31505	Pharmaceuticals	10,000	15,000	15,000	-
31506	Personal Protective Clothing and Equipment	40,000	50,000	25,000	-
31601	Office Supplies	75,000	75,000	75,000	191
31602	Computer Supplies	70,000	60,000	60,000	-
33508	Household Sundries	10,000	15,000	15,000	-
33509	Cleaning Tools and Supplies	7,500	10,000	10,000	-
	290327 National Defence				
30201	Salaries - Non-Established	11,064,151	11,153,570	11,153,570	10,281,430
30203	Overtime - Non-Established	15,000	15,000	15,000	5,580
30401	Duty Allowance - Non-Established	2,245,267	1,799,189	1,799,189	1,784,338
30404	Housing Allowance - Non-Established	360,000	248,400	248,400	302,700
30405	Entertainment Allowance - Non-Established	19,200	19,200	19,200	19,200
30413	Plain Clothes Allowance - Non-Established	7,200	7,200	7,200	7,200
30415	Other allowances and fees - Non-Established	1,700,000	2,400,000	2,400,000	1,185,396
30421	Personal Allowance - Non-Established	30,000	18,000	18,000	25,000
30425	Volunteer, Unattached & Reserved Personnel - Non-Established	144,000	240,000	240,000	144,000
31001	Subsistence Allowance	400,000	400,000	400,000	100,004
31002	Ticket Expenses	200,000	200,000	200,000	17,060
31202	Fuel and Oil	800,000	800,000	800,000	89,595

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31204	Tyres	50,000	125,000	125,000	3,703
31506	Personal Protective Clothing and Equipment	-	200,000	200,000	-
33101	Security Services	90,000	90,000	90,000	-
33102	Arms and Ammunition	350,000	200,000	200,000	-
33705	Course Costs and Fees	40,000	40,000	40,000	-
33707	Training Costs	50,000	50,000	50,000	-
33804	Telephone Cost	50,000	100,000	100,000	-
34109	Rental or Lease - n.e.c.	5,000	5,000	5,000	-
34422	Contingency Costs	100,000	100,000	100,000	22,974
36204	Maintenance of Rifle Range	20,000	20,000	20,000	-
36206	Other Repairs and Maintenance Costs	10,000	10,000	10,000	-
	290364 National Youth Cadet Corps				
30716	Uniform Allowance	100,000	100,000	100,000	-
31001	Subsistence Allowance	80,000	80,000	80,000	10,983
31002	Ticket Expenses	100,000	100,000	100,000	1,620
31102	Food, water and refreshments	80,000	80,000	80,000	-
31601	Office Supplies	25,000	25,000	25,000	-
33705	Course Costs and Fees	2,000	2,000	2,000	-
33707	Training Costs	12,000	12,000	12,000	-
	290387 Repairs & Maintenance Services				
31201	Vehicle supplies and parts	90,000	100,000	100,000	12,541
31204	Tyres	50,000	40,000	40,000	32,502
31605	Repair and/or Maintenance of Furniture or Equipment	80,000	80,000	80,000	-
31901	Construction Supplies	90,000	90,000	90,000	-
31905	Conservation Materials & supplies	45,000	90,000	90,000	-
36006	Maintenance of Buildings	150,000	150,000	150,000	2,010
36007	Maintenance of Heritage Sites	60,000	60,000	60,000	-
36101	Repair or Maintenance of vehicles	145,000	145,000	145,000	-
36206	Other Repairs and Maintenance Costs	200,000	200,000	200,000	2,915
	290510 Ancillary Services				
30101	Salaries - Established	206,974	206,974	206,974	224,115
30103	Overtime - Established	65,000	20,000	65,000	9,948
30201	Salaries - Non-Established	-	-	-	2,446,328
30202	Wages - Non-Established	966,593	940,344	940,344	965,573
30203	Overtime - Non-Established	15,000	15,000	15,000	-
30306	Travelling Allowance - Established	17,248	17,248	17,248	9,711

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30316	Risk Allowance - Established	42,000	-	-	-
30318	Acting Allowance - Established	10,370	10,370	10,370	120
30401	Duty Allowance - Non-Established	-	-	-	439,025
30416	Risk Allowance - Non-Established	210,000	50,000	50,000	-
30418	Acting Allowance - Non-Established	20,000	19,487	19,487	-
30704	Medical Treatment	140,000	140,000	140,000	-
30709	Stipend	20,000	-	-	-
30713	Payment in Lieu of Vacation Leave	20,000	20,000	20,000	-
30716	Uniform Allowance	750,000	500,000	750,000	73,337
30802	Compensation & Indemnities	335,000	20,000	335,000	-
31102	Food, water and refreshments	1,800,000	1,800,000	1,800,000	740,266
31301	Books & Periodicals	15,600	15,600	15,600	-
31303	Newsletter & Publications	13,600	13,600	13,600	-
31308	Printing Materials & Supplies	20,000	20,000	20,000	-
31501	Medical Supplies	35,000	35,000	35,000	5,750
31505	Pharmaceuticals	25,000	25,000	25,000	-
31506	Personal Protective Clothing and Equipment	300,000	200,000	200,000	-
31601	Office Supplies	100,000	100,000	100,000	56,431
31602	Computer Supplies	75,000	75,000	75,000	-
31604	Maintenance Contract - Photocopiers or MFPs	20,000	20,000	20,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	62,500	62,500	62,500	-
31606	Purchase of cellular equipment/devices	50,000	50,000	50,000	-
31801	Spraying Materials & Supplies	30,000	30,000	30,000	-
31803	Animal Feed	60,000	60,000	60,000	8,247
31804	Production Expenses	60,000	30,000	30,000	1,811
31805	Veterinary Care Supplies	25,000	25,000	25,000	-
32001	Medals, Stationary, Seals & Gifts	50,000	50,000	50,000	4,006
33001	Advertising & Promotion Costs	10,000	-	-	-
33206	Insurance - n.e.c.	1,500,000	1,500,000	1,500,000	77,771
33401	Computer Hardware Maintenance Costs	50,000	50,000	50,000	-
33402	Computer Software upgrade cost	20,000	20,000	20,000	-
33403	Computer Software Licensing & Fees	20,000	20,000	20,000	-
33501	Office Cleaning	50,000	50,000	50,000	-
33503	Liquid Waste Removal Costs	50,000	50,000	50,000	-
33508	Household Sundries	155,000	200,000	200,000	66,970
33509	Cleaning Tools and Supplies	45,000	45,000	45,000	615

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33510	Pest Control Supplies	80,000	80,000	80,000	1,300
33511	Waste Removal Costs	50,000	100,000	100,000	-
33604	Air Freight Expenses	10,000	10,000	10,000	-
33606	Sea Freight Expenses	5,000	-	-	-
33802	Industrial Gas Cost	25,000	25,000	25,000	-
33804	Telephone Cost	50,000	50,000	50,000	5,473
33807	Internet Connectivity Costs	50,000	50,000	50,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	1,000,000	1,000,000	1,000,000	1,000,000
33902	Contributions or Subscriptions to Commonwealth Agencies	3,000	3,000	3,000	-
34007	Consulting Services	100,000	100,000	85,000	-
34010	Legal Fees	300,000	-	-	-
34406	Funeral Expenses	30,000	60,000	60,000	15,000
34410	Livestock Breeding & Impounding Costs	20,000	20,000	20,000	-
34417	Bank Charges	2,500	2,500	2,500	-
	290562 National Air Corps Unit				
30716	Uniform Allowance	50,000	50,000	50,000	-
31102	Food, water and refreshments	30,000	30,000	30,000	-
31202	Fuel and Oil	900,000	150,000	350,000	9,923
31506	Personal Protective Clothing and Equipment	60,000	60,000	60,000	-
31601	Office Supplies	20,000	20,000	20,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	15,000	15,000	15,000	-
31902	Spare Parts	50,000	45,000	45,000	-
32001	Medals, Stationary, Seals & Gifts	50,000	75,000	75,000	-
33206	Insurance - n.e.c.	230,000	230,000	230,000	212,630
33508	Household Sundries	20,000	20,000	20,000	164
33509	Cleaning Tools and Supplies	10,000	10,000	10,000	1,711
33707	Training Costs	200,000	200,000	200,000	46,934
33804	Telephone Cost	20,000	20,000	20,000	5,094
33807	Internet Connectivity Costs	10,000	15,000	15,000	-
34422	Contingency Costs	20,000	50,000	50,000	1,134
36005	Airport Operation & Maintenance	35,000	35,000	35,000	-
36101	Repair or Maintenance of vehicles	60,000	60,000	60,000	340
	290563 National Coast Guard				
31201	Vehicle supplies and parts	75,000	80,000	80,000	-
31202	Fuel and Oil	100,000	150,000	150,000	11,087
31204	Tyres	50,000	50,000	50,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31506	Personal Protective Clothing and Equipment	50,000	110,000	110,000	250
31901	Construction Supplies	45,000	45,000	45,000	-
31902	Spare Parts	70,000	70,000	70,000	-
33207	Insurance - Marine Vessels	450,000	450,000	450,000	-
33804	Telephone Cost	25,000	75,000	75,000	-
36103	Repairs or Maintenance of Marine Vessels	100,000	200,000	300,000	20,062
Total Programme 290 Public Order and Safety		**31,446,703**	**30,296,182**	**31,166,182**	**20,512,068**
TOTAL DEPARTMENT 1008 Military		**31,446,703**	**30,296,182**	**31,166,182**	**20,512,068**
10	**Passport Office**				
	330 Printing & Publishing				
	330301 Accounting				
30101	Salaries - Established	28,356	28,356	28,356	-
	330367 Passport and Visa Service				
30101	Salaries - Established	939,372	708,204	708,204	782,992
30103	Overtime - Established	50,000	50,000	50,000	18,216
30202	Wages - Non-Established	79,299	79,300	79,300	83,942
30203	Overtime - Non-Established	6,000	6,000	6,000	1,634
30301	Duty Allowance - Established	42,000	30,000	30,000	45,087
30305	Entertainment Allowance - Established	3,900	3,900	3,900	6,652
30306	Travelling Allowance - Established	41,568	28,284	33,116	27,273
30701	Honorarium	-	-	39,151	2,500
30709	Stipend	10,000	4,440	4,440	602
30716	Uniform Allowance	2,700	2,700	2,700	353
30802	Compensation & Indemnities	3,500	3,500	3,500	-
31102	Food, water and refreshments	9,000	4,500	4,500	-
31308	Printing Materials & Supplies	15,000	20,000	15,168	-
31506	Personal Protective Clothing and Equipment	2,500	2,500	2,500	-
31601	Office Supplies	20,000	20,000	20,000	9,760
31602	Computer Supplies	8,500	8,500	8,500	2,271
31902	Spare Parts	7,500	7,500	7,500	-
32002	Passports	40,000	20,000	20,000	-
33402	Computer Software upgrade cost	10,000	10,000	10,000	-
33508	Household Sundries	10,000	10,000	10,000	7,267
36206	Other Repairs and Maintenance Costs	20,000	20,000	20,000	14,996
Total Programme 330 Printing & Publishing		**1,349,195**	**1,067,684**	**1,106,835**	**1,003,545**
TOTAL DEPARTMENT 1010 Passport Office		**1,349,195**	**1,067,684**	**1,106,835**	**1,003,545**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
11	**O.N.D.C.P.**				
	290 Public Order and Safety				
	290417 Money Laundering Prevention				
30201	Salaries - Non-Established	1,316,784	1,442,020	1,442,020	1,577,117
30401	Duty Allowance - Non-Established	192,000	179,526	179,526	174,609
30406	Travelling Allowance - Non-Established	214,164	222,096	222,096	221,733
30413	Plain Clothes Allowance - Non-Established	97,200	108,000	108,000	100,684
30416	Risk Allowance - Non-Established	97,200	100,800	100,800	100,636
33103	Investigative Expenses	84,000	84,000	84,000	77,000
	290509 Monitoring, Regulations & Enforcement				
30201	Salaries - Non-Established	1,898,088	1,756,763	1,756,763	1,948,551
30202	Wages - Non-Established	139,405	69,844	69,844	72,941
30401	Duty Allowance - Non-Established	162,000	192,000	192,000	195,393
30404	Housing Allowance - Non-Established	78,000	63,000	63,000	70,575
30405	Entertainment Allowance - Non-Established	7,200	7,200	7,200	8,600
30406	Travelling Allowance - Non-Established	174,504	369,008	369,008	212,663
30410	Allowance in lieu of Private Practice - Non-Established	36,000	36,000	36,000	36,000
30413	Plain Clothes Allowance - Non-Established	194,400	111,600	111,600	111,383
30415	Other allowances and fees - Non-Established	36,000	30,000	30,000	36,000
30416	Risk Allowance - Non-Established	120,000	162,000	162,000	113,183
30418	Acting Allowance - Non-Established	15,000	10,000	10,000	1,349
30421	Personal Allowance - Non-Established	24,000	24,000	24,000	3,437
30716	Uniform Allowance	-	-	-	8,952
31102	Food, water and refreshments	12,000	12,000	12,000	5,457
31301	Books & Periodicals	6,000	6,000	6,000	-
31303	Newsletter & Publications	10,000	10,000	10,000	-
31501	Medical Supplies	500	500	500	-
31601	Office Supplies	80,000	86,000	86,000	46,589
31602	Computer Supplies	50,000	50,000	50,000	-
31604	Maintenance Contract - Photocopiers or MFPs	24,000	18,000	18,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	20,000	20,000	20,000	6,233
31901	Construction Supplies	2,500	2,500	2,500	-
31902	Spare Parts	1,500	1,500	1,500	-
32001	Medals, Stationary, Seals & Gifts	5,000	-	-	-
33102	Arms and Ammunition	150,000	150,000	150,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33103	Investigative Expenses	60,000	60,000	60,000	-
33206	Insurance - n.e.c.	310,000	310,000	310,000	274,105
33508	Household Sundries	8,000	8,000	8,000	1,085
33604	Air Freight Expenses	6,200	6,200	6,200	-
33707	Training Costs	80,000	100,000	100,000	-
33807	Internet Connectivity Costs	100,000	100,000	100,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	150,000	300,000	300,000	261,884
33904	Contributions or Subscriptions to other international organ.	90,000	90,000	90,000	18,131
34007	Consulting Services	25,000	25,000	25,000	-
36002	Maintenance of Public Grounds	8,000	8,000	8,000	1,833
36006	Maintenance of Buildings	30,000	30,000	30,000	7,306
36101	Repair or Maintenance of vehicles	50,000	50,000	50,000	9,131
36206	Other Repairs and Maintenance Costs	8,000	8,000	8,000	-
Total Programme 290 Public Order and Safety		**6,172,645**	**6,419,557**	**6,419,557**	**5,702,560**
TOTAL DEPARTMENT 1011 O.N.D.C.P.		**6,172,645**	**6,419,557**	**6,419,557**	**5,702,560**
13	**Information Technology Center**				
	410 Telecommunication & Information Technology				
	410495 IT External Support				
30401	Duty Allowance - Non-Established	-	-	-	6,000
30406	Travelling Allowance - Non-Established	-	-	-	18,036
Total Programme 410 Telecommunication & Information Technology		**-**	**-**	**-**	**24,036**
TOTAL DEPARTMENT 1013 Information Technology Center		**-**	**-**	**-**	**24,036**
TOTAL MINISTRY 10 Prime Minister's Ministry		**48,474,504**	**47,719,808**	**48,660,959**	**35,001,068**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
1501	Ministry of Finance HQ	54,868,657	47,685,678	70,270,278	46,601,578
1502	Treasury	59,857,402	58,799,126	59,289,126	110,218,735
1503	Inland Revenue	13,065,689	10,459,842	10,459,842	8,563,299
1504	Post Office	6,495,778	5,948,907	5,948,907	5,891,734
1505	Customs and Excise	11,816,050	13,651,365	13,651,365	13,968,997
1507	Development Planning Unit	197,527	231,150	231,150	308,850
1508	Statistics Division	1,888,033	1,576,078	1,901,078	609,265
1512	Social Security	256,646	256,644	256,644	248,612
TOTAL 15 Finance, Corporate Governance and PPPs		**148,445,782**	**138,608,790**	**162,008,390**	**186,411,070**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Ministry of Finance HQ**				
	390 General Public Services				
	390419 Casino Inspection				
30201	Salaries - Non-Established	535,805	535,806	535,806	541,408
30401	Duty Allowance - Non-Established	6,000	6,000	6,000	6,000
30406	Travelling Allowance - Non-Established	88,408	100,788	100,788	88,404
30716	Uniform Allowance	30,000	50,000	50,000	-
	390510 Ancillary Services				
30101	Salaries - Established	693,866	698,964	698,964	785,838
30103	Overtime - Established	10,000	10,000	60,000	-
30201	Salaries - Non-Established	383,452	377,365	377,365	642,944
30202	Wages - Non-Established	401,549	346,965	346,965	380,484
30203	Overtime - Non-Established	15,000	20,000	20,000	6,162
30301	Duty Allowance - Established	54,000	54,000	54,000	65,103
30305	Entertainment Allowance - Established	3,600	3,600	3,600	4,847
30306	Travelling Allowance - Established	43,980	36,732	36,732	39,409
30318	Acting Allowance - Established	10,000	10,000	10,000	-
30401	Duty Allowance - Non-Established	9,000	9,000	9,000	21,000
30406	Travelling Allowance - Non-Established	14,328	10,728	10,728	32,448
30418	Acting Allowance - Non-Established	10,000	4,000	4,000	2,384
30709	Stipend	100,000	100,000	341,000	133,741
30716	Uniform Allowance	10,000	140,000	142,500	300
30801	Gratuities & Terminal Grants	276,000	150,000	150,000	56,700
30802	Compensation & Indemnities	500,000	500,000	500,000	-
31102	Food, water and refreshments	15,000	10,000	10,000	5,998
31301	Books & Periodicals	1,000	1,000	1,000	-
31308	Printing Materials & Supplies	10,000	10,000	7,500	-
31601	Office Supplies	75,000	100,000	100,000	39,644
31604	Maintenance Contract - Photocopiers or MFPs	20,000	20,000	20,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	75,000	100,000	100,000	1,899
31606	Purchase of cellular equipment/devices	155,000	155,000	155,000	99,230
33001	Advertising & Promotion Costs	30,000	46,000	46,000	-
33206	Insurance - n.e.c.	8,168,682	4,050,000	9,562,000	787,666
33501	Office Cleaning	35,000	35,000	35,000	9,909
33508	Household Sundries	35,000	25,000	25,000	26,866
33604	Air Freight Expenses	150	152	152	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33701	Conferences or Workshops	12,000	9,200	16,200	-
33705	Course Costs and Fees	4,500	4,500	4,500	-
33801	Electricity Cost	1,000,000	1,000,000	1,000,000	-
33803	Water Cost	1,000,000	1,000,000	1,000,000	-
33804	Telephone Cost	1,000,000	1,000,000	1,000,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	1,100,000	1,100,000	3,530,000	28,474
34007	Consulting Services	358,040	358,040	358,040	72,000
34009	Commitment Fees	262,200	262,200	262,200	-
34101	Rental or Lease - Office Space	198,811	148,811	148,811	173,586
34406	Funeral Expenses	5,000	5,000	5,000	2,160
34501	Refund of Revenue	13,989	13,989	13,989	-
36002	Maintenance of Public Grounds	-	-	-	7,000
36006	Maintenance of Buildings	-	-	3,000	-
36206	Other Repairs and Maintenance Costs	10,000	1,000	1,000	914
37002	Barbuda Council Share of Philatelic Sales	300,000	300,000	300,000	-
37011	Grants to Individuals	250,000	250,000	250,000	172,352
37012	Grants to Organisations or Institutions	1,500,000	2,260,000	2,260,000	220,350
37014	Grants to Municipalities	10,197,650	9,471,928	9,471,928	9,471,928
37015	Grant to Statutory Bodies & SOEs	1,250,000	1,250,000	1,250,000	-
37018	Eldra Bachelor Special Fund	33,000	33,000	33,000	48,748
37037	Transfers to Prime Minister's Entrepreneurial Fund	380,000	380,000	380,000	-
37038	Transfers to Prime Minister's Scholarship Fund	15,000,000	15,000,000	27,000,000	27,869,441
	390516 National Student Loan Scheme				
33701	Conferences or Workshops	-	-	-	21,125
34420	Student Loan	650,000	1,300,000	1,300,000	-
	390549 Project Development and Implementation Management				
30101	Salaries - Established	305,208	-	-	-
30301	Duty Allowance - Established	39,000	-	-	-
30305	Entertainment Allowance - Established	3,600	-	-	-
30306	Travelling Allowance - Established	25,860	-	-	-
31102	Food, water and refreshments	15,000	10,000	10,000	573
31601	Office Supplies	30,000	20,000	20,000	6,148
31602	Computer Supplies	30,000	25,000	25,000	11,343
33001	Advertising & Promotion Costs	-	34,000	34,000	-
33501	Office Cleaning	3,500	3,500	3,500	1,441
33605	Express Mail Services	5,400	5,400	5,400	4,562

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33701	Conferences or Workshops	67,500	20,000	20,000	-
33707	Training Costs	36,000	26,000	26,000	-
34007	Consulting Services	170,000	170,000	511,600	283,702
36206	Other Repairs and Maintenance Costs	7,500	7,500	7,500	520
	390565 Central Emergency Response Fund (CERF)				
34007	Consulting Services	650,000	-	-	-
Total Programme 390 General Public Services		**47,728,578**	**43,185,168**	**63,769,768**	**42,174,751**
	900 Fiscal Management				
	900312 Budgetary Control				
30101	Salaries - Established	574,104	519,576	519,576	623,573
30301	Duty Allowance - Established	69,000	69,000	69,000	71,596
30305	Entertainment Allowance - Established	3,600	3,600	3,600	7,615
30306	Travelling Allowance - Established	43,968	37,932	37,932	45,500
31601	Office Supplies	10,200	4,600	4,600	-
31602	Computer Supplies	13,000	18,400	18,400	-
	900441 Economic Policy Planning & Development				
30101	Salaries - Established	1,985,772	1,585,309	1,585,309	1,764,665
30201	Salaries - Non-Established	-	411,326	411,326	217,537
30301	Duty Allowance - Established	240,000	255,000	255,000	191,500
30305	Entertainment Allowance - Established	21,600	18,000	18,000	14,700
30306	Travelling Allowance - Established	156,720	135,972	135,972	114,162
30321	Personal Allowance - Established	55,200	55,200	55,200	55,200
30401	Duty Allowance - Non-Established	-	51,000	51,000	39,000
30406	Travelling Allowance - Non-Established	-	33,612	33,612	25,860
31102	Food, water and refreshments	12,000	10,000	10,000	-
31303	Newsletter & Publications	5,200	5,200	5,200	-
31601	Office Supplies	23,000	20,000	20,000	11,328
33001	Advertising & Promotion Costs	26,000	26,800	26,800	-
33003	Public Awareness Expenses	10,900	10,900	10,900	-
33701	Conferences or Workshops	25,000	20,000	20,000	12,937
33707	Training Costs	9,200	9,200	9,200	-
34007	Consulting Services	2,552,000	552,000	2,552,000	891,075
37034	Expenses of Boards or Committees	195,000	195,000	195,000	102,000
	900494 IT Internal Services				
30101	Salaries - Established	608,628	97,800	97,800	180,166
30301	Duty Allowance - Established	84,000	18,000	18,000	27,958

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CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30306	Travelling Allowance - Established	74,976	12,072	12,072	12,072
31601	Office Supplies	3,600	3,600	3,600	-
31602	Computer Supplies	3,000	3,000	3,000	-
31604	Maintenance Contract - Photocopiers or MFPs	287,151	287,151	287,151	-
33401	Computer Hardware Maintenance Costs	37,260	30,260	30,260	18,383
33707	Training Costs	10,000	1,000	1,000	-
Total Programme 900 Fiscal Management		**7,140,079**	**4,500,510**	**6,500,510**	**4,426,827**
TOTAL DEPARTMENT 1501 Ministry of Finance HQ		**54,868,657**	**47,685,678**	**70,270,278**	**46,601,578**
02	**Treasury**				
	900 Fiscal Management				
	900301 Accounting				
30101	Salaries - Established	2,441,844	2,565,646	2,565,646	2,878,703
30103	Overtime - Established	125,000	100,000	400,000	561,982
30201	Salaries - Non-Established	24,264	24,264	24,264	-
30202	Wages - Non-Established	217,014	165,528	165,528	148,524
30203	Overtime - Non-Established	75,000	80,000	150,000	153,364
30208	Severance Pay - Non-Established	125,000	125,000	125,000	57,094
30301	Duty Allowance - Established	255,000	258,000	258,000	264,254
30305	Entertainment Allowance - Established	4,800	4,200	4,200	3,944
30306	Travelling Allowance - Established	131,424	120,552	120,552	122,540
30308	Cashier Allowance - Established	3,000	2,400	2,400	2,200
30318	Acting Allowance - Established	30,000	30,000	30,000	-
30321	Personal Allowance - Established	25,068	25,068	25,068	-
30501	Social Security Contributions - Established	14,653,776	14,994,948	14,994,948	13,318,521
30502	Medical Benefits Contributions - Established	6,411,027	5,831,369	5,831,369	5,484,351
30601	Social Security Contributions - Non-Established	19,843,539	20,450,519	20,450,519	19,787,101
30602	Medical Benefits Contributions - Non-Established	8,681,548	7,952,980	7,952,980	8,021,815
30701	Honorarium	-	30,000	-	221,000
30709	Stipend	30,000	-	150,000	181,410
30716	Uniform Allowance	100,000	200,000	200,000	2,331
31102	Food, water and refreshments	50,000	20,000	35,000	23,394
31202	Fuel and Oil	20,000	15,000	15,000	-
31601	Office Supplies	100,000	70,000	70,000	78,064
31602	Computer Supplies	150,000	115,000	115,000	112,976
33206	Insurance - n.e.c.	300,000	255,000	255,000	-

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15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33403	Computer Software Licensing & Fees	2,484,000	2,000,000	2,000,000	1,305,289
33508	Household Sundries	160,000	100,000	100,000	147,655
33705	Course Costs and Fees	50,000	50,000	50,000	-
33801	Electricity Cost	100,000	100,000	100,000	-
34007	Consulting Services	125,000	-	-	-
34404	Crown Agent's Charges	7,066	7,056	7,056	-
34502	Exchange under remittances	1,060	1,050	1,050	-
36206	Other Repairs and Maintenance Costs	80,000	50,000	50,000	79,606
36301	Vehicle Advance	25,000	25,000	10,000	-
37012	Grants to Organisations or Institutions	3,000,000	3,000,000	3,000,000	57,262,617
	900385 Records Management				
30101	Salaries - Established	27,972	30,546	30,546	-
Total Programme 900 Fiscal Management		**59,857,402**	**58,799,126**	**59,289,126**	**110,218,735**
	901 Public Debt				
	901424 Charges on Account-Public Debt				
34417	Bank Charges	-	-	-	-
Total Programme 901 Public Debt		**-**	**-**	**-**	**-**
TOTAL DEPARTMENT 1502 Treasury		**59,857,402**	**58,799,126**	**59,289,126**	**110,218,735**
03	**Inland Revenue**				
	120 Indirect Tax				
	120104 Commercial Operations				
30203	Overtime - Non-Established	-	-	-	-
30709	Stipend	-	-	-	-
Total Programme 120 Indirect Tax		**-**	**-**	**-**	**-**
	250 Infrastructural Development				
	250344 Human Resources Management				
30203	Overtime - Non-Established	-	-	-	-
Total Programme 250 Infrastructural Development		**-**	**-**	**-**	**-**
	262 Secondary Health				
	262378 Psychiatric Health Care Services				
30103	Overtime - Established	-	-	-	-
Total Programme 262 Secondary Health		**-**	**-**	**-**	**-**
	430 Social Protection & Community Development				
	430389 Residential Care Services				
30203	Overtime - Non-Established	-	-	-	-
Total Programme 430 Social Protection &		**-**	**-**	**-**	**-**

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15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
Community Development					
	900 Fiscal Management				
	900377 Property Tax Valuation				
30101	Salaries - Established	549,096	511,724	511,724	582,880
30201	Salaries - Non-Established	523,164	507,101	507,101	549,301
30203	Overtime - Non-Established	50,000	50,000	50,000	-
30301	Duty Allowance - Established	39,000	48,000	48,000	18,000
30306	Travelling Allowance - Established	56,748	38,640	38,640	38,640
30307	Mileage Allowance - Established	4,500	4,500	4,500	-
30401	Duty Allowance - Non-Established	-	-	-	9,000
30716	Uniform Allowance	15,000	15,000	15,000	-
31102	Food, water and refreshments	15,000	10,000	10,000	4,869
31506	Personal Protective Clothing and Equipment	6,000	6,000	6,000	-
31601	Office Supplies	30,000	20,000	20,000	8,449
31602	Computer Supplies	20,000	20,000	20,000	483
31605	Repair and/or Maintenance of Furniture or Equipment	10,000	5,000	5,000	-
31902	Spare Parts	25,000	15,000	15,000	-
33508	Household Sundries	10,000	6,000	6,000	982
33603	Landing Expenses	2,000	1,000	1,000	-
33707	Training Costs	30,000	-	-	-
37034	Expenses of Boards or Committees	60,000	25,000	25,000	-
	900439 Revenue Collection Services				
30101	Salaries - Established	3,639,996	3,328,985	3,328,985	3,967,124
30103	Overtime - Established	75,000	90,000	90,000	59,953
30106	Arrears of Salaries - Established	30,000	30,000	30,000	-
30201	Salaries - Non-Established	458,964	589,524	589,524	502,953
30203	Overtime - Non-Established	50,000	70,000	70,000	12,329
30301	Duty Allowance - Established	255,000	233,200	233,200	230,715
30305	Entertainment Allowance - Established	2,300	2,300	2,300	1,870
30306	Travelling Allowance - Established	36,186	307,020	307,020	324,914
30308	Cashier Allowance - Established	12,000	12,000	12,000	6,166
30315	Other allowances and fees - Established	60,000	40,000	40,000	21,376
30318	Acting Allowance - Established	60,000	20,000	20,000	-
30321	Personal Allowance - Established	12,000	12,000	12,000	24,000
30401	Duty Allowance - Non-Established	30,000	30,000	30,000	30,000
30406	Travelling Allowance - Non-Established	30,108	30,108	30,108	24,108

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15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30701	Honorarium	-	-	-	253,560
30713	Payment in Lieu of Vacation Leave	60,000	60,000	60,000	5,480
30716	Uniform Allowance	145,000	120,000	120,000	555
31102	Food, water and refreshments	30,000	10,000	10,000	8,627
31301	Books & Periodicals	20,000	10,000	10,000	-
31601	Office Supplies	135,000	100,000	100,000	41,061
31602	Computer Supplies	150,000	100,000	100,000	3,030
31605	Repair and/or Maintenance of Furniture or Equipment	95,000	50,000	50,000	6,000
31902	Spare Parts	65,000	5,000	5,000	14,834
33101	Security Services	190,000	120,000	120,000	85,281
33402	Computer Software upgrade cost	600,000	150,000	150,000	-
33403	Computer Software Licensing & Fees	2,428,000	250,000	250,000	-
33501	Office Cleaning	240,000	130,000	130,000	86,056
33508	Household Sundries	30,000	20,000	20,000	20,896
33510	Pest Control Supplies	8,000	8,000	8,000	-
33604	Air Freight Expenses	3,000	3,000	3,000	-
33705	Course Costs and Fees	60,000	50,000	50,000	-
33707	Training Costs	20,000	20,000	20,000	2,010
34007	Consulting Services	373,332	373,332	373,332	400
34501	Refund of Revenue	250,000	200,000	200,000	8,328
37034	Expenses of Boards or Committees	90,000	70,000	70,000	43,800
	900510 Ancillary Services				
30101	Salaries - Established	763,500	562,361	562,361	577,678
30103	Overtime - Established	50,000	40,000	40,000	81,073
30201	Salaries - Non-Established	182,904	182,904	182,904	91,394
30202	Wages - Non-Established	43,819	43,819	43,819	46,385
30203	Overtime - Non-Established	50,000	30,000	30,000	23,113
30301	Duty Allowance - Established	42,000	42,000	42,000	18,000
30305	Entertainment Allowance - Established	2,300	2,300	2,300	1,800
30306	Travelling Allowance - Established	35,772	78,024	78,024	29,146
30315	Other allowances and fees - Established	50,000	30,000	30,000	-
30318	Acting Allowance - Established	10,000	10,000	10,000	-
30321	Personal Allowance - Established	12,000	12,000	12,000	-
30703	Commission and Fees	5,000	5,000	5,000	-
30704	Medical Treatment	45,000	-	-	-
30801	Gratuities & Terminal Grants	40,000	40,000	40,000	-
31003	Deportation Travel Expenses	80,000	-	-	-

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15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
32001	Medals, Stationary, Seals & Gifts	40,000	20,000	20,000	800
33001	Advertising & Promotion Costs	120,000	90,000	90,000	525
33904	Contributions or Subscriptions to other international organ.	160,000	1,200,000	1,200,000	695,355
34007	Consulting Services	144,000	144,000	144,000	-
Total Programme 900 Fiscal Management		**13,065,689**	**10,459,842**	**10,459,842**	**8,563,299**
TOTAL DEPARTMENT 1503 Inland Revenue		**13,065,689**	**10,459,842**	**10,459,842**	**8,563,299**
04	**Post Office**				
	390 General Public Services				
	390301 Accounting				
30101	Salaries - Established	1,176,588	1,059,853	1,059,853	1,110,048
30301	Duty Allowance - Established	57,000	57,000	57,000	45,118
30305	Entertainment Allowance - Established	3,600	3,600	3,600	3,928
30308	Cashier Allowance - Established	9,600	9,600	9,600	9,135
30318	Acting Allowance - Established	34,572	34,224	34,224	-
30701	Honorarium	20,000	20,000	20,000	11,400
30709	Stipend	7,800	7,800	7,800	-
30802	Compensation & Indemnities	3,680	3,680	3,680	-
31102	Food, water and refreshments	15,000	15,000	15,000	12,767
31601	Office Supplies	15,000	12,000	12,000	11,658
31602	Computer Supplies	30,000	20,000	20,000	25,299
33508	Household Sundries	30,000	30,000	30,000	20,673
	390371 Postal Services				
30101	Salaries - Established	1,143,996	1,175,619	1,175,619	1,323,464
30103	Overtime - Established	130,000	80,000	80,000	31,215
30201	Salaries - Non-Established	2,196,314	1,914,540	1,914,540	2,333,865
30202	Wages - Non-Established	513,760	477,563	477,563	492,267
30203	Overtime - Non-Established	50,000	30,000	30,000	527
30306	Travelling Allowance - Established	125,088	125,088	125,088	83,982
30311	Shift Allowance - Established	15,600	15,600	15,600	-
30318	Acting Allowance - Established	25,440	-	-	-
30406	Travelling Allowance - Non-Established	105,840	105,840	105,840	98,350
30411	Shift Allowance - Non-Established	6,000	6,000	6,000	-
30709	Stipend	-	-	-	23,600
30715	Constituency Allowance	-	200,000	-	-
30716	Uniform Allowance	200,000	-	200,000	10,965
31601	Office Supplies	40,000	30,000	30,000	21,731
33101	Security Services	30,000	30,000	30,000	-

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CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33604	Air Freight Expenses	100,000	100,000	100,000	45,172
33605	Express Mail Services	15,000	15,000	15,000	-
33707	Training Costs	15,000	10,000	10,000	9,450
33901	Contributions or Subscriptions to Caribbean Organizations	50,000	50,000	50,000	71,812
33904	Contributions or Subscriptions to other international organ.	250,000	250,000	250,000	68,787
34101	Rental or Lease - Office Space	900	900	900	600
34501	Refund of Revenue	2,000	2,000	2,000	885
36101	Repair or Maintenance of vehicles	3,000	3,000	3,000	2,740
36206	Other Repairs and Maintenance Costs	75,000	55,000	55,000	22,296
Total Programme 390 General Public Services		**6,495,778**	**5,948,907**	**5,948,907**	**5,891,734**
TOTAL DEPARTMENT 1504 Post Office		**6,495,778**	**5,948,907**	**5,948,907**	**5,891,734**
05	**Customs and Excise**				
	900 Fiscal Management				
	900439 Revenue Collection Services				
30101	Salaries - Established	7,577,016	7,425,799	7,425,799	8,246,971
30103	Overtime - Established	1,000,000	2,500,000	2,500,000	3,357,958
30106	Arrears of Salaries - Established	100,000	70,000	70,000	-
30201	Salaries - Non-Established	450,000	448,008	448,008	482,467
30202	Wages - Non-Established	480,660	477,466	477,466	493,162
30203	Overtime - Non-Established	189,600	199,992	199,992	178,507
30301	Duty Allowance - Established	27,000	12,000	12,000	23,804
30305	Entertainment Allowance - Established	8,100	8,100	8,100	8,100
30306	Travelling Allowance - Established	12,072	7,500	7,500	7,042
30307	Mileage Allowance - Established	96,000	120,000	120,000	86,793
30308	Cashier Allowance - Established	12,000	10,800	10,800	10,975
30311	Shift Allowance - Established	54,000	60,000	60,000	54,200
30315	Other allowances and fees - Established	36,000	40,000	40,000	-
30320	Allowance to Revenue Surveillance Team - Established	146,400	128,400	128,400	128,400
30401	Duty Allowance - Non-Established	27,000	27,000	27,000	18,000
30406	Travelling Allowance - Non-Established	12,072	12,000	12,000	8,026
30415	Other allowances and fees - Non-Established	36,000	25,200	25,200	-
30701	Honorarium	-	100,000	100,000	-
30716	Uniform Allowance	250,000	250,000	250,000	195,000
30801	Gratuities & Terminal Grants	125,330	50,000	100,000	40,067
31102	Food, water and refreshments	6,000	5,100	5,100	5,000

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CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31202	Fuel and Oil	4,200	4,200	4,200	-
31308	Printing Materials & Supplies	24,000	25,000	25,000	6,759
31506	Personal Protective Clothing and Equipment	15,000	15,600	15,600	3,609
31601	Office Supplies	100,000	100,000	100,000	36,010
31602	Computer Supplies	200,000	200,000	200,000	217,855
31605	Repair and/or Maintenance of Furniture or Equipment	18,000	20,000	20,000	-
31902	Spare Parts	5,400	18,000	18,000	-
33102	Arms and Ammunition	75,000	50,000	50,000	-
33403	Computer Software Licensing & Fees	200,000	200,000	200,000	195,804
33501	Office Cleaning	1,200	1,200	1,200	-
33508	Household Sundries	42,000	40,000	40,000	23,399
33707	Training Costs	250,000	750,000	700,000	21,917
33901	Contributions or Subscriptions to Caribbean Organizations	60,000	60,000	60,000	26,460
33904	Contributions or Subscriptions to other international organ.	100,000	100,000	100,000	86,286
34101	Rental or Lease - Office Space	10,000	20,000	20,000	-
34501	Refund of Revenue	50,000	50,000	50,000	6,426
36101	Repair or Maintenance of vehicles	10,000	10,000	10,000	-
36206	Other Repairs and Maintenance Costs	6,000	10,000	10,000	-
Total Programme 900 Fiscal Management		**11,816,050**	**13,651,365**	**13,651,365**	**13,968,997**
TOTAL DEPARTMENT 1505 Customs and Excise		**11,816,050**	**13,651,365**	**13,651,365**	**13,968,997**
07	**Development Planning Unit**				
	390 General Public Services				
	390301 Accounting				
30101	Salaries - Established	116,856	140,676	140,676	143,442
30201	Salaries - Non-Established	69,520	68,172	68,172	79,343
30202	Wages - Non-Established	11,151	22,302	22,302	27,835
30306	Travelling Allowance - Established	-	-	-	7,852
	390510 Ancillary Services				
30101	Salaries - Established	-	-	-	50,378
Total Programme 390 General Public Services		**197,527**	**231,150**	**231,150**	**308,850**
TOTAL DEPARTMENT 1507 Development Planning Unit		**197,527**	**231,150**	**231,150**	**308,850**
08	**Statistics Division**				
	390 General Public Services				
	390398 Production of Official Statistics				

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30101	Salaries - Established	847,308	683,645	683,645	284,604
30201	Salaries - Non-Established	104,551	104,551	104,551	55,948
30301	Duty Allowance - Established	84,000	111,000	111,000	36,145
30306	Travelling Allowance - Established	59,664	74,148	74,148	24,227
30401	Duty Allowance - Non-Established	9,000	9,000	9,000	9,000
30406	Travelling Allowance - Non-Established	6,036	6,036	6,036	6,036
31601	Office Supplies	1,000	10,000	10,000	-
31602	Computer Supplies	9,000	9,000	9,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	5,400	5,400	5,400	-
33001	Advertising & Promotion Costs	7,500	7,500	7,500	1,107
33403	Computer Software Licensing & Fees	19,000	19,000	19,000	-
33508	Household Sundries	11,000	7,500	7,500	1,045
34001	Project Management	120,000	10,000	10,000	-
34007	Consulting Services	30,000	30,000	30,000	-
34401	Research & Development Costs	-	25,000	350,000	125,132
	390510 Ancillary Services				
30101	Salaries - Established	227,656	156,294	156,294	40,392
30201	Salaries - Non-Established	34,355	28,041	28,041	-
30202	Wages - Non-Established	69,413	69,413	69,413	1,950
30301	Duty Allowance - Established	18,000	-	-	-
30307	Mileage Allowance - Established	1,250	1,250	1,250	-
30716	Uniform Allowance	1,000	900	900	900
31102	Food, water and refreshments	6,000	6,000	6,000	3,990
31601	Office Supplies	10,500	10,500	10,500	783
31602	Computer Supplies	11,500	11,500	11,500	4,406
31604	Maintenance Contract - Photocopiers or MFPs	8,000	4,000	4,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	10,000	5,000	5,000	-
33701	Conferences or Workshops	13,500	8,000	8,000	-
37034	Expenses of Boards or Committees	163,400	163,400	163,400	13,600
Total Programme 390 General Public Services		**1,888,033**	**1,576,078**	**1,901,078**	**609,265**
TOTAL DEPARTMENT 1508 Statistics Division		**1,888,033**	**1,576,078**	**1,901,078**	**609,265**
12	**Social Security**				
	390 General Public Services				
	390510 Ancillary Services				
30101	Salaries - Established	218,858	218,856	218,856	217,310
30301	Duty Allowance - Established	24,000	24,000	24,000	19,625

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30306	Travelling Allowance - Established	13,788	13,788	13,788	11,677
Total Programme 390 General Public Services		**256,646**	**256,644**	**256,644**	**248,612**
TOTAL DEPARTMENT 1512 Social Security		**256,646**	**256,644**	**256,644**	**248,612**
TOTAL MINISTRY 15 Finance, Corporate Governance and PPPs		**148,445,782**	**138,608,790**	**162,008,390**	**186,411,070**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
1101	External/Foreign Affairs	8,512,949	8,010,565	8,724,565	5,423,005
1102	Overseas Diplomatic & Consular Section	15,885,722	15,525,000	15,525,000	14,083,281
1103	Immigration	-	-	-	7,935,035
1104	Trade and Economic Development	6,392,716	5,283,752	5,216,752	2,421,942
1105	Industry and Commerce	1,002,174	654,747	838,605	56,314
1106	Prices and Consumer Affairs	1,397,089	1,272,061	1,290,826	461,065
1107	Bureau of Standards	1,294,576	1,112,044	1,112,044	220,882
1108	Barbuda Affairs	1,011,820	791,892	835,974	-
TOTAL 11 Foreign Affairs, Trade, and Barbuda Affairs		**35,497,046**	**32,650,061**	**33,543,766**	**30,601,524**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**External/Foreign Affairs**				
	283 International Relations				
	283301 Accounting				
30101	Salaries - Established	274,713	101,909	101,909	108,042
30306	Travelling Allowance - Established	6,036	3,624	3,624	-
	283510 Ancilliary Services				
30101	Salaries - Established	1,273,900	1,125,900	1,273,900	1,118,549
30103	Overtime - Established	15,000	10,000	10,000	9,736
30201	Salaries - Non-Established	1,887,665	2,037,345	2,037,345	2,011,838
30202	Wages - Non-Established	25,553	25,553	25,553	25,061
30203	Overtime - Non-Established	15,000	6,000	7,500	4,291
30301	Duty Allowance - Established	117,200	102,000	102,000	94,294
30305	Entertainment Allowance - Established	6,600	6,600	6,600	4,666
30306	Travelling Allowance - Established	96,876	75,876	75,876	75,369
30307	Mileage Allowance - Established	-	2,000	500	-
30321	Personal Allowance - Established	-	6,852	6,852	3,026
30401	Duty Allowance - Non-Established	51,000	48,000	48,000	55,293
30405	Entertainment Allowance - Non-Established	12,000	12,000	12,000	12,000
30406	Travelling Allowance - Non-Established	47,892	41,892	41,892	47,892
30701	Honorarium	20,000	-	-	-
30709	Stipend	20,000	40,000	40,000	4,000
30713	Payment in Lieu of Vacation Leave	10,000	20,000	15,000	-
30716	Uniform Allowance	100,000	50,000	50,000	-
30801	Gratuities & Terminal Grants	100,000	100,000	50,000	16,575
31102	Food, water and refreshments	60,000	30,000	48,000	32,139
31201	Vehicle supplies and parts	12,000	12,000	12,000	1,358
31205	Licensing and Renewal Costs	500	10,000	10,000	-
31601	Office Supplies	50,000	25,000	25,000	11,022
31602	Computer Supplies	50,000	25,000	25,000	1,551
31604	Maintenance Contract - Photocopiers or MFPs	3,450	3,450	3,450	950
31605	Repair and/or Maintenance of Furniture or Equipment	6,000	6,000	6,000	9,485
32001	Medals, Stationary, Seals & Gifts	40,000	20,000	20,000	2,133
33001	Advertising & Promotion Costs	20,000	-	-	-
33402	Computer Software upgrade cost	20,000	10,000	10,000	-
33508	Household Sundries	40,000	20,000	20,000	5,502
33604	Air Freight Expenses	15,000	10,000	10,000	17,427

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33701	Conferences or Workshops	150,000	50,000	150,000	33,086
33707	Training Costs	40,000	20,000	2,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	3,500,000	3,500,000	3,500,000	1,434,228
33902	Contributions or Subscriptions to Commonwealth Agencies	35,800	35,800	271,800	-
33903	Contributions or Subscriptions to UN Agencies	29,764	29,764	299,764	-
33904	Contributions or Subscriptions to other international organ.	220,000	220,000	220,000	274,115
34009	Commitment Fees	4,000	2,000	7,000	8,850
34102	Rental or Lease - House	10,000	-	10,000	-
34109	Rental or Lease - n.e.c.	5,000	5,000	5,000	-
34417	Bank Charges	-	1,000	1,000	527
36101	Repair or Maintenance of vehicles	10,000	10,000	10,000	-
Total Programme 283 International Relations		**8,400,949**	**7,860,565**	**8,574,565**	**5,423,005**
	390 General Public Services				
	390301 Accounting				
30301	Duty Allowance - Established	12,000	-	-	-
	390561 Upkeep of Heritage Sites				
33101	Security Services	-	50,000	50,000	-
36007	Maintenance of Heritage Sites	100,000	100,000	100,000	-
Total Programme 390 General Public Services		**112,000**	**150,000**	**150,000**	**-**
TOTAL DEPARTMENT 1101 External/Foreign Affairs		**8,512,949**	**8,010,565**	**8,724,565**	**5,423,005**
02	**Overseas Diplomatic & Consular Section**				
	390 General Public Services				
	390513 Foreign Service				
30201	Salaries - Non-Established	360,722	-	-	-
37001	Payments Overseas Offices	15,525,000	15,525,000	15,525,000	14,083,281
Total Programme 390 General Public Services		**15,885,722**	**15,525,000**	**15,525,000**	**14,083,281**
TOTAL DEPARTMENT 1102 Overseas Diplomatic & Consular Section		**15,885,722**	**15,525,000**	**15,525,000**	**14,083,281**
03	**Immigration**				
	292 Immigration				
	292346 Immigration & Nationality Services				
30201	Salaries - Non-Established	-	-	-	7,376,254
30401	Duty Allowance - Non-Established	-	-	-	558,781
Total Programme 292 Immigration		**-**	**-**	**-**	**7,935,035**
TOTAL DEPARTMENT 1103 Immigration		**-**	**-**	**-**	**7,935,035**

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
04	**Trade and Economic Development**				
	280 Trade & Economic Development				
	280369 Policy Planning & Implementation				
30101	Salaries - Established	355,989	215,000	215,000	-
30201	Salaries - Non-Established	180,425	62,087	88,487	222,494
30306	Travelling Allowance - Established	37,236	19,320	19,320	-
30401	Duty Allowance - Non-Established	12,000	-	-	-
30406	Travelling Allowance - Non-Established	6,036	6,036	12,036	4,527
30415	Other allowances and fees - Non-Established	12,000	12,000	12,000	7,000
30417	Substitute Allowance - Non-Established	43,200	-	-	-
30709	Stipend	35,000	30,000	30,000	12,000
	280408 Trade & Investment Promotion				
30101	Salaries - Established	135,479	62,087	62,087	67,433
30201	Salaries - Non-Established	228,789	228,790	228,790	-
30306	Travelling Allowance - Established	6,036	6,036	6,036	6,036
30401	Duty Allowance - Non-Established	-	-	-	30,000
30701	Honorarium	-	-	-	6,849
30801	Gratuities & Terminal Grants	60,000	-	-	33,075
31102	Food, water and refreshments	10,000	4,500	4,500	1,335
31303	Newsletter & Publications	5,000	8,500	8,500	-
31601	Office Supplies	25,000	25,000	25,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	20,000	18,000	18,000	-
31804	Production Expenses	-	70,000	70,000	-
33001	Advertising & Promotion Costs	50,000	50,000	50,000	3,113
33101	Security Services	100,000	150,000	12,600	-
33403	Computer Software Licensing & Fees	15,000	11,500	11,500	-
33604	Air Freight Expenses	12,000	10,000	10,000	-
33701	Conferences or Workshops	50,000	50,000	50,000	-
33707	Training Costs	50,000	50,000	50,000	4,080
33901	Contributions or Subscriptions to Caribbean Organizations	687,086	687,086	687,086	-
33902	Contributions or Subscriptions to Commonwealth Agencies	12,500	12,500	12,500	-
33903	Contributions or Subscriptions to UN Agencies	10,000	10,000	10,000	-
33904	Contributions or Subscriptions to other international organ.	205,000	205,000	205,000	-
34001	Project Management	117,000	130,000	117,920	45,310

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
34007	Consulting Services	50,000	20,000	20,000	-
37012	Grants to Organisations or Institutions	250,000	227,360	227,360	-
37034	Expenses of Boards or Committees	202,000	202,000	202,000	108,400
	280508 Special Events and Activities				
31102	Food, water and refreshments	12,000	5,000	5,000	-
31308	Printing Materials & Supplies	20,000	20,000	20,000	-
32001	Medals, Stationary, Seals & Gifts	20,000	20,000	20,000	-
33001	Advertising & Promotion Costs	40,000	20,000	20,000	-
33710	Audio Visual Materials & Supplies	20,000	20,000	20,000	-
34109	Rental or Lease - n.e.c.	10,000	7,000	7,000	-
	280536 Department of NAO activities				
30201	Salaries - Non-Established	298,316	298,315	298,315	-
30401	Duty Allowance - Non-Established	30,000	-	-	-
30406	Travelling Allowance - Non-Established	12,000	6,000	6,000	-
30709	Stipend	18,000	30,000	30,000	-
31102	Food, water and refreshments	6,000	1,260	1,260	-
33605	Express Mail Services	2,400	1,200	1,200	-
33701	Conferences or Workshops	24,000	12,000	12,000	-
33707	Training Costs	14,000	7,000	7,000	-
34101	Rental or Lease - Office Space	45,000	35,000	35,000	-
34401	Research & Development Costs	50,000	55,000	55,000	-
Total Programme 280 Trade & Economic Development		**3,604,492**	**3,120,577**	**3,003,497**	**551,652**
	282 Business Development				
	282558 National Garment Factory Initiative				
30201	Salaries - Non-Established	115,604	-	-	-
30202	Wages - Non-Established	1,065,184	-	-	-
30203	Overtime - Non-Established	15,000	-	-	-
30401	Duty Allowance - Non-Established	6,000	-	-	-
30406	Travelling Allowance - Non-Established	6,000	-	-	-
31102	Food, water and refreshments	18,000	-	-	-
31601	Office Supplies	10,000	-	-	-
31602	Computer Supplies	20,000	-	-	-
31908	Production Supplies	100,000	-	-	-
32001	Medals, Stationary, Seals & Gifts	10,000	-	-	-
33001	Advertising & Promotion Costs	40,000	-	-	-
33508	Household Sundries	10,000	-	-	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
Total Programme 282 Business Development		**1,415,788**	**-**	**-**	**-**
	290 Public Order and Safety				
	290408 Trade & Investment Promotion				
30701	Honorarium	-	-	-	26,600
Total Programme 290 Public Order and Safety		**-**	**-**	**-**	**26,600**
	390 General Public Services				
	390438 Trade Management				
30101	Salaries - Established	383,169	323,736	323,736	147,732
30103	Overtime - Established	10,000	5,000	16,000	6,490
30201	Salaries - Non-Established	247,960	364,870	364,870	534,067
30202	Wages - Non-Established	-	1,008,116	1,008,116	959,730
30203	Overtime - Non-Established	15,000	13,000	52,000	15,210
30301	Duty Allowance - Established	12,000	-	-	9,226
30306	Travelling Allowance - Established	18,624	-	12,080	6,082
30308	Cashier Allowance - Established	2,400	2,400	2,400	1,044
30401	Duty Allowance - Non-Established	12,000	-	-	18,000
30405	Entertainment Allowance - Non-Established	-	-	-	2,400
30406	Travelling Allowance - Non-Established	18,000	18,000	18,000	19,268
30701	Honorarium	20,000	45,000	8,000	-
30713	Payment in Lieu of Vacation Leave	15,000	10,000	35,000	5,203
30716	Uniform Allowance	45,000	45,000	45,000	-
30801	Gratuities & Terminal Grants	40,000	-	-	-
31601	Office Supplies	50,000	50,000	50,000	12,530
31602	Computer Supplies	50,000	30,000	30,000	34,256
31604	Maintenance Contract - Photocopiers or MFPs	20,000	5,000	5,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	18,000	9,000	9,000	-
31606	Purchase of cellular equipment/devices	10,000	7,000	7,000	-
33001	Advertising & Promotion Costs	75,000	45,000	45,000	-
33508	Household Sundries	40,000	25,000	25,000	968
33701	Conferences or Workshops	50,000	-	-	-
33707	Training Costs	50,000	-	-	-
34406	Funeral Expenses	500	500	500	-
36101	Repair or Maintenance of vehicles	15,000	7,000	7,000	-
36206	Other Repairs and Maintenance Costs	10,000	4,000	4,000	19,876
	390498 Janitorial Services				
30202	Wages - Non-Established	144,783	145,553	145,553	51,608

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
Total Programme 390 General Public Services		**1,372,436**	**2,163,175**	**2,213,255**	**1,843,690**
TOTAL DEPARTMENT 1104 Trade and Economic Development		**6,392,716**	**5,283,752**	**5,216,752**	**2,421,942**
05	**Industry and Commerce**				
	280 Trade & Economic Development				
	280369 Policy Planning & Implementation				
30101	Salaries - Established	146,768	146,567	146,567	-
30201	Salaries - Non-Established	248,403	179,193	246,551	37,696
30301	Duty Allowance - Established	24,000	-	-	-
30306	Travelling Allowance - Established	15,504	15,504	15,504	-
30318	Acting Allowance - Established	10,000	10,000	10,000	-
30406	Travelling Allowance - Non-Established	12,000	6,000	17,500	-
30709	Stipend	-	-	-	8,872
33604	Air Freight Expenses	15,000	10,000	10,000	-
33606	Sea Freight Expenses	10,000	10,000	10,000	-
33905	Contributions or Subscriptions to local organizations	50,000	50,000	50,000	-
	280408 Trade & Investment Promotion				
30201	Salaries - Non-Established	78,000	-	91,000	-
30406	Travelling Allowance - Non-Established	12,000	-	14,000	-
30709	Stipend	10,000	-	-	-
30801	Gratuities & Terminal Grants	15,000	-	-	-
Total Programme 280 Trade & Economic Development		**646,675**	**427,264**	**611,122**	**46,568**
	390 General Public Services				
	390438 Trade Management				
30101	Salaries - Established	276,475	182,095	182,095	-
30301	Duty Allowance - Established	30,000	18,000	18,000	681
30305	Entertainment Allowance - Established	18,000	3,600	3,600	628
30306	Travelling Allowance - Established	19,824	13,788	13,788	37
30308	Cashier Allowance - Established	1,200	-	-	-
31102	Food, water and refreshments	10,000	10,000	10,000	8,400
Total Programme 390 General Public Services		**355,499**	**227,483**	**227,483**	**9,746**
TOTAL DEPARTMENT 1105 Industry and Commerce		**1,002,174**	**654,747**	**838,605**	**56,314**
06	**Prices and Consumer Affairs**				
	390 General Public Services				
	390322 Consumer Protection				

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30101	Salaries - Established	-	48,900	48,900	-
30103	Overtime - Established	5,000	5,000	5,000	-
30201	Salaries - Non-Established	122,457	122,456	122,456	-
30306	Travelling Allowance - Established	10,872	7,248	32,368	-
30406	Travelling Allowance - Non-Established	-	6,540	6,540	-
30418	Acting Allowance - Non-Established	34,284	34,284	24,784	-
31601	Office Supplies	15,000	12,000	12,000	496
31602	Computer Supplies	25,000	25,000	25,000	1,345
31605	Repair and/or Maintenance of Furniture or Equipment	17,000	15,000	645	-
33508	Household Sundries	18,000	17,000	17,000	6,513
33604	Air Freight Expenses	1,000	1,000	1,000	-
33707	Training Costs	10,000	10,000	10,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	6,000	6,000	-	-
34007	Consulting Services	7,000	7,000	-	-
36006	Maintenance of Buildings	-	-	28,000	-
37012	Grants to Organisations or Institutions	15,000	15,000	5,000	-
	390369 Policy Planning & Implementation				
30101	Salaries - Established	108,812	103,812	103,812	121,378
30106	Arrears of Salaries - Established	15,000	-	-	-
30201	Salaries - Non-Established	71,824	71,825	71,825	-
30206	Arrears of Salaries - Non-Established	6,000	-	-	-
30306	Travelling Allowance - Established	7,248	-	-	-
30406	Travelling Allowance - Non-Established	6,540	-	-	-
31102	Food, water and refreshments	15,000	12,000	12,000	510
31604	Maintenance Contract - Photocopiers or MFPs	4,000	-	-	-
33705	Course Costs and Fees	5,000	-	-	-
	390373 Price Regulatory Services				
30101	Salaries - Established	108,672	108,672	108,672	84,847
30201	Salaries - Non-Established	95,412	95,412	95,412	-
30306	Travelling Allowance - Established	7,248	10,872	16,872	1,291
30716	Uniform Allowance	25,000	20,000	29,500	5,540
	390379 Public Awareness				
30101	Salaries - Established	130,476	130,476	130,476	133,111
30201	Salaries - Non-Established	97,966	97,966	97,966	10,205
30202	Wages - Non-Established	18,204	18,204	18,204	-
30203	Overtime - Non-Established	5,000	5,000	5,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30306	Travelling Allowance - Established	21,744	3,624	13,624	-
33001	Advertising & Promotion Costs	50,000	50,000	50,000	600
33003	Public Awareness Expenses	55,000	55,000	55,000	15,330
33710	Audio Visual Materials & Supplies	10,000	-	-	-
	390471 Consumer Education				
30101	Salaries - Established	110,988	62,088	62,088	67,434
30201	Salaries - Non-Established	34,398	34,398	34,398	-
30301	Duty Allowance - Established	18,000	12,000	12,000	12,000
30306	Travelling Allowance - Established	12,072	6,036	6,036	-
30406	Travelling Allowance - Non-Established	10,872	7,248	7,248	-
31601	Office Supplies	25,000	17,000	17,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	20,000	18,000	5,000	465
33701	Conferences or Workshops	15,000	-	-	-
Total Programme 390 General Public Services		**1,397,089**	**1,272,061**	**1,290,826**	**461,065**
TOTAL DEPARTMENT 1106 Prices and Consumer Affairs		**1,397,089**	**1,272,061**	**1,290,826**	**461,065**
07	**Bureau of Standards**				
	281 Regulations & Standards				
	281369 Policy Planning & Implementation				
30101	Salaries - Established	75,427	50,384	50,384	6,883
30201	Salaries - Non-Established	35,813	35,815	35,815	153,752
30202	Wages - Non-Established	7,000	-	-	2,722
30301	Duty Allowance - Established	3,600	-	-	-
30306	Travelling Allowance - Established	2,414	-	-	-
30317	Substitute Allowance - Established	5,000	5,000	5,000	-
30318	Acting Allowance - Established	5,000	5,000	5,000	-
30417	Substitute Allowance - Non-Established	5,000	5,000	5,000	-
30418	Acting Allowance - Non-Established	5,000	5,000	5,000	-
30716	Uniform Allowance	20,000	10,000	10,000	-
31102	Food, water and refreshments	6,000	4,000	4,000	-
31601	Office Supplies	7,000	3,500	3,500	1,154
31604	Maintenance Contract - Photocopiers or MFPs	4,000	2,500	2,500	-
33508	Household Sundries	6,000	4,000	4,000	941
33509	Cleaning Tools and Supplies	2,000	1,300	1,300	328
33510	Pest Control Supplies	1,000	500	500	-
33604	Air Freight Expenses	1,500	500	500	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33710	Audio Visual Materials & Supplies	3,000	3,000	3,000	-
36006	Maintenance of Buildings	60,000	60,000	60,000	-
36101	Repair or Maintenance of vehicles	4,000	4,000	4,000	-
36206	Other Repairs and Maintenance Costs	2,500	2,500	2,500	-
37034	Expenses of Boards or Committees	25,500	25,500	25,500	-
	281379 Public Awareness				
30101	Salaries - Established	36,557	35,140	35,140	-
30201	Salaries - Non-Established	120,385	120,386	120,386	45,005
30301	Duty Allowance - Established	1,800	-	-	-
30306	Travelling Allowance - Established	1,207	-	-	-
30401	Duty Allowance - Non-Established	6,000	6,000	6,000	-
30406	Travelling Allowance - Non-Established	6,036	6,036	6,036	-
31102	Food, water and refreshments	20,000	20,000	20,000	-
31301	Books & Periodicals	3,000	1,500	1,500	-
31303	Newsletter & Publications	5,000	5,000	5,000	-
31308	Printing Materials & Supplies	2,000	2,000	2,000	-
31601	Office Supplies	1,000	1,000	1,000	-
32001	Medals, Stationary, Seals & Gifts	6,000	6,000	6,000	-
33001	Advertising & Promotion Costs	10,000	8,000	8,000	-
33202	Insurance - Content	3,000	3,000	3,000	-
33401	Computer Hardware Maintenance Costs	13,200	13,200	13,200	-
33402	Computer Software upgrade cost	7,200	7,200	7,200	-
33701	Conferences or Workshops	3,000	3,000	3,000	-
33705	Course Costs and Fees	5,000	5,000	5,000	-
33707	Training Costs	5,000	5,000	5,000	-
37034	Expenses of Boards or Committees	25,500	25,500	25,500	-
	281397 Standards Development & Monitoring				
30101	Salaries - Established	32,038	23,218	23,218	-
30201	Salaries - Non-Established	131,306	103,563	103,563	4,933
30301	Duty Allowance - Established	1,800	-	-	-
30306	Travelling Allowance - Established	3,018	-	-	-
30401	Duty Allowance - Non-Established	6,000	6,000	6,000	-
30406	Travelling Allowance - Non-Established	6,036	6,036	6,036	-
31102	Food, water and refreshments	6,000	6,000	6,000	-
31301	Books & Periodicals	3,000	-	-	-
31502	Laboratory Supplies	-	6,650	6,650	-
31601	Office Supplies	5,000	3,240	3,240	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33001	Advertising & Promotion Costs	-	1,000	1,000	-
33604	Air Freight Expenses	-	500	500	-
33701	Conferences or Workshops	2,500	2,500	2,500	-
33705	Course Costs and Fees	3,000	3,000	3,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	52,000	52,000	52,000	-
33902	Contributions or Subscriptions to Commonwealth Agencies	2,500	2,500	2,500	-
33904	Contributions or Subscriptions to other international organ.	70,000	70,000	70,000	-
36201	Maintenance of Laboratory and Testing equipment	15,000	20,000	20,000	-
36206	Other Repairs and Maintenance Costs	5,000	5,000	5,000	-
37034	Expenses of Boards or Committees	25,500	25,500	25,500	-
	281414 Weights & Measures Regulations				
30101	Salaries - Established	54,630	23,218	23,218	-
30201	Salaries - Non-Established	194,715	166,972	166,972	4,933
30301	Duty Allowance - Established	3,150	3,150	3,150	-
30306	Travelling Allowance - Established	1,208	-	-	-
30401	Duty Allowance - Non-Established	6,000	6,000	6,000	-
30406	Travelling Allowance - Non-Established	6,036	6,036	6,036	-
31303	Newsletter & Publications	2,000	2,000	2,000	-
31502	Laboratory Supplies	8,000	2,500	2,500	141
31506	Personal Protective Clothing and Equipment	4,000	1,500	1,500	90
31601	Office Supplies	-	1,000	1,000	-
33001	Advertising & Promotion Costs	3,000	3,000	3,000	-
33202	Insurance - Content	7,000	7,000	7,000	-
33604	Air Freight Expenses	5,000	1,000	1,000	-
33705	Course Costs and Fees	4,000	2,000	2,000	-
33707	Training Costs	6,000	4,000	4,000	-
36101	Repair or Maintenance of vehicles	6,000	4,000	4,000	-
36201	Maintenance of Laboratory and Testing equipment	20,000	15,000	15,000	-
36206	Other Repairs and Maintenance Costs	1,000	1,000	1,000	-
37034	Expenses of Boards or Committees	25,500	25,500	25,500	-
Total Programme 281 Regulations & Standards		**1,294,576**	**1,112,044**	**1,112,044**	**220,882**
TOTAL DEPARTMENT 1107 Bureau of Standards		**1,294,576**	**1,112,044**	**1,112,044**	**220,882**
08	**Barbuda Affairs**				

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	390 General Public Services				
	390301 Accounting				
30101	Salaries - Established	144,984	96,084	96,084	-
30201	Salaries - Non-Established	98,904	98,904	98,904	-
30306	Travelling Allowance - Established	-	3,600	3,600	-
30308	Cashier Allowance - Established	3,600	-	-	-
34417	Bank Charges	8,000	8,000	8,000	-
37034	Expenses of Boards or Committees	126,000	126,000	126,000	-
	390371 Postal Services				
30201	Salaries - Non-Established	23,820	23,820	23,820	-
	390387 Repairs & Maintenance Services				
30101	Salaries - Established	61,704	24,504	24,504	-
30201	Salaries - Non-Established	52,548	52,548	52,548	-
31201	Vehicle supplies and parts	15,000	15,000	15,000	-
31202	Fuel and Oil	15,000	15,000	15,000	-
36006	Maintenance of Buildings	13,000	12,000	12,000	-
36101	Repair or Maintenance of vehicles	8,000	8,000	8,000	-
	390418 Security Services				
30202	Wages - Non-Established	62,920	62,660	62,660	-
30203	Overtime - Non-Established	10,000	10,000	10,000	-
	390498 Janitorial Services				
30202	Wages - Non-Established	39,728	39,208	39,208	-
33508	Household Sundries	3,000	3,000	3,000	-
33509	Cleaning Tools and Supplies	2,000	2,000	2,000	-
36002	Maintenance of Public Grounds	10,000	10,000	10,000	-
	390510 Ancilliary Services				
30101	Salaries - Established	31,716	-	-	-
30201	Salaries - Non-Established	148,176	48,000	92,082	-
30202	Wages - Non-Established	21,060	20,904	20,904	-
30301	Duty Allowance - Established	12,000	12,000	12,000	-
30306	Travelling Allowance - Established	9,660	9,660	9,660	-
30401	Duty Allowance - Non-Established	6,000	6,000	6,000	-
30417	Substitute Allowance - Non-Established	12,000	12,000	12,000	-
30709	Stipend	2,000	2,000	2,000	-
31002	Ticket Expenses	12,000	12,000	12,000	-
31102	Food, water and refreshments	12,000	12,000	12,000	-
31308	Printing Materials & Supplies	7,000	7,000	7,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31601	Office Supplies	10,000	18,000	15,000	-
31602	Computer Supplies	6,000	6,000	6,000	-
31604	Maintenance Contract - Photocopiers or MFPs	5,000	5,000	5,000	-
32001	Medals, Stationary, Seals & Gifts	6,000	6,000	6,000	-
33606	Sea Freight Expenses	5,000	5,000	5,000	-
34102	Rental or Lease - House	3,000	-	-	-
34104	Rental or Lease - Vehicle	5,000	-	3,000	-
Total Programme 390 General Public Services		**1,011,820**	**791,892**	**835,974**	**-**
TOTAL DEPARTMENT 1108 Barbuda Affairs		**1,011,820**	**791,892**	**835,974**	**-**
TOTAL MINISTRY 11 Foreign Affairs, Trade, and Barbuda Affairs		**35,497,046**	**32,650,061**	**33,543,766**	**30,601,524**

Ministry of Agriculture, Lands, Fisheries & the Blue Economy

Business Plan
For the FY 2026

Ministry Overview

The Ministry of **Agriculture,** Land, **Fisheries** and Blue Economy is the Government's principal agency tasked with ensuring the nation's food and nutrition security and the general development of the agriculture sector. This it does through a multi-disciplinary approach, incorporating thematic areas such as policy formation, legislation, statistical analysis, capacity building, field research, testing and analytical services, programme development and implementation. The Ministry's programmes are supported by the invaluable contributions of its development partners and stakeholders through the provision of technical, programmatic and human resources to facilitate capacity building as well as institutional strengthening. Currently, to assist in ensuring the appropriate environment for successful food production, significant attention is being given to soil and water management.

The Ministry is comprised of the following Departments, Divisions and Units.

Agriculture Department:

(1) Agriculture Extension Division
(2) Plant Protection Division
(3) Crop Research & Development Division- inclusive of the Agricultural Stations.
(4) Veterinary& Animal Husbandry Division
(5) Forestry Unit

Analytical Services Division

Fisheries Division

Pesticide and Toxic Chemicals Registrar

Statistics Research and Information Technology Division

Government agencies associated with the Ministry consist of the Agricultural Development Corporation (ADC), Antigua Fisheries Ltd and the Central Marketing Corporation (CMC). Partner organisations and stakeholders include, inter alia, Caribbean Animal Health and Food Safety Association (CAHFSA), Caribbean Agricultural Research and Development Institute (CARDI), the Food and Agricultural Organisation (FAO), Gilbert Agricultural and Rural Development (GARDC) Centre, the Inter-American Institute for Cooperation on Agriculture

(IICA), the Poultry and Livestock Associations, Layers Association, Beekeepers Cooperative.

Vision: To be a sustainable and resilient agricultural sector.

Mission: To create an environment that facilitates self-sufficiency, economic opportunities, climate change adaptability, food and nutrition security for all residents of Antigua and Barbuda and safe trade through team building and scientific approaches.

Service Performance Review and Critical Issues for 2024

During the period 2024 - 2025, the Ministry continued to deliver on its mandate despite challenging circumstances. The primary thrust of the Ministry's activities focused on addressing critical agricultural infrastructure that support production and processing ensuring greater levels of food security and nutrition.

These goals and objectives are well aligned with the imperatives associated with achieving the stated outcomes of the Sustainable Development Goals (SDG #2, Zero Hunger), CARICOM's 25 by 2025 +5 initiative and the OECS Food and Agricultural Systems Transformation (FAST) Strategy.

ACHIEVEMENTS	ISSUES
Agriculture Extension Division • The Extension Division, with the support of the SRIT Division, continued its Farmer registration and ID programme. To date close to 500 farmers have been register • The Division continued to focus its training programmes on Climate Smart practices and efficient water resource management in agriculture in collaboration with many of its	• Lack of field vehicles to adequately cover the Agricultural Districts.

stakeholder agencies inclusive of the Longping Institute. • The Division has been actively involved in inter-institutional research projects with CARDI,IICA and FAO, i.e. The Next Gen Sweet Potato and Antigua Black Pineapple Rehab. Projects	
Crop Research & Development Division • In-house staff training sessions on Agronomy, Physiology of crops and pesticides use were conducted during the period under review. • Field staff were exposed to training over a three month period on all aspects of general Agriculture at CARDI Field Station	• The work programme continued to be severely affected by the repurposing of the lands at the Dunbar's Research Station.
Fisheries Division • A successful audit in 2024 by the European Commission Directorate-General for Health and Food Safety allowed Antigua and Barbuda to maintain access to the EU market regarding export of live lobsters. • A total of 145 individuals were trained in safety at sea and laws and regulations in accordance with section 35(3e) of the Fisheries Regulation. The training was geared at professionalizing the industry to enable fishers to better access financing and insurance	• There are limited qualified/certified staff with expertise in seafood safety and quality assurance e.g.(HACCP,GMP).This factor is part of the evaluation by the EU of countries food safety programmes. • Antigua & Barbuda lacks an accredited laboratory to test fish and fishery products destined for international markets. • The Fisheries Complexes need major repairs along with proper fencing and security to address vandalism and attempted break-ins.
. • In 2025, under the US Marine Mammal Protection Act Import Provisions. Antigua & Barbuda secured access to the U.S. market for all of its Fisheries until the 31st December 2026.	Further, the ceiling of the Point Wharf processing plant needs repair to return the plant to the approved list of export facilities.
Plant Protection Division • Antigua & Barbuda was selected by CAHFSA and IICA to pilot the development of the national AHFS policy and action plan under the EU's 11th EDF SPS project,	• Management of the Giant African Snail remains near impossible due to the lack of timely and targeted resources. The current resource allocation model for the eradication of the GAS is inadequate.

The policy has received cabinet approval and is to be published in the official Gazette. • The Division continues to improve its services by implementing a stakeholder registration process and is nearing completion of an E-permit system that would significantly increase efficiency and cost effectiveness of the import permit issuing process.	
Statistics Research &IT Division • In 2025, the Statistics, Research & Information Technology Division made significant progress in modernizing its operations and strengthening agricultural data collection by successfully transitioning from Paper Assisted Personal Interviewing to Computer Assisted Personal Interviewing. • Initiated mapping of all five Extension Districts to improve spatial data coverage and planning.	• The Division continues to experience financial and human resource constraints to fully realise its mandate.
• Continued to provide production data to the Ministry of Finance, Central Statistics and other relevant institutions to support planning and policy development.	
Ministry of Agriculture Headquarters • The Ministry in collaboration with FAO installed in Blubber Valley during October 2025 a 2,000 gallon per day reverse osmosis plant to service ten (10) farmers • Under the Antigua Black Pineapple revitalization project, thirty-five thousand (35,000) tissue culture plantlets were procured (2024 – 2025). Eleven Thousand has been planted at the Cades Bay Pineapple Station utilizing drip irrigation technology • The Ministry of Agriculture hosted a Career Fair and Expo in February 2025 which was very successful. The event will be held annually in an effort to continually highlight jobs and	• Outstanding refurbishment of the Headquarters building

professions within the sector. Additionally, a small expo will be held concurrently as an opportunity for producers and agro-processors to showcase their products.	

Priorities	Strategies	Indicators
Priority #1 Upgrade & properly maintain landing, handling, processing, cold storage and distribution of seafood according to international standards.	• Convince cabinet to provide the resources and to mandate PWD to effect repairs to especially the Point Wharf fish processing plant.	**Outputs:** Repaired facility **Outcomes:** Point Wharf added to the approved list of export facilities and resumption of export services to local processors.
Priority #2 Increase local and export market for sea food products.	• Develop E-marketing system to bring buyers and sellers together. • Conduct value chain analysis for new seafood products.	**Outputs:** E-Marketing Apps **Outcomes:** An increase in export quantities. **Outputs:** Completed value chain analysis. **Outcomes:** Increase in the number of fishers developing new products for Trade
Priority #3 Upgrade the skills of fishers to strengthen fishing operations and bring modernization to the fleet.	• Continue to implement the fisherfolk professional programme in collaboration with local partners. • Collaborate with Caribbean network of fisherfolks in their virtual leadership training programmes.	**Outputs:** Training workshops held. **Outcomes:** Increase in the number of fishers trained in select areas. **Outputs:** Several scheduled on-line courses. **Outcomes:** Increased number of trained fishers in the areas of organizational management and leadership.
Priority #4 Review of the Organizational Structure and Job Descriptions of the Plant Protection Division.	• Engage professional H.R. services to recommend a structure and remuneration package in-line with the Division's mandate.	**Outputs:** • Job descriptions for all positions developed. • An updated Cabinet submission on the structure in

		collaboration with the Est. Dept. • Inclusion of the Cabinet approved structure in the 2027 estimates. **Outcomes:** Implementation of the Plant Protection Act in a more effective and efficient manner.
Priorities	**Strategies**	**Indicators**
Priority #5 Acquisition of a Seaport Quarantine station.	• Engage with PWD and the Port Authority. • Passage of draft regulations for Plant Quarantine Stations at the official ports of entry.	**Outputs:** An assigned fully functional facility. **Outcomes:** The Plant Protection Division offering vastly improved services at the Seaport as listed in the Plant Protection Regulation.
Priority #6 Renovation of the Ministry's Headquarters Building.	• Engage the Architectural section of the P.W.D to produce a renovation plan inclusive of cost. • Make a compelling presentation to cabinet regarding financing the plan. • Secure the financing approved by cabinet.	**Outputs:** The Ministry Headquarters fully renovated by 30th September 2026. **Outcomes:** A significantly improved physical work environment
Priority #7 Development of a medium term agricultural sector strategic plan.	• Engage a consultant to review previously produced document. • Undertake a strategic planning process. • Stakeholder awareness of the strategic plan.	**Outputs:** Completed cabinet approved Strategic Plan with Action plan. **Outcomes:** • Phased implementation of the strategic goals and objectives. • A more responsive and productive government agency.
Priority #8 Continued Upgrade to the Land Tillage Services Unit.	• Acquisition of three new tractors. • Continue refurbishment and repairs to five existing	**Outputs:** • Three new and five existing tractors operational. • Training programmes executed.

	tractors and implements. • Training of tractor operators in preventative and simple breakdown maintenance techniques.	**Outcomes:** A vastly improved land tillage service especially for farmers producing targeted commodities.
Priorities	**Strategies**	**Indicators**
Priority #9 Functional review of the Extension Division.	• Detailed examination of the Division's operations to identify ways to improve its performance.	**Outputs:** A document outlining the functions the Division should be performing, inclusive of standard operating procedures and a revised organizational structure; having identified existing functions that are obsolete, duplicated or need changing. **Outcomes:** Better delivery of agricultural extension services which provide farmers with information, training and support to improve their agricultural practices.
Priority #10 Continued construction and rehabilitation of surface water catchments.	• Engage the services of a Soil and Water Engineer on contract. • Start the process of reestablishing the Soil and Water Conservation Engineering Unit. • Established a dedicated maintenance arrangement for all Heavy Equipment in the Ministry's Fleet.	**Outputs:** • Consultant Engineer engage on at least a two contract. • At least five million gallons of additional storage created. **Outcomes:** Additional availability of surface water to farmers resulting in increase and more efficient production of the targeted commodities
Priority #11 Continued analytical and advisory services to farmers	Provision of reliable physicochemical and microbiological services to farmers. • Determine suitability of water for irrigation	**Outputs:** Analysis of the number samples processed over the last five years. **Outcomes:** Improved farmer satisfaction with the services provided.

	• Assess nutrient quality of soil to determine fertilizer requirements • Assess nutrient content of plant tissue to determine fertilizer requirements. • Identification of pests.	
Priorities	**Strategies**	**Indicators**
Priority #12 Conduct a review of current pesticides, toxic chemicals and precursor chemicals laws and regulations.	• Conduct an analysis of current legislation and propose new legislation to address gaps	**Outputs:** Cabinet decision on draft legislative changes with subsequent submission to the legislature for passage. **Outcomes:** Improved efficiency of chemical management.
Priority #13 Sustainable Management of Forest Resources	• Modernization of the legal framework governing Forestry.	**Outputs:** Amended Forestry Act and properly developed forestry regulations. **Outcomes:** Increased capacity of the unit to generate revenue while reducing illegal logging and land clearing.
Priority #14 A functional review of the Livestock Division inclusive of the operations of the Livestock Station, Abattoir and Meat Market.	• Set up a five man assessment team with a strong mandate to repurpose the Division.	**Outputs:** A document providing firm recommendations on the way forward. **Outcomes:** A revamped and repurposed Division with clear strategic goals and objectives.
Priority #15 Upgrade and rehabilitation of the Agricultural Out-stations. (Greencastle, Christian-valley & Cades Bay)	• Prepare a rehabilitation master plan outlining the focal areas of each station. • Secure dedicated cabinet approved financing for execution of the plan.	**Outputs:** Increased production of targeted crops and commodities. **Outcomes:** Efficient utilization of scare resources and improved revenues.
Priority #16 Antigua Black Pineapple Rapid Multiplication Project. (Cades Bay)	• Set up a committee to oversee project activities. • Prepare a project document on the Rapid	**Outputs:** • At least 5 acres of pineapples slips established by 30th September 2025. • DNA typing process ongoing.

	Multiplication Programme. • Identify and allocate sources of financial support for programme activities. • Establish two distinct focal areas at the Cades Bay Station.(locally procure slips & tissue cultured plantlets)	**Outcomes:** The Rapid Multiplication Programme fully Operational by 31st May 2025.
Priority #17 Revitalisation of the Crop Research and Development Division.	• Projectise the activities related to the relocation of the Division to the Bethesda location. • Engage PWD to effect upgrade of the property inclusive of secure fencing. • Procure furniture and associated equipment. • Install communication equipment.	**Outputs:** Infrastructure in place to allow for structured and streamlined research activities by 31st July 2026. **Outcomes:** Targeted crop research and seedling production nursery fully in place by 30th November 2026.
Priority #18 Investigate Demographic trends within the farming population	• Design and implement surveys to collect data on farmer demographics	**Outputs:** • Survey results on the age structure of the farming population. • Analytical report on the implementation of demographic trends. **Outcomes:** Clear understanding of demographics pressures affecting agriculture.
Priority #19 Undertake Cost of Production & Technical Efficiency studies to support CARICOM 25x 25 plus 5 initiative.	• Design survey instruments to capture required factors.	**Outputs:** • Cost of production reports. **Outcomes:** Clear evidence on profitability and competitiveness of priority crops. Identification of areas where farmers can reduce waste and improve productivity. Inform strategies supporting the CARICOM Food Security Agenda

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
1201	Ministry Headquarters	1,715,078	1,530,081	1,575,867	1,268,798
1202	Lands Division	878,937	838,768	915,594	173,021
1203	Surveys Division	2,569,758	1,865,797	1,865,797	355,692
1204	Development Control Authority	-	3,392,604	3,392,604	2,318,438
1205	Blue Economy	686,047	1,085,241	1,085,241	-
TOTAL 12 Lands, Surveys & Blue Economy		**5,849,820**	**8,712,491**	**8,835,103**	**4,115,949**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Ministry Headquarters**				
	250 Infrastructural Development				
	250510 Ancillary Services				
30101	Salaries - Established	796,476	652,416	652,416	606,741
30103	Overtime - Established	6,300	6,300	6,300	-
30201	Salaries - Non-Established	386,256	335,364	335,364	398,189
30202	Wages - Non-Established	87,060	58,670	58,670	50,846
30301	Duty Allowance - Established	58,500	58,500	58,500	46,757
30305	Entertainment Allowance - Established	4,500	4,500	4,500	4,349
30306	Travelling Allowance - Established	49,824	40,164	40,164	23,816
30307	Mileage Allowance - Established	7,000	3,600	3,600	-
30308	Cashier Allowance - Established	2,400	3,600	3,600	4,015
30318	Acting Allowance - Established	15,889	15,889	15,889	-
30321	Personal Allowance - Established	13,860	13,860	13,860	-
30408	Cashier Allowance - Non-Established	1,200	1,200	1,200	-
30418	Acting Allowance - Non-Established	7,000	7,000	7,000	3,764
30701	Honorarium	900	900	900	-
30709	Stipend	7,800	60,000	82,893	6,117
30713	Payment in Lieu of Vacation Leave	-	-	22,893	-
30716	Uniform Allowance	4,000	4,000	4,000	-
30801	Gratuities & Terminal Grants	22,500	22,500	22,500	-
31102	Food, water and refreshments	28,000	28,000	28,000	21,750
31201	Vehicle supplies and parts	4,500	4,500	4,500	-
31301	Books & Periodicals	900	900	900	640
31308	Printing Materials & Supplies	5,000	5,000	5,000	2,446
31501	Medical Supplies	4,500	4,500	4,500	174
31506	Personal Protective Clothing and Equipment	4,500	4,500	4,500	3,995
31601	Office Supplies	27,500	27,500	27,500	27,518
31602	Computer Supplies	18,500	18,500	18,500	16,578
31605	Repair and/or Maintenance of Furniture or Equipment	1,800	1,800	1,800	-
32001	Medals, Stationary, Seals & Gifts	450	452	452	300
33001	Advertising & Promotion Costs	2,700	2,700	2,700	-
33003	Public Awareness Expenses	900	900	900	-
33101	Security Services	13,723	13,724	13,724	-
33401	Computer Hardware Maintenance Costs	20,000	20,000	20,000	2,000
33402	Computer Software upgrade cost	9,000	9,000	9,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33501	Office Cleaning	14,390	14,390	14,390	13,024
33508	Household Sundries	15,700	13,700	13,700	13,648
33605	Express Mail Services	900	900	900	-
33701	Conferences or Workshops	2,000	2,000	2,000	540
33705	Course Costs and Fees	3,300	3,300	3,300	-
33707	Training Costs	10,400	10,400	10,400	5,382
34007	Consulting Services	10,800	10,800	10,800	-
34401	Research & Development Costs	6,000	6,000	6,000	589
34406	Funeral Expenses	450	452	452	-
34417	Bank Charges	540	540	540	-
36002	Maintenance of Public Grounds	4,500	4,500	4,500	1,640
36006	Maintenance of Buildings	12,000	12,000	12,000	2,008
36101	Repair or Maintenance of vehicles	3,600	3,600	3,600	2,006
36206	Other Repairs and Maintenance Costs	9,860	9,860	9,860	9,966
37011	Grants to Individuals	7,200	7,200	7,200	-
Total Programme 250 Infrastructural Development		**1,715,078**	**1,530,081**	**1,575,867**	**1,268,798**
TOTAL DEPARTMENT 1201 Ministry Headquarters		**1,715,078**	**1,530,081**	**1,575,867**	**1,268,798**
02	**Lands Division**				
	250 Infrastructural Development				
	250354 Land Distribution Management				
30101	Salaries - Established	412,308	405,960	438,908	60,042
30201	Salaries - Non-Established	125,241	101,417	140,463	29,888
30202	Wages - Non-Established	119,131	119,131	119,131	29,473
30301	Duty Allowance - Established	21,000	21,000	21,000	-
30306	Travelling Allowance - Established	35,532	35,532	40,364	4,530
30307	Mileage Allowance - Established	11,200	11,200	11,200	-
30318	Acting Allowance - Established	5,000	5,000	5,000	-
30406	Travelling Allowance - Non-Established	8,216	8,216	8,216	-
30716	Uniform Allowance	1,000	1,000	1,000	-
30803	Compensation for Damaged Property	15,000	15,000	15,000	-
31102	Food, water and refreshments	8,000	8,000	8,000	3,810
31506	Personal Protective Clothing and Equipment	7,500	7,500	7,500	6,725
31601	Office Supplies	16,000	16,000	16,000	15,315
31602	Computer Supplies	18,000	18,000	18,000	20,231
33401	Computer Hardware Maintenance Costs	14,751	14,752	14,752	-
33402	Computer Software upgrade cost	14,058	14,060	14,060	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33501	Office Cleaning	6,000	6,000	6,000	850
33508	Household Sundries	6,000	6,000	6,000	2,157
36102	Repair or Maintenance of heavy vehicular equipment	35,000	25,000	25,000	-
Total Programme 250 Infrastructural Development		**878,937**	**838,768**	**915,594**	**173,021**
TOTAL DEPARTMENT 1202 Lands Division		**878,937**	**838,768**	**915,594**	**173,021**
03	**Surveys Division**				
	250 Infrastructural Development				
	250400 Surveys & Mapping				
30101	Salaries - Established	1,049,893	899,774	899,774	244,734
30201	Salaries - Non-Established	105,950	100,000	100,000	-
30202	Wages - Non-Established	149,869	250,000	250,000	-
30301	Duty Allowance - Established	13,000	14,000	14,000	-
30306	Travelling Allowance - Established	19,270	24,000	24,000	-
30307	Mileage Allowance - Established	3,000	3,000	3,000	-
30308	Cashier Allowance - Established	3,600	3,600	3,600	2,471
30310	Allowance in lieu of Private Practice - Established	45,500	49,000	49,000	-
30318	Acting Allowance - Established	67,788	101,000	101,000	3,665
30401	Duty Allowance - Non-Established	5,250	8,400	8,400	-
30406	Travelling Allowance - Non-Established	3,624	3,624	3,624	-
30407	Mileage Allowance - Non-Established	3,000	3,000	3,000	-
30709	Stipend	10,000	-	-	-
30713	Payment in Lieu of Vacation Leave	3,000	3,000	11,352	-
30716	Uniform Allowance	900	900	900	-
31102	Food, water and refreshments	14,000	6,000	6,000	-
31201	Vehicle supplies and parts	4,500	4,500	4,500	-
31506	Personal Protective Clothing and Equipment	18,000	18,000	18,000	180
31601	Office Supplies	15,000	10,000	10,000	15,441
31602	Computer Supplies	520,000	15,485	15,485	43,365
31604	Maintenance Contract - Photocopiers or MFPs	6,000	6,000	6,000	-
31901	Construction Supplies	20,000	22,000	22,000	866
31902	Spare Parts	5,500	5,400	5,400	-
33401	Computer Hardware Maintenance Costs	30,000	17,000	17,000	-
33402	Computer Software upgrade cost	87,000	87,000	78,648	43,470
33403	Computer Software Licensing & Fees	100,000	-	-	-
33508	Household Sundries	8,000	5,000	15,000	704

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33604	Air Freight Expenses	3,000	3,000	3,000	-
33701	Conferences or Workshops	-	10,000	10,000	-
33705	Course Costs and Fees	-	50,000	50,000	-
33707	Training Costs	-	100,000	90,000	-
34417	Bank Charges	1,000	500	500	-
36206	Other Repairs and Maintenance Costs	5,000	3,500	3,500	796
	250498 Janitorial services				
30202	Wages - Non-Established	39,114	39,114	39,114	-
33701	Conferences or Workshops	110,000	-	-	-
33705	Course Costs and Fees	50,000	-	-	-
33707	Training Costs	50,000	-	-	-
Total Programme 250 Infrastructural Development		**2,569,758**	**1,865,797**	**1,865,797**	**355,692**
TOTAL DEPARTMENT 1203 Surveys Division		**2,569,758**	**1,865,797**	**1,865,797**	**355,692**
04	**Development Control Authority**				
	250 Infrastructural Development				
	250447 Building Regul.Enforcement				
30201	Salaries - Non-Established	-	1,626,567	1,626,567	872,852
30401	Duty Allowance - Non-Established	-	24,000	24,000	12,000
30404	Housing Allowance - Non-Established	-	6,000	6,000	503
30405	Entertainment Allowance - Non-Established	-	3,600	3,600	302
30406	Travelling Allowance - Non-Established	-	-	-	44,311
30418	Acting Allowance - Non-Established	-	10,000	10,000	-
31506	Personal Protective Clothing and Equipment	-	35,000	35,000	30
31601	Office Supplies	-	25,000	25,000	-
36006	Maintenance of Buildings	-	40,000	40,000	-
	250448 G.I.S & Planning				
30201	Salaries - Non-Established	-	92,292	92,292	100,239
	250498 Janitorial services				
30202	Wages - Non-Established	-	58,702	58,702	-
	250510 Ancillary Services				
30201	Salaries - Non-Established	-	1,003,443	1,003,443	1,195,009
30206	Arrears of Salaries - Non-Established	-	15,000	15,000	-
30401	Duty Allowance - Non-Established	-	6,000	6,000	6,000
30418	Acting Allowance - Non-Established	-	20,000	20,000	286
30709	Stipend	-	21,000	61,000	52,902
30716	Uniform Allowance	-	50,000	50,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30802	Compensation & Indemnities	-	20,000	20,000	-
31102	Food, water and refreshments	-	16,000	16,000	-
31202	Fuel and Oil	-	2,000	2,000	-
31307	ID Cards	-	7,000	7,000	5,250
31601	Office Supplies	-	25,000	25,000	-
31602	Computer Supplies	-	20,000	20,000	8,348
31605	Repair and/or Maintenance of Furniture or Equipment	-	35,000	35,000	-
31902	Spare Parts	-	25,000	25,000	-
33001	Advertising & Promotion Costs	-	2,000	2,000	-
33508	Household Sundries	-	30,000	30,000	5,586
33707	Training Costs	-	25,000	25,000	-
34007	Consulting Services	-	60,000	60,000	14,000
34010	Legal Fees	-	10,000	10,000	-
34016	Retainer Fees	-	24,000	24,000	-
36101	Repair or Maintenance of vehicles	-	15,000	15,000	820
36206	Other Repairs and Maintenance Costs	-	40,000	-	-
Total Programme 250 Infrastructural Development		**-**	**3,392,604**	**3,392,604**	**2,318,438**
TOTAL DEPARTMENT 1204 Development Control Authority		**-**	**3,392,604**	**3,392,604**	**2,318,438**
05	**Blue Economy**				
	430 Social Protection & Community Development				
	430317 Community Services & Planning				
30101	Salaries - Established	200,280	534,841	534,841	-
30201	Salaries - Non-Established	187,399	254,396	254,396	-
30301	Duty Allowance - Established	25,200	41,400	41,400	-
30306	Travelling Allowance - Established	13,668	31,608	31,608	-
30401	Duty Allowance - Non-Established	25,200	15,696	15,696	-
30406	Travelling Allowance - Non-Established	6,000	15,600	15,600	-
30716	Uniform Allowance	13,800	7,200	7,200	-
31102	Food, water and refreshments	12,000	12,000	12,000	-
31303	Newsletter & Publications	5,000	5,000	5,000	-
31308	Printing Materials & Supplies	9,000	5,000	5,000	-
31601	Office Supplies	10,000	7,000	7,000	-
31602	Computer Supplies	15,000	10,000	10,000	-
31604	Maintenance Contract - Photocopiers or MFPs	5,000	5,000	5,000	-
31605	Repair and/or Maintenance of Furniture or	5,000	5,000	5,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	Equipment				
33001	Advertising & Promotion Costs	10,000	10,000	10,000	-
33003	Public Awareness Expenses	10,000	10,000	8,700	-
33501	Office Cleaning	10,000	7,000	7,000	-
33508	Household Sundries	8,000	5,000	5,000	-
33509	Cleaning Tools and Supplies	5,000	3,000	3,000	-
33701	Conferences or Workshops	10,000	5,000	6,300	-
33705	Course Costs and Fees	15,000	10,000	10,000	-
33902	Contributions or Subscriptions to Commonwealth Agencies	10,000	10,000	10,000	-
34007	Consulting Services	10,000	10,000	10,000	-
34401	Research & Development Costs	15,000	15,000	15,000	-
34423	Tours and Excursions Costs	500	500	500	-
37012	Grants to Organisations or Institutions	50,000	50,000	50,000	-
Total Programme 430 Social Protection & Community Development		**686,047**	**1,085,241**	**1,085,241**	**-**
TOTAL DEPARTMENT 1205 Blue Economy		**686,047**	**1,085,241**	**1,085,241**	**-**
TOTAL MINISTRY 12 Lands, Surveys & Blue Economy		**5,849,820**	**8,712,491**	**8,835,103**	**4,115,949**

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
2001	Ministry of Agriculture HQ	4,982,281	4,816,103	4,834,103	3,884,143
2002	Agriculture Division	5,564,149	5,084,823	5,084,823	4,565,488
2003	Veterinary & Animal Husbandry	2,686,516	2,435,427	2,641,607	2,022,620
2004	Fisheries Division	2,569,954	2,502,548	2,502,548	1,433,158
2005	Crop Research and Development Division	1,341,737	1,245,571	1,245,571	988,819
2006	Lands Division	-	-	-	618,740
2007	Agricultural Extension Division	3,158,845	2,121,848	2,176,648	1,417,144
2008	Department of Analytical Services	1,028,157	883,059	928,659	846,926
2009	Surveys Division	-	-	-	1,120,316
2012	Development Control Authority	-	-	-	670,869
2013	Barbuda Administrative and General Services	-	-	-	719,331
2014	Plant Protection	1,841,597	1,681,898	1,681,898	208,455
2015	Statistics Research & Information Technology	488,641	487,912	487,912	300,939
TOTAL 20 Agriculture, Fisheries and Veterinary Services		**23,661,877**	**21,259,189**	**21,583,769**	**18,796,948**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Ministry of Agriculture HQ**				
	300 Agriculture				
	300301 Accounting				
30101	Salaries - Established	344,556	254,892	254,892	279,029
30201	Salaries - Non-Established	136,544	136,545	136,545	160,768
30301	Duty Allowance - Established	12,000	12,000	12,000	20,733
30306	Travelling Allowance - Established	9,660	9,660	9,660	8,645
	300369 Policy Planning & Implementation				
30101	Salaries - Established	138,624	138,624	138,624	122,422
30201	Salaries - Non-Established	300,156	305,520	305,520	138,535
30301	Duty Allowance - Established	-	-	-	131
30306	Travelling Allowance - Established	9,660	13,284	13,284	21,794
30401	Duty Allowance - Non-Established	6,000	12,000	12,000	4,000
30406	Travelling Allowance - Non-Established	1,308	1,308	1,308	-
37012	Grants to Organisations or Institutions	15,000	15,000	15,000	-
37034	Expenses of Boards or Committees	55,000	55,000	55,000	-
	300379 Public Awareness				
33001	Advertising & Promotion Costs	40,000	-	-	-
33002	Marketing Costs	5,000	-	-	-
33003	Public Awareness Expenses	25,000	-	-	-
33807	Internet Connectivity Costs	8,000	-	-	-
	300497 Pesticides Control Board Secretariat				
30101	Salaries - Established	127,198	148,110	148,110	47,142
30106	Arrears of Salaries - Established	22,602	-	-	-
30201	Salaries - Non-Established	36,636	-	-	-
30206	Arrears of Salaries - Non-Established	3,510	-	-	-
30301	Duty Allowance - Established	18,000	18,000	18,000	-
30306	Travelling Allowance - Established	12,072	9,660	9,660	6,036
30308	Cashier Allowance - Established	1,200	1,200	1,200	250
30315	Other allowances and fees - Established	10,000	10,000	10,000	-
30406	Travelling Allowance - Non-Established	6,036	-	-	-
31102	Food, water and refreshments	3,000	3,000	3,000	688
31307	ID Cards	500	500	500	-
31506	Personal Protective Clothing and Equipment	2,500	2,500	2,500	-
31601	Office Supplies	5,000	5,000	5,000	1,232
31602	Computer Supplies	5,000	5,000	5,000	3,737

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	5,000	5,000	2,979
31902	Spare Parts	1,500	1,500	1,500	-
33001	Advertising & Promotion Costs	798	800	800	-
33508	Household Sundries	3,000	3,000	3,000	848
33605	Express Mail Services	500	500	500	-
33701	Conferences or Workshops	1,500	1,500	1,500	893
33705	Course Costs and Fees	1,248	500	500	-
33707	Training Costs	500	500	500	-
33904	Contributions or Subscriptions to other international organ.	2,660	13,808	13,808	-
36002	Maintenance of Public Grounds	14,400	-	-	-
36006	Maintenance of Buildings	10,000	10,000	10,000	-
37034	Expenses of Boards or Committees	66,000	66,000	66,000	-
	300508 Special Events & Activities				
30701	Honorarium	10,000	-	10,000	-
30709	Stipend	42,000	42,000	42,000	15,970
31102	Food, water and refreshments	40,000	40,000	40,000	14,330
31601	Office Supplies	25,000	25,000	25,000	13,962
31602	Computer Supplies	20,000	20,000	20,000	21,402
32001	Medals, Stationary, Seals & Gifts	20,000	20,000	20,000	2,500
33101	Security Services	15,000	15,000	15,000	-
33701	Conferences or Workshops	10,000	10,000	10,000	12,504
33705	Course Costs and Fees	10,000	10,000	10,000	-
33710	Audio Visual Materials & Supplies	35,000	35,000	35,000	8,600
34109	Rental or Lease - n.e.c.	25,000	25,000	25,000	-
	300510 Ancillary Services				
30101	Salaries - Established	409,212	409,212	409,212	519,320
30103	Overtime - Established	15,000	15,000	15,000	-
30201	Salaries - Non-Established	1,017,212	997,441	997,441	1,087,693
30202	Wages - Non-Established	351,426	302,986	302,986	316,986
30203	Overtime - Non-Established	12,000	12,000	12,000	10,892
30301	Duty Allowance - Established	36,000	36,000	36,000	39,218
30305	Entertainment Allowance - Established	3,600	3,600	3,600	3,731
30306	Travelling Allowance - Established	15,000	15,000	15,000	21,007
30307	Mileage Allowance - Established	6,000	6,000	6,000	-
30308	Cashier Allowance - Established	1,200	1,200	1,200	2,400
30318	Acting Allowance - Established	1,000	1,000	1,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30401	Duty Allowance - Non-Established	15,000	12,000	12,000	10,000
30406	Travelling Allowance - Non-Established	38,100	31,632	31,632	25,920
30416	Risk Allowance - Non-Established	29,120	29,120	29,120	2,800
30716	Uniform Allowance	40,000	40,000	40,000	26,313
30801	Gratuities & Terminal Grants	30,000	30,000	30,000	15,750
30802	Compensation & Indemnities	3,000	1,500	9,500	-
31202	Fuel and Oil	2,000	-	-	-
31301	Books & Periodicals	10,000	10,000	10,000	-
31303	Newsletter & Publications	20,000	20,000	20,000	8,500
31308	Printing Materials & Supplies	10,000	-	-	-
31501	Medical Supplies	10,000	10,000	10,000	8,439
31506	Personal Protective Clothing and Equipment	10,000	15,000	15,000	3,600
31605	Repair and/or Maintenance of Furniture or Equipment	1,247	1,247	1,247	-
31801	Spraying Materials & Supplies	10,000	20,000	20,000	-
31804	Production Expenses	40,000	40,000	40,000	264
31902	Spare Parts	10,000	10,000	10,000	278
33001	Advertising & Promotion Costs	-	30,000	30,000	7,500
33003	Public Awareness Expenses	-	15,000	15,000	-
33401	Computer Hardware Maintenance Costs	30,000	30,000	30,000	23,447
33402	Computer Software upgrade cost	10,600	10,600	10,600	162
33501	Office Cleaning	20,000	20,000	20,000	-
33508	Household Sundries	25,000	25,000	25,000	4,136
33604	Air Freight Expenses	3,000	-	-	-
33605	Express Mail Services	1,000	1,000	1,000	-
33606	Sea Freight Expenses	5,000	-	-	-
33701	Conferences or Workshops	15,000	15,600	15,600	-
33704	Library Assistance Costs	1,000	1,000	1,000	-
33705	Course Costs and Fees	5,000	10,120	10,120	-
33901	Contributions or Subscriptions to Caribbean Organizations	375,350	375,350	375,350	341,537
33903	Contributions or Subscriptions to UN Agencies	45,000	45,000	45,000	-
33904	Contributions or Subscriptions to other international organ.	30,000	30,000	30,000	-
34007	Consulting Services	36,000	50,000	50,000	38,220
34406	Funeral Expenses	1,500	600	600	-
34411	Ginning Cotton Cost	-	496	496	-
36002	Maintenance of Public Grounds	10,000	10,000	10,000	5,643

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
36006	Maintenance of Buildings	80,000	80,000	80,000	24,744
36009	Maintenance of Ponds and Dams	3,850	3,852	3,852	-
36101	Repair or Maintenance of vehicles	10,000	10,600	10,600	691
36206	Other Repairs and Maintenance Costs	10,000	11,040	11,040	875
37011	Grants to Individuals	10,796	10,796	10,796	5,730
37012	Grants to Organisations or Institutions	10,000	10,000	10,000	-
37015	Grant to Statutory Bodies & SOEs	379,200	379,200	379,200	379,200
Total Programme 300 Agriculture		**4,982,281**	**4,747,103**	**4,765,103**	**3,844,126**
	304 Plant Protection				
	304535 Sanitary and Phyto-sanitary System Management				
31303	Newsletter & Publications	-	5,500	5,500	-
31601	Office Supplies	-	2,000	2,000	1,017
31602	Computer Supplies	-	3,500	3,500	-
33605	Express Mail Services	-	500	500	-
33701	Conferences or Workshops	-	2,000	2,000	-
34401	Research & Development Costs	-	500	500	-
37034	Expenses of Boards or Committees	-	55,000	55,000	39,000
Total Programme 304 Plant Protection		**-**	**69,000**	**69,000**	**40,017**
TOTAL DEPARTMENT 2001 Ministry of Agriculture HQ		**4,982,281**	**4,816,103**	**4,834,103**	**3,884,143**
02	**Agriculture Division**				
	271 Pre-School & Primary Education				
	271472 Teaching, Training & Development.				
30101	Salaries - Established	-	-	-	502,537
Total Programme 271 Pre-School & Primary Education		**-**	**-**	**-**	**502,537**
	300 Agriculture				
	300301 Accounting				
30101	Salaries - Established	364,000	364,000	364,000	307,884
30201	Salaries - Non-Established	277,000	127,000	127,000	171,013
30202	Wages - Non-Established	140,500	120,000	120,000	71,193
30301	Duty Allowance - Established	30,000	30,000	30,000	18,000
30306	Travelling Allowance - Established	28,000	28,000	28,000	15,000
30307	Mileage Allowance - Established	20,000	25,000	25,000	-
30308	Cashier Allowance - Established	4,800	4,800	4,800	400
30406	Travelling Allowance - Non-Established	14,500	20,000	20,000	3,624
30408	Cashier Allowance - Non-Established	-	500	500	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30716	Uniform Allowance	10,000	10,000	10,000	-
31202	Fuel and Oil	3,000	2,000	2,000	254
31204	Tyres	5,000	5,000	5,000	-
31501	Medical Supplies	1,000	500	500	-
31502	Laboratory Supplies	1,000	500	500	-
31601	Office Supplies	15,000	15,000	15,000	6,592
31602	Computer Supplies	10,000	10,000	10,000	13,363
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	5,000	5,000	1,100
33001	Advertising & Promotion Costs	500	500	500	-
33101	Security Services	30,000	30,000	30,000	-
33501	Office Cleaning	10,000	10,000	10,000	-
33503	Liquid Waste Removal Costs	2,500	3,000	3,000	-
33508	Household Sundries	10,000	10,000	10,000	9,685
33509	Cleaning Tools and Supplies	10,000	40,000	40,000	5,779
33707	Training Costs	5,000	500	500	-
34007	Consulting Services	36,000	36,000	36,000	-
34008	Management Fees	500	-	-	-
34501	Refund of Revenue	500	1,000	1,000	-
36002	Maintenance of Public Grounds	5,000	5,000	5,000	-
36006	Maintenance of Buildings	5,000	5,000	5,000	37
36010	Repair or Maintenance of Roads, Streets, Drains	1,000	500	500	-
37015	Grant to Statutory Bodies & SOEs	300,000	300,000	300,000	200,000
	300320 Conservation Management				
30101	Salaries - Established	-	-	-	85,112
30201	Salaries - Non-Established	-	-	-	217,713
30202	Wages - Non-Established	-	-	-	1,305,129
30306	Travelling Allowance - Established	-	-	-	7,248
30401	Duty Allowance - Non-Established	-	-	-	2,123
30406	Travelling Allowance - Non-Established	-	-	-	23,184
30418	Acting Allowance - Non-Established	-	-	-	7,650
31102	Food, water and refreshments	10,000	15,000	15,000	2,817
31501	Medical Supplies	500	500	500	-
31506	Personal Protective Clothing and Equipment	35,000	35,000	35,000	-
31601	Office Supplies	10,000	10,000	10,000	35
31602	Computer Supplies	10,000	10,000	10,000	-
31801	Spraying Materials & Supplies	20,000	20,000	20,000	5,533

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31804	Production Expenses	30,000	30,000	30,000	10,848
31901	Construction Supplies	40,000	40,000	40,000	47
31905	Conservation Materials & supplies	25,000	25,000	25,000	5,246
33101	Security Services	35,000	40,000	28,000	-
33508	Household Sundries	10,000	10,000	10,000	-
33509	Cleaning Tools and Supplies	10,000	10,000	10,000	-
33510	Pest Control Supplies	10,000	10,000	10,000	-
36002	Maintenance of Public Grounds	25,000	25,000	25,000	18,333
36006	Maintenance of Buildings	20,000	20,000	20,000	-
36010	Repair or Maintenance of Roads, Streets, Drains	1,000	500	500	-
	300369 Policy Planning & Implementation				
30101	Salaries - Established	266,364	240,516	240,516	236,601
30103	Overtime - Established	20,000	20,000	20,000	-
30201	Salaries - Non-Established	173,902	161,092	161,092	48,079
30202	Wages - Non-Established	1,682,203	1,344,735	1,344,735	92,498
30203	Overtime - Non-Established	50,000	60,000	60,000	59,094
30301	Duty Allowance - Established	-	12,000	12,000	-
30306	Travelling Allowance - Established	36,300	37,000	37,000	14,496
30307	Mileage Allowance - Established	15,000	15,000	15,000	-
30308	Cashier Allowance - Established	-	-	-	452
30401	Duty Allowance - Non-Established	31,100	8,000	8,000	-
30406	Travelling Allowance - Non-Established	42,000	42,000	42,000	-
30709	Stipend	15,000	5,000	20,650	-
30801	Gratuities & Terminal Grants	15,000	15,000	15,000	-
31102	Food, water and refreshments	10,000	10,000	10,000	-
31301	Books & Periodicals	100	-	-	-
31303	Newsletter & Publications	200	-	-	-
31308	Printing Materials & Supplies	1,000	1,000	1,000	-
31501	Medical Supplies	2,000	1,000	1,000	-
31502	Laboratory Supplies	500	500	500	-
31503	Test Equipment and Supplies	500	500	500	-
31601	Office Supplies	5,000	10,000	10,000	-
31602	Computer Supplies	5,000	15,000	15,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	5,000	5,000	-
32001	Medals, Stationary, Seals & Gifts	5,000	1,500	1,500	-
33001	Advertising & Promotion Costs	3,000	3,000	3,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33401	Computer Hardware Maintenance Costs	2,000	2,000	2,000	-
33402	Computer Software upgrade cost	1,500	1,500	1,500	-
33501	Office Cleaning	5,000	10,000	10,000	-
33503	Liquid Waste Removal Costs	3,000	3,000	3,000	-
33508	Household Sundries	10,000	10,000	10,000	-
33509	Cleaning Tools and Supplies	5,000	8,000	8,000	-
33701	Conferences or Workshops	1,000	1,000	1,000	-
33705	Course Costs and Fees	500	500	500	-
34008	Management Fees	500	500	500	-
34109	Rental or Lease - n.e.c.	5,000	10,000	10,000	-
34501	Refund of Revenue	1,500	1,500	1,500	-
	300388 Research & Development				
31102	Food, water and refreshments	7,500	7,500	7,500	-
31501	Medical Supplies	500	1,000	1,000	-
31506	Personal Protective Clothing and Equipment	35,000	35,000	35,000	-
31601	Office Supplies	15,000	15,000	15,000	-
31602	Computer Supplies	10,000	10,000	10,000	-
31801	Spraying Materials & Supplies	25,000	25,000	25,000	4,033
31804	Production Expenses	15,000	25,000	25,000	15,214
31901	Construction Supplies	20,000	50,000	50,000	-
31905	Conservation Materials & supplies	20,000	20,000	20,000	-
33101	Security Services	20,000	40,000	40,000	-
33508	Household Sundries	10,000	10,000	10,000	-
33509	Cleaning Tools and Supplies	10,000	10,000	10,000	-
33510	Pest Control Supplies	10,000	10,000	10,000	4,535
36002	Maintenance of Public Grounds	25,000	25,000	25,000	14,161
36006	Maintenance of Buildings	10,000	10,000	10,000	-
36010	Repair or Maintenance of Roads, Streets, Drains	500	500	500	-
	300508 Special Events & Activities				
31102	Food, water and refreshments	15,000	15,000	15,000	5,110
31308	Printing Materials & Supplies	20,000	20,000	20,000	-
31905	Conservation Materials & supplies	3,000	3,000	3,000	-
32001	Medals, Stationary, Seals & Gifts	1,500	-	-	-
33001	Advertising & Promotion Costs	15,000	-	-	-
33101	Security Services	15,000	15,000	15,000	-
33710	Audio Visual Materials & Supplies	20,000	20,000	20,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
34109	Rental or Lease - n.e.c.	25,000	25,000	25,000	-
	300512 Measurement, Testing & Evaluation				
31102	Food, water and refreshments	5,000	7,500	7,500	-
31501	Medical Supplies	500	500	500	-
31506	Personal Protective Clothing and Equipment	10,000	10,000	10,000	-
31601	Office Supplies	5,000	5,500	5,500	-
31602	Computer Supplies	4,500	4,500	4,500	-
31801	Spraying Materials & Supplies	30,000	30,000	30,000	576
31804	Production Expenses	50,000	50,000	50,000	-
31901	Construction Supplies	20,000	20,000	20,000	-
31905	Conservation Materials & supplies	5,000	5,000	5,000	-
33101	Security Services	10,000	10,000	10,000	-
33508	Household Sundries	7,500	7,500	7,500	-
33509	Cleaning Tools and Supplies	5,000	7,500	7,500	699
33510	Pest Control Supplies	5,000	20,000	20,000	-
36002	Maintenance of Public Grounds	10,000	10,000	10,000	7,265
36006	Maintenance of Buildings	10,000	10,000	10,000	-
36010	Repair or Maintenance of Roads, Streets, Drains	500	-	-	-
Total Programme 300 Agriculture		**4,581,469**	**4,155,643**	**4,159,293**	**3,017,755**
	302 Forestry				
	302320 Conservation Management				
30101	Salaries - Established	113,880	113,880	113,880	103,440
30201	Salaries - Non-Established	259,000	255,000	255,000	158,281
30202	Wages - Non-Established	189,000	189,000	189,000	148,013
30301	Duty Allowance - Established	12,000	12,000	12,000	9,000
30306	Travelling Allowance - Established	14,000	14,000	14,000	6,036
30321	Personal Allowance - Established	12,000	12,000	12,000	-
30709	Stipend	15,000	-	-	-
31102	Food, water and refreshments	8,000	8,000	8,000	800
31202	Fuel and Oil	5,000	5,000	5,000	-
31204	Tyres	5,000	5,000	5,000	-
31301	Books & Periodicals	1,000	1,000	1,000	-
31303	Newsletter & Publications	1,000	1,000	1,000	-
31308	Printing Materials & Supplies	7,500	7,500	7,500	7,892
31501	Medical Supplies	1,000	1,000	1,000	-
31503	Test Equipment and Supplies	3,000	3,000	3,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31506	Personal Protective Clothing and Equipment	15,000	15,000	15,000	-
31601	Office Supplies	8,000	8,000	8,000	1,649
31602	Computer Supplies	8,000	8,000	8,000	8,693
31605	Repair and/or Maintenance of Furniture or Equipment	2,000	2,000	2,000	-
31801	Spraying Materials & Supplies	10,000	10,000	10,000	799
31804	Production Expenses	10,000	10,000	10,000	4,215
31901	Construction Supplies	15,000	15,000	15,000	21,958
31902	Spare Parts	3,000	3,000	3,000	-
31905	Conservation Materials & supplies	10,000	10,000	10,000	-
32001	Medals, Stationary, Seals & Gifts	1,000	1,000	1,000	-
33001	Advertising & Promotion Costs	1,000	1,000	1,000	-
33101	Security Services	20,000	20,000	18,375	-
33401	Computer Hardware Maintenance Costs	5,000	5,000	5,000	8,193
33402	Computer Software upgrade cost	2,000	2,000	2,000	-
33508	Household Sundries	3,000	3,000	3,000	-
33509	Cleaning Tools and Supplies	5,000	5,000	5,000	-
33510	Pest Control Supplies	8,000	8,000	8,000	-
33701	Conferences or Workshops	2,500	2,500	2,500	-
33707	Training Costs	10,000	10,000	11,625	-
34401	Research & Development Costs	500	500	500	-
36002	Maintenance of Public Grounds	20,000	20,000	20,000	-
36006	Maintenance of Buildings	15,000	15,000	15,000	-
36206	Other Repairs and Maintenance Costs	2,000	2,000	2,000	-
	302388 Research & Development				
31201	Vehicle supplies and parts	2,000	2,000	2,000	-
31204	Tyres	3,000	3,000	3,000	-
31501	Medical Supplies	1,000	1,000	1,000	-
31503	Test Equipment and Supplies	1,000	1,000	1,000	-
31506	Personal Protective Clothing and Equipment	10,000	15,000	15,000	-
31601	Office Supplies	800	800	800	4,022
31602	Computer Supplies	5,000	5,000	5,000	2,255
31605	Repair and/or Maintenance of Furniture or Equipment	2,000	2,000	2,000	179
31901	Construction Supplies	40,000	30,000	30,000	14,843
31902	Spare Parts	2,000	2,000	2,000	-
31905	Conservation Materials & supplies	25,000	10,000	10,000	-
32001	Medals, Stationary, Seals & Gifts	1,000	1,000	1,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33001	Advertising & Promotion Costs	15,000	1,500	1,500	-
33101	Security Services	15,000	15,000	11,350	-
33401	Computer Hardware Maintenance Costs	2,500	2,000	2,000	-
33402	Computer Software upgrade cost	500	500	500	-
33508	Household Sundries	2,000	2,000	2,000	445
33509	Cleaning Tools and Supplies	5,000	5,000	5,000	-
33510	Pest Control Supplies	500	500	500	-
33701	Conferences or Workshops	500	500	500	-
33707	Training Costs	1,000	500	500	-
34401	Research & Development Costs	500	500	500	-
36002	Maintenance of Public Grounds	10,000	10,000	10,000	13,410
36006	Maintenance of Buildings	10,000	10,000	10,000	-
36206	Other Repairs and Maintenance Costs	5,000	5,000	5,000	175
Total Programme 302 Forestry		**982,680**	**929,180**	**925,530**	**514,298**
	304 Plant Protection				
	304455 Plant Quarantine & Inspection				
30101	Salaries - Established	-	-	-	141,406
30306	Travelling Allowance - Established	-	-	-	10,872
30311	Shift Allowance - Established	-	-	-	3,600
	304456 Pest Management & Control				
30101	Salaries - Established	-	-	-	64,743
30201	Salaries - Non-Established	-	-	-	135,280
30301	Duty Allowance - Established	-	-	-	12,000
30306	Travelling Allowance - Established	-	-	-	6,211
30321	Personal Allowance - Established	-	-	-	12,000
	304510 Ancillary Services				
30201	Salaries - Non-Established	-	-	-	26,697
30202	Wages - Non-Established	-	-	-	80,157
34007	Consulting Services	-	-	-	37,932
Total Programme 304 Plant Protection		**-**	**-**	**-**	**530,898**
TOTAL DEPARTMENT 2002 Agriculture Division		**5,564,149**	**5,084,823**	**5,084,823**	**4,565,488**
03	**Veterinary & Animal Husbandry**				
	271 Pre-School & Primary Education				
	271510 Ancillary Services				
30202	Wages - Non-Established	-	-	-	22,221
30416	Risk Allowance - Non-Established	-	-	-	4,080

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
Total Programme 271 Pre-School & Primary Education		**-**	**-**	**-**	**26,301**
	307 Veterinary & Animal Husbandry Services				
	307301 Accounting				
30101	Salaries - Established	126,648	105,372	105,372	104,371
30103	Overtime - Established	10,000	-	-	-
30201	Salaries - Non-Established	126,912	86,552	86,552	131,218
30308	Cashier Allowance - Established	2,400	2,400	2,400	1,218
30315	Other allowances and fees - Established	12,000	12,000	12,000	3,524
30318	Acting Allowance - Established	1,836	1,836	1,836	-
30709	Stipend	7,800	7,800	7,800	6,300
30802	Compensation & Indemnities	5,000	5,000	5,000	-
31102	Food, water and refreshments	5,000	4,500	4,500	-
31301	Books & Periodicals	1,000	1,000	1,000	-
31308	Printing Materials & Supplies	5,000	-	-	-
31601	Office Supplies	20,000	10,000	20,000	2,959
31602	Computer Supplies	15,000	15,000	15,000	-
31604	Maintenance Contract - Photocopiers or MFPs	5,000	-	-	-
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	4,000	4,000	-
33001	Advertising & Promotion Costs	500	500	500	-
33501	Office Cleaning	10,000	8,000	8,000	340
33508	Household Sundries	5,000	5,000	5,000	-
37034	Expenses of Boards or Committees	90,000	-	141,680	37,360
	307360 Livestock Improvement				
30101	Salaries - Established	270,900	254,160	254,160	354,557
30201	Salaries - Non-Established	59,000	55,636	55,636	74,748
30202	Wages - Non-Established	318,843	328,866	328,866	343,619
30203	Overtime - Non-Established	40,000	40,000	40,000	-
30301	Duty Allowance - Established	9,000	9,000	13,500	12,500
30306	Travelling Allowance - Established	33,840	26,568	26,568	28,274
30307	Mileage Allowance - Established	30,000	30,000	30,000	-
30308	Cashier Allowance - Established	-	-	-	600
30318	Acting Allowance - Established	13,440	13,440	13,440	-
30406	Travelling Allowance - Non-Established	3,624	3,624	3,624	3,624
30709	Stipend	16,000	6,000	6,000	2,600
30716	Uniform Allowance	-	-	50,000	-
31102	Food, water and refreshments	5,000	-	-	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31301	Books & Periodicals	1,000	-	-	-
31308	Printing Materials & Supplies	1,000	-	-	-
31501	Medical Supplies	8,000	8,000	8,000	-
31601	Office Supplies	5,000	-	-	-
31605	Repair and/or Maintenance of Furniture or Equipment	2,500	2,500	2,500	-
31801	Spraying Materials & Supplies	1,500	1,500	1,500	-
31803	Animal Feed	12,000	12,000	12,000	-
31804	Production Expenses	1,200	1,200	1,200	-
31901	Construction Supplies	-	2,500	2,500	675
31902	Spare Parts	-	2,500	2,500	-
33401	Computer Hardware Maintenance Costs	-	2,500	2,500	-
33701	Conferences or Workshops	3,000	3,000	3,000	-
33707	Training Costs	1,500	500	500	-
34401	Research & Development Costs	1,500	1,500	1,500	-
34410	Livestock Breeding & Impounding Costs	1,500	1,500	1,500	-
36001	Maintaining Animal Pastures	100,000	100,000	100,000	-
36006	Maintenance of Buildings	2,500	2,500	2,500	-
36101	Repair or Maintenance of vehicles	4,000	4,000	4,000	-
36206	Other Repairs and Maintenance Costs	3,500	3,500	3,500	-
	307412 Veterinary Services				
30101	Salaries - Established	271,812	284,616	284,616	195,612
30202	Wages - Non-Established	496,161	467,812	467,812	458,329
30203	Overtime - Non-Established	45,000	45,000	45,000	-
30301	Duty Allowance - Established	12,000	12,000	12,000	12,000
30306	Travelling Allowance - Established	29,000	29,484	29,484	18,921
30307	Mileage Allowance - Established	10,000	10,000	10,000	-
30315	Other allowances and fees - Established	-	-	-	-58
31501	Medical Supplies	8,000	8,000	8,000	-
31502	Laboratory Supplies	2,500	2,500	2,500	-
31506	Personal Protective Clothing and Equipment	20,000	20,000	20,000	-
33102	Arms and Ammunition	3,000	3,000	3,000	-
33502	Garbage Disposal Costs	18,000	18,000	18,000	48,000
33507	Sterilization Serv. & Supplies	20,000	20,000	20,000	110
33701	Conferences or Workshops	5,000	-	-	-
33707	Training Costs	2,000	-	-	-
34001	Project Management	2,500	1,500	1,500	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
36002	Maintenance of Public Grounds	16,000	16,000	16,000	36,000
36101	Repair or Maintenance of vehicles	3,500	3,500	3,500	-
Total Programme 307 Veterinary & Animal Husbandry Services		**2,367,916**	**2,126,866**	**2,333,046**	**1,877,401**
	390 General Public Services				
	390548 Dog Registration and Control				
30201	Salaries - Non-Established	120,000	130,621	130,621	113,918
30203	Overtime - Non-Established	12,000	12,000	12,000	-
30401	Duty Allowance - Non-Established	6,000	6,000	6,000	5,000
30709	Stipend	75,600	75,600	75,600	-
30716	Uniform Allowance	5,000	5,000	5,000	-
31201	Vehicle supplies and parts	2,500	2,000	2,000	-
31202	Fuel and Oil	12,000	10,800	10,800	-
31307	ID Cards	9,500	8,500	8,500	-
31501	Medical Supplies	6,000	5,000	5,000	-
31506	Personal Protective Clothing and Equipment	25,000	15,000	15,000	-
31601	Office Supplies	2,500	1,440	1,440	-
31602	Computer Supplies	3,000	1,500	1,500	-
31801	Spraying Materials & Supplies	4,000	2,000	2,000	-
31803	Animal Feed	18,600	16,800	16,800	-
31902	Spare Parts	3,000	2,400	2,400	-
33509	Cleaning Tools and Supplies	5,000	5,000	5,000	-
33707	Training Costs	1,500	1,500	1,500	-
36101	Repair or Maintenance of vehicles	7,400	7,400	7,400	-
Total Programme 390 General Public Services		**318,600**	**308,561**	**308,561**	**118,918**
TOTAL DEPARTMENT 2003 Veterinary & Animal Husbandry		**2,686,516**	**2,435,427**	**2,641,607**	**2,022,620**
04	**Fisheries Division**				
	300 Agriculture				
	300510 Ancillary Services				
30201	Salaries - Non-Established	-	-	-	36,762
Total Programme 300 Agriculture		**-**	**-**	**-**	**36,762**
	303 Fisheries				
	303313 Coastal Biodiversity Management				
30101	Salaries - Established	113,604	104,292	104,292	123,694
30103	Overtime - Established	2,400	2,400	2,400	-
30201	Salaries - Non-Established	100,000	84,107	84,107	43,387

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30301	Duty Allowance - Established	18,000	18,000	18,000	9,000
30306	Travelling Allowance - Established	19,128	19,128	19,128	17,388
30307	Mileage Allowance - Established	1,200	1,200	1,200	-
30406	Travelling Allowance - Non-Established	3,600	3,600	3,600	900
31506	Personal Protective Clothing and Equipment	7,000	7,000	7,000	-
31905	Conservation Materials & supplies	1,000	1,000	1,000	-
36103	Repairs or Maintenance of Marine Vessels	29,360	29,360	29,360	2,100
36206	Other Repairs and Maintenance Costs	2,000	2,000	2,000	-
	303398 Production of Official Statistics				
30101	Salaries - Established	142,532	142,532	142,532	183,602
30201	Salaries - Non-Established	55,325	55,325	55,325	40,392
30203	Overtime - Non-Established	2,400	2,400	2,400	-
30301	Duty Allowance - Established	12,000	12,000	12,000	12,000
30306	Travelling Allowance - Established	11,376	11,376	11,376	14,100
30307	Mileage Allowance - Established	1,800	1,800	1,800	413
30406	Travelling Allowance - Non-Established	2,724	2,724	2,724	681
31905	Conservation Materials & supplies	1,000	1,000	1,000	-
	303472 Teaching, Training, & Development				
30101	Salaries - Established	39,732	39,732	39,732	47,123
30306	Travelling Allowance - Established	3,624	3,624	3,624	3,624
33701	Conferences or Workshops	10,000	10,000	10,000	-
33705	Course Costs and Fees	14,120	14,120	14,120	-
	303510 Ancillary Services				
30101	Salaries - Established	144,472	107,272	107,272	133,431
30201	Salaries - Non-Established	82,695	82,695	82,695	53,572
30202	Wages - Non-Established	-	-	-	20,702
30306	Travelling Allowance - Established	-	-	-	3,624
30308	Cashier Allowance - Established	3,600	3,600	3,600	1,678
30716	Uniform Allowance	40,000	40,000	40,000	455
31102	Food, water and refreshments	30,000	30,000	30,000	556
31601	Office Supplies	40,000	40,000	40,000	5,961
31602	Computer Supplies	10,000	10,000	10,000	2,200
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	5,000	5,000	-
33401	Computer Hardware Maintenance Costs	10,000	10,000	10,000	-
33402	Computer Software upgrade cost	5,000	5,000	5,000	-
33501	Office Cleaning	20,000	20,000	20,000	11,535

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33508	Household Sundries	20,000	20,000	20,000	327
33801	Electricity Cost	7,000	7,000	7,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	500,000	500,000	500,000	-
33904	Contributions or Subscriptions to other international organ.	250,000	250,000	250,000	-
36101	Repair or Maintenance of vehicles	10,600	10,600	10,600	-
36206	Other Repairs and Maintenance Costs	7,500	7,500	7,500	4,165
	303511 Fisheries Complex Management				
30101	Salaries - Established	-	-	-	25,234
30201	Salaries - Non-Established	358,345	358,345	358,345	407,739
30202	Wages - Non-Established	305,000	300,000	300,000	189,146
30308	Cashier Allowance - Established	-	-	-	65
30401	Duty Allowance - Non-Established	12,000	12,000	12,000	2,161
30406	Travelling Allowance - Non-Established	7,764	7,764	7,764	4,164
30407	Mileage Allowance - Non-Established	600	600	600	-
30411	Shift Allowance - Non-Established	-	-	-	200
30416	Risk Allowance - Non-Established	-	-	-	700
30418	Acting Allowance - Non-Established	4,000	4,000	4,000	-
30709	Stipend	3,600	3,600	3,600	3,600
30801	Gratuities & Terminal Grants	20,000	20,000	20,000	14,721
31804	Production Expenses	5,000	5,000	5,000	-
31902	Spare Parts	20,000	20,000	20,000	5,153
33507	Sterilization Serv. & Supplies	15,000	15,000	15,000	-
33509	Cleaning Tools and Supplies	5,000	5,000	5,000	-
36002	Maintenance of Public Grounds	13,853	13,852	13,852	1,253
36006	Maintenance of Buildings	20,000	20,000	20,000	5,650
Total Programme 303 Fisheries		**2,569,954**	**2,502,548**	**2,502,548**	**1,396,396**
TOTAL DEPARTMENT 2004 Fisheries Division		**2,569,954**	**2,502,548**	**2,502,548**	**1,433,158**
05	**Crop Research and Development Division**				
	300 Agriculture				
	300301 Accounting				
30101	Salaries - Established	48,592	48,246	48,246	80,171
30308	Cashier Allowance - Established	3,600	3,600	3,600	3,552
30716	Uniform Allowance	15,000	-	-	-
31102	Food, water and refreshments	7,500	7,500	7,500	2,523
31601	Office Supplies	7,500	7,500	7,500	976
31602	Computer Supplies	10,500	10,500	10,500	3,500

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33508	Household Sundries	10,000	10,000	10,000	5,999
36002	Maintenance of Public Grounds	2,500	2,500	2,500	-
36006	Maintenance of Buildings	7,500	7,500	7,500	8,822
	300320 Conservation Management				
30101	Salaries - Established	37,189	37,190	37,190	-
30202	Wages - Non-Established	3,023	3,023	3,023	-
30306	Travelling Allowance - Established	3,264	3,264	3,264	-
30307	Mileage Allowance - Established	2,500	2,500	2,500	-
31506	Personal Protective Clothing and Equipment	15,000	15,000	15,000	10,980
31601	Office Supplies	3,000	3,000	3,000	2,999
31602	Computer Supplies	6,000	6,000	6,000	4,895
31801	Spraying Materials & Supplies	3,000	3,000	3,000	3,000
31804	Production Expenses	3,800	3,800	3,800	-
31905	Conservation Materials & supplies	5,000	5,000	5,000	4,999
	300388 Research & Development				
30101	Salaries - Established	46,414	46,415	46,415	90,803
30103	Overtime - Established	10,000	10,000	10,000	-
30201	Salaries - Non-Established	-	-	-	2,271
30202	Wages - Non-Established	258,882	238,156	238,156	120,910
30203	Overtime - Non-Established	20,000	20,000	20,000	855
30306	Travelling Allowance - Established	3,624	3,624	3,624	7,248
30307	Mileage Allowance - Established	2,000	2,000	2,000	-
31308	Printing Materials & Supplies	7,000	7,000	7,000	-
31502	Laboratory Supplies	3,000	3,000	3,000	-
31506	Personal Protective Clothing and Equipment	5,000	5,000	5,000	-
31601	Office Supplies	6,000	6,000	6,000	3,114
31804	Production Expenses	3,500	3,500	3,500	3,500
31902	Spare Parts	3,000	3,000	3,000	-
33101	Security Services	100,000	50,000	50,000	-
33508	Household Sundries	10,000	10,000	10,000	3,437
	300398 Production of Official Statistics				
30101	Salaries - Established	25,854	25,855	25,855	-
30202	Wages - Non-Established	28,108	28,109	28,109	145,892
30709	Stipend	20,600	6,000	6,000	2,266
31308	Printing Materials & Supplies	8,000	3,000	3,000	-
31601	Office Supplies	10,000	7,500	7,500	3,608

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31602	Computer Supplies	10,000	8,000	8,000	5,090
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	5,000	5,000	-
36206	Other Repairs and Maintenance Costs	4,000	4,000	4,000	3,547
	300512 Measurement, Testing & Evaluation				
30101	Salaries - Established	51,800	51,801	51,801	56,261
30201	Salaries - Non-Established	100,714	172,341	172,341	103,053
30202	Wages - Non-Established	245,737	185,111	185,111	259,413
30301	Duty Allowance - Established	9,000	9,000	9,000	9,000
30306	Travelling Allowance - Established	6,036	6,036	6,036	6,036
31102	Food, water and refreshments	5,000	5,000	5,000	3,870
31201	Vehicle supplies and parts	2,000	7,000	7,000	-
31308	Printing Materials & Supplies	10,000	10,000	10,000	4,545
31501	Medical Supplies	3,000	3,000	3,000	3,000
31502	Laboratory Supplies	2,000	2,000	2,000	-
31503	Test Equipment and Supplies	2,000	2,000	2,000	-
31506	Personal Protective Clothing and Equipment	8,000	8,000	8,000	4,380
31601	Office Supplies	8,000	8,000	8,000	3,000
31602	Computer Supplies	3,500	3,500	3,500	2,997
31605	Repair and/or Maintenance of Furniture or Equipment	2,500	2,500	2,500	-
31804	Production Expenses	10,000	10,000	10,000	4,350
31902	Spare Parts	2,000	2,000	2,000	-
31905	Conservation Materials & supplies	2,000	-	-	-
33101	Security Services	60,000	60,000	60,000	-
33508	Household Sundries	8,000	8,000	8,000	563
33509	Cleaning Tools and Supplies	9,000	9,000	9,000	3,394
36002	Maintenance of Public Grounds	5,000	5,000	5,000	-
36206	Other Repairs and Maintenance Costs	2,000	2,000	2,000	-
Total Programme 300 Agriculture		**1,341,737**	**1,245,571**	**1,245,571**	**988,819**
TOTAL DEPARTMENT 2005 Crop Research and Development Division		**1,341,737**	**1,245,571**	**1,245,571**	**988,819**
06	**Lands Division**				
	250 Infrastructural Development				
	250354 Land Distribution Management				
30101	Salaries - Established	-	-	-	390,793
30201	Salaries - Non-Established	-	-	-	80,260
30202	Wages - Non-Established	-	-	-	91,251

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30301	Duty Allowance - Established	-	-	-	21,000
30306	Travelling Allowance - Established	-	-	-	27,378
30406	Travelling Allowance - Non-Established	-	-	-	8,058
Total Programme 250 Infrastructural Development		**-**	**-**	**-**	**618,740**
TOTAL DEPARTMENT 2006 Lands Division		**-**	**-**	**-**	**618,740**
07	**Agricultural Extension Division**				
	309 Extension Services				
	309301 Accounting				
30101	Salaries - Established	319,404	221,000	221,000	184,077
30103	Overtime - Established	5,000	5,000	5,000	-
30201	Salaries - Non-Established	50,387	50,388	50,388	54,726
30306	Travelling Allowance - Established	3,624	3,624	3,624	-
30308	Cashier Allowance - Established	-	-	-	208
30716	Uniform Allowance	1,500	1,500	1,500	1,500
31102	Food, water and refreshments	12,000	2,500	2,500	-
31501	Medical Supplies	5,000	5,000	5,000	148
31601	Office Supplies	20,000	10,000	10,000	7,417
31602	Computer Supplies	20,000	15,000	15,000	10,078
31605	Repair and/or Maintenance of Furniture or Equipment	12,000	8,000	8,000	196
32001	Medals, Stationary, Seals & Gifts	15,000	5,000	5,000	534
33001	Advertising & Promotion Costs	20,000	10,000	10,000	-
33002	Marketing Costs	5,000	5,000	5,000	-
33401	Computer Hardware Maintenance Costs	25,000	15,000	15,000	9,753
33501	Office Cleaning	15,000	9,000	9,000	4,259
33508	Household Sundries	15,000	9,000	9,000	6,191
33606	Sea Freight Expenses	25,000	-	15,000	-
34109	Rental or Lease - n.e.c.	75,000	20,000	20,000	12,000
	309354 Land Distribution Management				
30101	Salaries - Established	65,928	65,352	65,352	99,758
30201	Salaries - Non-Established	249,150	220,000	220,000	362,683
30202	Wages - Non-Established	129,397	129,397	129,397	132,114
30308	Cashier Allowance - Established	1,200	1,200	1,200	1,042
30406	Travelling Allowance - Non-Established	33,564	33,564	33,564	44,436
30418	Acting Allowance - Non-Established	50,000	50,000	50,000	-
30713	Payment in Lieu of Vacation Leave	-	-	28,000	-
30716	Uniform Allowance	10,000	10,000	10,000	3,825

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30802	Compensation & Indemnities	15,000	15,000	15,000	-
31201	Vehicle supplies and parts	12,000	8,000	8,000	6,441
31202	Fuel and Oil	10,000	10,000	10,000	-
31506	Personal Protective Clothing and Equipment	20,000	10,000	10,000	-
31901	Construction Supplies	15,000	10,000	10,000	-
36002	Maintenance of Public Grounds	5,000	5,000	5,000	-
36006	Maintenance of Buildings	15,000	5,000	5,000	-
36009	Maintenance of Ponds and Dams	400,000	100,000	100,000	-
36010	Repair or Maintenance of Roads, Streets, Drains	250,000	100,000	100,000	-
36206	Other Repairs and Maintenance Costs	100,000	50,000	50,000	-
	309418 Security Services				
30202	Wages - Non-Established	46,936	46,937	46,937	49,684
30203	Overtime - Non-Established	30,000	15,000	55,000	4,582
30417	Substitute Allowance - Non-Established	-	15,000	15,000	-
30709	Stipend	12,209	15,000	15,000	13,776
30716	Uniform Allowance	10,000	10,000	10,000	-
	309472 Teaching, Training & Development				
30101	Salaries - Established	363,720	363,720	363,720	316,215
30201	Salaries - Non-Established	79,489	79,489	79,489	-
30202	Wages - Non-Established	19,557	19,557	19,557	20,702
30301	Duty Allowance - Established	21,000	21,000	24,200	21,000
30306	Travelling Allowance - Established	31,908	22,248	30,848	22,248
30307	Mileage Allowance - Established	20,000	20,000	20,000	4,058
30406	Travelling Allowance - Non-Established	10,872	10,872	10,872	-
31308	Printing Materials & Supplies	20,000	10,000	10,000	-
31501	Medical Supplies	5,000	5,000	5,000	-
31801	Spraying Materials & Supplies	15,000	15,000	15,000	-
31804	Production Expenses	15,000	15,000	15,000	590
33510	Pest Control Supplies	5,000	5,000	5,000	-
33707	Training Costs	200,000	75,000	75,000	6,300
33804	Telephone Cost	5,000	5,000	5,000	2,659
33807	Internet Connectivity Costs	5,000	5,000	5,000	-
	309508 Special Events & Activities				
30709	Stipend	78,000	78,000	38,000	-
31102	Food, water and refreshments	100,000	20,000	20,000	13,750
31901	Construction Supplies	10,000	10,000	10,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
32001	Medals, Stationary, Seals & Gifts	10,000	7,500	7,500	-
33001	Advertising & Promotion Costs	15,000	10,000	10,000	-
34109	Rental or Lease - n.e.c.	5,000	5,000	5,000	550
Total Programme 309 Extension Services		**3,158,845**	**2,121,848**	**2,176,648**	**1,417,500**
	392 Labour Affairs				
	392344 Human Resource Management				
30202	Wages - Non-Established	-	-	-	-356
Total Programme 392 Labour Affairs		**-**	**-**	**-**	**-356**
TOTAL DEPARTMENT 2007 Agricultural Extension Division		**3,158,845**	**2,121,848**	**2,176,648**	**1,417,144**
08	**Department of Analytical Services**				
	450 National Lab Services				
	450434 Laboratory Analytical Services				
30101	Salaries - Established	593,436	429,453	429,453	479,294
30201	Salaries - Non-Established	295,089	269,069	269,069	223,381
30202	Wages - Non-Established	-	101,229	101,229	82,391
30301	Duty Allowance - Established	12,000	12,000	12,000	12,000
30306	Travelling Allowance - Established	35,532	31,908	31,908	24,660
30307	Mileage Allowance - Established	2,400	2,400	2,400	-
30308	Cashier Allowance - Established	1,200	1,200	1,200	1,200
30315	Other allowances and fees - Established	45,600	21,600	67,200	24,000
31102	Food, water and refreshments	2,400	1,200	1,200	-
31502	Laboratory Supplies	500	500	500	-
31503	Test Equipment and Supplies	500	500	500	-
31506	Personal Protective Clothing and Equipment	500	500	500	-
31601	Office Supplies	5,000	500	500	-
31602	Computer Supplies	5,000	500	500	-
33508	Household Sundries	5,000	500	500	-
36002	Maintenance of Public Grounds	24,000	10,000	10,000	-
Total Programme 450 National Lab Services		**1,028,157**	**883,059**	**928,659**	**846,926**
TOTAL DEPARTMENT 2008 Department of Analytical Services		**1,028,157**	**883,059**	**928,659**	**846,926**
09	**Surveys Division**				
	250 Infrastructural Development				
	250400 Surveys & Mapping				
30101	Salaries - Established	-	-	-	770,904
30201	Salaries - Non-Established	-	-	-	43,338

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30202	Wages - Non-Established	-	-	-	219,117
30301	Duty Allowance - Established	-	-	-	12,065
30306	Travelling Allowance - Established	-	-	-	19,153
30308	Cashier Allowance - Established	-	-	-	1,226
30310	Allowance in lieu of Private Practice - Established	-	-	-	42,226
30401	Duty Allowance - Non-Established	-	-	-	8,663
30406	Travelling Allowance - Non-Established	-	-	-	3,624
Total Programme 250 Infrastructural Development		**-**	**-**	**-**	**1,120,316**
TOTAL DEPARTMENT 2009 Surveys Division		**-**	**-**	**-**	**1,120,316**
12	**Development Control Authority**				
	250 Infrastructural Development				
	250447 Building Regulation Enforcement				
30201	Salaries - Non-Established	-	-	-	627,013
30401	Duty Allowance - Non-Established	-	-	-	12,000
30404	Housing Allowance - Non-Established	-	-	-	6,000
30405	Entertainment Allowance - Non-Established	-	-	-	3,600
30406	Travelling Allowance - Non-Established	-	-	-	14,184
	250448 G.I.S & Planning				
30201	Salaries - Non-Established	-	-	-	8,072
Total Programme 250 Infrastructural Development		**-**	**-**	**-**	**670,869**
TOTAL DEPARTMENT 2012 Development Control Authority		**-**	**-**	**-**	**670,869**
13	**Barbuda Administrative and General Services**				
	390 General Public Services				
	390301 Accounting				
30101	Salaries - Established	-	-	-	78,494
30201	Salaries - Non-Established	-	-	-	132,312
30308	Cashier Allowance - Established	-	-	-	3,374
37034	Expenses of Boards or Committees	-	-	-	126,000
	390367 Passport and Visa Services				
30101	Salaries - Established	-	-	-	30,226
	390371 Postal Services				
30201	Salaries - Non-Established	-	-	-	25,845
	390387 Repairs & Maintenance Services				
30101	Salaries - Established	-	-	-	26,192
30201	Salaries - Non-Established	-	-	-	44,040

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31201	Vehicle supplies and parts	-	-	-	280
31202	Fuel and Oil	-	-	-	5,194
36006	Maintenance of Buildings	-	-	-	1,600
36101	Repair or Maintenance of vehicles	-	-	-	200
	390418 Security Services				
30202	Wages - Non-Established	-	-	-	69,904
30203	Overtime - Non-Established	-	-	-	2,974
	390498 Janitorial Services				
30202	Wages - Non-Established	-	-	-	40,229
33508	Household Sundries	-	-	-	419
33509	Cleaning Tools and Supplies	-	-	-	432
36002	Maintenance of Public Grounds	-	-	-	1,490
	390510 Ancillary Services				
30201	Salaries - Non-Established	-	-	-	32,000
30202	Wages - Non-Established	-	-	-	22,427
30301	Duty Allowance - Established	-	-	-	12,000
30306	Travelling Allowance - Established	-	-	-	9,660
30401	Duty Allowance - Non-Established	-	-	-	6,000
30417	Substitute Allowance - Non-Established	-	-	-	8,725
30801	Gratuities & Terminal Grants	-	-	-	30,000
31002	Ticket Expenses	-	-	-	4,785
31102	Food, water and refreshments	-	-	-	1,257
31308	Printing Materials & Supplies	-	-	-	1,070
31601	Office Supplies	-	-	-	2,202
Total Programme 390 General Public Services		**-**	**-**	**-**	**719,331**
TOTAL DEPARTMENT 2013 Barbuda Administrative and General Services		**-**	**-**	**-**	**719,331**
14	**Plant Protection**				
	304 Plant Protection				
	304369 Policy Planning & Implementation				
30101	Salaries - Established	60,000	106,210	106,210	-
30301	Duty Allowance - Established	12,000	12,000	12,000	-
30306	Travelling Allowance - Established	6,036	7,848	7,848	-
30321	Personal Allowance - Established	12,000	12,000	12,000	-
30709	Stipend	220,000	215,100	215,100	157,400
31001	Subsistence Allowance	-	1,000	1,000	-
31002	Ticket Expenses	2,000	1,000	1,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
32001	Medals, Stationary, Seals & Gifts	-	3,000	3,000	-
33710	Audio Visual Materials & Supplies	3,000	3,000	3,000	-
34007	Consulting Services	20,000	-	-	-
34401	Research & Development Costs	2,000	2,000	2,000	-
34417	Bank Charges	1,000	1,000	1,000	-
34422	Contingency Costs	1,500	1,500	1,500	-
37036	Transfers to Special/Emergency Funds	5,000	5,000	5,000	-
	304379 Public Awareness				
31001	Subsistence Allowance	4,000	4,000	4,000	-
31002	Ticket Expenses	4,000	4,000	4,000	-
31303	Newsletter & Publications	10,000	5,500	5,500	-
33003	Public Awareness Expenses	20,000	20,000	10,000	-
33701	Conferences or Workshops	2,500	2,500	2,500	-
33707	Training Costs	1,000	1,000	1,000	-
33710	Audio Visual Materials & Supplies	5,000	3,000	3,000	-
	304434 Laboratory Analytical Services				
30101	Salaries - Established	-	64,561	64,561	-
30103	Overtime - Established	-	2,400	2,400	156
30306	Travelling Allowance - Established	-	3,624	3,624	-
30307	Mileage Allowance - Established	-	3,600	3,600	-
30316	Risk Allowance - Established	-	6,000	6,000	-
31301	Books & Periodicals	3,000	3,000	3,000	-
31502	Laboratory Supplies	30,000	20,000	20,000	-
31503	Test Equipment and Supplies	20,000	15,000	15,000	-
31506	Personal Protective Clothing and Equipment	5,000	3,000	3,000	-
31902	Spare Parts	5,000	5,000	5,000	-
33605	Express Mail Services	7,500	7,500	7,500	-
34007	Consulting Services	-	5,000	5,000	-
34401	Research & Development Costs	5,000	5,000	5,000	-
36201	Maintenance of Laboratory and Testing equipment	5,000	5,000	5,000	-
	304454 Risk Analysis				
31301	Books & Periodicals	2,000	2,000	2,000	-
31601	Office Supplies	5,000	-	-	-
31602	Computer Supplies	8,000	-	-	-
33401	Computer Hardware Maintenance Costs	5,000	2,500	2,500	-
33402	Computer Software upgrade cost	5,000	2,500	2,500	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33403	Computer Software Licensing & Fees	5,000	1,500	1,500	-
33705	Course Costs and Fees	8,000	5,000	5,000	-
34401	Research & Development Costs	2,500	2,500	2,500	-
34422	Contingency Costs	-	2,500	2,500	-
	304455 Plant Quarantine & Inspection				
30101	Salaries - Established	138,000	290,556	290,556	-
30103	Overtime - Established	70,000	66,600	66,600	28,217
30201	Salaries - Non-Established	81,400	32,760	32,760	-
30203	Overtime - Non-Established	30,000	2,400	20,900	2,105
30306	Travelling Allowance - Established	18,120	28,992	28,992	-
30307	Mileage Allowance - Established	45,000	43,800	43,800	5,231
30311	Shift Allowance - Established	4,800	6,000	6,000	-
30406	Travelling Allowance - Non-Established	7,248	3,624	3,624	-
30407	Mileage Allowance - Non-Established	15,000	2,400	12,400	6,091
31501	Medical Supplies	2,500	2,500	2,500	-
31502	Laboratory Supplies	30,000	10,000	10,000	-
31503	Test Equipment and Supplies	10,000	5,000	5,000	-
31506	Personal Protective Clothing and Equipment	5,000	2,500	2,500	-
32001	Medals, Stationary, Seals & Gifts	-	2,500	2,500	-
33402	Computer Software upgrade cost	7,500	7,500	34,500	-
33403	Computer Software Licensing & Fees	15,000	5,000	5,000	-
33705	Course Costs and Fees	10,000	8,500	500	-
36201	Maintenance of Laboratory and Testing equipment	5,000	2,500	500	-
	304456 Pest Management & Control				
30101	Salaries - Established	95,220	185,062	185,062	-
30103	Overtime - Established	15,000	7,800	22,300	-
30201	Salaries - Non-Established	75,580	32,760	32,760	-
30203	Overtime - Non-Established	3,000	2,400	2,400	1,596
30301	Duty Allowance - Established	12,000	12,000	12,000	-
30306	Travelling Allowance - Established	7,248	13,284	13,284	-
30307	Mileage Allowance - Established	12,000	7,200	7,200	5,673
30321	Personal Allowance - Established	12,000	12,000	12,000	-
30407	Mileage Allowance - Non-Established	1,500	1,500	1,500	1,371
30803	Compensation for Damaged Property	1,500	1,500	1,500	-
31001	Subsistence Allowance	5,000	-	-	-
31002	Ticket Expenses	5,000	-	-	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31301	Books & Periodicals	2,500	2,500	2,500	-
31501	Medical Supplies	2,500	2,500	2,500	-
31502	Laboratory Supplies	20,000	-	-	-
31503	Test Equipment and Supplies	10,000	10,000	10,000	-
31801	Spraying Materials & Supplies	10,000	10,000	500	-
33401	Computer Hardware Maintenance Costs	-	2,000	2,000	-
33402	Computer Software upgrade cost	2,000	2,000	2,000	-
33510	Pest Control Supplies	15,000	10,000	10,000	-
33701	Conferences or Workshops	4,500	4,500	4,500	-
34007	Consulting Services	-	3,000	3,000	-
34401	Research & Development Costs	3,000	3,000	3,000	-
36101	Repair or Maintenance of vehicles	5,000	5,000	500	-
	304508 Special Events & Activities				
31001	Subsistence Allowance	5,000	5,000	5,000	-
31002	Ticket Expenses	5,000	5,000	5,000	-
31102	Food, water and refreshments	20,000	8,000	8,000	-
31308	Printing Materials & Supplies	3,000	3,000	3,000	-
31601	Office Supplies	5,000	5,000	5,000	-
34007	Consulting Services	40,000	20,000	3,000	-
34422	Contingency Costs	5,000	5,000	5,000	-
	304510 Ancillary Services				
30201	Salaries - Non-Established	27,165	27,165	27,165	-
30202	Wages - Non-Established	75,780	48,552	48,552	-
30203	Overtime - Non-Established	5,000	1,200	1,200	615
30716	Uniform Allowance	50,000	30,000	30,000	-
31102	Food, water and refreshments	50,000	15,000	15,000	-
31201	Vehicle supplies and parts	3,000	5,000	500	-
31202	Fuel and Oil	2,500	8,500	500	-
31204	Tyres	2,500	7,500	7,500	-
31307	ID Cards	5,000	3,500	-	-
31506	Personal Protective Clothing and Equipment	25,000	8,500	8,500	-
31601	Office Supplies	50,000	15,000	15,000	-
31602	Computer Supplies	5,000	3,000	3,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	2,500	3,000	3,000	-
32001	Medals, Stationary, Seals & Gifts	10,000	1,500	1,500	-
33401	Computer Hardware Maintenance Costs	7,000	2,500	2,500	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33402	Computer Software upgrade cost	3,000	-	-	-
33501	Office Cleaning	7,000	3,500	3,500	-
33508	Household Sundries	5,000	2,500	2,500	-
33509	Cleaning Tools and Supplies	5,000	5,000	5,000	-
36002	Maintenance of Public Grounds	3,000	3,000	-	-
36006	Maintenance of Buildings	2,000	2,000	2,000	-
36101	Repair or Maintenance of vehicles	2,000	2,000	2,000	-
36206	Other Repairs and Maintenance Costs	10,000	2,000	2,000	-
	304535 Sanitary and Phyto-sanitary System Management				
31601	Office Supplies	7,500	-	-	-
31602	Computer Supplies	5,000	-	-	-
33701	Conferences or Workshops	7,500	-	-	-
37034	Expenses of Boards or Committees	55,000	-	-	-
Total Programme 304 Plant Protection		**1,841,597**	**1,681,898**	**1,681,898**	**208,455**
TOTAL DEPARTMENT 2014 Plant Protection		**1,841,597**	**1,681,898**	**1,681,898**	**208,455**
15	**Statistics Research & Information Technology**				
	300 Agriculture				
	300398 Production of Official Statistics				
30101	Salaries - Established	190,500	190,500	190,500	112,387
30201	Salaries - Non-Established	204,253	185,488	185,488	168,617
30301	Duty Allowance - Established	12,000	12,000	12,000	3,000
30306	Travelling Allowance - Established	13,788	19,824	19,824	1,938
30406	Travelling Allowance - Non-Established	6,000	-	-	-
31102	Food, water and refreshments	6,000	6,000	6,000	656
31301	Books & Periodicals	2,500	5,000	5,000	-
31303	Newsletter & Publications	2,500	5,000	5,000	-
31506	Personal Protective Clothing and Equipment	7,000	7,000	7,000	-
31601	Office Supplies	5,500	7,500	7,500	1,621
31602	Computer Supplies	5,000	8,000	8,000	4,999
31605	Repair and/or Maintenance of Furniture or Equipment	6,000	6,000	6,000	-
31902	Spare Parts	3,600	3,600	3,600	-
33001	Advertising & Promotion Costs	1,500	3,500	3,500	-
33501	Office Cleaning	5,000	5,000	5,000	-
33508	Household Sundries	3,500	6,500	6,500	1,226
33701	Conferences or Workshops	1,500	2,500	2,500	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33705	Course Costs and Fees	2,500	2,500	2,500	-
33707	Training Costs	2,500	2,500	2,500	-
33710	Audio Visual Materials & Supplies	5,000	5,000	5,000	6,495
36006	Maintenance of Buildings	2,500	4,500	4,500	-
Total Programme 300 Agriculture		**488,641**	**487,912**	**487,912**	**300,939**
TOTAL DEPARTMENT 2015 Statistics Research & Information Technology		**488,641**	**487,912**	**487,912**	**300,939**
TOTAL MINISTRY 20 Agriculture, Fisheries and Veterinary Services		**23,661,877**	**21,259,189**	**21,583,769**	**18,796,948**

BUSINESS PLAN FOR THE YEAR 2026
AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Education,. Sports and Creative Industries and Innovation

Business Plan

FY 2026

The Creative Industries

Department of Culture & National Festivals Office

Business Plan
For the FY 2026

Projection: Department of Culture 2026

As it moves into 2026, the Department of Culture (DoC) is focused on advancing the Cultural and Creative Industries (CCIs) in Antigua and Barbuda. Building on recent foundations, the DoC has established a plan of action through well-designed programs in schools and communities, entering a phase of development and expansion. Despite lacking a permanent operational space, the staff has shown resilience and commitment, successfully delivering major national events like Carnival and Independence, while also representing the country at various high-level conventions. The three-pillar approach introduced in 2025 now serves as a guiding framework for the DoC, ensuring that its programs remain impactful, relevant, and sustainable.

Benefits of this Approach to Our Communities

The three-pillar system implemented by the Department of Culture (DoC) ensures consistency and growth by fostering initiatives that build on previous successes for long-term cultural impact. This approach broadens outreach and access, engaging citizens—especially youth—in meaningful cultural experiences. It enhances national pride and global representation, showcasing Antigua and Barbuda's creativity and resilience. Additionally, partnerships and events foster community development, supporting local economies and encouraging volunteerism. In 2026, the DoC is committed to expanding its vision, reinforcing culture as a cornerstone of national development and a source of pride for all Antiguans and Barbudans.

DOC's Three Pillar Approach







Service Performance Review and Critical Issues for 2025

Throughout 2025, the Department of Culture continued to engage the wider community through a variety of developmental programmes designed to benefit the people of Antigua and Barbuda. While not every target set for the year was fully realized, the department recorded significant milestones and meaningful achievements that strengthened our cultural landscape.

The summary below highlights the key accomplishments and initiatives undertaken in 2025, showcasing the progress made in advancing culture and the creative industries across the nation.

Achievements:	Issues
Service Performance - National Music Awards - The DoC succeeded in hosting the NMA's and sent out for 2nd edition in February 2026. - Partnership with Princess Margaret School on Pan Week 2025. - The Department of Culture succeeded in the partnership with the Princess Margaret School in hosting this year's pan week by bringing world renowned Andre White from USA to host a workshop and final night performance for the people of Antigua and Barbuda. The event featured over 300 young pannist from various primary and secondary schools in steelpan performance and career paths. The final night event attracted a full house to experience the work of both the students and our international guest. - National Theatre Arts Festival - The DoC successfully completed the 7th edition of the NSSTAF. This event featured dancers, choreographers, actors, actresses, playwrights, directors young sound and light technicians from across Antigua and Barbuda across Dance and Drama discipline - OAS and CIP Conferences - The Department of Culture was a major contributor to the execution of both conferences held in May and June 2025. - Successful CARIFESTA XV representation Antigua and Barbuda shone bight at CARIFESTA with superb representation, peerformances and contributions. - National Adjudication Workshops for Calypso and Soca Adjudicators / National Vocal Workshops The Department of Culture in partnership with the ABFC planned and executed the two (2) full day professional development workshops across Calypso	- Department of Culture has been without a physical space since for over 2 years. The DoC currently has no operation at any of its three (3) branches. This has caused major strain on the operations of the department - CulArts Showcase - This main event was also placed on hold due to the overwhelming amount of activities at this time. - Ministry's Carnival production – Though improved, the Department of Culture is still without an operational space which hindered the production of costumes for this production. - Lack of support at critical times The expectations of Department of Culture requires the department to support private and governmental agencies through accessing performances, infrastructural and financial support. There continues to be difficulty in accessing support (especially financial) particularly when there are other activities unrelated to the developmental mandate of the Department of Culture.

and Soca (new and existing) adjudicators in late June 2025. These workshops facilitated by industry professional Sylvester Hodge - . National Vocal workshop saw over 100 artistes from across a variety of genres to see the most successful development session in recent years. - Support for Community based Summer Camps - The DoC is currently engaged in 4 community-based summer camps for youth development across Antigua. - Successful Execution of the 2nd edition of Summer in Arts and Culture 2025 - Support for Carnival Activities. The Department of Culture currently supports the training of contestants and artistes for the upcoming Antigua Carnival and continues to support the Department of Festivals in the execution of Antigua Carnival 2025. - The DoC continues to run the CulArts developmental programme in schools on a weekly basis. Much more support is needed for a home for the Department of Culture. - Creatives Among Us A platform to highlight the work of creatives across 7 identified CI sectors. This forms part of our research and educational pillars. - Sunset Rhythms In support of rhythmic aspects of our music and people, the DoC embarked on its 2nd edition of the event - Contingent to EXPO 2025 The DoC executed a world class representation at EXPO 2025 in OSAKA, Japan in September 2025. A team of 9 persons presented 3 high level performances in Japan. - Extensive Support for National Independence Celebrations	

The Department of Culture staff continues to be the backbone of numerous National Independence activities to include Evening of Arts, Festival of Choirs, National Food Fair, National Schools' Panorama, Street Fair - National Youth Theatre 20th ANNIVERSARY TOUR TO NEVIS The NYT had a successful tour of Nevis as a part of their 20th anniversary of contributions to Antigua and Barbuda. - UNESCO Supported ICH training workshops for ongoing ICH project Professional Developmental Workshop for Dance Instructors Two of the Department's instructors were sent for training to Jamaica 2025 in a 4-week training course. This further enforces the departments mandate for edifying its staff and community.	

Priorities	Strategies	Indicators
Priority 1 Expansion of the Department of Culture's CulArts Programme and the Growth of the National Youth Programme	• The development of Cultural Arts Programmes hosted by Central Government and private. • The creation of training workshops in all Art Disciplines to upskill practitioners in the field. •	• Acquisition of uniform, steelpan cases and material for the NYPO and other national groups • Appointment of a musical directors for the orchestra and choirs • Weekly training sessions for the nation's best youths and adults • Bi-annual recitals to showcasing the work of the stakeholders and students in the Arts in School and Community Programme • Creation of a healthy competitive atmosphere among the cultural groups and practitioners to foster creativity and innovation • Market Antigua and Barbuda's Culture and Arts for the generation of income for musicians and practitioners in their respective fields • Resumption of the Department of Culture's Magazine entitled "Fu Arwe"
	The acquisition of heavy-duty equipment and drums for the expansion of the community/school • Steelband programmes • Educate select populations on varying disciplines within the Arts • Create platforms for the further development of Arts and culture • Staging small monthly events for promoting Antigua and Barbuda's music culture to extra-regional outlets	Outcomes: • Self-sufficiency in providing for the pan community while providing a revenue stream • Building of capacity in the art of steel pan creation and tuning. • The development of youths in vocal, drama and steelpan artforms through higher education at the National Groups • Bi-annual recitals to showcasing the work of the stakeholders and students in the Arts in School and Community Programme • Creation of a healthy competitive atmosphere among the cultural groups and practitioners to foster creativity and innovation. • Market Antigua and Barbuda's Culture and Arts for the generation of income for musicians and practitioners in their respective fields

Priorities	Strategies	Indicators
	The Growth of the National Groups (National Choir, National Youth Choir, National Children Choir, National Youth Theatre and the National Youth Pan Orchestra as the leading development programme for creatives across Antigua and Barbuda	
Priority 2 CARIFESTA XV	Department of Culture to Plan and Execute CARIFESTA preparations for representation in Barbados, August 2025. • Host auditions and casting calls for local participants in CARIFESTA 2025 • Identify and provide support for performing and visual artists.	**Outputs:** • Auditions to foster creativity and ensure high standards of performances and displays for CARIFESTA 2025 • Workshops and training sessions across Art disciplines to strengthen capacity for Carifesta 2025 and beyond. • Acquire and Produce costumes, uniforms, set designs for productions. **Outcomes:** Successful representation at CARIFESTA XV Upskill participants for future years.
Priority 3 The Hosting of the Antigua and Barbuda National Music Awards	• To honour the contributions of musicians and music educators • To create an avenue for the further development of music and music practitioners • To create a platform for promoting Antigua and Barbuda's music culture to extra-regional outlets.	**Output:** • Award ceremony honouring musicians for their contribution. • To create a healthy competitive atmosphere among the music society to foster creativity and innovation. • To market Antigua and Barbuda's music and musicians for the generation of income for musicians and practitioners in the field of music **Outcome:** • To successfully host ABNMAs and highlight the largest CI sector in Antigua and Barbuds.

Priorities	Strategies	Indicators
Priority 4: Redevelopment of the DoC Pan Lab on All Saints Road into Creative Industrial Park	• The development of the pan lab facility to include storage and power equipment. • The creation of training workshops • To Enhance facility to include a craft district for handicraft and woodwork. • The installation of an Industrial Culture Park	**Output:** • Facility to build pans to meet requirements of the school and community steel orchestras/bands. • Facility with the resources to create steel pans to meet international standards. • Facility to encourage training and innovation for development and a sustainable steelpan and craft industries. • Building and refurbish steelpans, stands. • Creation of craft items for sale and souvenir • Facility to encourage tours for locals and visitors. **Outcome:** • Self-sufficiency in providing for the pan community while providing a revenue stream for government. • Building of capacity in the art of steel pan creation. • Encouraging a "Made in Antigua and Barbuda" brand for local consumption and exports. • Revenue generated paid tours.
Priority 5: FOLKLORE: The Antigua Carnival Cultureal Experience	• Conduct workshops for wire benders, costume makers and designers. • To execute the Folklore Design Competition • To use traditional mas as the backbone of expression and colour for Antigua Carnival 2025 • To build a folk culture experience for Carnival Monday and Tuesday	**Output:** • Purchase material and build a contingent of African Highlanders, Skellihoppers, John Bulls and Stiltwalkers/moko Jumbies, market ladies etc. • Produce design competition for youths 7 to 21 across two categories. **Outcome:** • Preservation and Protection of the authentic cultural aspects of the annual carnival celebrations for the safeguarding of our cultural Identity and to enhance young and innovative mas costume builders and designers

National Festivals Office

National Festivals Office

We outline the strategic framework for the effective planning, coordination, and execution of national festivals in Antigua and Barbuda through a government-led approach. It integrates local, regional and international engagements with the ultimate goal of establishing a meaningful presence, while enhancing national pride, improving our tourism offerings specifically as it relates to experiential tourism, and position the country as a leader in Events market. These festivals include but are not limited to:

- Independence Celebrations
- Carnival
- Overseas Activations
- V C Bird Day
- One Nation

Vision

To transform National Festivals into a world-class experience that not only honor our past but shape a confident, creative, and connected future for all Antiguans and Barbudans and cultivate a vibrant, inclusive, and sustainable festival landscape that celebrates the rich cultural heritage, national identity, and collective spirit of Antigua and Barbuda.

Mission

To celebrate, preserve, and promote the nation's cultural heritage and identity through inclusive, innovative, and impactful events; through these efforts, we aim to build a legacy of cultural excellence, national unity, and sustainable celebration for all Antiguans and Barbudans.

Achievements	**Issues**
Achievements: **Antigua Carnival 2025** had record-breaking attendance and vibrant community participation. shows ran on time, quality costumes, stage design, etc. was broadly praised. The Carnival "brand"	**Issues** Inability to meet obligations results in extreme difficulty in the execution of upcoming events as we held accountable for our inability to settle our debts Administration: To execute festivals efficiently and professionally, the

trended among the top three Carnivals in the Caribbean. Hotel occupancy was over 90% also there was a notable increase in international flight connections. **National Schools' Panorama** had over 400 young pannists, it has become a platform to nurture musical and performing talent among young people. **Food Fair:** The Fair draws large numbers of vendors, tent for senior citizens, maps to help patrons locate food stalls, better layout of booths using the external perimeter were introduced all of which resulted in commendations from patrons and vendors. **One Nation:** Many attendees, both local and regional, and artists have lauded the event. It has created visibility and positive cultural impact. First time charging patrons, the concert moved from being free to charging for tickets in 2025 as it transitions to a multi-day event/festival. **These achievements were possible because of:** Strong planning and coordination among government bodies, sponsors, creatives, logistics. Youth and community participation, which builds ownership and energy. Quality production values Marketing & international reach Measurable growth year over year (attendance, sponsorships, international visitors).	following administrative support is essential: Dedicated skilled workers with a structured approach that is adhered to. Pre-approved event-specific budgets with transparent disbursement and reconciliation processes. Provision and/or full access to transportation, secured storage facilities to mitigate against theft, surveillance systems to strengthen security, dedicated communications systems to be used during events.

Priorities and strategies 2026-2028

Priorities	Strategies	Indicators
Priority 1: Enhancing the execution of National Events	Develop annual event calendars by Q4 of each year for the following year; ensuring that each integral area is mapped out, timelines confirmed and strict adherence to ensure seamless execution	**Output:** Engage corporate sponsors through structured partnership packages. Allow vetted vendors to participate through transparent application processes. Develop a central online portal for ticketing, event schedules, volunteer sign-ups, and real-time updates. Leverage social media campaigns for maximum engagement. Implement post-event evaluation tools (surveys, stakeholder reviews) to measure impact and improve future planning. Ensure crowd control, medical response plans, insurance, and compliance with national safety standards. **Outcome:** Revenue & Partnerships - Stronger financial sustainability through corporate engagement and fair vendor participation Operational Efficiency - Reduced manual errors, better coordination through central digital tools. Audience Experience - Seamless interaction before, during, and after events = higher satisfaction Marketing & Visibility - Broader reach and higher engagement through integrated social media strategy Continuous Improvement - Measurable insights inform future planning and policy decisions
Priority 2: Marketing Activations	Increase presence at regional and international events where there is a captive audience while at the same time design festival/s to coincide with the peak tourism season to increase tourism spend and	**Outputs:** Consistent national branding across festivals to boost visibility and participation. Antigua's Cruise Tourism: Schedule events around cruise ship arrivals to capture visitors and increase spending. Barbuda's Untapped Cultural Potential: Develop festivals unique to Barbuda's culture and traditions to boost tourism and economic activity on the sister island.

	at the same put our culture on display.	Historical Sites: Utilize locations like Shirley Heights, Nelson's Dockyard, and Betty's Hope for heritage-themed events. Local Cuisine & Craft: Expand food and craft villages as core components of all festivals. **Outcomes:** Tourism - Increased arrivals, longer stays, and higher per capita spend Culture - Preservation, promotion, and pride in local heritage Economy- Diversified income streams and job creation across islands Branding - Stronger national identity and international cultural brand Sustainability - Leveraging existing sites and assets without overdevelopment.
Priority 3 Youth Empowerment and Creative Economy Development	Continue to ensure we build a strong legacy by utilizing national festivals to engage youth through the arts, volunteerism, and involvement in execution festivals.	Outputs: Workshops, masterclasses, competitions in dance, music, visual arts, drama, crafts. Youth-led performances or showcases within festivals. Youth recruited as volunteers in various festival roles: logistics, guest services, stage management, promotion. Youth leadership tracks — mentoring programs, young coordinators, apprenticeships. Training in project management, event planning, technical skills (sound, lighting, stage), marketing. **Outcomes:** Increased self-esteem, confidence, sense of agency; more clarity about skills and career paths; improved soft skills Youth become carriers of traditions, local cultural narratives; festivals become vehicles for maintaining heritage; stronger community identity. Youth gain skills that improve employability; opportunities for income

	Creative Economy Development: Continue to support local artists, musicians, designers, and food vendors by providing platforms for exposure and income.	**Outputs:** Secure government allocations, sponsorships, and partnerships. Engage stakeholders early (schools, vendors, artists, police, health services). Regular showcases, festivals, markets, exhibitions, concerts etc. for local artists/musicians/designers. Workshops in skills like design, production, business & marketing for creatives. Exports, online sales, commission of work for public or private clients. **Outcomes:** Increased income for local creatives Improved mental health among creatives due to meaningful work and recognition. More experimentation, cross-disciplinary work More resilient livelihoods for creatives

Ministry of Education
Business Plan
For the FY 2026



ABCAS
Antigua and Barbuda
College of Advanced Studies
OUR LEGACY. OUR MISSION. OUR FUTURE.

Ministry Overview

The Ministry of Education, Sports & Creative Industries embraces a transformational approach toward the realization of its vision and mission. Recognizing that education is a fundamental human right, the Ministry is dedicated to enabling and empowering the populace to achieve their fullest potential, lead productive and fulfilling lives, and contribute meaningfully to the sustainable development of Antigua and Barbuda. Accordingly, the Ministry's mission is to establish a dynamic and relevant education system that is responsive to 21st-century realities while upholding the principles of access, equity, and quality which promotes collaboration with a wide range of educational stakeholders, both regionally and internationally.

In advancing this mandate, the Ministry has implemented several strategic initiatives aimed at strengthening the national education framework and enhancing learning outcomes. Through collaborative partnerships with UNICEF, The Maria Holder Trust, and local enterprises, the Ministry successfully secured facilities and resources to expand its curriculum, with particular emphasis on educational development and food security. Consequently, numerous schools have benefited from these initiatives in recent years, reflecting measurable progress in the quality and scope of educational delivery.

An Act to establish the Antigua and Barbuda College of Advanced Studies as an institution of higher education was also enacted to facilitate the teaching and training of individuals in Antigua and Barbuda across a wide range of academic disciplines. The Act further provides for the efficient management and governance of the institution and addresses related matters, underscoring the Ministry's unwavering commitment to expanding access to advanced learning opportunities and fostering human capital development at the tertiary level.

Furthermore, the adoption of innovative strategies to promote literacy as a bridge from adversity to opportunity has resulted in the establishment of new facilities for educators within both the Early Childhood and Secondary Education divisions. Strengthened stakeholder partnerships have also contributed to securing sponsorship for the National CSEC Awards and Presentation Ceremony, as well as the National Common Entrance Awards, thereby recognizing and rewarding academic excellence.

In alignment with its commitment to nurturing globally responsible citizens, the Ministry continues to champion the National School Meals Programme, which provides daily hot lunches to approximately 7,000 students across Antigua and Barbuda. The successful continuation of this initiative has positioned the Ministry as a leader in educational and social responsibility, demonstrating its proactive role in promoting student welfare and supporting national development objectives.

Vision

To enable and empower the populace to realize their greatest potential, lead a successful life and contribute to the development of Antigua & Barbuda.

Mission

To create a dynamic, relevant education system responsive to the 21st century realities that incorporates standards of access, equity and quality facilitates the collaborative working relationships with the various education stakeholders both regionally as well as internationally.

Ministry of Education, Sports & Creative Industries extends aid to several other sub-units across sectors that fully adopted the execution of its mission and vision within the country to transform and upgrade the educational landscape. These may include:

- Public Primary & Secondary Schools
- Antigua and Barbuda College of Advanced Studies **(ABCAS)**
- Antigua and Barbuda Institution of Continuing Education **(ABICE)**
- Antigua and Barbuda National Accreditation Board (**ABNAB**)
- Antigua and Barbuda National Training Association (**ABNTA**)
- National Archives of Antigua & Barbuda (**NAAB**)
- National Public Library of Antigua & Barbuda (**NPLAB**)
- National School Meals Programme **(NSMP)**
- Sir Vivian Richards Stadium (**SVRS**)
- Ministry of Sports **(MOS)**

Service Performance Review and Critical Issues for 2025

Achievements	Issues
Achievements: **Service Performance** *ABICE* Offers Level I&II Caribbean Vocational Qualification skills training: significant evening class increases between 2024/2025 school year possibly due to the new Harrison Centre. *ABNAB* Recognition of foreign-based institutions and their awards, Re-registration of tertiary education institutions amongst other mandated services. The ABNAB Facilitated staff training under new leadership, secured membership in CANQATE, INQAAHE, and UK ENIC, partnered with NBBE Consulting to develop accreditation standards and train staff to conduct accreditation exercises, initiated a digitization project to introduce a new website and electronic management system, expected to launch by the end of the first quarter of 2026. *ABNTA* ABNTA works with the Caribbean Association of National Training Authorities (CANTA) to update outdated Regional Occupational Standards (ROS) and create new Occupational Standards as is the case with the new standard for EV technology. The ABNTA is working with National Office of Disaster Services (NODS), Caribbean Disaster Emergency Management Agency (CDEMA) and CANTA in a project to advance nationally CDM to achieve safer schools, more resilient communities, regional capacity building through the Regional Training Centre (RTC) and, safer building.	**Issues** *ABICE* *ABICE outdated curriculum as 2007 was the last update, lack of transportation for administrative work and daily school related activities, inadequate internet service which affects productivity, lack of cooling system in Block A, power issues which interfere with welding, carpentry etc. and lack of CBET and Assessor Training for teachers.* *ABNAB* Faces inconsistent distribution of subvention cheques has hindered ABNAB's ability to effectively execute its mandate and respond to evolving higher education needs. *ABNTA* The main issue is lack of staff. The ABNTA depends on the Ministry of Education and the other relevant authorities for staff positions to be approved and created, and for staff to be appointed. *NAAB* The NAAB has issues lie in

Ministry of Sports Successfully hosted the 2024 National Sports Awards and all interschool tournaments, prepared Physical Education students for CXC Practical Examinations, provided financial and logistical support to national associations and federations, secured regional and sub-regional medal wins through supported teams, and planned increased funding to offset travel, accommodation, and equipment costs. *NAAB* Appointments for the following archival staff: in January 2025. There were also Additional administrative staff joined the Accounts Unit in February 2025. **Organisational Matters** *ABICE* • Successful relocation to the new Harrison Centre building. • Four-months Job Training and a one-day release programmes. • Harrison Centre ABICE has provided greater capacity for more students to attend and new programmes. • Successful completion of the Level 4 Assessor Training for fourteen (14) Instructors at HCABSCE/ABICE June23 – July 11. 2025. *ABNAB* • Successfully relocated to new office facilities at the Antigua and Barbuda Transport Board Complex, Herberts. • The Executive Director secured three subvention payments to date, with commitments for additional payments by December 31, 2025. *ABNTA*	Funding, where repairs need to be done to the building and equipment. And Upgrading of IT infrastructure thereby upgrading service to the public through the creation of a website and making the collection available.

• Ensuring that systems and processes of the ABNTA meet the criteria for accreditation. These include the document management protocol, vital records management, security, archiving, preservation, retention, and version control. *Ministry of Sports* • Creating and maintaining facilities and programs that support sports development. • Enhancing youth skills and training to achieve higher levels of performance. • Implementing effective strategies and policies for sports advancement. • Building partnerships with national, regional, and international stakeholders. • Monitoring and evaluating the impact of sports on national development. • Developing and enforcing standards consistent with international practices. *NAAB* • Appointments for the following archival staff: Librarian, Computer Analyst, and Office Assistant in January 2025. • Additional administrative staff joined the Accounts Unit in February 2025.	

Priorities, Strategies and Indicators for 2026-2028

ABICE

Priorities	Strategies	Indicators
1 Upgrade Existing Facilities at Tomlinson (Southern Workshops)	Upgrade Plumbing Workshop facilities to meet current TVET standards	**Outputs:** Approved budget for design, supervision, and construction; procurement of contractor and engineering services. **Outcomes:** Improved Plumbing workshop infrastructure with functional systems supporting practical assessments.
	Improve facilities for Masonry Workshop, including safety upgrades and storage	**Outputs:** Supervision plan, contractor engagement, design approvals. **Outcomes:** Enhanced masonry workspace
	Improve Electrical Workshop facilities including dedicated circuits and wiring stations	**Outputs:** Electrical upgrade design plan, engineering supervision, procurement of certified contractor. **Outcomes:** Purpose-built rooms enabling safe, efficient delivery of Electrical Installation training.
	Modernize Cosmetology training spaces including lighting and sanitation workstations	**Outputs:** Approved architectural designs, allocated refurbishment funds, contracting and procurement documentation. **Outcomes:** Enhanced Cosmetology unit that meets modern salon standards, improving student readiness for employment.
2 Strengthen Professional Development of Staff	Provide continued CBET assessor training and certification for teachers	**Outcomes:** Improved teacher competency in assessment and delivery, stronger quality assurance alignment.
	Support teachers pursuing first degrees, advanced diplomas, and TVET specialization	**Outcomes:** Increased number of qualified staff, stronger instructional delivery, deeper curriculum expertise.
	Institutionalize staff development through ongoing workshops, webinars, and distance learning	**Outputs:** Annual budget allocation for training; documented attendance records.

		Outcomes: A culture of lifelong learning, professional growth, and improved retention.
3 Upgrade of Curriculum	Develop and implement Level II CVQ-aligned curriculum for priority trades	**Outputs:** Approved Level II curriculum all courses.
	Align curriculum with projected labour market needs and technological trends	**Outputs:** Updated course content, industry feedback reports, validation documents. **Outcomes:** Curriculum relevance demonstrated through improved employer satisfaction and graduate employability.
	Ensure accreditation compliance for Level II programme delivery	**Outcomes:** Institutional approval for delivery of Level II CVQ Certificate programmes
4 Improve Internet Connectivity and Digital Infrastructure	Secure dedicated fibre connection and networking equipment for Harrison Centre	**Outputs:** New network installation, increased bandwidth capacity, improved server performance. **Outcomes:** Reduced downtime, reliable telephone, seamless delivery of digital learning.
5 Acquire Institutional Transportation	Procure 4-seat pickup truck to support materials transport, cafeteria supply, security mobility	**Outputs:** Vehicle procurement documentation, maintenance plan. **Outcomes:** Reduced expenditure on private transport, improved operational efficiency, timely workshop material delivery.
6 Stabilize Electrical Power Supply for Workshop Machines	Conduct load assessment and upgrade circuits for Welding, Carpentry, and Joinery	**Outputs:** Electrical upgrade plan, procurement of voltage stabilizers, installation logs. **Outcomes:** Restoration of fully functional machines, reduction in equipment damage, improved student competency requirements.
7 Secure Consistent Operational Funding	Advocate for more timely release of funds for equipment, ICT, and workshop materials	**Outputs:** Submitted quarterly budget schedule, treasury approval reports. **Outcomes:** Reduced delays in teaching resources, improved assessment readiness, increased programme efficiency.

ABNAB

Priorities	Strategies	Indicators
1 Capacity Development	Train external evaluators, Conduct accreditation exercises, develop and implement policies and procedures, strengthen regional and international partnerships	
2 Infrastructure Development	Improve and maintain physical facilities to enhance operational effectiveness	Enhance operational effectiveness

ABNTA

Priorities	Strategies	Indicators
1 Ensure that sufficient qualified individuals work within the TVET system	Hire qualified technical and administrative staff and train existing staff for the NTA.	**Output:** Advertisements for the positions which need to be filled at the Agency. **Outcome:** NTA obtains the human resources necessary to carry out the functions of the Agency and Increase in the number of individuals certified to deliver services leading to CBET qualifications.
2 Improve support of the TVET infra-structure.	Procure/develop support and resource materials.	**Output:** Adequate amounts of the various categories of training and assessment materials. **Outcome:** Trainers and students have materials they need to facilitate skills training.
	Develop a TVET Management Information System.	**Output:** resources to manage the system **Outcome**: Provision of a high quality data management system.
3 Enhance public perception of TVET	Design and implement publicity campaigns aimed at the main target groups (students, parents, teachers, and employers) to rebrand TVET.	**Output:** TVET seen as a "first choice option" for target groups. **Outcome:** Increased demand for CVQ certification.

	Broaden the definition of TVET to include offerings at the degree equivalent CVQ Level 3 and CVQ Level 4.	**Output:** Creation of Level 3 and Level 4 qualifications. **Outcome**: Increase in number of individuals with higher level qualifications

MOS

Priority	**Strategies**	**Indicators**
1 YMCA	Upgrade and maintenance; - Ministry of Works and Ministry of Sports	Increase in activities as well as more rental opportunities of the facilities for shows and events other than sports. Increase sports tourism.
2 YASCO	Funds raised form wall space advertisement will be used to do remedial work. Ministry of Works to install pavilion, spectator seating and bathroom facilities.	Regional and international events will be held in Antigua and Barbuda. In addition, international exposure of Antigua and Barbudan athletes with coverage by international media such as S TrackAlerts TV.
3 Factory Cricket Grounds	Ministry of Works for major works needed to be done at the facility ie pavilion, spectator seating and bathrooms	Increase in England based cricket teams visiting our shores to play cricket and enjoy our beaches and historical sites. Training for elite cricketers conducted by top cricket coaches and former West Indies players such as Ridley Jacobs and Sylvester Joseph
4 Ministry of Sports Office	Ministry of Works APUA for additional phone lines	Opportunity to provide better services to stake holders. Conduct more informative and empowering workshops for staff
5 Coaching Courses	Ministry of Sports, Ministry of Education, National Olympic Committee, Foreign Affairs, National Associations/Federations, International sporting organizations	Refresher coaching courses in all disciplines will enhance the delivery to athletes

NPLAB

Priorities	Strategies	Indicators
1 Provide access to information, resources, and services that promote personal growth, cultural enrichment and lifelong learning	Increase resources and programmes for all users that encourage learning, a new skill, or development of personal interests, and to enrich the education curriculum (Ministry of Education/National Public Library)	**Outputs:** Expected increase of library users **Outcomes:** Attract and increase readers, stimulate research and independent study, and broaden base for library borrowers.
2 Improvement in security services	Provide 24/7 security service for staff and patrons as necessity to control flow of activity within department (Ministry of Education)	**Outputs:** 100% security to cover all workdays to include after-hours' programmes/meetings by library and community **Outcomes:** Enhanced security to control programmes and services
	Security to maintain law and order in department (Ministry of Education)	**Outputs:** Install additional security cameras to monitor all indoor and outdoor activities. **Outcomes:** Deter criminal activities. De-escalate incidents. Keep employees safe.
3 Provide Fibre Optic for increased broadband internet.	Obtain Fibre Optic service (Ministry of Education/ APUA) Enhance access to technology through laptop/computer services (Ministry of Education/Information)	**Outputs:** Estimate number of laptops/computers needed to enhance services **Outcomes:** Increase in computer/laptop services offered by the end of 2024
	Improve Internet services through fibre to increase quicker access for information (Ministry of Education/ Information)	**Outputs:** Install fibre, lessen complaints and frustrations of community **Outcomes:** Increase use of technological services through efficiency of fibre from 2024
4 Fence library compound to control access in and out of property.	Seek assistance from businesses and private entities to acquire fencing materials to offset cost (businesses/private entities).	**Outcomes:** Reduce trespassers and provide safer surroundings for staff and patron community.

NSMP

Priorities	Strategies	Indicators
1 Expanding and Maintaining Kitchen	Create a greater work space for the production of meals to satisfy the growing student population served by the unit.	**Outputs**: Estimated Total Quality Management (TQM) quarterly checks by accounting expert and consultation to acquire in-depth knowledge of purchasing system and strategies **Outcomes**: Adaptation of more effective TQM strategies that contribute to greater standardization and quality assurance in the output.
	Provide workshops/seminars on Total Quality Management and control for management for all Kitchen Personnel	**Outputs**: Estimated quarterly/semi-annual workshops for unit team on cost control measures for 3 x 2025. **Outcomes**: Increase in achieving standardization of output as well as improve the quality assurance rate for the unit in the future.
2 Expansion and maintenance of Urling's Satellite Kitchen and Barbuda Centre	Expand and maintain functional satellite centres in Urling's and Barbuda with efficient services by July 2025 Provide quality equipment to facilitate productive and efficient units that will satisfy projected customer base (Chef's World)	**Outputs:** Estimated purchasing equipment for expanding and maintaining functional centres at Urlings and Barbuda plant by January 2025 **Outcomes:** Ability to provide continued services for southern zonal schools and sister island student body population
	Promote self-sufficient centres to contribute to revenue generating activities that may result in increased ROI (NSMP)	**Outputs**: Estimated 3 inspections of school centres at identified school plants 2025-2026, two (2) x 2025, three (3) x 2026.
3 Reclassification of Staff	Continue reclassifying current staff to undertake appropriate tasks delegated by management Provide quality training in the respective classified areas to facilitate productive and efficient units that will satisfy the overall vision and objectives of the department (BCLA/UWI)	**Outputs**: Estimated reclassifying and deploying current staff to create functional departments at main satellite branches by March 2025 **Outcomes**: Ability to provide service for both Antigua & Barbuda student body population as well as be equipped to undertake projects that contribute to self-sufficiency of the department.

4 Training & Professional Development	Provide on the job workshops, coaching/mentoring, seminars, as well as short courses for management and staff to acquire knowledge in specific fields of expertise (ABHTI/BCLA)	**Outputs**: Mentors and coaches in job specification estimated quarterly/semi-annually for management and staff 3 x 2025 **Outcomes**: Reduction in employee turnover rate, increase in transformational leadership for a secure program. Increase sensitivity of managers/supervisors to subordinates and vice versa for future collaboration and teams that are more efficient 3 x 2025
	Continue implementing staff assessment tools to eliminate unprofessionalism within the workplace and	**Outputs:** Creation and implementation of key performance indicators (KPIs) management tools estimated quarterly for 3 x 2025 **Outcomes:** Reduction in tardiness and absenteeism from the workplace, increase in productivity and efficiency among workers.
	Continue organizing organizational activities aimed at improving the performance of employees within the unit	**Outputs:** Estimation of staff professional development and key performance indicators (KPIs) seminars and workshops estimated monthly and/or quarterly for 4 x 2025 **Outcomes:** Increase in communication, teamwork and collaboration among management and staff. Promotion of positive work environment culture.
3 Maintaining Schools' Service Stations	Collaborate with the Ministry of Works and individual vendors in the technical field to help with continued maintenance of individual school units.	**Outputs**: Formal basic maintenance procedures documented, applied and reported on by management by June 2025 as well as regular monitoring reports provided to NSMP coordinator.
	Improve the quality and functionality of the service units	**Outputs**: Service centres fully operational and equipped with necessary tools and equipment to cater to and serve meal to staff and expanding student bodies across the country going forward in 2025 and beyond.

6 Achieving Self Sufficiency	Increase third-party service provision ventures to secure fund generation that may increase brand awareness and GDP	**Outputs:** Estimated four/five (4/5) social activities organized and plan by public ministries and educational institutions. **Outcomes:** Ability to generate capital for passive stream of income that the department can use to offset expenses and invest in small projects for development of the units.

SVRS

Priorities	Strategies	Indicators
1 Enhance Visitors' Experience	**Upgrade the Perimeter Fence** Upgrade the perimeter fence to enhance security and visual appeal.	**Outputs:** Perimeter fence upgraded **Outcomes:** Increased visitor satisfaction, reduction in security incidents **Timeline:** 6 Months **Budget:** $800,000.00
	Refurbish Luxury Suites Modernize luxury suites by updating interiors and furnishings to provide a premium experience for guests.	**Outputs:** All luxury suites refurbished. **Outcomes:** Increased corporate clients' bookings for high-profile events, enhanced guests experience rating **Timeline:** 5 Months **Budget:** $500,000.00
2 Improve Operational Efficiency	**Purchase Field Equipment** Acquire state-of-the-art equipment for field maintenance and events.	**Outputs:** New field maintenance and event equipment purchased. **Outcomes:** Improved event readiness, long-term reduction in maintenance costs **Budget:** $200,000.00
	Increase Specialized Staff Hire additional staff in key operational areas such as event management, customer service, and maintenance.	**Outputs:** New staff hired and trained **Outcomes:** Improved service quality, enhance operational efficiency. **Timeline:** Ongoing

Priorities	Strategies	Indicators
3 Boost event quality	**Implement Enhanced Traffic Management** Build out gates and optimize existing traffic control measures to manage ticket holder flow effectively.	**Outputs:** Gates installed for efficient ticket holder flow. **Outcomes:** Improved ticketing control with reduced congestion, enhanced security and crowd management during events Budget: $420,000.00 Timeline: 5 months
4 Increase Revenue	**Attract More Events** Implement marketing strategies to attract diverse events.	**Output:** Increased number of visitors and events scheduled. **Outcomes:** Generate higher ticket sales and ancillary revenue.

Appendix to the Business Plan

Significant trends and issues	Potential impact on the ministry and its spending institutions
Economy and market	
• *Rising inflation and foreign exchange volatility* • *Freight and shipping delays*	• *Escalating costs of educational resources, sports equipment, and creative supplies, resulting in increased fiscal pressure on ministry programs.* • *Disruptions in the delivery of textbooks, laboratory materials, and event equipment hinder program implementation timelines*.
Social environment	
• *Focus on health and wellness* • *Cost of living*	• *Increases demand for school-based nutrition, physical education, and mental health initiatives.* • *Heightens reliance on public education and social support programs, exerting additional pressure on ministry budgets*.
Policies and activities of NGOs, international agencies, private sector	
• *NGO and private sector partnerships* • *Creative industry collaborations*	• *Enhance resource availability through grants, sponsorships, and training support, reducing fiscal dependence on government funding.* • *Encourage youth empowerment, skills development, and cultural innovation aligned with the ministry's creative economy goals.*
Effect of the environment	
• *Flooding and storm damage* • *Heat waves and water scarcity* • *Hurricanes and storm surges*	• *Frequent climate-related disruptions cause infrastructural damage to schools and sporting facilities, demanding substantial repair allocations* • *Increase classroom cooling requirements and utility expenses, impacting operational budgets.* • *Results in temporary closures, displacement, and reconstruction costs for educational and recreational institutions.*
Government policy and decisions	

Appendix to the Business Plan

Significant trends and issues	Potential impact on the ministry and its spending institutions
• *Curriculum reform (STEAM integration)* • *Public sector digitalisation* • *Youth empowerment and creative economy policy*	• *Supports holistic education development but requires investment in ICT tools, teacher training, and updated learning materials,* • *Enhances administrative efficiency while necessitating upfront investment in digital systems and capacity building.* • *Promotes national development and entrepreneurship through creative programs, requiring sustained funding support.*
Other influences	
• *Digital transformation in education* • *Cybersecurity and data privacy* • *Artificial intelligence in education*	• *Expands access to e-learning and ICT literacy; requires continued investment in infrastructure and training.* • *Necessitates robust data management systems to safeguard student and institutional information.* • *Improves research, performance analytics, and adaptive learning initiatives across educational institutions.*

MINISTRY OF EDUCATION, SPORTS & CREATIVE INDUSTRIES

BUSINESS PLAN 2025–2028

EXECUTIVE SUMMARY

Government of Antigua & Barbuda
Ministry Headquarters, St. John's, Antigua

EXECUTIVE SUMMARY

The Ministry of Education, Sports & Creative Industries continues to advance a transformative agenda centered on access, equity, quality, and innovation across Antigua and Barbuda's education and sports sectors. Guided by its vision to empower the populace to realize their greatest potential and contribute to national development, and its mission to create a dynamic and relevant education system responsive to 21st-century realities, the Ministry has sustained strategic efforts to enhance teaching and learning outcomes, strengthen institutional capacity, and foster national growth through education, sports, and the creative industries.

STRATEGIC DIRECTION AND OVERVIEW

The Ministry's operations are grounded in the recognition that education is a fundamental human right and a driver of social and economic advancement. Through collaboration with key local, regional, and international partners—including UNICEF, the Maria Holder Memorial Trust, and other private sector stakeholders—the Ministry has implemented programs that reinforce food security, curriculum relevance, and access to modern educational resources.

The Ministry also continues to champion inclusivity and national resilience through its affiliated agencies and divisions:

- Antigua and Barbuda Institution of Continuing Education (ABICE)
- Antigua and Barbuda National Accreditation Board (ABNAB)
- Antigua and Barbuda National Training Agency (ABNTA)
- Ministry of Sports (MOS)
- National Public Library of Antigua and Barbuda (NPLAB)
- National Archives of Antigua and Barbuda (NAAB)
- National School Meals Programme (NSMP)
- Sir Vivian Richards Stadium (SVRS)

Each sub-unit contributes to the broader mandate of human capital development, lifelong learning, cultural enrichment, and the promotion of health and wellness through sports and nutrition programs.

PERFORMANCE REVIEW 2025

The 2025 performance year was characterized by significant institutional progress, infrastructural upgrades, and targeted reforms to enhance service delivery:

• ABICE successfully transitioned to the new Harrison Centre, expanded its enrolment through Level I and II Caribbean Vocational Qualification (CVQ) programs, and facilitated professional development through Assessor Training for instructors.

• ABNAB strengthened its governance and quality assurance frameworks through membership in international accreditation bodies (CANQATE, INQAAHE, UK ENIC), initiated a digitization project, and advanced accreditation standards under new leadership.

• ABNTA deepened regional collaboration with CANTA and CDEMA to update occupational standards and promote resilience and safety within the education and training ecosystem.

• The Ministry of Sports continued to lead in hosting national and regional tournaments, supported elite athlete development, and promoted sports tourism as an emerging contributor to the national economy.

• The National Archives and Public Library made critical staffing and operational improvements, while identifying the need for funding to modernize facilities and improve digital access to archival and library resources.

• The National School Meals Programme (NSMP) maintained its daily service to over 7,000 students, strengthened food safety and quality control systems, and advanced plans for expanded kitchen facilities in Urlings and Barbuda.

• The Sir Vivian Richards Stadium (SVRS) enhanced national reputation through successful events and is advancing plans for infrastructure upgrades to improve visitor experience and operational capacity.

CHALLENGES AND CRITICAL ISSUES

Despite these achievements, several systemic challenges persisted across departments:

• Outdated curricula and limited digital resources, particularly within TVET institutions.

• Funding inconsistencies affecting agencies' ability to deliver on mandates.

• Human resource gaps, especially within the ABNTA and technical divisions requiring specialized personnel.

• Infrastructure and ICT deficiencies such as inadequate internet connectivity, outdated equipment, and insufficient transport resources.

• Environmental vulnerabilities affecting school facilities and sports infrastructure due to flooding, hurricanes, and heat waves.

The Ministry continues to advocate for strategic budgetary interventions, public-private partnerships, and regional cooperation to address these barriers and ensure program continuity.

STRATEGIC PRIORITIES 2026–2028

The Ministry's medium-term development plan emphasizes modernization, resilience, and human capacity building across all operational sectors. Key priorities include:

1. Strengthening Technical and Vocational Education (ABICE & ABNTA)
2. Advancing Accreditation and Quality Assurance (ABNAB)
3. Promoting Sports Development and National Wellness (MOS & SVRS)
4. Enhancing Access to Knowledge and Cultural Preservation (NPLAB & NAAB)
5. Promoting Food Security and Operational Excellence (NSMP)

CROSS-CUTTING THEMES

Across all departments, the Ministry's strategies are aligned with the Government's broader policy direction in:

- Digital transformation
- Curriculum reform and STEAM integration
- Youth empowerment and creative economy development
- Environmental resilience

FISCAL OUTLOOK AND SUSTAINABILITY

Economic factors such as rising inflation, freight costs, and foreign exchange volatility have increased operational expenses across the Ministry's programs. However, through strengthened partnerships with NGOs, private enterprises, and international development agencies, the Ministry aims to diversify funding sources, encourage investment in the creative industries, and reduce dependency on government subventions.

CONCLUSION

The Ministry of Education, Sports & Creative Industries remains steadfast in its mission to build an education system that transforms lives, nurtures creativity, and drives sustainable development. Through continuous reform, investment in human capital, and strategic partnerships, the Ministry seeks to ensure that every child, youth, and citizen of Antigua and Barbuda is equipped to thrive in an ever-changing global environment.

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

13 Creative Industries and Innovation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
1301	Creative Industries and Innovation HQ	1,957,775	1,969,804	1,969,804	705,351
1302	Department of Creative Industries	14,699,864	12,736,044	13,315,099	2,839,013
TOTAL 13 Creative Industries and Innovation		**16,657,639**	**14,705,848**	**15,284,903**	**3,544,364**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

13 Creative Industries and Innovation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Creative Industries and Innovation HQ**				
	390 General Public Services				
	390388 Research & Development				
30709	Stipend	10,000	10,000	10,000	3,000
31102	Food, water and refreshments	30,000	30,000	30,000	-
31308	Printing Materials & Supplies	15,000	15,000	15,000	-
31601	Office Supplies	20,000	20,000	20,000	1,573
31602	Computer Supplies	25,000	25,000	25,000	17,162
33001	Advertising & Promotion Costs	50,000	50,000	50,000	-
33002	Marketing Costs	15,000	15,000	15,000	-
33401	Computer Hardware Maintenance Costs	25,000	25,000	25,000	11,188
33508	Household Sundries	25,000	25,000	25,000	390
33601	Ground Transportation Services	15,000	15,000	15,000	-
33701	Conferences or Workshops	20,000	20,000	20,000	-
33707	Training Costs	15,000	15,000	15,000	4,341
36006	Maintenance of Buildings	20,000	20,000	20,000	18,548
	390510 Ancillary Services				
30101	Salaries - Established	514,752	516,756	516,756	480,980
30201	Salaries - Non-Established	604,388	612,717	612,717	13,397
30202	Wages - Non-Established	114,523	110,711	110,711	44,554
30301	Duty Allowance - Established	30,000	30,000	30,000	32,601
30305	Entertainment Allowance - Established	3,600	3,600	3,600	3,474
30306	Travelling Allowance - Established	21,036	21,036	21,036	20,573
30308	Cashier Allowance - Established	25,000	-	-	-
30318	Acting Allowance - Established	-	25,000	25,000	-
30406	Travelling Allowance - Non-Established	26,616	32,124	32,124	-
30418	Acting Allowance - Non-Established	25,000	25,000	25,000	-
30701	Honorarium	-	-	-	5,000
30713	Payment in Lieu of Vacation Leave	-	-	18,943	21,894
30716	Uniform Allowance	30,000	30,000	30,000	-
31102	Food, water and refreshments	15,000	15,000	15,000	3,000
31601	Office Supplies	15,000	15,000	15,000	432
31602	Computer Supplies	25,000	25,000	25,000	21,895
31902	Spare Parts	5,060	5,060	5,060	-
33508	Household Sundries	15,000	15,000	15,000	1,349
33601	Ground Transportation Services	10,000	10,000	10,000	-
33701	Conferences or Workshops	20,000	20,000	20,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

13 Creative Industries and Innovation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33707	Training Costs	15,000	15,000	15,000	-
33905	Contributions or Subscriptions to local organizations	15,000	15,000	15,000	-
34007	Consulting Services	73,600	73,600	54,657	-
36006	Maintenance of Buildings	20,000	20,000	20,000	-
37011	Grants to Individuals	9,200	9,200	9,200	-
37012	Grants to Organisations or Institutions	40,000	40,000	40,000	-
Total Programme 390 General Public Services		**1,957,775**	**1,969,804**	**1,969,804**	**705,351**
TOTAL DEPARTMENT 1301 Creative Industries and Innovation HQ		**1,957,775**	**1,969,804**	**1,969,804**	**705,351**
02	**Department of Creative Industries**				
	390 General Public Services				
	390324 Cultural Services				
30101	Salaries - Established	78,996	105,461	105,461	-
30201	Salaries - Non-Established	2,493,483	2,399,548	2,399,548	464,138
30202	Wages - Non-Established	92,297	92,297	92,297	-
30206	Arrears of Salaries - Non-Established	-	-	11,036	-
30301	Duty Allowance - Established	12,000	12,000	12,000	-
30306	Travelling Allowance - Established	9,660	6,036	6,036	-
30401	Duty Allowance - Non-Established	68,400	75,600	75,600	8,400
30405	Entertainment Allowance - Non-Established	30,000	36,000	36,000	-
30406	Travelling Allowance - Non-Established	99,348	117,348	117,348	6,000
30411	Shift Allowance - Non-Established	6,000	6,000	6,000	-
30415	Other allowances and fees - Non-Established	100,000	100,000	100,000	-
30416	Risk Allowance - Non-Established	100,000	100,000	100,000	-
30709	Stipend	100,000	50,000	50,000	-
30713	Payment in Lieu of Vacation Leave	-	-	-	5,393
	390479 Social and Cultural Events				
30703	Commission and Fees	40,000	-	-	-
30709	Stipend	150,000	100,400	100,400	-
30716	Uniform Allowance	50,000	50,000	50,000	5,869
30802	Compensation & Indemnities	50,000	50,000	50,000	-
31001	Subsistence Allowance	20,000	20,000	20,000	-
31002	Ticket Expenses	20,350	20,350	20,350	5,105
31102	Food, water and refreshments	100,000	80,600	80,600	33,300
31301	Books & Periodicals	2,000	-	-	-
31303	Newsletter & Publications	40,000	40,000	40,000	-
31304	Photocopying & Binding Services	20,000	20,000	20,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

13 Creative Industries and Innovation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31307	ID Cards	30,000	30,000	30,000	-
31308	Printing Materials & Supplies	20,000	20,000	20,000	10,400
31601	Office Supplies	40,000	40,000	40,000	-
31602	Computer Supplies	40,000	40,000	40,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	45,000	45,000	45,000	700
31804	Production Expenses	180,400	150,000	150,000	71,740
31902	Spare Parts	5,000	5,000	5,000	-
32001	Medals, Stationary, Seals & Gifts	75,100	98,100	98,100	5,172
33001	Advertising & Promotion Costs	100,000	120,000	120,000	900
33002	Marketing Costs	10,000	10,000	10,000	-
33101	Security Services	100,000	100,000	100,000	-
33206	Insurance - n.e.c.	15,000	15,000	15,000	-
33502	Garbage Disposal Costs	15,000	6,000	6,000	-
33508	Household Sundries	25,000	25,000	25,000	594
33509	Cleaning Tools and Supplies	25,000	25,000	25,000	-
33601	Ground Transportation Services	90,000	90,000	90,000	480
33606	Sea Freight Expenses	50,000	50,000	50,000	-
33701	Conferences or Workshops	80,000	25,000	25,000	-
33707	Training Costs	50,000	50,000	50,000	-
33710	Audio Visual Materials & Supplies	90,700	90,700	90,700	5,750
34007	Consulting Services	50,000	50,000	50,000	-
34009	Commitment Fees	-	40,000	40,000	-
34109	Rental or Lease - n.e.c.	120,000	200,700	200,700	52,242
34401	Research & Development Costs	25,000	25,000	25,000	-
37011	Grants to Individuals	100,000	100,000	100,000	-
37012	Grants to Organisations or Institutions	180,000	150,000	150,000	-
	390508 Special Events & Activities				
30701	Honorarium	10,000	-	-	-
30709	Stipend	30,000	-	-	-
31102	Food, water and refreshments	100,000	-	-	-
31303	Newsletter & Publications	50,000	-	-	-
31307	ID Cards	25,000	-	-	-
32001	Medals, Stationary, Seals & Gifts	25,000	-	-	-
33001	Advertising & Promotion Costs	100,000	-	-	-
33004	Purchase of Fireworks	50,000	-	-	-
33101	Security Services	50,000	-	-	-
33507	Sterilization Serv. & Supplies	25,000	-	-	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

13 Creative Industries and Innovation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33508	Household Sundries	25,000	-	-	-
33511	Waste Removal Costs	5,000	-	-	-
33601	Ground Transportation Services	50,000	-	-	-
33604	Air Freight Expenses	10,000	-	-	-
33710	Audio Visual Materials & Supplies	150,000	-	-	-
34009	Commitment Fees	100,000	-	-	-
34109	Rental or Lease - n.e.c.	150,000	-	-	-
36006	Maintenance of Buildings	20,000	-	-	-
37011	Grants to Individuals	100,000	-	-	-
	390537 National Festivals Commission				
30201	Salaries - Non-Established	760,490	818,656	818,656	60,595
30203	Overtime - Non-Established	-	-	-	8,163
30401	Duty Allowance - Non-Established	36,000	48,000	48,000	2,000
30406	Travelling Allowance - Non-Established	43,092	34,764	34,764	2,000
30418	Acting Allowance - Non-Established	25,000	25,000	25,000	-
30701	Honorarium	75,000	5,000	5,000	-
30709	Stipend	180,000	150,000	150,000	-
30716	Uniform Allowance	25,000	25,000	25,000	-
31001	Subsistence Allowance	12,000	12,000	12,000	-
31002	Ticket Expenses	30,000	30,000	140,000	-
31102	Food, water and refreshments	10,000	10,000	10,000	1,080
31303	Newsletter & Publications	50,000	25,000	25,000	-
31307	ID Cards	5,500	5,500	5,500	-
31308	Printing Materials & Supplies	25,000	20,000	20,000	-
31601	Office Supplies	30,000	30,000	30,000	2,668
31602	Computer Supplies	40,000	30,000	30,000	3,779
32001	Medals, Stationary, Seals & Gifts	25,000	25,000	25,000	-
33001	Advertising & Promotion Costs	-	150,000	150,000	145,649
33004	Purchase of Fireworks	-	55,000	-	-
33101	Security Services	25,000	25,000	25,000	-
33206	Insurance - n.e.c.	25,000	25,000	25,000	-
33507	Sterilization Serv. & Supplies	50,000	50,000	50,000	-
33508	Household Sundries	30,000	30,000	30,000	-
33511	Waste Removal Costs	30,000	30,000	30,000	-
33601	Ground Transportation Services	15,000	8,000	8,000	-
33604	Air Freight Expenses	50,000	50,000	50,000	-
33707	Training Costs	50,000	50,000	50,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

13 Creative Industries and Innovation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33710	Audio Visual Materials & Supplies	150,000	150,000	150,000	-
34007	Consulting Services	75,000	75,000	75,000	-
34009	Commitment Fees	-	350,000	350,000	-
34104	Rental or Lease - Vehicle	55,000	-	-	-
34109	Rental or Lease - n.e.c.	25,000	25,000	25,000	-
36006	Maintenance of Buildings	200,000	75,000	75,000	-
37011	Grants to Individuals	100,000	-	-	-
37034	Expenses of Boards or Committees	222,000	210,000	210,000	210,000
	390554 Carnival Festivities				
30701	Honorarium	75,000	5,000	5,000	-
30709	Stipend	180,000	160,000	160,000	124,250
31102	Food, water and refreshments	200,000	175,000	175,000	160,878
31303	Newsletter & Publications	100,600	115,600	115,600	-
31307	ID Cards	38,500	38,500	38,500	-
31605	Repair and/or Maintenance of Furniture or Equipment	10,000	10,000	10,000	-
32001	Medals, Stationary, Seals & Gifts	165,000	165,000	165,000	-
33001	Advertising & Promotion Costs	220,000	220,000	220,000	1,700
33002	Marketing Costs	165,000	90,000	90,000	-
33004	Purchase of Fireworks	55,000	55,000	55,000	-
33101	Security Services	120,000	120,000	120,000	-
33401	Computer Hardware Maintenance Costs	25,000	15,000	15,000	-
33402	Computer Software upgrade cost	25,000	15,000	15,000	-
33403	Computer Software Licensing & Fees	15,000	15,000	15,000	-
33507	Sterilization Serv. & Supplies	82,500	62,500	62,500	-
33511	Waste Removal Costs	55,000	55,000	55,000	-
33601	Ground Transportation Services	150,000	105,000	105,000	-
33604	Air Freight Expenses	55,000	55,000	55,000	-
33606	Sea Freight Expenses	82,500	82,500	82,500	-
33710	Audio Visual Materials & Supplies	650,000	450,000	450,000	650,000
34009	Commitment Fees	550,000	350,000	900,000	466,666
34104	Rental or Lease - Vehicle	55,000	45,000	45,000	-
34109	Rental or Lease - n.e.c.	350,000	350,000	350,000	27,775
36006	Maintenance of Buildings	126,500	100,000	100,000	126,500
36206	Other Repairs and Maintenance Costs	165,000	135,000	135,000	165,000
37011	Grants to Individuals	250,000	100,000	100,000	-
	390555 Independence Celebrations				
30701	Honorarium	10,000	-	-	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

13 Creative Industries and Innovation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30709	Stipend	150,000	130,000	130,000	-
31102	Food, water and refreshments	150,000	120,000	120,000	-
31303	Newsletter & Publications	55,000	55,000	55,000	-
32001	Medals, Stationary, Seals & Gifts	150,000	150,000	150,000	-
33001	Advertising & Promotion Costs	82,500	82,500	82,500	-
33004	Purchase of Fireworks	55,000	55,000	-	-
33101	Security Services	82,500	82,500	82,500	-
33507	Sterilization Serv. & Supplies	60,000	52,500	52,500	-
33601	Ground Transportation Services	60,000	52,500	52,500	-
33606	Sea Freight Expenses	27,500	27,500	27,500	-
33710	Audio Visual Materials & Supplies	55,000	55,000	55,000	-
34009	Commitment Fees	250,000	-	-	-
34109	Rental or Lease - n.e.c.	125,000	125,000	125,000	450
36206	Other Repairs and Maintenance Costs	20,000	20,000	20,000	-
37011	Grants to Individuals	200,000	120,000	120,000	3,677
	390622 Preparation for CariFesta				
30709	Stipend	50,000	180,717	330,717	-
30716	Uniform Allowance	73,948	73,948	73,948	-
31002	Ticket Expenses	-	-	117,219	-
31804	Production Expenses	115,000	175,000	175,000	-
33206	Insurance - n.e.c.	50,000	50,000	50,000	-
33606	Sea Freight Expenses	20,000	52,782	52,782	-
34009	Commitment Fees	100,000	252,937	3,737	-
Total Programme 390 General Public Services		**14,699,864**	**12,736,044**	**13,315,099**	**2,839,013**
TOTAL DEPARTMENT 1302 Department of Creative Industries		**14,699,864**	**12,736,044**	**13,315,099**	**2,839,013**
TOTAL MINISTRY 13 Creative Industries and Innovation		**16,657,639**	**14,705,848**	**15,284,903**	**3,544,364**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET 2026	ORIGINAL 2025	REVISED 2025	ACTUAL 2024
3001	Education Headquarters	31,805,796	30,416,775	30,386,843	17,678,051
3002	Administration of Education Services	22,033,552	11,768,957	11,375,137	10,927,030
3003	Primary Education Division	92,342,190	87,153,288	90,316,088	94,482,497
3005	State College	8,938,313	8,898,266	8,898,266	5,936,259
3006	Public Library	2,115,940	1,789,944	1,789,944	1,426,106
3007	Antigua Archives	809,399	779,607	779,607	503,764
3008	ABICE	4,509,699	3,500,690	3,503,890	3,198,058
3009	Boys' Training School	-	-	-	492,436
3011	Sports	12,539,201	10,719,276	10,819,916	4,975,274
3012	School Meals Services	24,137,997	14,373,038	23,448,038	15,401,149
3015	ABIIT	2,919,177	3,494,954	3,534,954	2,608,408
3016	School of Nursing	1,256,363	1,385,863	1,385,863	127,166
TOTAL 30 Education and Sports		**203,407,627**	**174,280,658**	**186,238,546**	**157,756,198**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Education Headquarters**				
	270 Education Services				
	270301 Accounting				
30101	Salaries - Established	459,184	306,700	306,700	353,196
30103	Overtime - Established	70,000	30,000	145,000	13,876
30201	Salaries - Non-Established	246,456	115,620	115,620	141,226
30203	Overtime - Non-Established	20,000	20,000	20,000	-
30301	Duty Allowance - Established	12,000	-	-	-
30306	Travelling Allowance - Established	16,908	12,000	12,000	15,096
30308	Cashier Allowance - Established	7,200	7,200	7,200	1,200
30408	Cashier Allowance - Non-Established	4,800	3,600	12,400	1,200
	270344 Human Resource Management				
30101	Salaries - Established	783,480	845,230	845,230	711,117
30201	Salaries - Non-Established	1,920,656	1,471,565	1,471,565	1,407,337
30202	Wages - Non-Established	540,335	545,015	545,015	348,443
30301	Duty Allowance - Established	42,000	42,000	42,000	43,000
30305	Entertainment Allowance - Established	3,600	3,600	3,600	3,600
30306	Travelling Allowance - Established	30,696	41,628	41,628	29,033
30308	Cashier Allowance - Established	-	-	-	2,400
30401	Duty Allowance - Non-Established	9,600	9,600	9,600	9,600
30406	Travelling Allowance - Non-Established	29,532	24,768	24,768	22,822
30416	Risk Allowance - Non-Established	33,280	33,280	33,280	24,336
30418	Acting Allowance - Non-Established	-	-	-	839
31102	Food, water and refreshments	10,000	10,000	10,000	9,580
31303	Newsletter & Publications	15,000	10,000	10,000	-
31304	Photocopying & Binding Services	1,000	1,000	1,000	-
31308	Printing Materials & Supplies	1,000	1,000	1,000	-
31601	Office Supplies	15,000	10,000	10,000	13,028
31602	Computer Supplies	4,600	4,600	106,820	-
31604	Maintenance Contract - Photocopiers or MFPs	1,000	1,000	1,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	10,000	1,000	1,000	5,895
33001	Advertising & Promotion Costs	5,000	5,000	5,000	-
33206	Insurance - n.e.c.	15,000	10,000	10,000	-
33508	Household Sundries	50,000	50,000	50,000	139,516
33707	Training Costs	30,000	25,000	25,000	-
33905	Contributions or Subscriptions to local organizations	296,350	296,350	1,035,398	310,174

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
36006	Maintenance of Buildings	25,000	25,000	25,000	11,400
	270385 Records Preservation				
30101	Salaries - Established	53,688	53,661	53,661	34,156
30306	Travelling Allowance - Established	3,624	3,624	3,624	-
30716	Uniform Allowance	2,500	2,500	2,500	548
31605	Repair and/or Maintenance of Furniture or Equipment	18,000	9,000	9,000	16,265
33901	Contributions or Subscriptions to Caribbean Organizations	3,801,671	3,801,671	2,746,671	-
33903	Contributions or Subscriptions to UN Agencies	50,000	50,000	50,000	-
37012	Grants to Organisations or Institutions	2,100,000	2,100,000	2,100,000	500,000
37039	Transfer to UWI-Five Islands Campus	18,000,000	18,000,000	18,000,000	11,405,812
	270399 Procurement				
30101	Salaries - Established	26,988	22,515	22,515	24,464
30201	Salaries - Non-Established	30,000	-	-	14,156
30306	Travelling Allowance - Established	7,248	7,248	7,248	-
30406	Travelling Allowance - Non-Established	6,000	6,000	6,000	2,000
31601	Office Supplies	75,000	55,000	55,000	81,346
31602	Computer Supplies	3,500	3,500	3,500	-
33508	Household Sundries	65,000	35,000	95,000	54,328
	270532 Special Needs Services				
31501	Medical Supplies	20,000	10,000	10,000	-
31601	Office Supplies	18,400	12,400	12,400	6,160
31605	Repair and/or Maintenance of Furniture or Equipment	30,000	5,200	5,200	27,475
Total Programme 270 Education Services		**29,020,296**	**28,139,075**	**28,109,143**	**15,784,624**
	271 Pre-School & Primary Education				
	271344 Human Resource Management				
30101	Salaries - Established	-	-	-	51,012
	271489 School Uniform Initiative				
30709	Stipend	200,000	200,000	200,000	149,675
31601	Office Supplies	10,000	15,000	15,000	12,306
31602	Computer Supplies	50,000	25,000	25,000	44,880
33001	Advertising & Promotion Costs	5,500	5,500	5,500	-
33403	Computer Software Licensing & Fees	20,000	32,200	32,200	4,000
37009	School Uniform Initiative Grant costs	2,500,000	2,000,000	2,000,000	1,522,308
Total Programme 271 Pre-School & Primary Education		**2,785,500**	**2,277,700**	**2,277,700**	**1,784,181**
	272 Secondary Education				

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	272472 Teaching, Training & Development				
30201	Salaries - Non-Established	-	-	-	71,162
30401	Duty Allowance - Non-Established	-	-	-	6,000
30406	Travelling Allowance - Non-Established	-	-	-	7,752
Total Programme 272 Secondary Education		**-**	**-**	**-**	**84,914**
	273 Tertiary Education				
	273344 Human Resource Management				
30201	Salaries - Non-Established	-	-	-	24,332
Total Programme 273 Tertiary Education		**-**	**-**	**-**	**24,332**
TOTAL DEPARTMENT 3001 Education Headquarters		**31,805,796**	**30,416,775**	**30,386,843**	**17,678,051**
02	**Administration of Education Services**				
	271 Pre-School & Primary Education				
	271344 Human Resource Management				
30201	Salaries - Non-Established	-	-	-	63,669
	271510 Ancillary Services				
30201	Salaries - Non-Established	-	-	-	29,484
Total Programme 271 Pre-School & Primary Education		**-**	**-**	**-**	**93,153**
	274 Research & Development Education				
	274325 Curriculum Planning				
30101	Salaries - Established	369,672	222,244	222,244	420,936
30301	Duty Allowance - Established	45,600	47,400	47,400	47,400
30306	Travelling Allowance - Established	38,760	96,900	96,900	96,900
30317	Substitute Allowance - Established	75,000	75,000	75,000	-
30704	Medical Treatment	15,000	5,000	5,000	-
30716	Uniform Allowance	40,000	40,000	40,000	48,730
31102	Food, water and refreshments	25,000	20,000	20,000	-
31506	Personal Protective Clothing and Equipment	75,000	30,000	30,000	353,000
31602	Computer Supplies	35,000	15,500	15,500	10,535
31605	Repair and/or Maintenance of Furniture or Equipment	25,000	10,000	10,000	11,475
33001	Advertising & Promotion Costs	1,500	1,500	1,500	-
33206	Insurance - n.e.c.	15,000	10,000	10,000	-
33605	Express Mail Services	450	500	500	-
33701	Conferences or Workshops	250,000	30,000	5,000	-
33703	Educational Visits	54,500	25,500	16,700	-
33704	Library Assistance Costs	1,000	1,000	1,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33707	Training Costs	250,000	75,000	25,000	-
33711	School Supplies	10,000	5,000	5,000	-
33804	Telephone Cost	18,400	14,400	14,400	-
	274344 Human Resource Management				
30101	Salaries - Established	2,463,420	2,182,105	2,182,105	2,309,553
30106	Arrears of Salaries - Established	75,130	75,130	75,130	20,180
30201	Salaries - Non-Established	1,415,689	1,111,405	1,111,405	1,419,978
30203	Overtime - Non-Established	70,000	60,000	135,000	59,843
30301	Duty Allowance - Established	256,800	244,200	244,200	327,100
30306	Travelling Allowance - Established	190,884	170,412	170,412	172,184
30401	Duty Allowance - Non-Established	16,800	16,800	16,800	17,839
30406	Travelling Allowance - Non-Established	156,060	195,444	195,444	142,059
30709	Stipend	85,000	85,000	85,000	-
31202	Fuel and Oil	10,000	5,258	5,258	225
31301	Books & Periodicals	10,000	5,000	5,000	-
31506	Personal Protective Clothing and Equipment	15,000	5,600	5,600	-
31602	Computer Supplies	25,100	15,100	15,100	109,040
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	5,000	5,000	-
31804	Production Expenses	10,000	10,000	10,000	-
32001	Medals, Stationary, Seals & Gifts	50,000	25,000	25,000	-
33001	Advertising & Promotion Costs	38,000	38,000	13,000	-
33403	Computer Software Licensing & Fees	15,000	10,000	10,000	-
33601	Ground Transportation Services	6,000	6,000	6,000	-
33604	Air Freight Expenses	5,000	5,000	5,000	-
33710	Audio Visual Materials & Supplies	25,000	50,000	10,000	-
33804	Telephone Cost	10,000	32,000	7,000	-
34109	Rental or Lease - n.e.c.	5,000	5,000	5,000	-
37011	Grants to Individuals	6,440	10,500	10,500	-
37034	Expenses of Boards or Committees	200,000	426,600	156,580	67,500
37040	Transfers to ABCAS	8,221,640	-	-	-
	274473 Professional Development				
31102	Food, water and refreshments	25,000	10,000	10,000	-
31304	Photocopying & Binding Services	18,154	18,154	18,154	-
31601	Office Supplies	30,000	25,130	25,130	-
	274486 Subsidiary Services to Education				
30201	Salaries - Non-Established	-	-	-	220,948

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30406	Travelling Allowance - Non-Established	-	-	-	30,888
30418	Acting Allowance - Non-Established	-	-	-	6,325
	274508 Special Events & Activities				
32001	Medals, Stationary, Seals & Gifts	50,000	50,000	50,000	-
	274510 Ancillary Services				
30201	Salaries - Non-Established	2,321,318	2,278,813	2,278,813	1,610,346
30202	Wages - Non-Established	3,672,229	2,801,686	2,801,686	2,853,575
30206	Arrears of Salaries - Non-Established	75,000	-	-	-
30401	Duty Allowance - Non-Established	21,000	6,000	6,000	9,000
30406	Travelling Allowance - Non-Established	66,156	66,288	66,288	39,947
30408	Cashier Allowance - Non-Established	-	-	-	1,200
30416	Risk Allowance - Non-Established	-	-	-	8,400
30417	Substitute Allowance - Non-Established	122,460	122,460	122,460	19,753
30418	Acting Allowance - Non-Established	-	-	-	1,009
31506	Personal Protective Clothing and Equipment	30,000	8,500	8,500	-
	274512 Measurement, Testing & Evaluation				
30101	Salaries - Established	276,034	319,940	319,940	157,599
30301	Duty Allowance - Established	26,400	16,800	16,800	26,400
30306	Travelling Allowance - Established	23,256	15,504	15,504	15,504
30709	Stipend	55,000	55,000	55,000	-
31506	Personal Protective Clothing and Equipment	-	15,000	15,000	-
31601	Office Supplies	50,000	50,000	50,000	5,850
33604	Air Freight Expenses	7,500	7,000	7,000	-
33701	Conferences or Workshops	100,000	75,000	50,000	-
33711	School Supplies	25,000	25,000	25,000	-
33712	Examination Supplies	300,000	275,984	275,984	192,656
33804	Telephone Cost	7,200	7,200	7,200	-
Total Programme 274 Research & Development Education		**22,033,552**	**11,768,957**	**11,375,137**	**10,833,877**
TOTAL DEPARTMENT 3002 Administration of Education Services		**22,033,552**	**11,768,957**	**11,375,137**	**10,927,030**
03	**Primary Education Division**				
	271 Pre-School & Primary Education				
	271344 Human Resource Management				
30101	Salaries - Established	2,303,388	1,740,516	1,740,516	2,076,469
30201	Salaries - Non-Established	1,960,951	1,457,816	1,457,816	2,003,952
30306	Travelling Allowance - Established	150,900	259,548	259,548	529,545

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30315	Other allowances and fees - Established	25,800	25,200	65,200	295,800
30406	Travelling Allowance - Non-Established	6,036	6,000	6,000	6,000
30408	Cashier Allowance - Non-Established	-	-	-	900
30415	Other allowances and fees - Non-Established	-	-	-	3,000
30417	Substitute Allowance - Non-Established	92,400	92,400	92,400	2,754
31601	Office Supplies	30,000	15,000	15,000	-
	271458 Day Care and Pre-School				
30201	Salaries - Non-Established	350,071	880,890	880,890	354,159
30202	Wages - Non-Established	22,615	22,657	22,657	23,983
30408	Cashier Allowance - Non-Established	-	-	-	1,200
30416	Risk Allowance - Non-Established	4,160	4,160	4,160	4,080
31506	Personal Protective Clothing and Equipment	6,000	600	600	-
31601	Office Supplies	20,000	15,000	15,000	-
	271472 Teaching, Training & Development				
30101	Salaries - Established	30,889,903	28,052,894	28,952,894	30,198,450
30106	Arrears of Salaries - Established	-	250,000	250,000	999,767
30201	Salaries - Non-Established	2,832,069	2,261,370	2,261,370	2,499,261
30206	Arrears of Salaries - Non-Established	222,247	222,247	222,247	-
30306	Travelling Allowance - Established	-	-	-	57,729
30315	Other allowances and fees - Established	600,000	60,000	420,000	261,280
30406	Travelling Allowance - Non-Established	45,588	42,588	42,588	14,424
30415	Other allowances and fees - Non-Established	6,000	5,000	5,000	16,288
30416	Risk Allowance - Non-Established	15,600	50,000	50,000	-
30417	Substitute Allowance - Non-Established	-	45,000	45,000	-
30709	Stipend	150,000	150,000	150,000	119,400
30712	Relocation Expenses	1,500	1,500	1,500	-
30713	Payment in Lieu of Vacation Leave	30,000	30,000	30,000	-
30802	Compensation & Indemnities	4,500	4,500	4,500	-
31502	Laboratory Supplies	-	50,000	50,000	-
31506	Personal Protective Clothing and Equipment	-	35,000	170,000	-
31601	Office Supplies	-	10,000	10,000	-
31602	Computer Supplies	50,000	15,000	15,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	6,000	10,000	10,000	-
33701	Conferences or Workshops	50,000	20,000	20,000	6,500
33703	Educational Visits	4,500	20,000	20,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33705	Course Costs and Fees	5,000	10,000	10,000	-
33707	Training Costs	50,000	20,000	20,000	-
	271510 Ancillary Services				
30201	Salaries - Non-Established	1,011,066	1,170,852	1,170,852	454,028
30202	Wages - Non-Established	4,125,758	5,036,900	5,036,900	4,691,789
30406	Travelling Allowance - Non-Established	-	-	-	1,762
30416	Risk Allowance - Non-Established	590,720	540,800	540,800	619,086
30417	Substitute Allowance - Non-Established	124,488	216,888	216,888	88,463
31506	Personal Protective Clothing and Equipment	86,400	36,400	36,400	76,219
Total Programme 271 Pre-School & Primary Education		**45,873,660**	**42,886,726**	**44,321,726**	**45,406,288**
	272 Secondary Education				
	272344 Human Resource Management				
30101	Salaries - Established	3,212,212	2,967,216	2,967,216	363,539
30202	Wages - Non-Established	-	-	-	71,775
30306	Travelling Allowance - Established	146,400	265,584	265,584	425,090
30315	Other allowances and fees - Established	26,400	69,480	69,480	217,830
30416	Risk Allowance - Non-Established	-	-	-	12,208
	272472 Teaching, Training & Development				
30101	Salaries - Established	37,525,575	36,425,575	37,525,575	40,995,493
30106	Arrears of Salaries - Established	-	500,000	500,000	3,950,749
30201	Salaries - Non-Established	-	-	-	4,137
30301	Duty Allowance - Established	-	-	-	3,500
30306	Travelling Allowance - Established	-	-	-	117,689
30315	Other allowances and fees - Established	1,080,390	151,200	806,200	317,300
30317	Substitute Allowance - Established	232,260	232,260	232,260	2,754
30406	Travelling Allowance - Non-Established	-	-	-	3,624
30415	Other allowances and fees - Non-Established	-	93,240	93,240	-
30709	Stipend	150,000	200,000	200,000	95,360
31502	Laboratory Supplies	50,000	50,000	-	-
31506	Personal Protective Clothing and Equipment	50,000	35,000	142,800	41,800
31601	Office Supplies	15,000	25,000	25,000	-
31803	Animal Feed	5,000	35,000	35,000	-
31804	Production Expenses	5,000	25,000	-	-
33101	Security Services	5,000	5,000	5,000	-
33701	Conferences or Workshops	30,000	40,000	40,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33703	Educational Visits	50,000	20,000	-	-
33711	School Supplies	15,000	20,000	-	-
33713	Educational Materials	-	20,000	-	-
36206	Other Repairs and Maintenance Costs	20,000	10,000	10,000	-
	272510 Ancillary Services				
30202	Wages - Non-Established	3,118,281	2,213,495	2,213,495	2,033,996
30416	Risk Allowance - Non-Established	345,280	640,640	640,640	281,044
30417	Substitute Allowance - Non-Established	186,732	186,732	186,732	9,839
31506	Personal Protective Clothing and Equipment	30,000	8,640	8,640	-
33701	Conferences or Workshops	30,000	10,000	10,000	-
33707	Training Costs	30,000	10,000	10,000	-
33711	School Supplies	10,000	7,500	7,500	-
33713	Educational Materials	100,000	-	-	-
Total Programme 272 Secondary Education		**46,468,530**	**44,266,562**	**45,994,362**	**48,947,727**
	274 Research & Development Education				
	274325 Curriculum Planning				
30101	Salaries - Established	-	-	-	61,048
	274344 Human Resource Management				
30201	Salaries - Non-Established	-	-	-	61,434
30406	Travelling Allowance - Non-Established	-	-	-	6,000
Total Programme 274 Research & Development Education		**-**	**-**	**-**	**128,482**
TOTAL DEPARTMENT 3003 Primary Education Division		**92,342,190**	**87,153,288**	**90,316,088**	**94,482,497**
05	**State College**				
	273 Tertiary Education				
	273344 Human Resource Management				
30101	Salaries - Established	616,440	474,024	474,024	806,038
30103	Overtime - Established	10,000	10,000	10,000	8,724
30106	Arrears of Salaries - Established	10,000	10,000	10,000	-
30201	Salaries - Non-Established	1,319,060	995,832	995,832	517,182
30202	Wages - Non-Established	-	-	-	73
30203	Overtime - Non-Established	10,000	10,000	10,000	3,570
30301	Duty Allowance - Established	33,000	21,000	21,000	12,000
30306	Travelling Allowance - Established	27,072	19,320	19,320	13,586
30308	Cashier Allowance - Established	8,400	2,400	2,400	-
30317	Substitute Allowance - Established	2,400	30,000	30,000	-
30401	Duty Allowance - Non-Established	10,200	-	-	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30406	Travelling Allowance - Non-Established	24,260	12,036	12,036	6,000
30408	Cashier Allowance - Non-Established	8,400	2,400	2,400	-
30417	Substitute Allowance - Non-Established	30,000	30,000	30,000	-
30701	Honorarium	15,000	15,000	15,000	-
30709	Stipend	1,000	1,000	1,000	-
30716	Uniform Allowance	1,110	1,110	1,110	-
31102	Food, water and refreshments	-	15,000	15,000	12,295
31202	Fuel and Oil	-	3,500	3,500	-
31301	Books & Periodicals	-	15,000	15,000	-
31501	Medical Supplies	-	10,000	10,000	-
31502	Laboratory Supplies	-	30,000	30,000	-
31503	Test Equipment and Supplies	-	8,000	8,000	-
31506	Personal Protective Clothing and Equipment	-	12,000	12,000	-
31601	Office Supplies	-	30,000	30,000	26,250
31602	Computer Supplies	-	24,800	24,800	-
31604	Maintenance Contract - Photocopiers or MFPs	-	12,400	12,400	-
31605	Repair and/or Maintenance of Furniture or Equipment	-	17,000	17,000	-
31901	Construction Supplies	-	10,120	10,120	-
33001	Advertising & Promotion Costs	-	30,000	30,000	14,170
33002	Marketing Costs	-	10,000	10,000	-
33003	Public Awareness Expenses	-	12,000	12,000	6,445
33101	Security Services	-	200,000	200,000	-
33401	Computer Hardware Maintenance Costs	-	35,000	35,000	-
33402	Computer Software upgrade cost	-	25,000	25,000	-
33403	Computer Software Licensing & Fees	-	15,000	15,000	-
33508	Household Sundries	-	12,000	12,000	7,831
33509	Cleaning Tools and Supplies	-	10,000	10,000	7,500
33701	Conferences or Workshops	-	8,000	8,000	4,320
33703	Educational Visits	-	11,800	11,800	-
33707	Training Costs	-	20,500	20,500	1,400
33711	School Supplies	-	14,200	14,200	-
33713	Educational Materials	-	15,000	15,000	-
34007	Consulting Services	-	10,000	10,000	-
34401	Research & Development Costs	-	11,000	11,000	-
36002	Maintenance of Public Grounds	-	30,000	30,000	28,185
36006	Maintenance of Buildings	-	15,600	15,600	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
36206	Other Repairs and Maintenance Costs	-	10,000	10,000	-
	273402 Tertiary Education Services				
30101	Salaries - Established	3,652,768	3,491,637	3,491,637	2,674,733
30201	Salaries - Non-Established	1,800,000	1,800,000	1,800,000	853,875
30301	Duty Allowance - Established	-	-	-	17,540
30306	Travelling Allowance - Established	54,324	-	-	7,752
30315	Other allowances and fees - Established	50,000	50,000	50,000	3,512
30318	Acting Allowance - Established	30,648	30,648	30,648	-
30406	Travelling Allowance - Non-Established	6,036	6,036	6,036	-
30709	Stipend	22,500	22,500	22,500	-
31506	Personal Protective Clothing and Equipment	-	7,000	7,000	-
	273494 IT Internal Services				
30101	Salaries - Established	166,428	166,428	166,428	110,315
30103	Overtime - Established	10,000	10,000	10,000	4,552
	273498 Janitorial Services				
30201	Salaries - Non-Established	-	-	-	68,101
30202	Wages - Non-Established	717,867	704,155	704,155	606,794
30203	Overtime - Non-Established	10,000	10,000	10,000	-
30207	Arrears of Wages - Non-Established	65,000	65,000	65,000	-
30416	Risk Allowance - Non-Established	166,400	112,320	112,320	80,005
30417	Substitute Allowance - Non-Established	30,000	30,000	30,000	-
30418	Acting Allowance - Non-Established	30,000	30,000	30,000	-
	273508 Special Events & Activities				
31303	Newsletter & Publications	-	15,500	15,500	-
32001	Medals, Stationary, Seals & Gifts	-	20,000	20,000	6,500
34109	Rental or Lease - n.e.c.	-	10,000	10,000	-
Total Programme 273 Tertiary Education		**8,938,313**	**8,898,266**	**8,898,266**	**5,909,248**
	274 Research & Development Education				
	274344 Human Resource Management				
30101	Salaries - Established	-	-	-	25,871
30308	Cashier Allowance - Established	-	-	-	1,140
Total Programme 274 Research & Development Education		**-**	**-**	**-**	**27,011**
TOTAL DEPARTMENT 3005 State College		**8,938,313**	**8,898,266**	**8,898,266**	**5,936,259**
06	**Public Library**				
	274 Research & Development Education				
	274463 Library Services				

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30101	Salaries - Established	1,192,600	1,090,712	1,090,712	1,099,409
30103	Overtime - Established	10,000	10,000	10,000	-
30201	Salaries - Non-Established	204,070	116,162	116,162	92,406
30202	Wages - Non-Established	272,424	272,424	272,424	128,410
30203	Overtime - Non-Established	10,000	10,000	10,000	1,762
30301	Duty Allowance - Established	18,000	18,000	18,000	-
30306	Travelling Allowance - Established	13,944	13,944	13,944	7,752
30308	Cashier Allowance - Established	3,600	3,600	3,600	3,600
30318	Acting Allowance - Established	10,000	10,000	10,000	-
30416	Risk Allowance - Non-Established	37,440	37,440	37,440	16,080
30709	Stipend	5,000	10,000	10,000	-
30716	Uniform Allowance	650	650	650	650
31301	Books & Periodicals	25,000	7,500	7,500	23,538
31303	Newsletter & Publications	15,000	6,000	6,000	2,141
31601	Office Supplies	20,000	6,500	6,500	1,745
31602	Computer Supplies	25,000	-	-	13,547
31604	Maintenance Contract - Photocopiers or MFPs	8,000	8,000	8,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	8,000	8,000	8,000	-
33003	Public Awareness Expenses	10,000	9,000	9,000	-
33401	Computer Hardware Maintenance Costs	50,000	25,000	25,000	-
33402	Computer Software upgrade cost	50,000	17,500	17,500	-
33501	Office Cleaning	15,000	13,000	13,000	-
33508	Household Sundries	10,000	4,000	4,000	8,466
33601	Ground Transportation Services	5,000	2,500	2,500	-
33604	Air Freight Expenses	5,000	5,000	5,000	-
33606	Sea Freight Expenses	5,000	5,000	5,000	-
33703	Educational Visits	15,000	12,800	12,800	-
33704	Library Assistance Costs	15,000	20,000	20,000	-
33705	Course Costs and Fees	27,662	27,662	27,662	-
33707	Training Costs	20,000	10,000	10,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	1,000	1,000	1,000	-
33902	Contributions or Subscriptions to Commonwealth Agencies	1,000	1,000	1,000	-
33904	Contributions or Subscriptions to other international organ.	5,550	5,550	5,550	-
34415	Storage Costs	2,000	2,000	2,000	-
	274473 Professional Development				

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30101	Salaries - Established	-	-	-	26,600
Total Programme 274 Research & Development Education		**2,115,940**	**1,789,944**	**1,789,944**	**1,426,106**
TOTAL DEPARTMENT 3006 Public Library		**2,115,940**	**1,789,944**	**1,789,944**	**1,426,106**
07	**Antigua Archives**				
	270 Education Services				
	270385 Records Preservation				
30101	Salaries - Established	271,104	298,584	298,584	376,505
30301	Duty Allowance - Established	12,000	12,000	12,000	12,000
30306	Travelling Allowance - Established	7,752	7,752	7,752	7,752
30308	Cashier Allowance - Established	2,400	2,400	2,400	1,200
30316	Risk Allowance - Established	33,600	33,600	33,600	-
30716	Uniform Allowance	555	555	555	-
31102	Food, water and refreshments	5,000	4,500	4,500	2,567
31301	Books & Periodicals	3,000	3,000	3,000	-
31303	Newsletter & Publications	1,500	1,500	1,500	-
31304	Photocopying & Binding Services	5,000	5,000	5,000	-
31308	Printing Materials & Supplies	2,400	2,400	2,400	1,500
31506	Personal Protective Clothing and Equipment	7,000	7,000	7,000	-
31601	Office Supplies	15,000	7,800	7,800	2,292
31602	Computer Supplies	15,000	6,300	6,300	2,380
31604	Maintenance Contract - Photocopiers or MFPs	10,000	8,000	8,000	-
31905	Conservation Materials & supplies	15,000	15,500	15,500	-
32001	Medals, Stationary, Seals & Gifts	5,000	5,000	5,000	-
33401	Computer Hardware Maintenance Costs	4,200	4,200	4,200	1,639
33402	Computer Software upgrade cost	3,600	3,600	3,600	-
33403	Computer Software Licensing & Fees	2,400	2,400	2,400	-
33508	Household Sundries	10,000	8,800	8,800	9,515
33510	Pest Control Supplies	4,000	4,000	4,000	-
33604	Air Freight Expenses	3,600	3,600	3,600	-
33605	Express Mail Services	3,000	3,000	3,000	-
33606	Sea Freight Expenses	3,300	3,300	3,300	-
36206	Other Repairs and Maintenance Costs	9,000	9,000	9,000	513
	270490 Archiving				
30101	Salaries - Established	62,664	55,980	55,980	-
30201	Salaries - Non-Established	125,108	67,368	67,368	52,451
30202	Wages - Non-Established	31,616	31,616	31,616	33,450

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30301	Duty Allowance - Established	-	12,000	12,000	-
30306	Travelling Allowance - Established	-	7,752	7,752	-
30316	Risk Allowance - Established	29,400	29,400	29,400	-
30401	Duty Allowance - Non-Established	12,000	12,000	12,000	-
30406	Travelling Allowance - Non-Established	-	46,200	46,200	-
30416	Risk Allowance - Non-Established	46,200	-	-	-
33202	Insurance - Content	15,000	15,000	15,000	-
33701	Conferences or Workshops	10,000	3,000	3,000	-
33707	Training Costs	5,000	18,900	18,900	-
33901	Contributions or Subscriptions to Caribbean Organizations	2,200	2,200	2,200	-
33903	Contributions or Subscriptions to UN Agencies	1,000	1,000	1,000	-
33904	Contributions or Subscriptions to other international organ.	1,800	1,800	1,800	-
36206	Other Repairs and Maintenance Costs	13,000	12,600	12,600	-
Total Programme 270 Education Services		**809,399**	**779,607**	**779,607**	**503,764**
TOTAL DEPARTMENT 3007 Antigua Archives		**809,399**	**779,607**	**779,607**	**503,764**
08	**ABICE**				
	275 Post Secondary Non-Tertiary Ed.				
	275413 Vocational Training				
30201	Salaries - Non-Established	3,001,446	2,375,080	2,375,080	2,528,519
30202	Wages - Non-Established	677,493	472,390	472,390	484,405
30203	Overtime - Non-Established	20,000	20,000	20,000	2,347
30207	Arrears of Wages - Non-Established	131,964	131,964	131,964	-
30317	Substitute Allowance - Established	40,000	-	-	-
30401	Duty Allowance - Non-Established	18,000	6,000	6,000	-
30406	Travelling Allowance - Non-Established	28,380	40,380	40,380	36,348
30408	Cashier Allowance - Non-Established	2,400	3,600	3,600	1,483
30416	Risk Allowance - Non-Established	62,660	49,920	49,920	20,400
30418	Acting Allowance - Non-Established	16,356	16,356	16,356	9,245
30709	Stipend	10,000	10,000	10,000	-
30716	Uniform Allowance	20,000	3,500	3,500	-
31102	Food, water and refreshments	10,000	10,200	10,200	-
31506	Personal Protective Clothing and Equipment	10,000	6,400	9,600	8,800
31601	Office Supplies	10,000	10,000	10,000	-
31602	Computer Supplies	20,000	14,400	14,400	-
31604	Maintenance Contract - Photocopiers or MFPs	25,000	11,000	11,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31605	Repair and/or Maintenance of Furniture or Equipment	10,000	8,500	8,500	-
32001	Medals, Stationary, Seals & Gifts	6,000	6,000	6,000	-
33001	Advertising & Promotion Costs	10,000	10,000	10,000	3,000
33002	Marketing Costs	40,000	40,000	40,000	-
33003	Public Awareness Expenses	20,000	20,000	20,000	-
33401	Computer Hardware Maintenance Costs	10,000	10,000	10,000	-
33402	Computer Software upgrade cost	6,000	6,000	6,000	-
33403	Computer Software Licensing & Fees	2,000	2,000	2,000	-
33509	Cleaning Tools and Supplies	5,000	5,000	5,000	-
33701	Conferences or Workshops	10,000	10,000	10,000	-
33703	Educational Visits	4,000	4,000	4,000	-
33705	Course Costs and Fees	5,000	5,000	5,000	-
33707	Training Costs	5,000	5,000	5,000	-
33711	School Supplies	60,000	16,000	16,000	6,956
36006	Maintenance of Buildings	75,000	10,000	10,000	555
37034	Expenses of Boards or Committees	138,000	162,000	162,000	96,000
Total Programme 275 Post Secondary Non-Tertiary Ed.		**4,509,699**	**3,500,690**	**3,503,890**	**3,198,058**
TOTAL DEPARTMENT 3008 ABICE		**4,509,699**	**3,500,690**	**3,503,890**	**3,198,058**
09	**Boys' Training School**				
	430 Social Protection & Community Development				
	430415 Youth Development Services				
30101	Salaries - Established	-	-	-	53,101
30201	Salaries - Non-Established	-	-	-	404,791
30202	Wages - Non-Established	-	-	-	26,192
30306	Travelling Allowance - Established	-	-	-	7,752
30315	Other allowances and fees - Established	-	-	-	600
Total Programme 430 Social Protection & Community Development		**-**	**-**	**-**	**492,436**
TOTAL DEPARTMENT 3009 Boys' Training School		**-**	**-**	**-**	**492,436**
11	**Sports**				
	430 Social Protection & Community Development				
	430396 National Sports Administration				
30101	Salaries - Established	185,057	185,057	185,057	7,068
30201	Salaries - Non-Established	3,954,057	4,722,294	4,722,294	696,068
30301	Duty Allowance - Established	12,000	12,000	12,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30306	Travelling Allowance - Established	25,356	15,696	15,696	-
30401	Duty Allowance - Non-Established	58,800	34,800	34,800	12,100
30405	Entertainment Allowance - Non-Established	3,600	-	-	-
30406	Travelling Allowance - Non-Established	501,684	476,772	476,772	65,695
30418	Acting Allowance - Non-Established	-	-	-	92
30709	Stipend	100,000	75,000	122,800	70,300
30716	Uniform Allowance	7,000	15,000	15,000	9,750
30801	Gratuities & Terminal Grants	-	-	34,302	-
30802	Compensation & Indemnities	5,000	5,000	5,000	4,035
31102	Food, water and refreshments	75,000	55,000	76,600	95,797
31307	ID Cards	5,000	12,000	12,000	-
31601	Office Supplies	15,000	9,500	9,500	5,993
31602	Computer Supplies	10,000	10,000	10,000	2,080
31606	Purchase of cellular equipment/devices	5,000	2,000	2,000	7,850
31902	Spare Parts	5,000	5,000	5,000	1,289
32001	Medals, Stationary, Seals & Gifts	40,000	30,000	30,000	17,870
33001	Advertising & Promotion Costs	150,000	75,000	75,000	72,783
33206	Insurance - n.e.c.	100,000	50,000	50,000	23,760
33502	Garbage Disposal Costs	50,000	15,000	15,000	4,000
33508	Household Sundries	10,000	10,000	10,000	4,228
33601	Ground Transportation Services	70,000	35,000	35,000	29,760
33701	Conferences or Workshops	30,000	15,000	15,000	10,000
33707	Training Costs	20,000	8,000	8,000	-
33709	Sports Development Costs	650,000	500,000	650,000	386,487
33714	Sporting Equipment and Supplies	250,000	100,000	100,000	103,216
33904	Contributions or Subscriptions to other international organ.	50,000	50,000	50,000	-
33905	Contributions or Subscriptions to local organizations	200,000	100,000	188,000	18,000
34007	Consulting Services	10,000	-	-	-
34109	Rental or Lease - n.e.c.	70,000	-	-	-
34419	Awards to Sports Individuals	50,000	75,000	75,000	34,000
36002	Maintenance of Public Grounds	250,000	200,000	200,000	191,270
36006	Maintenance of Buildings	100,000	100,000	46,700	74,521
37011	Grants to Individuals	10,000	9,200	9,200	-
37012	Grants to Organisations or Institutions	100,000	200,000	28,400	-
37034	Expenses of Boards or Committees	86,250	75,000	95,500	182,950
	430498 Janitorial Services				

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30202	Wages - Non-Established	141,921	89,444	89,444	22,822
	430524 Management - Sir Vivian Richards Stadium				
30201	Salaries - Non-Established	488,055	488,055	488,055	107,118
30202	Wages - Non-Established	1,099,701	1,016,730	1,016,730	118,802
30203	Overtime - Non-Established	100,000	-	90,000	259,273
30401	Duty Allowance - Non-Established	18,000	12,000	12,000	501
30406	Travelling Allowance - Non-Established	42,720	31,212	31,212	352
30415	Other allowances and fees - Non-Established	40,000	40,000	40,000	-
30416	Risk Allowance - Non-Established	100,000	40,800	141,440	-
30418	Acting Allowance - Non-Established	15,000	-	10,000	10,164
30709	Stipend	80,000	-	-	-
30716	Uniform Allowance	80,000	80,000	80,000	11,700
30802	Compensation & Indemnities	100,000	-	-	-
31102	Food, water and refreshments	50,000	13,000	63,000	17,264
31506	Personal Protective Clothing and Equipment	20,000	-	-	-
31601	Office Supplies	80,000	20,000	20,000	16,525
31602	Computer Supplies	50,000	10,000	10,000	10,296
31605	Repair and/or Maintenance of Furniture or Equipment	150,000	100,000	100,000	198,494
31902	Spare Parts	80,000	30,000	30,000	30,221
32001	Medals, Stationary, Seals & Gifts	60,000	50,000	40,000	19,200
33001	Advertising & Promotion Costs	80,000	100,000	50,000	96,902
33101	Security Services	300,000	100,000	10,000	22,968
33206	Insurance - n.e.c.	10,000	10,000	10,000	7,500
33502	Garbage Disposal Costs	80,000	-	-	-
33508	Household Sundries	80,000	80,000	80,000	98,063
33509	Cleaning Tools and Supplies	150,000	130,000	130,000	147,132
33601	Ground Transportation Services	25,000	25,000	25,000	24,800
33707	Training Costs	25,000	15,000	15,000	-
34009	Commitment Fees	200,000	100,000	100,000	141,306
34109	Rental or Lease - n.e.c.	-	-	-	40,960
36002	Maintenance of Public Grounds	500,000	300,000	300,000	513,287
36006	Maintenance of Buildings	700,000	300,000	300,000	754,990
36007	Maintenance of Heritage Sites	-	-	-	89,915
36206	Other Repairs and Maintenance Costs	90,000	40,000	40,000	83,757
	430538 Community Sports and Games				
30716	Uniform Allowance	10,000	30,716	30,716	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33001	Advertising & Promotion Costs	80,000	45,000	12,000	-
33206	Insurance - n.e.c.	25,000	15,000	15,000	-
33601	Ground Transportation Services	35,000	35,000	698	-
33707	Training Costs	15,000	15,000	-	-
33714	Sporting Equipment and Supplies	75,000	75,000	20,000	-
Total Programme 430 Social Protection & Community Development		**12,539,201**	**10,719,276**	**10,819,916**	**4,975,274**
TOTAL DEPARTMENT 3011 Sports		**12,539,201**	**10,719,276**	**10,819,916**	**4,975,274**
12	**School Meals Services**				
	308 Food Production				
	308443 School Meals Initiative				
30101	Salaries - Established	-	-	-	65,936
30201	Salaries - Non-Established	2,865,861	2,114,592	2,114,592	2,253,723
30202	Wages - Non-Established	5,242,352	3,972,072	3,972,072	4,189,364
30203	Overtime - Non-Established	-	-	30,000	-
30306	Travelling Allowance - Established	3,624	3,624	3,624	2,114
30401	Duty Allowance - Non-Established	72,000	60,000	60,000	60,000
30406	Travelling Allowance - Non-Established	150,000	126,000	126,000	131,174
30416	Risk Allowance - Non-Established	4,160	-	-	4,048
30418	Acting Allowance - Non-Established	10,000	10,000	10,000	11,572
30709	Stipend	50,000	-	-	-
30716	Uniform Allowance	500,000	400,000	400,000	335,997
30802	Compensation & Indemnities	5,000	5,000	5,000	-
31001	Subsistence Allowance	100,000	-	-	167,161
31002	Ticket Expenses	20,000	20,000	30,000	65,785
31102	Food, water and refreshments	9,500,000	6,500,000	11,500,000	6,090,307
31201	Vehicle supplies and parts	50,000	-	-	-
31205	Licensing and Renewal Costs	5,000	3,500	3,500	275
31307	ID Cards	30,000	20,000	20,000	-
31308	Printing Materials & Supplies	75,000	-	-	-
31501	Medical Supplies	-	-	-	10,150
31502	Laboratory Supplies	30,000	5,000	5,000	-
31506	Personal Protective Clothing and Equipment	300,000	32,500	282,500	53,804
31601	Office Supplies	150,000	25,000	25,000	101,228
31602	Computer Supplies	150,000	30,500	30,500	147,835
31604	Maintenance Contract - Photocopiers or MFPs	80,000	6,000	6,000	-
31605	Repair and/or Maintenance of Furniture or	200,000	25,000	325,000	106,001

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	Equipment				
31801	Spraying Materials & Supplies	100,000	14,000	114,000	12,250
31804	Production Expenses	30,000	5,000	10,000	-
31901	Construction Supplies	75,000	25,000	25,000	43,280
31902	Spare Parts	75,000	20,000	20,000	24,177
32001	Medals, Stationary, Seals & Gifts	75,000	-	-	-
33001	Advertising & Promotion Costs	20,000	12,000	12,000	-
33003	Public Awareness Expenses	20,000	11,750	11,750	-
33101	Security Services	200,000	75,000	375,000	65,652
33206	Insurance - n.e.c.	50,000	50,000	50,000	-
33401	Computer Hardware Maintenance Costs	250,000	20,000	220,000	4,107
33402	Computer Software upgrade cost	150,000	15,000	30,000	94,180
33501	Office Cleaning	150,000	15,000	165,000	-
33502	Garbage Disposal Costs	150,000	12,000	132,000	7,699
33507	Sterilization Serv. & Supplies	250,000	50,000	650,000	45,796
33508	Household Sundries	1,200,000	400,000	1,200,000	860,930
33509	Cleaning Tools and Supplies	600,000	75,000	600,000	298,195
33510	Pest Control Supplies	225,000	50,000	200,000	19,500
33511	Waste Removal Costs	150,000	10,000	110,000	9,700
33601	Ground Transportation Services	75,000	-	-	-
33705	Course Costs and Fees	120,000	7,500	82,500	-
33707	Training Costs	50,000	19,000	94,000	49,800
33802	Industrial Gas Cost	100,000	60,000	60,000	42,574
33804	Telephone Cost	30,000	-	-	-
34109	Rental or Lease - n.e.c.	200,000	-	220,000	-
34401	Research & Development Costs	25,000	5,000	5,000	-
36002	Maintenance of Public Grounds	70,000	38,000	88,000	21,300
36101	Repair or Maintenance of vehicles	75,000	25,000	25,000	5,535
36201	Maintenance of Laboratory and Testing equipment	30,000	-	-	-
Total Programme 308 Food Production		**24,137,997**	**14,373,038**	**23,448,038**	**15,401,149**
TOTAL DEPARTMENT 3012 School Meals Services		**24,137,997**	**14,373,038**	**23,448,038**	**15,401,149**
15	**ABIIT**				
	273 Tertiary Education				
	273472 Teaching, Training & Development				
30101	Salaries - Established	-	48,892	48,892	-
30201	Salaries - Non-Established	2,514,958	2,339,555	2,339,555	1,921,331

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30202	Wages - Non-Established	254,271	254,255	254,255	253,706
30203	Overtime - Non-Established	8,500	8,500	8,500	-
30306	Travelling Allowance - Established	7,300	3,624	3,624	-
30308	Cashier Allowance - Established	3,600	-	-	-
30315	Other allowances and fees - Established	15,000	-	-	-
30401	Duty Allowance - Non-Established	21,000	21,000	21,000	22,325
30406	Travelling Allowance - Non-Established	43,508	43,908	43,908	38,715
30408	Cashier Allowance - Non-Established	4,800	2,400	2,400	2,697
30411	Shift Allowance - Non-Established	-	-	-	1,200
30415	Other allowances and fees - Non-Established	-	-	-	3,000
30416	Risk Allowance - Non-Established	16,640	29,120	29,120	24,328
30418	Acting Allowance - Non-Established	-	7,000	7,000	2,560
30709	Stipend	24,000	24,000	24,000	-
30716	Uniform Allowance	5,600	80,000	20,000	-
31102	Food, water and refreshments	-	8,500	68,500	21,810
31202	Fuel and Oil	-	3,000	8,550	783
31301	Books & Periodicals	-	24,500	24,500	-
31506	Personal Protective Clothing and Equipment	-	3,500	3,500	-
31601	Office Supplies	-	16,500	16,500	5,925
31605	Repair and/or Maintenance of Furniture or Equipment	-	12,000	12,000	8,895
31902	Spare Parts	-	16,800	16,800	-
32001	Medals, Stationary, Seals & Gifts	-	10,000	10,000	13,341
33001	Advertising & Promotion Costs	-	25,000	25,000	-
33101	Security Services	-	100,000	140,000	-
33206	Insurance - n.e.c.	-	23,400	23,400	-
33401	Computer Hardware Maintenance Costs	-	80,000	80,000	-
33402	Computer Software upgrade cost	-	120,000	120,000	114,000
33403	Computer Software Licensing & Fees	-	40,000	40,000	119,437
33508	Household Sundries	-	25,000	25,000	-
33509	Cleaning Tools and Supplies	-	30,000	30,000	30,885
33510	Pest Control Supplies	-	14,000	8,450	-
33604	Air Freight Expenses	-	10,000	10,000	-
33606	Sea Freight Expenses	-	5,000	5,000	-
33701	Conferences or Workshops	-	9,000	9,000	5,050
33703	Educational Visits	-	10,000	10,000	-
34417	Bank Charges	-	1,500	1,500	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
36006	Maintenance of Buildings	-	13,000	13,000	5,000
36101	Repair or Maintenance of vehicles	-	18,000	18,000	-
36206	Other Repairs and Maintenance Costs	-	14,000	14,000	13,420
Total Programme 273 Tertiary Education		**2,919,177**	**3,494,954**	**3,534,954**	**2,608,408**
TOTAL DEPARTMENT 3015 ABIIT		**2,919,177**	**3,494,954**	**3,534,954**	**2,608,408**
16	**School of Nursing**				
	261 Primary Health				
	261316 Community Health Services				
30101	Salaries - Established	-	-	-	57,855
30306	Travelling Allowance - Established	-	-	-	5,520
30316	Risk Allowance - Established	-	-	-	4,200
Total Programme 261 Primary Health		**-**	**-**	**-**	**67,575**
	273 Tertiary Education				
	273341 Health Education				
30101	Salaries - Established	477,798	477,798	477,798	-
30201	Salaries - Non-Established	165,960	165,960	165,960	-
30202	Wages - Non-Established	162,725	162,725	162,725	59,591
30301	Duty Allowance - Established	72,000	72,000	72,000	-
30306	Travelling Allowance - Established	28,000	28,000	28,000	-
30315	Other allowances and fees - Established	10,500	10,500	10,500	-
30316	Risk Allowance - Established	28,700	28,700	28,700	-
30318	Acting Allowance - Established	10,000	10,000	10,000	-
30401	Duty Allowance - Non-Established	72,000	72,000	72,000	-
30406	Travelling Allowance - Non-Established	28,000	28,000	28,000	-
30415	Other allowances and fees - Non-Established	10,500	10,500	10,500	-
30416	Risk Allowance - Non-Established	14,580	14,580	14,580	-
30418	Acting Allowance - Non-Established	20,000	10,000	10,000	-
30709	Stipend	50,000	50,000	50,000	-
30716	Uniform Allowance	105,600	5,600	5,600	-
31102	Food, water and refreshments	-	8,000	8,000	-
31301	Books & Periodicals	-	5,000	5,000	-
31304	Photocopying & Binding Services	-	1,000	1,000	-
31308	Printing Materials & Supplies	-	1,000	1,000	-
31502	Laboratory Supplies	-	10,500	10,500	-
31506	Personal Protective Clothing and Equipment	-	25,000	25,000	-
31601	Office Supplies	-	7,000	7,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31602	Computer Supplies	-	2,600	2,600	-
31604	Maintenance Contract - Photocopiers or MFPs	-	6,000	6,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	-	6,800	6,800	-
33001	Advertising & Promotion Costs	-	500	500	-
33401	Computer Hardware Maintenance Costs	-	17,600	17,600	-
33403	Computer Software Licensing & Fees	-	12,000	12,000	-
33508	Household Sundries	-	15,000	15,000	-
33509	Cleaning Tools and Supplies	-	5,000	5,000	-
33605	Express Mail Services	-	500	500	-
33701	Conferences or Workshops	-	35,000	35,000	-
33703	Educational Visits	-	17,000	17,000	-
33705	Course Costs and Fees	-	13,500	13,500	-
33707	Training Costs	-	25,000	25,000	-
33713	Educational Materials	-	12,500	12,500	-
34401	Research & Development Costs	-	13,000	13,000	-
Total Programme 273 Tertiary Education		**1,256,363**	**1,385,863**	**1,385,863**	**59,591**
TOTAL DEPARTMENT 3016 School of Nursing		**1,256,363**	**1,385,863**	**1,385,863**	**127,166**
TOTAL MINISTRY 30 Education and Sports		**203,407,627**	**174,280,658**	**186,238,546**	**157,756,198**

Ministry of Health, Wellness, the Environment and Civil Service Affairs

Business Plan

FY 2026

Ministry Overview

The Ministry of Health, Wellness and the Environment is a ministry within the government of Antigua and Barbuda. It staffed by a team of dedicated health professionals who are responsible for planning and implementing government's health-related programmes and projects reflecting the priorities for health and its natural environment as well as administrative and support staff. The ministry's emphasis is on the provision of universal access to health care at the primary, secondary and tertiary levels. It also seeks to protect the environment by ensuring environmental protective services are effectively and efficiently delivered in accordance with international, regional and national standards.
The ministry's agenda is executed by providing health services through all its department and statutory bodies that fall under the responsibility of the ministry. These departments are shown in the table below.

The Ministry of Health, Wellness and the Environment continues to persevere in bridging the noted gap in health sector planning in Antigua and Barbuda by utilizing the fundamental principles in healthcare provision outlined in its National Strategic Plan for Health (NSPH) 2016-2020. These goals are linked to the targets dictated by the 2030 Sustainable Development Goals for Health (SDDG). Although the country has made strides in healthcare delivery over the years, given its limited resources, it is crucial that the momentum is advanced if the Antigua and Barbuda must reach these targets.

Table 1: Health Departments and Statutory Bodies

Department	Department	Statutory Bodies
Emergency Medical Services, Antigua and Barbuda drug Procurement Unit Director of Pharmaceutical Services Central Board of Health, Medical division Community Health Nursing Services Dentistry	Care Project Clarevue Psychiatric Hospital Fiennes Institute Health Information Division Health Disaster Management Unit Nutrition Unit	Mount St. John Medical Centre, Medical Benefit Scheme National Solid Waste

District Medical Doctors AIDS Secretariat Hannah Thomas Hospital	Epidemiology/Surveillance Unit The Department of Environment	

Vision	Mission
Optimal level of health and well-being of all residents of Antigua and Barbuda	*Promote and provide high-quality health services that are accessible and affordable to the people of Antigua and Barbuda, supported by policy formulation, health regulation, and strategic partnerships*

The establishment of a planning unit continues to be a part of the strategy for the ministry to support the programmes and activities under the priority areas. There is need for trained and dedicated staff such as Health Planners, Human Resource Managers, Information System Managers, etc. Additionally, the SLBMC is in dire need of Laboratory Technologists and Specialists doctors. Through our Bi-lateral agreement with Cuba, the SLBMC is able to meet some of the specialist needs as part of the Cuban Medical Brigade.

The current team of senior technicians and Managers continues to be a part of the monthly meetings chaired by the Chief Medical Officer. These meetings creates the forum to share information and resolve key issues, as well as make recommendations for decision making. This is one of the mechanisms that continues to support the vision of promoting and providing high quality health services that are accessible and affordable.

Service Performance Review and Critical Issues for 2025

Achievements	Issues
Non-Communicable Diseases (NCDs) **<u>Service Performance</u>** - Draft of Chronic Disease Registry of Antigua and Barbuda Act of 2025 - Cancer registry site visit to Martinique - 5 persons completed International Agency Research for Cancer Childhood Cancer Training - CARPHA country visit on IARC Caribbean Cancer Registry Hub - HEARTS initiative sensitization workshop - HEARTS and HEARTS-Diabetes drafted clinical pathway - Baseline facility assessment of all primary care centers including Barbuda for HEARTS initiative - CARPHA country training on Diabetes Toolkit - IAEA Regional Childhood Obesity Body composition project in 9 primary - Commencement of STEPS survey	- Financing for STEPS fell through causing the survey to be incomplete - Outdated NCD policy from 2015 need to be revised - Poor infrastructure in the clinics have affected NCD services including cancer screening and nutrition services - Lack of office space, personnel and supplied for NCD unit - Robust surveillance systems [briefly list the issues in delivering/funding services, developing policy, carrying out regulatory functions, delivering on major capital projects in priority order, significant issues in the maintenance and development of capability in areas such as human resources, systems, processes, equipment, financial health, relationships, etc

Disaster Management (Risk Reduction & Preparedness) Unit - Getting more targeted resources: both human and financial for the Health Disaster Management Unit (HDMU) Circulation Note to Cabinet by our Minister for creation of two additional positions to help the Unit accomplish more nationally as well as in the Community. However, we await a Cabinet decision response. -Utilizing OECS managed Direct Relief Funds (Enhancing Health Resilience Project shared among health departments (Vector Control and Surveillance and Health Disaster Management based on requested proposal) provide funding of $250000 US which we are still utilising in 2025 - National Health Sector Multihazard Disaster Plan approved by Cabinet after updated and reviewed with PAHO	Slow process in getting persons to new positions .Though $250,000 US donated early in 2024 from Direct Relief (Humanitarian) through O.E.C.S Commission differences in processes and management styles cause some delays. Multiple tasks required of few limited resources causes delays though efforts made to maximise best use of total available resources. Delays as OECS Commission manage their other responsibilities and we in Antigua and Barbuda also manage our other commitments collaborating with PAHO, UN and other international, regional , and national stakeholders . The seven priority hazard intervention plans developed with other sectors since Hurricane Season 2024 though documented with PAHO's guidance need 1. to be included in the MoHWE's budget 2.revision to include realistic deadlines 3.more collaborative attention

Priorities and strategies 2026-2028

Priorities	Strategies	Indicators
Priority 1Update and approve the flood contingency plan E.C. $100,000 Build Capacity of Health Care workers to implement the plan $10,000 Prepare Health Care Facilities and Institutions to manage surge E.C $ 1 million Update and approve hurricane/cyclone contingency plan. SMART Up HOSPITALS SLBMC and Hannah Thomas , Clarevue and clinics E.C $1.3 Million (annually over 3 years) Build capacity and training of workers $200,000	Strategy and accountable institution	Outputs: Outcomes:
	Work with the Health Disaster Committee documented in the National Health Sector Disaster Management Plan and newly trained Health Emergency Strategic Operational Plan group members and Health Disaster Executive collaborating with PAHO and CARPHA to realize the goals Ministry of Health, Wellness Social Transformation and the Environment is the responsible institution. Ministry of Works , Military and NGOs (e.g Red Cross) , AUA ,ABSAR UWI FIC partnerships would need to be sought as part of the strategy	Outputs: Updated Flood and Hurricane / Cyclone Contingency Plans Outcomes: Safe and Green Health (SMART)Facilities and Staff to provide care for persons including the vulnerable despite Climate Change events
Priority 2 Update and approve contingency plan for communicable disease prevention and control to address vector borne disease surveillance, prevention, management and control EC $.100000 Health care facilities and institutions to diagnose and manage surge in cases for	Strategy and accountable institution Collaborate more intra and inter-sectorally and with the community and the staff within the facilities of the Ministry of Health Wellness and the Environment and Civil Affairs. Ministry of Health, Wellness and the Environment would be responsible	Outputs: Updated contingency plan to guide Outcomes: Informed workers and Community Better management of any surge in Vector Bourne diseases and better information for preventative actions

medical care for proper surveillance EC $1 million	Strategy and accountable institution	Outputs: Outcomes:
Priority 3 Preparation for Respiratory Diseases for Pandemic Potential Expand and adapt the Influenza contingency plan to include all respiratory type Infectious diseases of pandemic potential build capacity and maintain among staff and public precautions for prevention of spread of respiratory pathogens	Strategy and accountable institution Collaborate more intra and inter-sectorally and with the community and the staff within the facilities of the Ministry of Health Wellness and the Environment and Civil Affairs, Ministry of Education and utilize assistance from PAHO, CARPHA and OECS. Ministry of Health, Wellness and the Environment would be responsible	Outputs: Outcomes: improvement in Respiratory Infection Control Nationally in the community and within Health facilities

Ministry of Health, Wellness, Environment & Civil Service Affairs
(Primary Health Care)

Business Plan
For the FY 2026

Introduction to Primary Health Care

Primary Health Care (PHC) remains the cornerstone of Antigua and Barbuda's national health system, providing the first point of contact between individuals, families, and communities, and the healthcare services essential for promoting health, preventing illness, and managing disease across the life course.

PHC in Antigua and Barbuda is founded on the principles of accessibility, equity, continuity, community engagement, and multidisciplinary sectorial collaboration. It integrates the work of community clinics, polyclinics, public health departments, and residential care institutions under a unified framework of service delivery and health governance.

In 2026, PHC will continue to evolve through expanded integration of digital health systems, improved infrastructure, strengthened human resource capacity, and enhanced service delivery within community-based and institutional care. The focus will remain on ensuring that every resident, regardless of location or social circumstance, can access high-quality person-centred healthcare.

Service Performance Review and Key Issues (2025)

The information presented herein provides a consolidated overview of the achievements, challenges, strategic priorities, policy imperatives, and performance indicators of the Primary Health Care sector from the 2025 Budget. This overview serves to inform policy direction and resource allocation within the sector. Detailed financial and operational information for individual clinics and departmental programmes is contained in the accompanying budget schedules and supporting documentation.

Achievements:	Issues
<u>Central Board of Health</u> **Food Safety** • Food Handlers Trained for 2025. - **New** - 1503 - **Retrained** -1287 • Removal of recalled food products.	1. Untimely and insufficient receipt of funds from the Government Treasury results in the Ministry's inability to meet recurrent and capital expenditure, thus adversely affecting the operational efficiency of departments and the quality of care to clients.

Achievements:	Issues
• Inspection of Vendors and Food Establishment at national events. • Media Campaigns on food safety and Dengue Fever. • Training of special groups. • Routine inspection of all restaurants /food service establishments in Antigua and Barbuda (Bars, Restaurants, Itinerant Vendors, Barber Shops, Beauty Shops, Schools, Health Clinics, etc. **Potable Water** • Sampling of bottled water. • Routine/weekly sampling of government water supply. • Weekly microbiological sampling of government supply and institutions. **Marine Water Sampling** • Microbiological sampling of Recreational Water. **<u>Liquid Waste Management</u>** **<u>Building Plan</u>** **From 01st January – 2nd October, 2025** • **183** Applications Received • **170** Approved • **8** Pending • **4** Returned due to insufficient information **General Sanitation** • Inspection of all businesses, • Power washing of schools and the City of St. John's. **Occupational Safety and Health**	2. Significant Indebtedness to vendors and service providers. 3. Antiquated legislation in certain aspects of the Public and Mental Health Act. 4. Severe shortage of qualified nurses and other allied health professionals in the Primary Care arena. 5. Inadequate maintenance of health facilities. 6. Insufficient personnel in clinical and non-clinical areas. 7. No backup power at many health facilities. 8. Insufficient computers and the absence of an integrated electronic health information system. 9. Buildings in various stages of disrepair. 10. Stock out of essential supplies, stationery and toiletries. 11. Absence of or unreliable transport for staff and services. 12. Non-functioning and insufficient sundry medical equipment and devices.

Achievements:	Issues
• Air Quality Monitoring - Indoor - Environment • Monitoring for the presence of molds • Monitoring the existence of toxic and hazardous wastes. • Monitoring of Environmental Quality and Toxic Substances. **Port Health** • Effectively collaborate with the various stakeholders of Port Management. • Development of guidelines for entry of Yachts within our ports. • Regular update of Port Guidelines via dialogs, meetings and interactions with Port Staff, Shipping Agents and Marinas. **Medical Division** **Strengthened community health services** – Delivery of comprehensive PHC through district clinics and health centres across Antigua and Barbuda, ensuring equitable access to care. **Expansion of chronic disease management programs** – Ongoing screening and follow-up for hypertension, diabetes, and other non-communicable diseases (NCDs). **Integration of maternal and child health services** – Improved antenatal, postnatal, and child immunisation coverage through community-based clinics. **Enhanced health promotion and community outreach** – Active health education campaigns on nutrition, physical activity, and healthy lifestyles.	**Human resource shortages** – Inadequate numbers of doctors, nurses, and community health aides to cover all clinics and outreach areas effectively. **Rising burden of NCDs** – Increasing prevalence of lifestyle-related diseases placing strain on PHC services. **Limited continuity of care** – Missed follow-ups and irregular attendance due to mobility, cost, or awareness issues **Weak community engagement** – Limited participation and behaviour change among some

Achievements:	Issues
Strengthened collaboration with Environmental Health and Social Services – Joint initiatives on vector control, sanitation, and school health programs. **Introduction of wellness and screening days** – Regular mobile clinics and outreach in remote or underserved areas **Improved data collection and reporting** – Use of standardized forms and periodic health surveillance reports at the community level. **Collaboration with regional and international partners** – Support from **PAHO**, **CARPHA**, and NGOs for training, supplies, and public health initiatives. • The Maternal and Child Health Clinic Booklet and take-home Records were reviewed and issued. • HIV and Syphilis training and testing. • Implementation of an action plan re. the Maternal Child and Adolescent Manual. • Training of 16 nurses at UWI in Masters in Public Health. **Extended Programme of Immunisation (EPI) vaccine coverage**: • Hep B Birth dose 37% (administered at Sir Lester Bird Medical Centre). • Pentavalent (DPT, Hep 3 B Vaccines, Hib) 97%-99%, Polio Vaccine 97%- 98% 1st Booster DPT and OPV 87%, 1st MMR 94%, 2nd MMR 87%.	community groups despite ongoing education efforts. **Inadequate inter-sectoral coordination** – Need for stronger integration between PHC, mental health, and social welfare services. **Infrastructure limitations** – Some community clinics need renovation, better waiting areas, and reliable utilities (water, electricity, internet and phones). **Limited digital health systems** – Manual record-keeping makes data retrieval, analysis, and performance monitoring difficult. **Financial constraints** – Restricted operational budgets limit outreach activities, equipment upgrades, and community mobilisation.

Achievements:	Issues
Training and continued professional development for doctors, nurses and allied health professionals in a variety of areas such as malnutrition, Safe Vaccine, Hypertension and Diabetes management, Foot and Wound Care, DHSI training, Customer Service, SIPS, HPV Screening, Public Health Training at tertiary. Provision of daily physician, dental and limited EKG services at Villa Polyclinic. **<u>Clarevue Psychiatric Hospital</u>** Continue to provide mobile service to mentally challenged individuals in the various communities. Consistent medication therapy for psychiatric patients which is comparable to world standards. Purchase of a new facility to house Clarevue Psychiatric Hospital. **<u>Fiennes Institute</u>** **Achievements** During fiscal year **2025**, the continued operation of the **Fiennes Institute** at its temporary location within the **Nurses Hostel** facilitated the achievement of several goals and objectives outlined in the **2025 Budget Estimates**. Routine maintenance and continued outfitting of office spaces were also completed during the year. **Water and Utilities** To mitigate previous issues with inconsistent water supply, **two water tanks** were installed and connected to the main source, providing a **reliable secondary backup system**. The **main water line** has also been fully reconnected, ensuring a consistent flow throughout the facility. **Stores and Inventory Management**	The following challenges have been identified as urgent priorities requiring immediate attention to sustain and improve the operations of the Fiennes Institute: • **Laundry Unit:** The laundry unit is currently in a state of disrepair and must be **relocated and re-equipped** to meet operational demands. The acquisition of a **modern industrial washer and dryer**, is essential to restore efficiency and ensure timely processing of residents' linens and garments. A Pharmacy is urgently required.

Achievements:	Issues
The **Stores Department** successfully reorganised its operations to allow for the **separate storage of household and food supplies**, including the establishment of a **cold storage area**. An additional storage area was also utilised; however, the current capacity remains insufficient. Plans are being considered to **expand the storeroom** into three distinct sections dedicated to **water**, **cleaning**, **and food storage**. **Health and Safety Protocols** **COVID-19 protocols** continue to be observed throughout the facility, including at entrances, wards, the kitchen, and administrative offices, ensuring the ongoing safety of both residents and staff.	• **Housekeeping Department:** The **Housekeeping Unit** lacks adequate space to effectively carry out its functions. Dedicated and properly equipped quarters are required to enhance productivity and maintain hygiene standards throughout the facility. • **Building Refurbishment:** **Urgent repairs and refurbishment** of the existing structure are necessary to ensure the **continuity of optimal operations** across all departments. The current state of the facility poses increasing maintenance challenges and impacts service delivery. • **Information and Communication Systems:** The Institute's **internet infrastructure** requires upgrading to **fibre-optic service** to support efficient administrative operations and digital communication. Similarly, the existing **telephone system** is outdated and in need of modernisation to improve internal and external connectivity. • **Transportation:** There is an urgent need for a **dedicated pickup truck** to facilitate the transportation of **laundry,**

Achievements:	Issues
CARE Project • One week training of the orderlies in the following areas: Lifting and Moving of Patients Technique, Emergency First Aid Intervention, Medical Oxygen Administration and Oxygen Cylinder Safety • A second hand bus was acquired to meet the transportation needs at the facility. • The dietary needs of each resident were fulfilled. • The implementation of an educational programme to stimulate and teach new skills to the residents at the Care Project. • The creation of specialised positions to support the Human Resources. **Cervical Cancer Elimination Programme** The Cervical Cancer Elimination Programme (CCEP) seeks to eliminate cervical cancer as a public health problem in Antigua and Barbuda, in alignment with the WHO Global Strategy (90–70–90 targets). The programme builds on the 2022 – 2023 hrHPV testing pilot and the 2024 national scale-up, integrating HPV vaccination, HPV based screening, precancer and cancer diagnosis and treatment. The	**food supplies, and other essential materials** between departments and external facilities. The lack of adequate transport has negatively affected logistical efficiency and timely service delivery. **Health and Care Services** The **Nursing Department** is currently experiencing **critical staffing challenges**. As of the beginning of fiscal year 2025, there are **no functioning registered nurses** at the facility. **Five (5) registered nurse positions** are vacant and require **urgent recruitment** to ensure proper medical supervision and continuity of care. • Lack of an **Acute Holding Area** for residents requiring observation, as well as a **Sick Bay** for staff monitoring. • Lack of a **Therapy Room** equipped with a **hydrotherapy tub** and **massage area** for residents' rehabilitation and wellness. • **Inadequate linen supplies** including sheets, pillows, and towels. **Security and Support Services** • The **Security Department** requires a **modernised security booth** equipped with basic amenities.

Achievements:	Issues
programme also focuses on digital health system development parallel to programme development. Technical support from PAHO and Basic Health International (BHI) have been crucial to the success of the programme while continued stakeholder engagement with the University of the West Indies Five Islands Campus (UWI FIC) and the International Agency for Research on Cancer (IARC) promises possible integration of AI based technology and service efficiency. • Establishment of the Cervical Cancer Elimination Unit to drive integration of the CCEP in primary care. • Launch of the first National Cervical Screening and Treatment Guidelines. • Establishment of a dedicated colposcopy and gynaecologic-oncology service with new equipment and a dedicated nurse. • Integration of Cellma for real-time data entry and results tracking in primary care. • Broaden national engagement through awareness campaigns, school outreach, and survivor forums. • International representation at the PAHO Subregional Workshop, UICC World Cancer Congress, and Global Elimination Forum (Cartagena). • Cabinet decision to waive colposcopy associated fees for women accessing cervical precancer and cervical cancer services at SLBMC. • Creation of additional specialised positions to support the work of the unit. **<u>Epidemiology & Surveillance Unit</u>**	• A **dedicated Salon Area** with **two basins** and a **barber chair** is also needed to facilitate grooming services for residents. The **Accounts Office** requires **three durable filing cabinets**, **one heavy-duty printer**, **a microwave**, Immediate needs include: • **Inadequate freezers and chillers** to enhance cold storage capacity. • Inadequate **desktop computers** for administrative efficiency. • A **pickup truck** is urgently needed for the **transportation of food, linen, and other essential items**. • To improve grounds maintenance, the Institute requires a **drive mower** and **brush cutter**. The purchase of medical equipment was not completed because a portion of the funds designated for equipment was redirected towards other significant expenditures. The construction of the new facility is complete. The relocation was expected during 1st quarter of 2025, but it has been delayed due to legal issues.

Achievements:	Issues
• **Strengthened national surveillance and reporting systems** – Implementation of the **Integrated Disease Surveillance and Response (IDSR)** framework with regular reporting from health facilities. • **Enhanced regional collaboration** – Active participation in **CARPHA**, **PAHO**, and **OECS** regional surveillance networks for notifiable diseases and syndromic surveillance. • **Improved outbreak detection and response** – Rapid containment of COVID-19, dengue, and gastroenteritis outbreaks through effective coordination with Environmental Health and Vector Control. • **Expanded use of electronic surveillance tools** – Adoption of **CARPHA's web-based reporting system** and digital dashboards for early warning and response. • **Strengthened training and capacity building** – Continuous professional development and **Field Epidemiology Training Program (FETP)** participation for national and district surveillance officers. • **Active vector-borne disease surveillance** – Regular monitoring and response activities for dengue, chikungunya, and Zika. • **Improved public communication and situation reporting** – Regular publication of **epidemiological bulletins**, situation reports, and health alerts through the Ministry's website and media. • **Integration with regional early warning systems** – Engagement with **CARPHA's Regional Health Security initiative** and the **IHR (2005)** core capacity strengthening.	Lack of specialised staff. • • **Service continuity:** HPV testing paused in late 2024 due to expired kits and delayed procurement. • **System integration:** Limited linkage among primary care, laboratory, EPI, and oncology services. • **Operational constraints:** Shared space between colposcopy/gynae-oncology service at SLBMC limits coordination, service flow and patient privacy. • **Limited Staffing:** The exponential growth in the colposcopy service, the addition of the gynaecologic service, the commencement of the UWI/IARC AI Study and the need for accurate ongoing data collection requires additional staffing. Recruitment of a medical officer and clinic coordinator is in progress. • **Diagnostic delays:** Cytology and histopathology result delays. In 2024 only 17% of cytology results were available within one month. • **Public engagement:** Low HPV vaccination coverage

Achievements:	Issues
• **Launching of the Health and Tourism Surveillance Systems.** **Non-Communicable Disease** (NCDs) & **Nutrition** • In 2025, the Nutrition Department successfully completed data collection for the Regional Body Composition Project across 11 schools. This milestone marks a key step in advancing our national dataset on child nutrition and body composition. • Successfully completed the HEARTS protocol pathway. • Submission of manuscript ID 2025-01387 to the Pan American Public Health Journal entitled" Social Drivers of Health, information sources and preventive behaviors during the Covid-19 Pandemic. This article is presently being given full consideration for publication in the Pan American Journal of public Health. It has also been submitted to the WHO Research Conference in Washington DC, April 9th to 12th 2026. However, many projects that should have been done were not due to several challenges which were outlined earlier. **Cemeteries/Tranquility Park Cemetery** Regular upkeep, tree trimming, and beautification activities have enhanced the appearance and accessibility of Tranquility Park Cemetery. Clear guidelines established for grave depth, spacing, and sanitation in alignment with Ministry of Health regulations. **Strengthened collaboration with Environmental Health and Public Works** – Joint efforts for site	due to misinformation and hesitancy. **Inconsistent data reporting and analysis capacity** – Some delays in submission from private providers and limited capacity for advanced data analytics. **Dependence on regional laboratories** – Limited national laboratory capacity requires shipment of samples abroad for confirmation, causing delays. **Limited human resources** – Small surveillance staff complement with overlapping responsibilities affecting timeliness and coverage. **ICT infrastructure constraints** – Internet connectivity issues at rural health centers and limited technical support for maintaining digital systems. **Staff turnover and retention issues** – Loss of trained personnel to other sectors or migration impacts institutional continuity. **Climate-sensitive disease threats** – Increased risk of vector- and water-borne diseases due to hurricanes, flooding, and climate variability. **Limited risk communication capacity** – Need for more targeted, timely, and community-level communication during outbreaks. **Sustainability and funding gaps** – Reliance on external partners for program support and limited

Achievements:	Issues
inspections, waste management, and infrastructural improvements. Improved documentation of burial permits, interment records, and mapping of plots. **Compliance with public health and environmental standards** – Regular inspections conducted to ensure safe burial practices and proper waste disposal. The Ministry has maintained Tranquility Park as a well-organised and respected final resting place for the public.	domestic budget for surveillance operations. **Incomplete data capture** – Underreporting from private clinics and limited integration with pathology and mortality databases. Few trained epidemiologists, cancer registrars, and data analysts dedicated to cancer surveillance. **Dependence on regional technical support** – Limited in-country capacity for advanced data analysis and epidemiological modeling. **Low participation and screening follow-up** – Cultural stigma, fear, and limited health-seeking behaviour reduce early detection rates. **Persistent lifestyle risk factors** – High rates of obesity, poor diet, and low physical activity contributing to increased cancer burden. **ICT and data management limitations** – Outdated systems and insufficient interoperability across public and private facilities. **Limited diagnostic and treatment capacity** – No in-country radiotherapy service; patients must travel abroad for certain treatments. **Scarce funding for local research** – Few grants and inadequate laboratory infrastructure to support sustained cancer research.

Achievements:	Issues
	Fragmented coordination – Need for stronger linkages between research, clinical services, health promotion, and policy implementation. Insufficient staffing. Require qualified personnel (epidemiologists, nurse epidemiologist, data clerks, data managers, surveillance officers, biostatisticians, **health information systems specialists etc**. • Lack of real-time data sharing • Incomplete, inaccurate, or delayed reporting • Poor interoperability between hospitals, labs, and public health systems • Inadequate training for frontline health workers • Delays in outbreak detection and response • Inefficient communication channels. Limited capacity for advanced data analysis (e.g., modeling, GIS mapping). Challenges in translating data into actionable policy.

Achievements:	Issues
	Cultural or language barriers during interviews. Incomplete compliance with reporting policies. Delays due to bureaucratic clearance processes. Need to align registry data with electronic medical records for better reporting and analysis. Need to **collaborate with academic and research institutions** – Joint studies with **UWI** and regional researchers on cancer patterns, risk factors, and genetic predispositions. • Insufficient funding for Nutrition programmes. • Lack of dedicated office space to see clients in the clinics. Inadequate human resources (eg. Nutritionist). • Urgent need to establish a **Tabacco Unit** and Board. • Urgent need to establish an **NCD Commission and Wellness Committee.** • Urgent need for an adequate storage facility to store all supplies and equipments. • Need for large office space to house a Senior Nutrition Manager and additional staff. Limited remaining burial plots at many public cemeteries thereby leaving Tranquility Park Cemetery as the only

Achievements:	Issues
	public cemetery, raising concerns about long-term capacity. **Aging infrastructure** – Drainage, walkways, and fencing in some sections of cemeteries need rehabilitation and upgrading to meet safety and accessibility standards. Many burial records remain in paper format, making data retrieval and tracking of plots time-consuming. **Environmental challenges** – Heavy rains and flooding occasionally affect drainage, soil stability, and accessibility in some areas. Inadequate staffing and insufficient machinery for large-scale upkeep and grave preparation.

Priorities	Strategies	Indicators
CBH **Food Safety** • Purchase of sundry equipment for Information Technology, Food Handlers ID & PPE & Infrared thermometers. • Training in meat and other foods. **Potable Water** • Purchase of reagents • Water testing kits. • Ice Boxes. **Vector Control** **New Vehicles** 1. 1 Coater Bus 2. 2 Twin Cab Trucks 3. 2 - 14 seater buses 4. 3 Fogging Machines 5. Chemicals for rodent control 6. Rat baits and traps 7. Uniforms for workers (to include shoes) **Occupational Safety and Health** • Purchase of air quality machines, for indoor air quality monitoring •		Reduction in the incidence of Non-Communicable Disease by 90%.

Priorities	Strategies	Indicators
• and detection of toxic substances **Port Health** • 2 Desktop Computers • Internet connection at Nelsons Dockyard and Jolly Harbour. • 4 Executive Chairs, 2 Desks.	Purchase of Office equipment and furniture.	
Medical Division EPI Unit Provide Comprehensive High Quality Care.	Improving Cardio-Vascular Disease (CVD) clinical management through Hearts Foundation Commence HPV campaigning in schools. Commence the administration of IPV vaccines at 2 months IPV, 4 months OPV and 6 months IPV. Implement strategies to improve immunisation coverage with special emphasis on HPV, MMR DPT, and Polio. Provide avenues for training of nurses in areas that will improve Maternal Child and Adolescent Health (MCAH) services.	Reduction in the number of patients with uncontrolled hypertension and diabetes by 15%. Early detection, prevention and treatment of the HPV. Elimination of polio and other preventable childhood diseases. Competent Staff in adequate numbers. Improved patient and departmental outcomes.

Priorities	Strategies	Indicators
	Lobby for a quality assurance team to assist in monitoring and evaluating programs related to MCAH. Lobby for mental health programs for children and adolescents. Improve EPI surveillance to include timely reporting of fever, rash, flaccid paralysis, etc. Development of a national manual for Events Supposedly Attributed to Vaccines and Immunisation (ESAVI). Execute Skills Audit, Training Plan, Recruitment and Retention Plan, Succession and Retirement Plan. Develop policies and standard operating procedures based on best practice. The implementation of a rapid response unit for the mentally challenged. The unit will be outfitted for patient care and used for the transportation of patients to and from their appointments and the facility.	

Priorities	Strategies	Indicators
To Improve access to care.	Establish a Maintenance Unit for MOH & utilize the EMS for the management of health facilities.	Timely and proficient repairs and maintenance of physical facilities and Sundry equipment. Reduce clinic downtime / eliminate service delays & interruption due to poor physical working conditions by 95%. Eliminate clinic closures during power outage, water shortage or the effects of natural disasters by 88%.
	Coordinate with the MOF re. the use of Global Climate Initiative funds to retrofit health facilities utilising energy conversion and conservation methods for more efficient use of power and potable water supplies as well as providing more climate-resilient buildings.	Reduce the effect of language barrier as a deterrent to accessing care. Bring selected services to the community where the patients reside.
	Retrofit and equip the newly acquired facility to house psychologically challenged persons. An expanded fit-for-purpose facilities. Provide Spanish lessons for relevant caregivers and front-line staff.	Reduce the curtailing or absence of service experienced when suppliers/ providers withhold/withdraw their goods and services due to significant and increasing arrears by 90%.

	Provision of selected laboratory, radiography sonography and pharmacy services at two (2) Polyclinics. Vigorously lobby the relevant Treasury officials to ensure allocated budgeted funds are disbursed in a timely manner.	
To Improve Efficiency	Upgrade the Telecommunications, Computers and Network Systems and implement an electronic Health Information System for all public sector health services and link same to SLBMC. Provision of sundry medical and non-medical equipment, stationery and office furniture. Provision of a fleet of reliable sundry vehicles and drivers.	Real-time access to staff and patient information, thereby facilitating timelier informed decision-making regarding staffing issues and patient treatment. Employees have the necessary resources to perform their assigned duties.
Physical Infrastructure – Renovate Present Building	Renovate and refurbish the current facility.	Building repaired and refurbished, allowing for safer and more efficient operations.
Provide a Pick-Up Vehicle	Procure a vehicle to transport food, household sundries, and linen.	Timely delivery of supplies and efficient transportation between departments.

Increase the Cadre of Staff in Key Areas	Recruit and maintain adequate staffing levels across critical departments	Higher productivity, improved service delivery, and reduced staff fatigue
Increase Expenditure to Address Key Areas	Ensure timely payments to merchants. Purchase new appliances for the kitchen and laundry Renovate the kitchen into a modernised facility. Allocate funds for additional staff remuneration. Continue to meet evolving dietary needs. Maintain fair and timely remuneration of staff.	Consistent supply of goods and services. Greater efficiency in food preparation and laundry operations. Improved functionality and safety within the kitchen. Enhanced staff motivation and improved resident care Residents receive healthier meals, promoting improved well-being and longevity Increased efficiency and morale in service delivery.
Construct a Building for the Laundry and Housekeeping Departments at the Fiennes Institute.	Relocate and modernize the Laundry Unit and provide adequate space for the Housekeeping Department.	Enhanced productivity and improved service delivery within the Laundry and Housekeeping Divisions
Training of Staff in Key Areas	Allocate funds for targeted staff training in nursing, security, cooking, and housekeeping.	Improved performance, professionalism, and productivity among trained personnel.
Upgrade Assistant Care Providers to the Level of Ward Assistants	Adjust remuneration for Assistant Care Providers to align with Ward Assistants.	Implementation of a Standardised pay structure and regularised service performance within nursing teams

Install Generator/Solar Panel System	Purchase and install generator or solar panels.	Continuity of operations through a reliable secondary power source.
Acquire Drive Mower and Brush Cutters	Procure equipment for lawn care and general grounds maintenance.	Well-maintained and aesthetically improved facility grounds.
<u>CARE Project</u> • Improve nursing care for residents • Improve the social and educational skills of the residents. • Improve physical/motor skills of the residents that require therapy • Create a space for social interaction, physical activities, • New and updated equipment	Train and retrain nursing staff and increase nursing cohort; training of general staff. • Restore the educational program for residents and increase activities. • offer therapeutic services to the residents • Create a sensory garden for residents. • Secure medical equipment such as AED, crash cart, patient monitoring and suction machine	Educational training for all staff members, emphasizing good work ethics, healthy lifestyles both inside and outside of the workplace, effective communication skills, team building, and workplace safety and security. Continue skills training for residents that can participate in activities such as arts, and craft, circle time activity. Introduce field trips to the program and increase outdoor activities such as sports, picnics Physiotherapy provided at least twice a week for residents with motor skill deficiencies. Additionally, storytelling therapy is intended for those confined to their beds or residing in secure areas. To provide a sensory garden to achieve the following: Providing a space for social interaction and

		community building, educational opportunities- introduce the residents to plants and developing fine motors skills and cognitive abilities to acquire new medical equipment, including AEDs, crash carts, patient monitors, and suction machines. Relocate to the new location during the 1st quarter of 2026.
Cervical Cancer Elimination Programme • Complete Cellma interface integration across all clinics and labs • Develop an indicator dashboard for programme monitoring. • Utilize real-time reporting for decision-making and accountability. • Complete colposcopy related assessments in Cellma and transition to complete transition to digital records • Identify catchment populations and plan district-level vaccination activities. • Standardise data collection and strengthen vaccine supply chain management.	• Appoint a dedicated Health Promotion Team within the Ministry of Health. • Develop and implement a National Health Education Campaign to increase awareness, address myths, and promote HPV vaccination and screening. • Partner with the Ministry of Education, community groups, and media organizations for sustained outreach • Establish a National Strategy for Cervical Cancer Elimination • Conduct monthly coordination meetings with MOH, PAHO, BHI, EPI, NCD, and SLBMC. • Update the National Cervical	• ≥70% of women aged 30–65 screened with hrHPV testing by 2027. • ≥90% of screen-positive women appropriately managed and treated. • HPV vaccination coverage increased by ≥30% among target age groups. • Full integration of screening, laboratory, and treatment data via Cellma. • Updated National Cervical Screening and Treatment Guidelines implemented.

• Implement school-based and catch-up vaccination campaigns. • Target: Increase HPV vaccination coverage by ≥20% annually.	Screening and Treatment Guidelines (2025) to reflect evolving evidence and best practices. • Align national indicators with global elimination targets. • Support the establishment of a National Cancer Registry that will facilitate the reporting of national cancer incidence and mortality data • Resume national HPV testing via the PAHO Strategic Fund and identify strategies to prevent future supply interruptions. • Expand screening sites and train staff on HPV self-testing protocols. • Conduct sensitization campaigns and pilot self-testing by 2026, integrating it nationally by 2027.	• Functional, adequately staffed colposcopy and oncology services at SLBMC. • Develop algorithms for follow-up and management of abnormal results. • Target: Ensure ≥90% of women with CIN2+ lesions are treated within national timelines. • Commence assessment of treatment service delivery for women diagnosed with cervical cancer by 1st quarter of 2026.
Non–Communicable Diseases (NCDs) Drafting of the School Nutrition Policy. - Publishing of data on body composition on risk factors associated with childhood obesity in Antigua and Barbuda based on data collected in the IAEA Body Composition study - Public sensitization of the Tobacco Regulations – specifically related to smoking	• Encourage government and private employers to provide exercise breaks, health checks, and healthy snacks **Standardized NCD Educational Materials** • Develop brochures, posters, and social media templates for use across	

in public spaces and graphic health warnings - Workplace wellness project targeting 4 workplaces - Creation and distribution of nutrition promotion material. **Weekly Community Clinic Education Sessions** • Topics: Hypertension, diabetes, cancer screening, cholesterol, nutrition, exercise • Format: 30-minute sessions with visual aids, Q&A, and health tip handouts.	clinics, schools, and media **Capacity Building for Health Workers** **Host workshops on:** • Motivational interviewing • NCD screening guidelines • Patient counseling for lifestyle change Host 2–4 large events per year to mobilize the public and gather support	
Mobile NCD Outreach Vans- If Funds allow • Visit rural areas for on-site screenings (BP, glucose, BMI, vision) • Provide lifestyle education & refer at-risk patients **Barbershop & Salon Health Talks** • Offer free BP checks and health promotion info during appointments • Train secondary school students in NCD prevention • Include peer education, school poster campaigns, and health fairs. Healthy Schools Challenge	**Health Screening and Education Day (September)** • Include screenings, booths, cooking • demos, fitness demos • Invite media and local partners for broad impact **Sports Day or Wellness Festival (Easter or Summer)** • Promote physical activity with fun community events • Include family relays, Zumba, school vs. workplace competitions	

• Encourage healthy lunchboxes, daily movement breaks, no-sugar weeks • Awards for schools meeting WHO standards. School Diabetes & Obesity Prevention Talks • Simple sessions on sugar, soda, fast food, and sleep • "Healthy Snack of the Week" campaign • PSA campaign + community screenings promoting BP, sugar, cholesterol, and BMI • Visual branding, posters, videos, and community competitions **BP Machine in Every Household Initiative** • Distribute validated BP machines • Train public on proper use • Launch BP logbook challenge with prizes **Mass Media Series** • Weekly TV/radio health talks with a member from the NCD team or invite other experts • Topics: medication adherence, healthy cooking, mental health, NCD risk reduction, etc. **Social Media Engagement**	**World Health Days** • Hypertension Day (May), Diabetes Day (Nov), Cancer Day (Feb) • Host community booths or small pop-up events Host 2–4 large events per year to mobilize the public and gather support. **Health Screening and Education Day (September)** • Include screenings, booths, cooking demos, fitness demos • Invite media and local partners for broad impact **Sports Day or Wellness Festival (Easter or Summer)** • Promote physical activity with fun community events • Include family relays, Zumba, school vs. workplace competitions **World Health Days** • Hypertension Day (May), Diabetes Day (Nov), Cancer Day (Feb)	

• Launch "#WellnessWednesday" or "#FitFridays" • Share videos, infographics, and community success stories **Epi & Surveillance Unit** • Strengthen disease surveillance systems • Improve data quality and use for decision-making • Enhance laboratory capacity for disease confirmation • Strengthen outbreak preparedness and response • Improve communication and coordination	• Host community booths or small pop-up events **Implement integrated disease surveillance and response (IDSR) framework.** • Enhance data collection, reporting, and analysis at all levels. • Establish early warning and rapid response systems. • Standardize data collection tools and protocols. • Conduct regular data validation and feedback sessions. • Train health workers in data management and analysis. • Strengthen national and regional reference laboratories. • Improve specimen transport systems. • Ensure adequate supplies and	• 95% of districts submitting complete and timely surveillance reports. • Average time from detection to reporting of priority diseases. • Number of outbreaks detected through surveillance system. • 100% of health facilities using standardised reporting tools. • Number of staff trained in data management. • Frequency of data review meetings held.

	equipment maintenance. • Develop and update contingency plans. • Train rapid response teams. • Conduct simulation exercises. • Establish coordination mechanisms between departments and partners. • Ensure timely dissemination of surveillance reports. • Develop risk communication strategies. • Improve follow-up and referral systems for positive cases. • Implement year-round health education campaigns on lifestyle risks (smoking, diet, alcohol, physical inactivity). • Integrate cancer prevention messages into school and workplace health programs. • Support tobacco control and healthy living initiatives.	• 100% of priority diseases with laboratory confirmation. • Turnaround time for lab results. • Number of functional regional laboratories. • Time from outbreak detection to response initiation. • Number of trained rapid response teams per district. • Frequency of simulation exercises conducted. • Number of inter-sectoral coordination meetings held. • Timeliness of epidemiological bulletins. • Level of stakeholder satisfaction with communication. • % of health facilities submitting complete and timely cancer data. • Number of cancer cases registered annually by type and stage.

	• Strengthen oncology services at national hospitals. • Develop referral linkages with regional centers for radiotherapy and advanced care. • Train healthcare workers in palliative and supportive care. • Advocate for dedicated budget allocation to • cancer research and control activities. • Leverage external funding from PAHO, CARPHA, and donor agencies. • Integrate cancer priorities into national health policies.	• Availability of annual national cancer registry report. • Number of research studies conducted annually. • Number of partnerships or MOUs established. • Publications or policy briefs produced from research findings. • % of target population screened annually (by cancer type). • % of screened cases with confirmed diagnosis and follow-up. • Number of early-stage cancers detected through screening. • Number of awareness campaigns conducted per year. • % of population demonstrating improved knowledge of cancer risk factors • .Reduction in prevalence of modifiable risk

		factors (e.g., tobacco use). • % of cancer patients receiving timely treatment. • Average waiting time from diagnosis to treatment initiation. • Number of staff trained in oncology and palliative care. • Amount of funding allocated annually for cancer programs. • Inclusion of cancer indicators in national health plans. • Number of policy documents updated to include cancer control measures.
Cemeteries/Tranquility Park Cemetery • Ensure public health and environmental safety in cemetery operations • Improve cemetery maintenance and infrastructure • Strengthen administrative and record-keeping systems • Enhance customer service and community engagement	• Enforce public health regulations for burial spacing, grave depth, and handling of infectious remains. • Conduct regular environmental inspections (soil, groundwater, vector control). • Implement safety protocols for cemetery • Upgrade pathways, drainage systems, signage, and lighting	**Number of inspections conducted annually.** • 100 % Compliance rate with burial and environmental health standards. • Number of safety incidents or violations reported remain below 5%. • 100% of cemetery area maintained according to standards. • Number of maintenance

• Promote sustainable land use and long-term planning • Strengthen interagency coordination and governance.	at Tranquility Park and other public cemeteries • Establish routine maintenance schedules (cleaning, landscaping, waste removal). • Introduce green and climate-resilient landscaping practices. • Digitize burial records and create a searchable cemetery database. • Standardise burial permits, documentation, and mapping of graves • Train administrative staff in digital and archival management. • Develop clear communication channels for families and funeral homes. • Provide guidance on burial procedures and cemetery regulations. • Engage community groups in beautification and memorial activities. • Conduct assessments of available burial space at Tranquility Park and other cemeteries.	activities completed per month. • User maintenance satisfaction rating with cemetery upkeep above 80%. • 100% of burial records digitised. • Time taken to locate burial information upon request should not exceed 1 business day. • 100% of staff trained in records management. • Average response time to public inquiries should not exceed 2 days. • Number of community engagement or memorial events held annually. • Public satisfaction score from surveys. • Estimated years of remaining burial capacity. • Completion of long-term cemetery master plan by 4th Quarter 2026.

	• Explore options for expansion, cremation, or vertical burial systems. • .Develop a long-term cemetery management plan. • Collaborate with Environmental Health, Public Works, and Local Government on cemetery planning and maintenance. • Update cemetery regulations and ensure compliance with national health and environmental laws. • Establish oversight committee for cemetery management.	• Number of alternative burial options evaluated or introduced • Number of inter-agency coordination meetings per year. • Updated cemetery policy or regulations approved. • Compliance rate with Ministry of Health and municipal standards. •

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
2501	Health HQ	62,869,137	49,248,465	49,518,466	48,298,667
2502	Medical General Division	13,140,706	12,445,096	14,645,133	14,547,479
2503	Central Board of Health	41,719,373	40,930,286	42,089,086	25,183,719
2505	Clarevue Psychiatric Hospital	8,222,044	8,198,898	8,198,898	7,890,312
2506	Fiennes Institute	4,841,011	4,484,289	4,671,889	4,878,000
2507	Health Informatics Department	692,484	744,922	744,922	413,067
2508	School of Nursing	-	-	-	110,252
2509	AIDS Secretariat	1,923,372	1,857,357	1,877,357	1,242,178
2517	Citizen's Welfare	-	-	-	18,011
2522	Department of Environment	3,740,831	3,832,831	3,832,831	3,050,347
2523	CARE Project	2,639,408	2,270,161	2,724,369	1,793,988
2524	Establishment Division	7,189,252	-	-	-
2525	Training Division	528,048	-	-	-
TOTAL 25 Health, Wellness, the Environment and Civil Service Affairs		**147,505,666**	**124,012,305**	**128,302,951**	**107,426,020**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Health HQ**				
	261 Primary Health				
	261316 Community Health Services				
30101	Salaries - Established	-	-	-	59,080
30306	Travelling Allowance - Established	-	-	-	5,520
30316	Risk Allowance - Established	-	-	-	4,200
	261460 Health Services Administration				
30101	Salaries - Established	262,656	107,781	107,781	-
30301	Duty Allowance - Established	42,000	18,000	18,500	-
30305	Entertainment Allowance - Established	3,600	3,600	3,800	-
30306	Travelling Allowance - Established	12,000	7,752	7,852	-
30316	Risk Allowance - Established	4,200	-	-	-
31102	Food, water and refreshments	2,500	2,500	2,500	-
31601	Office Supplies	5,000	5,000	5,000	-
31602	Computer Supplies	5,000	5,000	5,000	-
33508	Household Sundries	5,000	3,000	3,000	-
	261510 Ancillary Services				
30101	Salaries - Established	-	-	-	34,443
	261519 Nutrition Services				
30101	Salaries - Established	265,019	-	-	-
30301	Duty Allowance - Established	12,000	-	-	-
30306	Travelling Allowance - Established	30,816	-	-	-
30316	Risk Allowance - Established	21,000	-	-	-
30716	Uniform Allowance	5,250	-	-	-
31102	Food, water and refreshments	5,000	-	-	-
31308	Printing Materials & Supplies	5,000	-	-	-
31506	Personal Protective Clothing and Equipment	10,000	-	-	-
31601	Office Supplies	5,000	-	-	-
33701	Conferences or Workshops	6,000	-	-	-
34109	Rental or Lease - n.e.c.	8,000	-	-	-
Total Programme 261 Primary Health		**715,041**	**152,633**	**153,433**	**103,243**
	264 Health Services Management				
	264301 Accounting				
30101	Salaries - Established	223,843	144,882	144,882	34,442
30301	Duty Allowance - Established	12,000	-	-	-
30306	Travelling Allowance - Established	9,660	3,624	3,624	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30308	Cashier Allowance - Established	1,200	-	-	-
	264433 Health Services				
30101	Salaries - Established	277,668	311,892	311,892	79,709
30301	Duty Allowance - Established	-	-	-	12,000
30304	Housing Allowance - Established	36,000	45,000	45,000	9,000
30306	Travelling Allowance - Established	9,660	15,504	16,504	-
30310	Allowance in lieu of Private Practice - Established	120,000	120,000	120,000	-
30314	On-call Allowance - Established	48,000	48,000	48,000	-
30316	Risk Allowance - Established	4,200	-	-	-
	264460 Health Services Administration				
30101	Salaries - Established	1,147,657	1,264,681	1,264,681	2,266,935
30103	Overtime - Established	25,000	25,000	25,000	322
30201	Salaries - Non-Established	1,552,361	1,514,730	1,514,730	1,841,401
30202	Wages - Non-Established	390,435	331,577	331,577	411,313
30203	Overtime - Non-Established	5,000	5,000	5,000	1,685
30301	Duty Allowance - Established	85,800	145,200	145,200	467,671
30304	Housing Allowance - Established	9,000	-	-	34,500
30305	Entertainment Allowance - Established	3,600	3,600	4,600	4,761
30306	Travelling Allowance - Established	67,416	80,700	80,700	138,392
30308	Cashier Allowance - Established	-	2,400	2,400	2,106
30310	Allowance in lieu of Private Practice - Established	-	-	-	114,000
30314	On-call Allowance - Established	-	-	-	44,000
30316	Risk Allowance - Established	8,400	29,400	29,400	40,950
30401	Duty Allowance - Non-Established	89,400	81,000	85,000	69,750
30404	Housing Allowance - Non-Established	16,800	16,800	16,800	16,800
30406	Travelling Allowance - Non-Established	64,188	54,588	75,588	62,892
30410	Allowance in lieu of Private Practice - Non-Established	24,000	24,000	24,000	24,000
30411	Shift Allowance - Non-Established	1,200	1,200	1,200	7,400
30415	Other allowances and fees - Non-Established	-	-	-	6,000
30416	Risk Allowance - Non-Established	10,800	10,800	19,800	55,487
30701	Honorarium	-	-	-	11,497
30709	Stipend	15,000	15,000	125,000	20,617
30716	Uniform Allowance	3,250	1,600	4,250	16,500
30801	Gratuities & Terminal Grants	10,000	30,000	10,000	-
30802	Compensation & Indemnities	10,000	10,000	70,000	-
31102	Food, water and refreshments	10,000	10,000	10,000	855

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31301	Books & Periodicals	5,000	5,000	5,000	-
31303	Newsletter & Publications	8,000	8,000	8,000	-
31308	Printing Materials & Supplies	15,000	8,860	8,860	1,382
31501	Medical Supplies	20,000	20,000	20,000	-
31506	Personal Protective Clothing and Equipment	10,000	10,000	7,200	-
31601	Office Supplies	15,000	15,000	15,000	19,400
31602	Computer Supplies	25,000	20,000	20,000	25,641
31604	Maintenance Contract - Photocopiers or MFPs	8,000	8,000	8,000	2,500
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	5,000	5,000	-
31902	Spare Parts	3,000	3,000	3,000	-
33001	Advertising & Promotion Costs	10,000	10,000	10,000	-
33003	Public Awareness Expenses	25,000	35,000	32,350	30,000
33101	Security Services	150,000	150,000	77,810	-
33206	Insurance - n.e.c.	5,000	5,060	5,060	-
33401	Computer Hardware Maintenance Costs	20,000	20,000	20,000	-
33402	Computer Software upgrade cost	20,000	15,000	15,000	-
33501	Office Cleaning	15,000	15,000	15,000	-
33508	Household Sundries	15,000	15,000	15,000	30,264
33509	Cleaning Tools and Supplies	10,000	10,000	10,000	-
33701	Conferences or Workshops	20,000	30,000	20,000	-
33707	Training Costs	25,000	25,000	25,000	5,200
33901	Contributions or Subscriptions to Caribbean Organizations	250,000	360,620	360,620	350,542
33904	Contributions or Subscriptions to other international organ.	100,000	132,143	132,143	410,131
33905	Contributions or Subscriptions to local organizations	10,000	10,000	10,000	-
34109	Rental or Lease - n.e.c.	10,000	-	32,191	-
34401	Research & Development Costs	10,000	10,000	10,000	-
34406	Funeral Expenses	5,000	5,000	5,000	-
36002	Maintenance of Public Grounds	10,000	10,000	10,000	-
36006	Maintenance of Buildings	25,000	10,000	10,000	-
36101	Repair or Maintenance of vehicles	10,000	15,000	15,000	19,675
36206	Other Repairs and Maintenance Costs	13,000	10,000	10,000	-
37011	Grants to Individuals	50,000	50,000	50,000	5,860
37012	Grants to Organisations or Institutions	25,000	25,000	21,000	-
37016	Speacialist Treatment	1,000,000	2,000,000	1,970,000	293,176
37033	Transfers to Sir Lester Bird Medical Center	50,700,000	36,500,000	36,500,000	36,494,160

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
37034	Expenses of Boards or Committees	450,000	501,000	501,000	377,950
	264517 Emergency Medical Services				
30101	Salaries - Established	70,776	70,563	70,563	-
30201	Salaries - Non-Established	2,258,410	2,058,410	2,058,410	2,379,677
30202	Wages - Non-Established	180,509	103,205	103,205	133,171
30203	Overtime - Non-Established	250,000	150,000	320,000	334,332
30306	Travelling Allowance - Established	3,626	3,626	3,626	-
30308	Cashier Allowance - Established	1,200	1,200	1,200	-
30316	Risk Allowance - Established	8,400	-	-	4,200
30401	Duty Allowance - Non-Established	32,400	32,400	32,400	39,522
30404	Housing Allowance - Non-Established	18,000	18,000	18,000	18,000
30406	Travelling Allowance - Non-Established	22,800	22,872	22,872	24,954
30411	Shift Allowance - Non-Established	126,000	126,000	126,000	145,256
30414	On-call Allowance - Non-Established	1,200	1,200	1,200	1,200
30415	Other allowances and fees - Non-Established	192,600	192,600	192,600	210,159
30416	Risk Allowance - Non-Established	264,600	264,600	264,600	303,398
30418	Acting Allowance - Non-Established	20,000	20,000	20,000	5,204
30701	Honorarium	20,000	20,000	20,000	-
30709	Stipend	16,800	16,800	16,800	4,200
30716	Uniform Allowance	150,000	150,000	150,000	33,450
31102	Food, water and refreshments	25,000	25,000	25,000	12,126
31501	Medical Supplies	120,000	150,000	150,000	19,017
31506	Personal Protective Clothing and Equipment	40,000	45,000	45,000	-
31601	Office Supplies	40,000	40,000	40,000	25,583
31602	Computer Supplies	20,000	15,000	15,000	16,055
31604	Maintenance Contract - Photocopiers or MFPs	10,000	8,000	8,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	35,000	35,000	35,000	1,276
31606	Purchase of cellular equipment/devices	5,000	5,000	5,000	-
32001	Medals, Stationary, Seals & Gifts	10,000	8,000	8,000	-
33206	Insurance - n.e.c.	-	30,000	30,000	-
33508	Household Sundries	60,000	30,000	30,000	24,099
33707	Training Costs	100,000	100,000	100,000	7,200
36006	Maintenance of Buildings	30,000	30,000	30,000	-
36101	Repair or Maintenance of vehicles	90,000	90,000	90,000	74,059
	264518 Central Medical Stores				
30101	Salaries - Established	215,654	245,138	245,138	79,712

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25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30201	Salaries - Non-Established	27,487	22,836	22,836	29,854
30301	Duty Allowance - Established	12,000	12,000	12,000	12,000
30306	Travelling Allowance - Established	15,000	14,400	14,400	-
33606	Sea Freight Expenses	10,000	-	-	-
34415	Storage Costs	10,000	-	-	-
	264519 Nutrition Services				
30101	Salaries - Established	-	265,039	265,039	-
30301	Duty Allowance - Established	-	12,000	12,000	-
30306	Travelling Allowance - Established	-	29,832	29,832	-
30316	Risk Allowance - Established	-	21,000	21,000	-
30716	Uniform Allowance	-	5,250	5,250	-
31102	Food, water and refreshments	-	5,000	5,000	-
31308	Printing Materials & Supplies	-	5,000	5,000	-
31601	Office Supplies	-	5,000	5,000	-
33701	Conferences or Workshops	-	6,000	6,000	-
	264542 Management of CARE Project				
30201	Salaries - Non-Established	-	-	-	104,091
30202	Wages - Non-Established	-	-	-	108,027
30306	Travelling Allowance - Established	-	-	-	3,624
30316	Risk Allowance - Established	-	-	-	4,200
30406	Travelling Allowance - Non-Established	-	-	-	5,076
30411	Shift Allowance - Non-Established	-	-	-	7,300
30416	Risk Allowance - Non-Established	-	-	-	28,950
	264550 NCD Services				
30709	Stipend	50,000	65,000	65,000	-
31102	Food, water and refreshments	5,000	5,000	5,000	-
31501	Medical Supplies	15,000	15,000	15,000	-
31601	Office Supplies	-	10,000	10,000	-
33001	Advertising & Promotion Costs	10,000	-	-	-
33003	Public Awareness Expenses	15,000	-	-	-
33701	Conferences or Workshops	20,000	20,000	20,000	-
33707	Training Costs	25,000	25,000	25,000	-
36101	Repair or Maintenance of vehicles	-	6,000	6,000	-
	264551 Health Disaster Management				
30201	Salaries - Non-Established	69,996	-	-	-
30401	Duty Allowance - Non-Established	12,000	-	-	-
30406	Travelling Allowance - Non-Established	3,600	-	-	-

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25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31102	Food, water and refreshments	8,000	5,000	5,000	-
31601	Office Supplies	5,000	3,000	3,000	-
31602	Computer Supplies	7,000	5,400	5,400	2,383
31605	Repair and/or Maintenance of Furniture or Equipment	2,500	2,600	2,600	-
33001	Advertising & Promotion Costs	2,000	2,000	2,000	-
33707	Training Costs	3,000	3,000	3,000	-
Total Programme 264 Health Services Management		**62,154,096**	**49,095,832**	**49,365,033**	**48,062,221**
	273 Tertiary Education				
	273341 Health Education				
30201	Salaries - Non-Established	-	-	-	84,000
30406	Travelling Allowance - Non-Established	-	-	-	3,624
30416	Risk Allowance - Non-Established	-	-	-	8,400
Total Programme 273 Tertiary Education		**-**	**-**	**-**	**96,024**
	430 Social Protection & Community Development				
	430309 Apprenticeship Program				
30202	Wages - Non-Established	-	-	-	37,179
Total Programme 430 Social Protection & Community Development		**-**	**-**	**-**	**37,179**
TOTAL DEPARTMENT 2501 Health HQ		**62,869,137**	**49,248,465**	**49,518,466**	**48,298,667**
02	**Medical General Division**				
	261 Primary Health				
	261316 Community Health Services				
30101	Salaries - Established	5,331,693	5,356,195	5,356,195	5,706,983
30106	Arrears of Salaries - Established	30,000	30,000	30,000	-
30201	Salaries - Non-Established	661,813	515,832	515,832	694,382
30202	Wages - Non-Established	1,217,607	869,338	869,338	1,384,155
30203	Overtime - Non-Established	40,000	30,000	30,000	-
30208	Severance Pay - Non-Established	50,000	-	38,000	-
30301	Duty Allowance - Established	68,400	89,400	292,075	68,400
30304	Housing Allowance - Established	514,050	556,800	648,336	563,500
30306	Travelling Allowance - Established	568,000	514,037	1,309,265	416,992
30308	Cashier Allowance - Established	1,200	1,200	1,200	-
30310	Allowance in lieu of Private Practice - Established	504,000	480,000	480,000	495,867
30314	On-call Allowance - Established	90,000	90,000	90,000	94,000
30315	Other allowances and fees - Established	600	600	600	600
30316	Risk Allowance - Established	441,000	436,800	447,528	424,692

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25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30327	Special Allowance - Established	25,000	25,000	25,000	1,875
30401	Duty Allowance - Non-Established	-	-	-	1,000
30406	Travelling Allowance - Non-Established	-	-	29,050	-
30411	Shift Allowance - Non-Established	2,400	2,400	2,400	3,500
30415	Other allowances and fees - Non-Established	-	-	-	178
30416	Risk Allowance - Non-Established	37,800	67,200	127,107	79,894
30701	Honorarium	3,000	3,000	-	-
30709	Stipend	5,000	-	6,450	-
30716	Uniform Allowance	148,500	148,500	372,757	102,789
31102	Food, water and refreshments	10,000	7,000	38,450	4,800
31501	Medical Supplies	100,000	100,000	100,000	36,648
31505	Pharmaceuticals	50,000	185,000	185,000	1,065,693
31601	Office Supplies	45,000	45,000	45,000	36,589
31602	Computer Supplies	12,000	12,000	12,000	8,936
31605	Repair and/or Maintenance of Furniture or Equipment	20,000	12,000	28,800	7,818
32001	Medals, Stationary, Seals & Gifts	4,000	4,000	4,000	229
33507	Sterilization Serv. & Supplies	9,000	9,000	9,000	-
33508	Household Sundries	52,500	52,500	52,500	49,164
33701	Conferences or Workshops	20,000	20,000	20,000	-
34007	Consulting Services	20,000	20,000	20,000	-
34109	Rental or Lease - n.e.c.	4,000	4,000	4,000	-
34301	Maternal and Child Health cost	7,500	7,500	7,500	-
36006	Maintenance of Buildings	80,000	50,000	120,000	71,945
36101	Repair or Maintenance of vehicles	5,000	3,000	3,000	85
37011	Grants to Individuals	4,000	4,000	4,000	-
	261328 Dentistry				
30101	Salaries - Established	667,740	632,697	632,697	673,707
30201	Salaries - Non-Established	132,578	132,578	132,578	143,994
30202	Wages - Non-Established	53,822	-	-	-
30206	Arrears of Salaries - Non-Established	-	25,000	25,000	-
30304	Housing Allowance - Established	135,600	118,800	118,800	118,800
30306	Travelling Allowance - Established	54,144	60,912	60,912	47,376
30316	Risk Allowance - Established	21,000	21,000	21,000	17,709
30404	Housing Allowance - Non-Established	-	-	-	16,800
30406	Travelling Allowance - Non-Established	-	-	-	6,768
30416	Risk Allowance - Non-Established	16,800	16,800	16,800	15,110

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25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30709	Stipend	7,000	7,000	12,000	-
30716	Uniform Allowance	8,000	8,000	8,000	2,250
31102	Food, water and refreshments	7,500	3,630	3,630	3,152
31501	Medical Supplies	50,000	48,424	113,430	-
31601	Office Supplies	12,000	10,750	10,750	8,536
31605	Repair and/or Maintenance of Furniture or Equipment	10,000	6,050	6,050	133
33508	Household Sundries	20,000	20,000	20,000	20,044
33701	Conferences or Workshops	30,000	24,700	24,700	-
	261510 Ancillary Services				
30101	Salaries - Established	265,020	217,019	237,019	270,353
30103	Overtime - Established	30,000	30,000	30,000	10,926
30201	Salaries - Non-Established	90,947	87,326	87,326	75,856
30202	Wages - Non-Established	1,129,124	1,027,564	1,563,264	1,631,353
30203	Overtime - Non-Established	30,000	30,000	30,000	216
30208	Severance Pay - Non-Established	35,000	10,000	10,000	9,828
30306	Travelling Allowance - Established	7,248	3,624	4,874	3,624
30308	Cashier Allowance - Established	1,200	1,200	1,200	-
30316	Risk Allowance - Established	21,000	8,400	8,400	7,291
30406	Travelling Allowance - Non-Established	10,920	10,920	10,920	12,180
30415	Other allowances and fees - Non-Established	-	-	-	2,305
30416	Risk Allowance - Non-Established	21,000	71,400	71,400	2,450
30418	Acting Allowance - Non-Established	-	-	-	1,504
30709	Stipend	-	-	-	5,000
30716	Uniform Allowance	35,000	30,000	30,000	-
31601	Office Supplies	15,000	-	-	-
31602	Computer Supplies	10,000	-	-	-
33508	Household Sundries	30,000	30,000	30,000	29,956
Total Programme 261 Primary Health		**13,140,706**	**12,445,096**	**14,645,133**	**14,457,935**
	262 Secondary Health				
	262510 Ancillary Services				
30101	Salaries - Established	-	-	-	6,795
Total Programme 262 Secondary Health		**-**	**-**	**-**	**6,795**
	266 Environmental Health				
	266382 Public Health Services				
30101	Salaries - Established	-	-	-	28,081
30306	Travelling Allowance - Established	-	-	-	1,392

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25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30316	Risk Allowance - Established	-	-	-	3,929
	266510 Ancillary Services				
30202	Wages - Non-Established	-	-	-	49,347
Total Programme 266 Environmental Health		**-**	**-**	**-**	**82,749**
TOTAL DEPARTMENT 2502 Medical General Division		**13,140,706**	**12,445,096**	**14,645,133**	**14,547,479**
03	**Central Board of Health**				
	266 Environmental Health				
	266382 Public Health Services				
30101	Salaries - Established	663,528	688,496	688,496	752,431
30103	Overtime - Established	30,000	150,000	150,000	102,540
30201	Salaries - Non-Established	-	48,000	48,000	-
30301	Duty Allowance - Established	21,000	21,000	189,000	-
30306	Travelling Allowance - Established	50,736	47,112	47,112	44,783
30307	Mileage Allowance - Established	100,000	141,113	141,113	34,564
30316	Risk Allowance - Established	6,700	67,000	67,000	-
30401	Duty Allowance - Non-Established	-	6,000	6,000	-
30406	Travelling Allowance - Non-Established	-	-	-	3,624
30709	Stipend	90,000	80,000	80,000	1,600
30716	Uniform Allowance	80,000	50,000	50,000	-
31102	Food, water and refreshments	7,200	7,200	7,200	3,000
31301	Books & Periodicals	6,000	6,000	6,000	-
31502	Laboratory Supplies	5,000	5,000	5,000	-
33003	Public Awareness Expenses	45,000	45,000	45,000	-
33503	Liquid Waste Removal Costs	900,000	900,000	900,000	355,850
33507	Sterilization Serv. & Supplies	15,000	8,000	8,000	-
33508	Household Sundries	25,000	25,000	25,000	19,379
33701	Conferences or Workshops	25,000	25,000	25,000	-
33707	Training Costs	55,000	20,000	20,000	-
34007	Consulting Services	20,000	10,000	10,000	-
34109	Rental or Lease - n.e.c.	8,500	6,000	6,000	-
36006	Maintenance of Buildings	30,000	15,000	15,000	-
37034	Expenses of Boards or Committees	182,400	182,400	182,400	141,000
	266410 Vector Control				
30101	Salaries - Established	53,268	53,268	53,268	57,855
30201	Salaries - Non-Established	-	34,398	34,398	-
30202	Wages - Non-Established	2,503,734	2,195,210	3,171,210	2,562,895
30203	Overtime - Non-Established	200,000	200,000	200,000	100,075

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25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30208	Severance Pay - Non-Established	20,000	20,000	20,000	-
30306	Travelling Allowance - Established	3,624	-	-	-
30406	Travelling Allowance - Non-Established	56,680	75,920	90,720	69,085
30411	Shift Allowance - Non-Established	-	-	-	1,200
30415	Other allowances and fees - Non-Established	70,000	127,500	127,500	126,498
30416	Risk Allowance - Non-Established	-	-	-	3,850
30418	Acting Allowance - Non-Established	-	-	-	236
30709	Stipend	12,000	12,000	12,000	5,460
30716	Uniform Allowance	80,000	80,000	80,000	-
31503	Test Equipment and Supplies	30,000	30,000	30,000	-
31601	Office Supplies	8,000	8,000	8,000	3,877
31602	Computer Supplies	10,000	10,000	10,000	1,842
33508	Household Sundries	18,000	12,000	12,000	7,469
33510	Pest Control Supplies	2,500,000	2,000,000	2,000,000	1,006,622
34104	Rental or Lease - Vehicle	-	1,000,000	1,000,000	-
	266420 Drain and Street Sanitation				
30201	Salaries - Non-Established	-	-	-	479
30202	Wages - Non-Established	4,477,054	4,128,361	4,128,361	4,532,649
30203	Overtime - Non-Established	750,000	1,567,107	1,567,107	463,231
30207	Arrears of Wages - Non-Established	-	18,304	18,304	-
30208	Severance Pay - Non-Established	10,000	10,000	10,000	-
30401	Duty Allowance - Non-Established	6,750	6,750	6,750	-
30405	Entertainment Allowance - Non-Established	-	-	-	15
30406	Travelling Allowance - Non-Established	112,034	126,854	126,854	129,208
30415	Other allowances and fees - Non-Established	600,000	670,350	670,350	644,196
30416	Risk Allowance - Non-Established	4,200	4,200	4,200	8,750
30716	Uniform Allowance	12,000	12,000	12,000	-
30802	Compensation & Indemnities	8,000	8,000	8,000	966
30803	Compensation for Damaged Property	10,000	10,000	10,000	-
31506	Personal Protective Clothing and Equipment	30,000	30,000	30,000	14,280
33507	Sterilization Serv. & Supplies	9,200	9,200	9,200	-
33508	Household Sundries	15,000	15,000	15,000	9,631
	266503 Food, Water and Air Quality Monitoring and Evaluation				
31506	Personal Protective Clothing and Equipment	25,000	15,000	15,000	15,150
34007	Consulting Services	30,000	30,000	30,000	-

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25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
34401	Research & Development Costs	20,000	20,000	20,000	-
36201	Maintenance of Laboratory and Testing equipment	30,000	30,000	30,000	-
	266510 Ancillary Services				
30101	Salaries - Established	336,228	343,005	343,005	374,467
30103	Overtime - Established	25,000	25,000	25,000	-
30201	Salaries - Non-Established	-	-	-	28,665
30202	Wages - Non-Established	448,583	386,160	386,160	399,361
30301	Duty Allowance - Established	12,000	18,000	18,000	15,829
30306	Travelling Allowance - Established	9,660	13,284	13,284	9,816
30308	Cashier Allowance - Established	1,200	1,200	1,200	-
30316	Risk Allowance - Established	4,200	4,200	4,200	-
30401	Duty Allowance - Non-Established	18,000	18,000	18,000	-
30406	Travelling Allowance - Non-Established	3,624	3,624	3,624	3,020
30408	Cashier Allowance - Non-Established	1,200	-	-	946
30415	Other allowances and fees - Non-Established	5,070	5,070	5,070	18,351
30418	Acting Allowance - Non-Established	-	-	-	1,022
30701	Honorarium	4,000	4,000	4,000	-
30709	Stipend	12,000	12,000	12,000	-
30716	Uniform Allowance	10,000	10,000	10,000	550
31102	Food, water and refreshments	10,000	6,000	6,000	-
31202	Fuel and Oil	25,000	15,000	15,000	-
31503	Test Equipment and Supplies	40,000	40,000	40,000	-
31601	Office Supplies	25,000	15,000	15,000	13,122
31602	Computer Supplies	20,000	10,000	10,000	7,152
33508	Household Sundries	25,000	25,000	25,000	11,921
33707	Training Costs	8,000	8,000	8,000	-
36002	Maintenance of Public Grounds	10,000	10,000	10,000	-
36003	Maintenance of Cemeteries	-	200,000	200,000	-
36006	Maintenance of Buildings	20,000	20,000	20,000	3,780
36101	Repair or Maintenance of vehicles	100,000	30,000	30,000	14,617
36206	Other Repairs and Maintenance Costs	15,000	15,000	15,000	2,977
	266523 Reducing Environmental Health Risk & Sanitation				
33509	Cleaning Tools and Supplies	450,000	450,000	450,000	280,627
33511	Waste Removal Costs	1,500,000	2,000,000	2,000,000	652,510
34104	Rental or Lease - Vehicle	100,000	100,000	100,000	-
37015	Grant to Statutory Bodies & SOEs	24,000,000	22,000,000	22,000,000	12,120,696

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25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	266616 Establishment of Public Cemetery				
36003	Maintenance of Cemeteries	400,000	-	-	-
Total Programme 266 Environmental Health		**41,719,373**	**40,910,286**	**42,069,086**	**25,183,719**
	432 Disaster Management				
	432551 Health Disaster Management				
34422	Contingency Costs	-	20,000	20,000	-
Total Programme 432 Disaster Management		**-**	**20,000**	**20,000**	**-**
TOTAL DEPARTMENT 2503 Central Board of Health		**41,719,373**	**40,930,286**	**42,089,086**	**25,183,719**
05	**Clarevue Psychiatric Hospital**				
	261 Primary Health				
	261316 Community Health Services				
30201	Salaries - Non-Established	-	-	-	58,968
30416	Risk Allowance - Non-Established	-	-	-	10,500
Total Programme 261 Primary Health		**-**	**-**	**-**	**69,468**
	262 Secondary Health				
	262378 Psychiatric Health Care Services				
30101	Salaries - Established	2,555,166	2,752,472	2,752,472	2,963,961
30103	Overtime - Established	310,000	300,000	300,000	207,957
30201	Salaries - Non-Established	1,158,146	1,020,175	1,020,175	874,747
30202	Wages - Non-Established	424,486	594,381	594,381	592,197
30203	Overtime - Non-Established	150,000	160,000	160,000	59,409
30301	Duty Allowance - Established	35,000	33,000	33,000	24,000
30304	Housing Allowance - Established	71,000	103,800	103,800	103,800
30306	Travelling Allowance - Established	45,000	55,140	55,140	55,651
30310	Allowance in lieu of Private Practice - Established	54,000	72,000	72,000	72,000
30311	Shift Allowance - Established	95,000	85,200	85,200	88,000
30314	On-call Allowance - Established	54,000	96,000	96,000	106,868
30315	Other allowances and fees - Established	-	78,000	78,000	78,000
30316	Risk Allowance - Established	326,540	314,200	314,200	344,375
30318	Acting Allowance - Established	-	25,000	25,000	-
30327	Special Allowance - Established	-	73,500	73,500	65,250
30401	Duty Allowance - Non-Established	18,000	-	-	3,000
30406	Travelling Allowance - Non-Established	3,000	3,000	3,000	3,000
30410	Allowance in lieu of Private Practice - Non-Established	-	65,206	65,206	-
30411	Shift Allowance - Non-Established	35,000	37,800	37,800	56,497

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30414	On-call Allowance - Non-Established	65,206	-	-	-
30415	Other allowances and fees - Non-Established	-	-	-	100
30416	Risk Allowance - Non-Established	155,000	147,000	147,000	231,979
30704	Medical Treatment	-	55,000	55,000	-
30709	Stipend	205,000	45,000	45,000	-
30716	Uniform Allowance	240,000	170,000	170,000	118,010
31102	Food, water and refreshments	1,250,000	1,000,000	1,000,000	1,266,307
31301	Books & Periodicals	4,500	9,000	9,000	-
31307	ID Cards	5,000	5,000	5,000	-
31501	Medical Supplies	100,000	100,000	100,000	14,449
31506	Personal Protective Clothing and Equipment	20,000	26,224	26,224	-
31601	Office Supplies	20,000	10,800	10,800	10,396
31602	Computer Supplies	30,000	10,000	10,000	14,336
31604	Maintenance Contract - Photocopiers or MFPs	5,000	4,000	4,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	130,000	100,000	100,000	2,792
33101	Security Services	100,000	100,000	100,000	-
33206	Insurance - n.e.c.	-	40,000	40,000	-
33508	Household Sundries	350,000	350,000	350,000	436,419
33707	Training Costs	25,000	25,000	25,000	7,520
33802	Industrial Gas Cost	6,000	6,000	6,000	-
34406	Funeral Expenses	12,000	12,000	12,000	2,000
36002	Maintenance of Public Grounds	30,000	30,000	30,000	259
36006	Maintenance of Buildings	100,000	50,000	50,000	13,384
36101	Repair or Maintenance of vehicles	15,000	15,000	15,000	3,950
36206	Other Repairs and Maintenance Costs	20,000	20,000	20,000	231
Total Programme 262 Secondary Health		**8,222,044**	**8,198,898**	**8,198,898**	**7,820,844**
TOTAL DEPARTMENT 2505 Clarevue Psychiatric Hospital		**8,222,044**	**8,198,898**	**8,198,898**	**7,890,312**
06	**Fiennes Institute**				
	430 Social Protection & Community Development				
	430389 Residential Care Services				
30101	Salaries - Established	1,344,781	1,313,460	1,313,460	1,427,206
30103	Overtime - Established	90,000	90,000	90,000	68,669
30201	Salaries - Non-Established	775,739	728,039	728,039	789,629
30202	Wages - Non-Established	767,315	522,360	522,360	750,539
30203	Overtime - Non-Established	120,000	100,000	100,000	75,672

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30208	Severance Pay - Non-Established	-	-	-	-258
30301	Duty Allowance - Established	30,000	21,600	21,600	84,000
30304	Housing Allowance - Established	19,800	19,800	19,800	19,800
30306	Travelling Allowance - Established	18,084	16,872	38,872	10,616
30311	Shift Allowance - Established	50,000	44,400	44,400	46,396
30316	Risk Allowance - Established	179,304	173,270	173,270	184,234
30327	Special Allowance - Established	-	25,000	25,000	-
30401	Duty Allowance - Non-Established	6,000	6,000	6,000	6,000
30406	Travelling Allowance - Non-Established	8,388	8,388	8,388	8,388
30411	Shift Allowance - Non-Established	38,400	40,800	40,800	61,480
30416	Risk Allowance - Non-Established	120,200	163,800	197,400	213,389
30704	Medical Treatment	2,000	2,000	2,000	-
30709	Stipend	6,000	6,000	6,000	-
30716	Uniform Allowance	120,000	100,000	132,000	114,975
31102	Food, water and refreshments	600,000	600,000	700,000	691,352
31501	Medical Supplies	20,000	20,000	20,000	-
31506	Personal Protective Clothing and Equipment	4,000	4,000	4,000	-
31601	Office Supplies	50,000	25,000	50,000	26,350
31602	Computer Supplies	25,000	10,000	10,000	-
31604	Maintenance Contract - Photocopiers or MFPs	1,000	1,000	1,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	15,000	15,000	15,000	-
31902	Spare Parts	2,000	2,000	2,000	-
33508	Household Sundries	330,000	330,000	330,000	299,563
33603	Landing Expenses	1,000	1,000	1,000	-
33701	Conferences or Workshops	10,000	7,500	7,500	-
33802	Industrial Gas Cost	12,000	12,000	12,000	-
34406	Funeral Expenses	25,000	25,000	25,000	-
36002	Maintenance of Public Grounds	10,000	10,000	10,000	-
36006	Maintenance of Buildings	20,000	20,000	5,000	-
36101	Repair or Maintenance of vehicles	10,000	10,000	5,000	-
36206	Other Repairs and Maintenance Costs	10,000	10,000	5,000	-
Total Programme 430 Social Protection & Community Development		**4,841,011**	**4,484,289**	**4,671,889**	**4,878,000**
TOTAL DEPARTMENT 2506 Fiennes Institute		**4,841,011**	**4,484,289**	**4,671,889**	**4,878,000**
07	**Health Informatics Department**				
	264 Health Services Management				

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	264341 Health Education				
30201	Salaries - Non-Established	73,356	28,356	28,356	7,070
30203	Overtime - Non-Established	3,000	3,000	3,000	-
30411	Shift Allowance - Non-Established	-	1,200	1,200	300
30416	Risk Allowance - Non-Established	-	4,200	4,200	1,050
31301	Books & Periodicals	4,000	4,500	4,500	-
31303	Newsletter & Publications	10,000	10,000	10,000	-
31308	Printing Materials & Supplies	8,500	8,500	8,500	-
33001	Advertising & Promotion Costs	45,000	45,000	45,000	10,500
33002	Marketing Costs	20,000	20,000	20,000	2,816
33003	Public Awareness Expenses	20,000	20,000	20,000	5,800
33701	Conferences or Workshops	6,000	6,000	6,000	-
34007	Consulting Services	6,000	6,000	6,000	-
	264369 Policy Planning & Implementation				
30101	Salaries - Established	-	47,436	47,436	-
33701	Conferences or Workshops	4,000	4,000	4,000	-
34007	Consulting Services	3,000	3,000	3,000	-
	264379 Public Awareness				
31303	Newsletter & Publications	3,000	6,000	6,000	-
34401	Research & Development Costs	3,000	3,000	3,000	-
	264398 Production of Official Statistics				
30101	Salaries - Established	105,288	149,546	149,546	136,429
30103	Overtime - Established	4,000	3,700	3,700	-
30106	Arrears of Salaries - Established	3,500	3,500	3,500	-
30201	Salaries - Non-Established	65,240	65,268	65,268	70,851
30203	Overtime - Non-Established	3,000	3,000	3,000	2,601
30206	Arrears of Salaries - Non-Established	2,500	2,500	2,500	-
30306	Travelling Allowance - Established	3,624	7,248	7,248	6,171
30307	Mileage Allowance - Established	1,200	1,200	1,200	-
30406	Travelling Allowance - Non-Established	3,624	3,624	3,624	3,624
30407	Mileage Allowance - Non-Established	800	800	800	-
	264473 Professional Development				
33707	Training Costs	4,000	4,000	4,000	-
	264474 Legislative Review & Formulation				
34007	Consulting Services	4,000	4,000	4,000	-
34010	Legal Fees	4,000	4,000	4,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
34401	Research & Development Costs	4,000	4,000	4,000	-
	264494 IT Internal Services				
30307	Mileage Allowance - Established	800	-	-	-
31602	Computer Supplies	9,000	9,000	9,000	-
33401	Computer Hardware Maintenance Costs	5,000	5,000	5,000	-
33403	Computer Software Licensing & Fees	2,000	2,000	2,000	-
34007	Consulting Services	4,000	4,000	4,000	-
34401	Research & Development Costs	6,000	8,000	8,000	-
	264510 Ancillary Services				
30101	Salaries - Established	70,128	27,144	27,144	24,638
30103	Overtime - Established	4,000	3,500	3,500	3,408
30106	Arrears of Salaries - Established	2,000	2,000	2,000	-
30201	Salaries - Non-Established	56,700	101,700	101,700	129,304
30203	Overtime - Non-Established	3,000	3,000	3,000	1,003
30301	Duty Allowance - Established	-	12,000	12,000	-
30306	Travelling Allowance - Established	3,624	-	-	-
30307	Mileage Allowance - Established	2,200	2,200	2,200	-
30401	Duty Allowance - Non-Established	-	-	-	750
30411	Shift Allowance - Non-Established	-	-	-	377
30416	Risk Allowance - Non-Established	-	-	-	1,668
30716	Uniform Allowance	15,000	15,000	15,000	-
31102	Food, water and refreshments	10,500	6,000	6,000	2,877
31301	Books & Periodicals	3,000	6,000	6,000	-
31303	Newsletter & Publications	2,000	4,000	4,000	-
31307	ID Cards	1,400	2,800	2,800	-
31308	Printing Materials & Supplies	8,000	5,000	5,000	-
31601	Office Supplies	20,000	10,000	10,000	152
31602	Computer Supplies	10,000	8,000	8,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	7,500	4,500	4,500	-
33501	Office Cleaning	7,000	5,500	5,500	681
33508	Household Sundries	8,500	8,500	8,500	997
33509	Cleaning Tools and Supplies	2,000	2,000	2,000	-
33701	Conferences or Workshops	4,000	4,000	4,000	-
33707	Training Costs	4,500	4,500	4,500	-
36101	Repair or Maintenance of vehicles	3,000	3,000	3,000	-
Total Programme 264 Health Services Management		**692,484**	**744,922**	**744,922**	**413,067**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
TOTAL DEPARTMENT 2507 Health Informatics Department		**692,484**	**744,922**	**744,922**	**413,067**
08	**School of Nursing**				
	273 Tertiary Education				
	273341 Health Education				
30101	Salaries - Established	-	-	-	110,252
Total Programme 273 Tertiary Education		**-**	**-**	**-**	**110,252**
TOTAL DEPARTMENT 2508 School of Nursing		**-**	**-**	**-**	**110,252**
09	**AIDS Secretariat**				
	261 Primary Health				
	261323 Counselling Services				
30101	Salaries - Established	48,000	-	-	-
30103	Overtime - Established	30,000	22,000	22,000	-
30201	Salaries - Non-Established	76,095	81,386	81,386	58,506
30203	Overtime - Non-Established	30,000	72,000	72,000	154
30306	Travelling Allowance - Established	3,624	-	-	-
30316	Risk Allowance - Established	4,200	4,200	4,200	-
30416	Risk Allowance - Non-Established	4,200	12,600	12,600	7,658
31501	Medical Supplies	140,000	90,000	70,000	19,960
33707	Training Costs	30,000	20,000	20,000	-
	261341 Health Education				
30101	Salaries - Established	188,308	199,588	199,588	175,707
30201	Salaries - Non-Established	90,726	47,620	47,620	49,670
30301	Duty Allowance - Established	-	12,000	12,000	-
30306	Travelling Allowance - Established	13,788	17,412	17,412	13,788
30316	Risk Allowance - Established	8,400	8,400	8,400	5,632
30406	Travelling Allowance - Non-Established	6,168	-	-	-
30416	Risk Allowance - Non-Established	12,900	8,400	8,400	8,231
30701	Honorarium	-	-	20,000	-
30709	Stipend	40,000	50,000	30,000	-
33001	Advertising & Promotion Costs	70,000	55,000	35,000	21,050
33003	Public Awareness Expenses	75,000	45,000	45,000	8,175
36206	Other Repairs and Maintenance Costs	30,000	40,000	25,000	27,736
37011	Grants to Individuals	200,000	200,000	200,000	200,000
	261510 Ancillary Services				
30101	Salaries - Established	100,563	182,908	182,908	198,658
30201	Salaries - Non-Established	85,336	115,000	115,000	124,902

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30202	Wages - Non-Established	99,812	99,762	99,762	77,190
30301	Duty Allowance - Established	12,000	12,000	12,000	12,000
30304	Housing Allowance - Established	18,000	18,000	18,000	18,000
30306	Travelling Allowance - Established	7,752	13,788	13,788	7,752
30310	Allowance in lieu of Private Practice - Established	48,000	48,000	48,000	-
30316	Risk Allowance - Established	16,800	25,200	25,200	20,503
30406	Travelling Allowance - Non-Established	-	6,168	6,168	6,168
30411	Shift Allowance - Non-Established	-	-	-	100
30415	Other allowances and fees - Non-Established	-	-	-	350
30416	Risk Allowance - Non-Established	8,400	12,900	12,900	22,956
30716	Uniform Allowance	33,300	23,025	23,025	5,785
31102	Food, water and refreshments	20,000	20,000	20,000	4,960
31503	Test Equipment and Supplies	135,000	200,000	135,000	60,846
31601	Office Supplies	58,000	35,000	120,000	31,062
31602	Computer Supplies	40,000	-	20,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	20,000	-	10,000	-
32001	Medals, Stationary, Seals & Gifts	10,000	10,000	10,000	-
33508	Household Sundries	30,000	25,000	15,000	2,179
33509	Cleaning Tools and Supplies	10,000	-	10,000	-
33701	Conferences or Workshops	30,000	25,000	25,000	4,500
36006	Maintenance of Buildings	24,000	-	15,000	-
36101	Repair or Maintenance of vehicles	15,000	-	10,000	-
Total Programme 261 Primary Health		**1,923,372**	**1,857,357**	**1,877,357**	**1,194,178**
	262 Secondary Health				
	262510 Ancillary Services				
30310	Allowance in lieu of Private Practice - Established	-	-	-	48,000
Total Programme 262 Secondary Health		**-**	**-**	**-**	**48,000**
TOTAL DEPARTMENT 2509 AIDS Secretariat		**1,923,372**	**1,857,357**	**1,877,357**	**1,242,178**
17	**Citizen's Welfare**				
	433 Poverty Eradication				
	433323 Counselling Services				
30306	Travelling Allowance - Established	-	-	-	11,975
	433395 Social Welfare Services				
30306	Travelling Allowance - Established	-	-	-	6,036
Total Programme 433 Poverty Eradication		**-**	**-**	**-**	**18,011**

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
TOTAL DEPARTMENT 2517 Citizen's Welfare		**-**	**-**	**-**	**18,011**
22	**Department of Environment**				
	502 Environment				
	502311 Biodiversity Action Plan				
30201	Salaries - Non-Established	83,184	129,050	129,050	138,076
37011	Grants to Individuals	1,500	2,000	2,000	-
	502334 Environmental Legislation & Monitoring				
30101	Salaries - Established	99,276	99,288	99,288	107,825
30201	Salaries - Non-Established	309,394	344,551	344,551	408,447
30203	Overtime - Non-Established	9,000	7,000	7,000	6,934
30306	Travelling Allowance - Established	6,036	10,366	10,366	6,729
30709	Stipend	1,245,800	1,240,800	1,240,800	1,143,950
30716	Uniform Allowance	7,000	5,000	11,500	-
34003	Environmental Impact Assessment	402,725	500,000	443,500	-
34007	Consulting Services	24,216	-	-	9,580
34422	Contingency Costs	8,000	10,000	10,000	-
36002	Maintenance of Public Grounds	10,000	10,000	10,000	-4,100
	502379 Public Awareness				
30201	Salaries - Non-Established	295,871	129,150	129,150	140,270
30406	Travelling Allowance - Non-Established	13,224	9,600	9,600	6,000
33001	Advertising & Promotion Costs	4,000	4,000	4,000	-
33003	Public Awareness Expenses	3,000	3,000	3,000	-
33701	Conferences or Workshops	3,000	3,000	3,000	-
	502398 Production of Official Statistics				
30101	Salaries - Established	51,512	51,516	51,516	55,948
30201	Salaries - Non-Established	298,978	218,980	218,980	279,264
30406	Travelling Allowance - Non-Established	6,000	6,000	6,000	6,000
30415	Other allowances and fees - Non-Established	12,000	12,000	12,000	12,000
31602	Computer Supplies	9,000	9,000	9,000	-
31604	Maintenance Contract - Photocopiers or MFPs	4,000	4,000	4,000	-
33707	Training Costs	4,000	5,000	5,000	-
	502510 Ancillary Services				
30101	Salaries - Established	97,821	159,912	159,912	173,678
30201	Salaries - Non-Established	210,974	401,800	401,800	429,388
30202	Wages - Non-Established	96,386	96,386	96,386	57,238
30306	Travelling Allowance - Established	6,036	12,072	12,072	6,036

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30315	Other allowances and fees - Established	12,000	12,000	12,000	12,000
30406	Travelling Allowance - Non-Established	6,000	9,600	9,600	16,484
30416	Risk Allowance - Non-Established	4,160	4,160	4,160	-
30802	Compensation & Indemnities	-	-	50,000	-
31102	Food, water and refreshments	8,000	8,000	8,000	3,600
31601	Office Supplies	10,000	10,000	10,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	2,000	2,000	2,000	-
33508	Household Sundries	10,000	10,000	10,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	3,000	3,000	3,000	-
33903	Contributions or Subscriptions to UN Agencies	15,000	20,000	20,000	-
33904	Contributions or Subscriptions to other international organ.	3,000	3,000	3,000	-
	502549 Project Development and Implementation				
30201	Salaries - Non-Established	114,660	150,000	150,000	35,000
30802	Compensation & Indemnities	75,000	-	-	-
31602	Computer Supplies	6,000	6,000	6,000	-
33001	Advertising & Promotion Costs	1,200	2,000	2,000	-
34003	Environmental Impact Assessment	10,000	15,000	15,000	-
34007	Consulting Services	20,000	20,000	20,000	-
34422	Contingency Costs	6,000	8,000	8,000	-
	502560 Sustainable Island Resource Framework				
30201	Salaries - Non-Established	41,278	-	-	-
31102	Food, water and refreshments	1,200	1,200	1,200	-
31601	Office Supplies	7,000	4,000	4,000	-
31602	Computer Supplies	9,500	7,500	7,500	-
31604	Maintenance Contract - Photocopiers or MFPs	1,500	1,500	1,500	-
33003	Public Awareness Expenses	5,000	5,000	5,000	-
33403	Computer Software Licensing & Fees	8,400	8,400	8,400	-
34007	Consulting Services	34,000	34,000	34,000	-
34422	Contingency Costs	5,000	5,000	5,000	-
Total Programme 502 Environment		**3,740,831**	**3,832,831**	**3,832,831**	**3,050,347**
TOTAL DEPARTMENT 2522 Department of Environment		**3,740,831**	**3,832,831**	**3,832,831**	**3,050,347**
23	**CARE Project**				
	264 Health Services Management				
	264542 Management of CARE Project				

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30101	Salaries - Established	100,000	458,076	662,884	510,848
30103	Overtime - Established	100,000	100,000	100,000	22,249
30201	Salaries - Non-Established	805,773	613,543	666,543	652,359
30202	Wages - Non-Established	196,085	102,068	132,068	298
30203	Overtime - Non-Established	150,000	100,000	100,000	69,619
30301	Duty Allowance - Established	40,000	15,000	56,500	6,000
30304	Housing Allowance - Established	20,000	19,800	19,800	19,800
30306	Travelling Allowance - Established	40,000	12,048	28,948	8,424
30310	Allowance in lieu of Private Practice - Established	18,000	-	-	-
30311	Shift Allowance - Established	50,000	15,600	37,600	11,400
30314	On-call Allowance - Established	18,000	18,000	18,000	-
30316	Risk Allowance - Established	80,000	46,200	96,600	45,310
30327	Special Allowance - Established	40,000	-	-	21,250
30406	Travelling Allowance - Non-Established	6,000	5,076	5,076	-
30411	Shift Allowance - Non-Established	40,000	26,400	37,400	32,307
30416	Risk Allowance - Non-Established	136,000	105,000	180,000	128,475
30704	Medical Treatment	20,000	5,000	5,000	-
30709	Stipend	21,550	21,550	21,550	1,934
30713	Payment in Lieu of Vacation Leave	18,000	18,000	18,000	-
30716	Uniform Allowance	120,000	145,000	94,600	53,160
31102	Food, water and refreshments	140,000	130,000	130,000	116,372
31308	Printing Materials & Supplies	20,000	16,000	16,000	-
31501	Medical Supplies	100,000	15,000	15,000	-
31506	Personal Protective Clothing and Equipment	10,000	10,000	10,000	-
31601	Office Supplies	40,000	20,000	20,000	6,387
31602	Computer Supplies	15,000	15,000	15,000	6,467
31605	Repair and/or Maintenance of Furniture or Equipment	30,000	20,000	20,000	121
33501	Office Cleaning	30,000	15,000	15,000	-
33508	Household Sundries	90,000	90,000	90,000	59,802
33509	Cleaning Tools and Supplies	40,000	40,000	40,000	14,919
33707	Training Costs	40,000	-	-	-
34406	Funeral Expenses	-	7,800	7,800	5,200
36002	Maintenance of Public Grounds	10,000	10,000	10,000	-
36006	Maintenance of Buildings	30,000	30,000	30,000	-
36101	Repair or Maintenance of vehicles	25,000	25,000	25,000	1,287
Total Programme 264 Health Services		**2,639,408**	**2,270,161**	**2,724,369**	**1,793,988**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
Management					
TOTAL DEPARTMENT 2523 CARE Project		**2,639,408**	**2,270,161**	**2,724,369**	**1,793,988**
24	**Establishment Division**				
	390 General Public Services				
	390301 Accounting				
30101	Salaries - Established	250,740	-	-	-
30103	Overtime - Established	20,000	-	-	-
30301	Duty Allowance - Established	12,000	-	-	-
30306	Travelling Allowance - Established	13,284	-	-	-
	390344 Human Resource Management				
30101	Salaries - Established	2,100,888	-	-	-
30103	Overtime - Established	15,000	-	-	-
30202	Wages - Non-Established	86,640	-	-	-
30301	Duty Allowance - Established	116,400	-	-	-
30305	Entertainment Allowance - Established	4,500	-	-	-
30306	Travelling Allowance - Established	100,000	-	-	-
30317	Substitute Allowance - Established	250,000	-	-	-
30318	Acting Allowance - Established	950,000	-	-	-
30716	Uniform Allowance	1,200	-	-	-
31001	Subsistence Allowance	2,000,000	-	-	-
31002	Ticket Expenses	600,000	-	-	-
31004	Leave Passage Grant	500,000	-	-	-
31601	Office Supplies	40,000	-	-	-
31604	Maintenance Contract - Photocopiers or MFPs	6,000	-	-	-
31605	Repair and/or Maintenance of Furniture or Equipment	3,600	-	-	-
33001	Advertising & Promotion Costs	1,000	-	-	-
33401	Computer Hardware Maintenance Costs	15,000	-	-	-
33402	Computer Software upgrade cost	3,000	-	-	-
33508	Household Sundries	30,000	-	-	-
33707	Training Costs	10,000	-	-	-
34007	Consulting Services	60,000	-	-	-
Total Programme 390 General Public Services		**7,189,252**	**-**	**-**	**-**
TOTAL DEPARTMENT 2524 Establishment Division		**7,189,252**	**-**	**-**	**-**
25	**Training Division**				
	390 General Public Services				

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	390472 Training & Development				
30101	Salaries - Established	161,830	-	-	-
30201	Salaries - Non-Established	29,356	-	-	-
30202	Wages - Non-Established	52,322	-	-	-
30301	Duty Allowance - Established	16,000	-	-	-
30306	Travelling Allowance - Established	9,100	-	-	-
30801	Gratuities & Terminal Grants	9,500	-	-	-
31102	Food, water and refreshments	10,000	-	-	-
31601	Office Supplies	5,200	-	-	-
31602	Computer Supplies	15,000	-	-	-
31605	Repair and/or Maintenance of Furniture or Equipment	3,700	-	-	-
33508	Household Sundries	8,500	-	-	-
33701	Conferences or Workshops	20,000	-	-	-
33705	Course Costs and Fees	15,000	-	-	-
33707	Training Costs	20,000	-	-	-
33710	Audio Visual Materials & Supplies	15,000	-	-	-
33713	Educational Materials	10,000	-	-	-
34007	Consulting Services	16,400	-	-	-
	390473 Professional Development				
30101	Salaries - Established	40,457	-	-	-
30202	Wages - Non-Established	8,083	-	-	-
30716	Uniform Allowance	6,000	-	-	-
31601	Office Supplies	2,800	-	-	-
31602	Computer Supplies	5,600	-	-	-
31605	Repair and/or Maintenance of Furniture or Equipment	3,200	-	-	-
33701	Conferences or Workshops	15,000	-	-	-
33705	Course Costs and Fees	10,000	-	-	-
33707	Training Costs	15,000	-	-	-
36101	Repair or Maintenance of vehicles	5,000	-	-	-
Total Programme 390 General Public Services		**528,048**	**-**	**-**	**-**
TOTAL DEPARTMENT 2525 Training Division		**528,048**	**-**	**-**	**-**
TOTAL MINISTRY 25 Health, Wellness, the Environment and Civil Service Affairs		**147,505,666**	**124,012,305**	**128,302,951**	**107,426,020**

Ministry of Tourism, Civil Aviation, Transportation and Investment

Business Plan

FY 2026

Ministry of Civil Aviation and Transportation

Business Plan
For the Financial Year 2026

Ministry Overview

The Ministry of Civil Aviation and Transportation, headquartered at Cassada Gardens, provides administrative, technical, and regulatory oversight for Antigua and Barbuda's civil aviation and transportation sectors. The Ministry encompasses the Air Traffic Services (ATS) and the Antigua and Barbuda Meteorological Services (ABMS). Statutory entities under its purview include the Antigua and Barbuda Transport Board and the Antigua Barbuda Airport Authority (ABAA), both responsible for their own budgets and operational mandates.

The Ministry of Civil Aviation and Transportation remains committed to ensuring safe, efficient and modernized aviation and transportation systems in Antigua and Barbuda. As such, during the 2024/ 2025 fiscal year, the Ministry achieved significant progress in training, infrastructure upgrades and compliance with ICAO standards. Key accomplishments include the successful hosting of the Fourteenth Meeting of the North American, Central American and Caribbean Directors of Civil Aviation (NACC/DCA/14), successful recruitment and training of new Air Traffic Controllers and continued training of Meteorological Officers, as well as securing of multiple international grants to enhance meteorological infrastructure. However, persistent financial constraints and in particular delayed payments to vendors and international partners continue to hamper operational efficiency.

Nonetheless, the Ministry's focus for 2026 will center on continued certification and licensing of Air Traffic Controllers and Meteorological Officers, transition to Aeronautical Information Management (AIM), modernization of simulator systems, and the development of sustainable human resource capacity across divisions. Further, the Ministry of Civil Aviation and Transportation remains steadfast in its mission to uphold the highest standards of safety, service, and operational excellence. Through strategic investment in people, technology, and international collaboration, the Ministry will continue to position Antigua and Barbuda as a leader in regional aviation and transportation management.

Vision	**Mission**
To be the leading Civil Aviation and Transportation Ministry in the Caribbean, providing world-class safety, efficiency, and service excellence through innovation and collaboration.	To deliver safe, reliable, and modern aviation and transportation services by empowering our people, strengthening our systems, and fostering partnerships that advance national and regional development.

Service Performance Review and Critical Issues for 2024/ 25

ATS and AIS/AIM Achievements:

Organisational Matters

The Air Traffic Services Division continues to uphold Antigua and Barbuda's exemplary record of aviation safety. The division includes the Administrative, Operational (ATC), and Aeronautical Information Services (AIS) units.

In alignment with the International Civil Aviation Organization (ICAO)'s global initiative to transition from Aeronautical Information Services (AIS) to Aeronautical Information Management (AIM), the Ministry has recruited six AIS Officers, five of whom have successfully completed formal training in Barbados. Recruitment and training of four additional officers remain a priority.

To ensure continuous compliance and efficiency, the Ministry plans to automate AIM functions through specialized software that supports data collection for flight billing, safety management, and air traffic planning.

Furthermore, the Ministry seeks to maintain a minimum of ten Air Traffic Control Assistant positions to support the training pipeline for future controllers. Despite recurrent budget reductions (over 75% annually) that hinder training programs, the Ministry remains committed to achieving ICAO and ECCAA licensing requirements for all Air Traffic Controllers, including compliance with medical and psychological evaluation standards (Annex 1).

Upgrade of the Surveillance Simulation Network

To align with the new radar system and evolving Air Traffic Management requirements, the Ministry proposes a complete overhaul of the surveillance simulator. This includes replacement of all CPUs, displays, input devices, and installation of updated radar simulation software customized to the local environment.

The proposed KITE Radar Simulator, compatible with the existing GECI Maverick ATM platform, will replicate real-world operational scenarios and serve as an emergency ATM fallback system. Estimated Cost: €482,000 (≈ XCD 1.52 million).

This investment will strengthen controller training, enhance simulation accuracy, reduce maintenance costs, and ensure continuity of service in the event of system failure.

Antigua Barbuda Meteorological Services (Achievements)

Community Engagement and Outreach

- Provided the inaugural interview for the commencement of the hurricane Season on ABS TV, focusing on the past season and forecast for the 2025 season. The aim was to bolster the nation's preparedness against hurricanes by empowering communities, governmental bodies, and individuals. Further, the interview aimed to

encourage proactive measures to mitigate risks associated with hurricanes and strengthen resilience in the face of these impactful weather events.

- We effectively commemorated World Meteorological Day by welcoming more than 100 students and teachers, raising their awareness about weather and climate-related topics. This was our biggest ever celebration of this day, Mar 14.
- Established a multi-media centre, with strong leadership from the Ministry, equipped to directly connect with ABS TV or create informative videos, specifically focusing on disseminating weather and climate information, particularly during extreme events, to keep the public informed. The centre is valued at 10s of thousands of dollars (US).
- Expansion of social media outreach to efficiently disseminate relevant weather and climate information to a broader audience at a faster pace.
- Facilitated over a dozen schools visits to the Met Office and supported multiple schools in preparing to effectively address weather and climate topics at both primary and tertiary educational levels.

Modernization and repair of Infrastructure

- Collaborated with the Ministry of Finance to secure a grant of US$37,500 from the CCRIF, designated for the enhancement and repair of Automatic Weather Stations (AWSs) and servers. This initiative aims to elevate our public service delivery to the next level.
- Took the lead in successfully securing the selection for grant funding from the Systematic Observation Financial Facility (SOFF). While the precise amount is pending confirmation, this project is anticipated to bring considerable value to the Met Office, estimated in the range of hundreds of thousands of dollars (US), with the expected range of US$0.5 million to US$2 million over 5 years.
- Received notification from WMO officials regarding Antigua and Barbuda's selection as one of four countries in the Caribbean and among thirty globally to be fast-tracked for coordinated and targeted support through the United Nations' Early Warning for All (EW4ALL) Initiative. This initiative aims to develop a comprehensive early warning system to effectively address climate variability and changes, with a particular focus on mitigating the impacts of extreme events.
- Acquired supplementary office space from ABAA to accommodate our expanding staff.

Human Resources

- Collaborated with the DOE to allocate scholarship funds totalling US$24,840, distributed among four staff members and an intern for crucial academic studies essential to advancing the growth of the Met Office. These funds were sourced from the GCF Build Project, in which the Director serves as a member of the National Steering Committee.
- Submitted a proposal to the Ministry for the restructuring of the Met Office to existing and emerging challenges in harmony with the request from the Cabinet in 2020.

- Recruited and trained five young Antiguans and Barbudans at the Caribbean Institute for Meteorology and Hydrology, the most we have ever trained. These will be the future of the Met Office

Disaster Risk Reduction

- Successfully guided Antigua and Barbuda and the rest of the Leeward Islands and the British Virgin Islands through the 2024 hurricane season.
- Advise the Ministry of Finance on the selection of the best Caribbean Catastrophic Risk Insurance Facility (CCRIF) segregated portfolio company parametric (SPC) insurance policies to obtain, given the financial constraints, maximize our chances of getting a payout after an extreme weather event. Out advice contributed to the payout to Antigua and Barbuda a total of approximately US$3 million.
    - CCRIF SPC is a segregated portfolio company, owned, operated and registered in the Caribbean. It limits the financial impact of catastrophic hurricanes, earthquakes and excess rainfall events on Caribbean and Central American governments by quickly providing short-term liquidity when a parametric insurance policy is triggered. It is the world's first regional fund utilizing parametric insurance, giving member governments the unique opportunity to purchase earthquake, hurricane and excess rainfall catastrophe coverage with lowest possible pricing.
- Work with the NODS system to provide early warning and decision-support to protect life, property, livelihoods and infrastructure.
- Participated in the start of the hurricane season news conference with the NODS.

Critical Issues

Despite operational successes, the Ministry continues to face the following challenges:

1. Delayed release of budgeted funds from the Treasury, impeding timely payment to local suppliers and international partners.
2. Suspension of Antigua and Barbuda's voting rights in regional and international aviation bodies due to arrears.
3. Insufficient staffing levels in key technical divisions.
4. Limited funds for continuous training and professional development.
5. Constraints in fully implementing ICAO/ECCAA quality management systems.

Priorities, Strategies and Indicators for 2026

Priority	Strategy	Performance Indicators
Certification & Licensing of Air Traffic Controllers.	Implement ICAO-compliant training, mental and physical assessments, and	100% of controllers certified by ECCAA.

	licensing program.	
Transition to Aeronautical Information Management (AIM).	Complete recruitment and training of remaining 4 AIS officers; deploy AIM automation software.	Full AIM system operational by Q4 2026.
Human Resource Development.	Secure funding for management and technical training.	≥80% staff complete refresher or specialized training.
Infrastructure Modernization.	Commission radar simulator and upgrade met and navigational equipment.	Radar simulator operational; improved data accuracy.
Financial Compliance.	Collaborate with Treasury and Finance to clear arrears and restore voting rights.	Voting rights reinstated; merchant payments current.
Public Awareness & Resilience.	Strengthen early warning and communication initiatives.	Increased public outreach and national preparedness ratings.

BUSINESS PLAN FOR THE YEAR 2026
AS SUBMITTED BY

MINISTRY OF TOURISM, CIVIL AVIATON, TRANSPORTATION AND INVESTMENT

Business Plan
For the FY 2026

Ministry Overview

The Ministry of Tourism, Civil Aviation, Transportation and Investment consists of four portfolios: Civil Aviation and Transportation comprise one portfolio and the Tourism and Investment comprise the other portfolio. Tourism and Investment manage, directs and controls the tourism industry and coordinates major investment prospects for Antigua and Barbuda. The overall oversight of the Ministry spans the gateway institution to the destination, the Antigua and Barbuda Airport Authority (ABAA) as well as oversight of the primary promotion engine, the Antigua and Barbuda Tourism Authority (ABHTA).

The Ministry of Tourism and Investment's core areas involve production of official statistics; tourism promotion and marketing; development plans for the sector; Sports and Agri-tourism; teaching, training and development initiatives; national beautification and customer care.

The tourism industry consists of three pillars: accommodations, yachting and cruise tourism. The Ministry Headquarters is responsible for product development including the maintenance of historical sites, the development of new tourism enterprises and policy development and marketing and promotion of the tourism product. The Antigua and Barbuda Tourism Authority (ABTA) is associated with the Ministry and is governed as a statutory organization that is managed by a Board of Directors, and a Chief Executive Officer manages operations.

The Ministry of Tourism and Investment has oversight of the following agencies:

- The Antigua and Barbuda Investment Authority (ABIA)
- St. John's Development Corporation (SJDC)
- Antigua and Barbuda Tourism Authority (ABTA)
- Antigua and Barbuda Hospitality Training Institute (ABHTI)
- Antigua and Barbuda Transport Board

VISION: Tourism in Antigua and Barbuda, a national priority, significantly contributing to the quality of life of the people in a sustainable manner.

MISSION: Maintain an organizational environment that effectively delivers an authentic Antigua and Barbuda hospitality experience.

VALUES*:* The principles expressed below represent the values that the Ministry fully embraces as the foundation for accomplishing its mandate. The values provide an ethical foundation for staff while conducting business on behalf of the Ministry.

- **Accountability –** A willingness to accept responsibility for actions, decisions and policies.
- **Environmental Consciousness –** Committed to responsible use and protection of the environment.
- **Excellence –** Consistently enabling and delivering work that meets and exceeds industry standards.
- **Integrity** – Following moral or ethical principles in conducting our business transactions in all circumstances.
- **Professionalism –** Demonstrating behaviors that reflect the highest level of competence and ethics.
- **Respect –** Relating to all persons in a manner that shows recognition of them as persons held in high regard.
- **Teamwork –** Function in a way that encourages interaction and mutual support to achieve common goals.

Service Performance Review and Critical Issues

Achievements

1. The **Quality Assurance Unit** in the Ministry has successful licensed and certified over 600 tourism accommodations under the Tourism Licensing and Classification Act 2019, ensuring that all registered properties are properly compliant with a TIN number. The Tourism Standards Officer heads the Tourism and Hospitality Committee for Tourism Standards, which operates under the direction of the Standards Council. Draft specifications, awaiting ABBS council approval, have been prepared covering Tourism Sites and Attractions.

2. The **Training and Education Unit** - Continuation of the Antigua and Barbuda Tourism Cadet Corps Program. The Antigua and Barbuda Tourism Cadet Corps is a non-profit youth organization supported by the Ministry of Tourism, Civil Aviation, Transportation and Investment, aimed at exposing senior secondary school students to appropriate and effective tourism education, training and awareness. It is considered an integral program to ensure that Antigua and Barbuda possesses a cadre of creative, capable and qualified nationals who can contribute to a sustained and competitive tourist industry. Senior secondary school students, both males and females, between the ages of 15 and 18 are provided an opportunity to explore tourism related services as a viable career option.

   The Cadet Corps competed in the Florida-Caribbean Cruise Association 2025 Children's Essay Contest. This annual competition invited students from schools around the Caribbean and Latin America to submit a 500-word essay on the theme, *"If I were a cruise passenger, what would I like to see or do in my country?"* The schools submit their finalists to represent the destination in the contest, with each destination allowed one finalist per age group – the junior division, consisting of students between the ages of 9 – 12 years, and the senior division, featuring students between 13 – 16 years old. The final essays are read and rated by a six-person panel, with the ratings averaged to award the first-, second- and third place. In total, this year's contest attracted entries from 17 nations participating in the national and regional components. Similarly, participation is also coordinated for the 2025 FCCA Foundation Environmental Postal Competitions. The postal competition invites submissions around the theme *"How to Protect the Marine Environment from Land-Based Activities."*

   The National Tourism Youth Congress is an activity undertaken before the Caribbean Tourism Organization (CTO) Youth Congress. On a national level, a speech competition is hosted to select a Youth Junior Minister of Tourism who then participates at the CTO's Tourism Youth Congress.

3. The **School Tourism Awareness Program** – This program sensitizes students to their role in the Tourism Industry. The students are referred to as Tourism Ambassadors, who are encouraged to adopt an active role, even as a student, in the growth and success of the tourism product. They are encouraged to keep the environment clean by not littering and they can also give directions to visitors when necessary. The students are also encouraged to choose a career in the industry after leaving school and/or at the college level.

School principals, teachers and students are usually very excited to listen to the presentations and to participate in the question-and-answer segment. Tokens of appreciation are presented to the teachers, and the students also receive a token for answering the questions correctly.

4. The **Agritourism** Unit has embarked on a grass roots program to create a paradigm shift in the cultural culinary mindset of the local population. The Agritourism Unit has worked with the Beekeepers Association to present the industry as an attraction. There are efforts to create a pollinator's garden at the Guard Centre, which is anticipated to be one acre in size and potentially the largest in the OECS upon completion. Funding is expected for this project by February 2026. There are also sustained efforts to establish linkages with domestic farmers and producers to support gastronomy tourism.

5. The **Beach Safety and Security Unit (BSSU)** has benefitted from the Basic Life Support certified training program in 2024. The BSSU is responsible for monitoring all beaches in Antigua and Barbuda. Specifically, twelve (12) beaches are monitored - Fort James, Dickenson Bay, Hawksbill, Jolly Beach, Valley Church, Fryes Beach (Big Fryes and Little Fryes), Darkwood Beach, Long Bay, Pigeon Point, Deep Bay, Turners Beach and Jolly Harbour. The BSSU has worked with clubs, schools and churches throughout the Summer. In 2025, the BSSU worked with 15 – 20 clubs providing safety and security while using the beaches as well as training in first aid, CPR, swimming and lifesaving and basic life rescue skills. The BSSU provides safety and security for the Tourism sector (October to May) and local community (June to September), inclusively. The BSSU has benefited from a longstanding relationship with the Canadian Life Saving Society, which provided lifeguard and live saving, first aid and CPR training for all staff. In addition, six (6) members were trained as instructors in all the related areas and two (2) were certified as examiners from the Canadian Life Saving Society. With the examiner status, certification authority has been transferred to local examiners enabling recertification to continue in 2026 by local examiners within the BSSU responsible for certifying operators in other departments such as Fire Department, Sir Wright George Police Academy, and all government schools. Through increased certification, there are plans to increase the availability of lifeguards to the hotel sector in 2026. Special Constables are commissioned within the BSSU and possess powers of detention and collaborate with the Police in touristic areas covering the beaches.

6. **Sports Tourism** hosted several teams in collaboration with the High Commission, London. School and community club teams are scheduled to arrive in 2026 for cricket, netball and football. Venue preparation and related accommodations and tours are coordinated. In 2025, the Bedes Cricket Club was successfully hosted. Hosting the various teams includes an exchange program where local teams have the opportunity to visit overseas destinations for sporting experiences and the opportunity for local sports athletes to be selected for broader opportunities. The exchange programs also provide the prospect to twin marketing initiatives for Antigua and Barbuda as a destination.

7. **Heritage Sites** under the purview of the Ministry of Tourism includes Betty's Hope, Fort James and Devils Bridge**.** While activities in 2025 were restricted to maintenance activities, planned comprehensive construction projects include upgrades to the Museum/Interpretation Center; construction of a Provision Garden; construction of a portion of the walking trail around the Manager's House and the Cattle Pen; construction of a Picket Fence on the Perimeter enclosure of the Managers House and upgrades to the Restroom.

Issues

1. Cash flow from the Treasury Department
2. Funding for Capital Development Projects
3. Need for increased technical capacity

Summary of Capability & Development Strategy

Priorities	Strategies	Indicators
Priority 1 Establish and institute a Functional Organizational Structure	• Finalize a new organizational structure • Complete job descriptions in line with new organizational structure	**Outputs:** Completed organizational structure with the associated job descriptions **Outcomes:** A restructured organization designed to provide better service delivery and targeted product development

Priority 2 Ongoing restoration of select Heritage Sites.	• Maintain the collaborative framework (between private & public sectors) towards the financing of infrastructural works.	**Outputs:** Devil's Bridge, Fort James, Betty's Hope and Fort Barrington significantly upgraded inclusive of signage **Outcomes:** Fort James and Fort Barrington included in the tour packages for cruise ship visitors. Devil's Bridge and Betty's Hope vastly improved as excursion sites
Priority 3 Development of a Customer Quality Assurance Program	• A review of the level of service, industry-wide • Continuous stakeholder consultations • Commission two subsectors for a pilot project based on the outcomes of the review • Development of the Customer Quality Assurance Framework • Roll out of the program	**Outputs:** Completed report on the review of the sector's service industry. Implementation of two subsector quality assurance programs (ground transportation and dive shops) **Outcomes:** Institution of a Quality Assurance Framework for evaluation of services in the sector.
Priority 4 To ensure hotels, tourist facilities and services comply with conditions specified in the Tourism Licensing and Classification Act and Regulations	• Continue to strengthen the skillsets of the Quality Assurance Unit via targeted training. • Institute awareness-building mechanisms for the general public and private sector, geared towards better understanding the distinctions associated with quality service and product. • Undertake regular inspection of hotels, tourist facilities and	**Outputs:** Compilation of an annual audit and compliance report. **Outcome**: Improved regulatory environment for Hotels, Tourist Facilities and services. **Outcome**: Enhanced awareness by the general public and the private sector that quality assurance is a proactive and

	services for compliance with set standards.	preventative process which help to boost business.
Priority 5 Improve the road access to select heritage sites	• Establish a collaborative framework with the Ministry of Works	**Outputs:** Improved vehicular access to Devils bridge, Fort Barrington and Bettys Hope **Outcomes:** Increased visits by cruise and stayover visitors.
Priority 6 Continue the awareness program for sustainable tourism	• Enhanced marketing and promotion strategies - Media outreach programs - The ABTA social media engagement - Enhanced use of social media influencers • Use of trade shows to advance the sustainability agenda	**Outputs:** successful completion of all stated outreach programs. **Outcomes:** Presentation to stakeholders to increase their awareness and understanding of sustainable tourism and their role in it (four primary and four secondary schools and two select communities).
Priority 7 Lease/Acquisition of Flow Tourism Channel	• Enter into an agreement with Kelcom Intl. to gain control of the content produced and aired via the Tourism Channel. • Create a standard rate sheet. • Offer to all Tourism Enterprise the opportunity to market their products on the channel. • Assign a dedicated sales officer to ensure slots are filled and revenues collected. • Assign staff to ensure continuous development of content	**Outputs:** The channel leased and representing a profitable enterprise. **Outcomes:** • Stayover visitors can view updated information on tours, attractions and entertainment options. • Opportunity for the Ministry to contribute to the government's revenue stream.
Priority 8 Hosting of Tourism Week-2026-2027	• Establish an inclusive steering committee in September 2025 to plan and execute the event	**Outputs:** Successful hosting of the events of Tourism Week

	• Close collaboration with relevant stakeholder and partner agencies to recognize contributors, draw attention to the impact of tourism and to attract young persons to the industry	**Outcomes:** A specific period officially assigned to herald the start of the Winter Tourist Season Public recognition of the event
Priority 9 Support implementation of the Apiculture Tour Project	• Collaborate with Antigua and Barbuda Beekeepers Association in developing the appropriate framework, including a business plan • Support the further development of bee habitats • Explore gastronomy tourism with established linkages to domestic farmers	**Outputs:** Framework set up for the development of the tour **Outcomes:** Functioning of the developed bee habitats as a viable and sustainable tourist attraction; increased certification of local chefs positioned to incorporate domestic farm inputs
Priority 10 Increase participation of local artisans and agro-processors, especially women, in providing authentic, quality goods to the sector	• Targeted collaboration with local and external partners and stakeholders • Targeted training for local artisans and agro-processors (emphasis on women), specifically from a technique, business and standards domain.	**Outputs:** Select training for artisans and agro-processors with emphasis on women Improved product quality and offerings. **Outcomes:** Improved choice of authentic locally produced products Increased earnings for local agro-processors and artisans, particularly women

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

35 Civil Aviation and Transportation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
3501	Civil Aviation	3,087,708	2,777,889	3,709,389	2,191,849
3502	V C Bird International Airport	7,286,336	5,246,920	5,596,970	4,825,264
3503	Meteorological Office	3,326,117	3,144,109	3,164,109	2,641,219
TOTAL 35 Civil Aviation and Transportation		**13,700,161**	**11,168,918**	**12,470,468**	**9,658,332**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

35 Civil Aviation and Transportation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Civil Aviation**				
	390 General Public Services				
	390301 Accounting				
30101	Salaries - Established	281,352	517,476	517,476	273,462
30103	Overtime - Established	5,000	5,000	5,000	-
30301	Duty Allowance - Established	30,000	30,000	30,000	19,586
30305	Entertainment Allowance - Established	3,600	3,600	3,600	3,952
30306	Travelling Allowance - Established	21,036	24,600	24,600	11,976
30308	Cashier Allowance - Established	1,200	1,200	1,200	1,200
	390307 Airport Operations				
30201	Salaries - Non-Established	400,111	452,528	452,528	507,412
30401	Duty Allowance - Non-Established	50,400	57,600	57,600	57,600
30406	Travelling Allowance - Non-Established	33,600	40,200	40,200	46,200
33707	Training Costs	300,000	250,000	250,000	140,652
34007	Consulting Services	-	-	-	24,000
	390385 Records Preservation				
30101	Salaries - Established	81,384	128,148	128,148	86,225
	390508 Special Events & Activities				
30709	Stipend	30,000	25,000	25,000	-
33701	Conferences or Workshops	500,000	150,000	366,000	-
	390510 Ancillary Services				
30201	Salaries - Non-Established	358,172	394,084	394,084	300,691
30202	Wages - Non-Established	48,953	25,553	25,553	25,061
30301	Duty Allowance - Established	-	-	-	6,000
30401	Duty Allowance - Non-Established	12,000	12,000	12,000	6,000
30406	Travelling Allowance - Non-Established	6,000	6,000	6,000	-
30701	Honorarium	5,000	5,000	20,500	-
30704	Medical Treatment	3,000	3,000	3,000	-
30709	Stipend	3,600	3,600	3,600	-
30716	Uniform Allowance	60,000	40,000	40,000	-
30801	Gratuities & Terminal Grants	50,000	50,000	50,000	-
30802	Compensation & Indemnities	20,000	20,000	120,000	-
31102	Food, water and refreshments	8,000	8,000	8,000	5,957
31601	Office Supplies	15,000	15,000	15,000	12,010
31602	Computer Supplies	20,000	20,000	20,000	36,881
31604	Maintenance Contract - Photocopiers or MFPs	7,000	7,000	7,000	-
32001	Medals, Stationary, Seals & Gifts	7,500	7,500	7,500	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

35 Civil Aviation and Transportation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33501	Office Cleaning	9,600	9,600	9,600	-
33508	Household Sundries	10,000	10,000	10,000	10,656
33605	Express Mail Services	500	500	500	-
33701	Conferences or Workshops	20,000	20,000	20,000	-
33904	Contributions or Subscriptions to other international organisations.	600,000	350,000	950,000	296,757
34007	Consulting Services	5,000	5,000	5,000	-
37012	Grants to Organisations or Institutions	300	300	300	-
37034	Expenses of Boards or Committees	80,400	80,400	80,400	93,800
	390541 Energy Desk				
30201	Salaries - Non-Established	-	-	-	189,771
30401	Duty Allowance - Non-Established	-	-	-	18,000
30406	Travelling Allowance - Non-Established	-	-	-	18,000
Total Programme 390 General Public Services		**3,087,708**	**2,777,889**	**3,709,389**	**2,191,849**
TOTAL DEPARTMENT 3501 Civil Aviation		**3,087,708**	**2,777,889**	**3,709,389**	**2,191,849**
02	**V C Bird International Airport**				
	256 International Transportation				
	256304 Air Traffic Control				
30101	Salaries - Established	4,489,332	3,289,832	3,289,832	3,070,673
30103	Overtime - Established	500,000	360,000	465,000	294,326
30301	Duty Allowance - Established	476,124	324,660	324,660	278,820
30306	Travelling Allowance - Established	310,080	289,728	289,728	244,078
30318	Acting Allowance - Established	-	-	-	694
30401	Duty Allowance - Non-Established	-	-	-	5,820
30704	Medical Treatment	300,000	231,900	119,900	5,301
30716	Uniform Allowance	60,000	50,000	50,000	9,165
30801	Gratuities & Terminal Grants	93,000	93,000	77,500	-
30802	Compensation & Indemnities	10,000	10,000	10,000	-
31001	Subsistence Allowance	50,000	50,000	50,000	38,964
31002	Ticket Expenses	40,000	-	-	-
31102	Food, water and refreshments	7,500	7,500	7,500	5,531
31601	Office Supplies	10,800	10,800	10,800	1,816
31602	Computer Supplies	10,000	10,000	10,000	1,652
33508	Household Sundries	4,500	4,500	4,500	3,209
33701	Conferences or Workshops	10,000	10,000	10,000	-
33707	Training Costs	900,000	500,000	846,550	838,173
34007	Consulting Services	5,000	5,000	5,000	-
36005	Airport Operation & Maintenance	10,000	-	26,000	27,042

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

35 Civil Aviation and Transportation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
Total Programme 256 International Transportation		**7,286,336**	**5,246,920**	**5,596,970**	**4,825,264**
TOTAL DEPARTMENT 3502 V C Bird International Airport		**7,286,336**	**5,246,920**	**5,596,970**	**4,825,264**
03	**Meteorological Office**				
	502 Environment				
	502362 Meteorological Services				
30101	Salaries - Established	1,582,692	1,548,288	1,548,288	1,333,065
30103	Overtime - Established	100,000	100,000	100,000	59,327
30201	Salaries - Non-Established	112,029	88,441	88,441	98,164
30203	Overtime - Non-Established	10,000	10,000	10,000	-
30301	Duty Allowance - Established	36,000	-	-	-
30306	Travelling Allowance - Established	148,992	197,280	197,280	113,241
30307	Mileage Allowance - Established	1,500	1,500	1,500	-
30315	Other allowances and fees - Established	212,424	225,600	225,600	190,874
30704	Medical Treatment	10,000	10,000	10,000	1,000
30709	Stipend	24,000	-	-	-
30713	Payment in Lieu of Vacation Leave	-	-	20,000	-
30716	Uniform Allowance	24,480	15,000	15,000	18,518
31002	Ticket Expenses	15,000	15,000	15,000	-
31102	Food, water and refreshments	8,000	8,000	8,000	4,840
31202	Fuel and Oil	2,000	2,000	2,000	-
31301	Books & Periodicals	3,000	3,000	3,000	-
31506	Personal Protective Clothing and Equipment	8,000	8,000	8,000	-
31601	Office Supplies	8,000	8,000	8,000	4,898
31602	Computer Supplies	9,000	9,000	9,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	8,000	8,000	8,000	-
31606	Purchase of cellular equipment/devices	8,000	-	-	-
31902	Spare Parts	40,000	10,000	10,000	-
33001	Advertising & Promotion Costs	-	20,000	20,000	9,680
33003	Public Awareness Expenses	-	-	-	5,000
33402	Computer Software upgrade cost	10,000	10,000	10,000	-
33508	Household Sundries	8,000	8,000	8,000	4,766
33604	Air Freight Expenses	12,000	12,000	12,000	-
33701	Conferences or Workshops	30,000	30,000	30,000	39,038
33705	Course Costs and Fees	15,000	15,000	15,000	6,687
33707	Training Costs	35,000	35,000	35,000	23,496

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

35 Civil Aviation and Transportation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33901	Contributions or Subscriptions to Caribbean Organizations	700,000	650,000	650,000	567,064
33903	Contributions or Subscriptions to UN Agencies	50,000	45,000	45,000	37,853
34007	Consulting Services	60,000	35,000	35,000	-
34109	Rental or Lease - n.e.c.	-	17,000	17,000	16,150
	502379 Public Awareness				
30101	Salaries - Established	-	-	-	87,104
30306	Travelling Allowance - Established	-	-	-	9,054
30315	Other allowances and fees - Established	-	-	-	11,400
	502508 Special Events & Activities				
33001	Advertising & Promotion Costs	20,000	-	-	-
34109	Rental or Lease - n.e.c.	15,000	-	-	-
Total Programme 502 Environment		**3,326,117**	**3,144,109**	**3,164,109**	**2,641,219**
TOTAL DEPARTMENT 3503 Meteorological Office		**3,326,117**	**3,144,109**	**3,164,109**	**2,641,219**
TOTAL MINISTRY 35 Civil Aviation and Transportation		**13,700,161**	**11,168,918**	**12,470,468**	**9,658,332**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

80 Tourism and Investment

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
8001	Tourism HQ	16,843,647	17,057,524	17,210,029	9,932,645
8003	Antigua Tourist Office	-	-	-	1,814,143
8004	Overseas Tourism Offices	5,929,781	5,929,781	5,929,781	4,327,769
8009	Beach Safety and Protection Unit	2,622,049	2,292,505	2,292,505	2,198,305
TOTAL 80 Tourism and Investment		**25,395,477**	**25,279,810**	**25,432,315**	**18,272,862**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

80 Tourism and Investment

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Tourism HQ**				
	500 Tourism				
	500398 Production of Official Statistics				
30201	Salaries - Non-Established	350,597	320,507	320,507	135,692
30401	Duty Allowance - Non-Established	12,000	12,000	12,000	-
30406	Travelling Allowance - Non-Established	8,388	8,388	8,388	-
30716	Uniform Allowance	10,000	10,000	10,000	962
31102	Food, water and refreshments	8,000	8,000	8,000	10,165
31308	Printing Materials & Supplies	10,000	10,000	10,000	-
31601	Office Supplies	2,000	2,000	2,000	517
31602	Computer Supplies	10,000	10,000	10,000	6,505
33401	Computer Hardware Maintenance Costs	10,000	10,000	10,000	-
33701	Conferences or Workshops	8,000	8,000	8,000	-
34007	Consulting Services	50,000	50,000	50,000	-
34401	Research & Development Costs	30,000	30,000	30,000	170
	500405 Tourism Promotion & Marketing				
30201	Salaries - Non-Established	437,904	407,904	407,904	400,289
30401	Duty Allowance - Non-Established	65,400	65,400	65,400	35,100
30406	Travelling Allowance - Non-Established	25,932	25,932	25,932	18,000
31102	Food, water and refreshments	10,000	10,000	10,000	-
31307	ID Cards	8,750	8,750	8,750	-
31601	Office Supplies	12,000	12,000	12,000	9,225
31602	Computer Supplies	10,250	10,250	10,250	2,221
33001	Advertising & Promotion Costs	226,000	226,000	226,000	203,120
33002	Marketing Costs	3,500,000	3,500,000	3,497,779	47,607
33003	Public Awareness Expenses	2,500	2,500	2,500	-
33403	Computer Software Licensing & Fees	5,000	5,000	5,000	-
33605	Express Mail Services	2,500	2,500	2,500	-
33710	Audio Visual Materials & Supplies	5,000	5,000	5,000	-
34104	Rental or Lease - Vehicle	10,000	10,000	10,000	-
	500407 Tourism Development Plan				
30201	Salaries - Non-Established	169,916	349,624	349,624	237,684
30401	Duty Allowance - Non-Established	6,000	21,600	21,600	12,000
30406	Travelling Allowance - Non-Established	6,000	12,000	12,000	6,000
30801	Gratuities & Terminal Grants	80,000	80,000	80,000	33,750
31102	Food, water and refreshments	4,500	4,500	4,500	1,773
31301	Books & Periodicals	3,000	3,000	3,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

80 Tourism and Investment

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31304	Photocopying & Binding Services	2,000	2,000	2,000	-
31308	Printing Materials & Supplies	6,000	6,000	6,000	800
31501	Medical Supplies	5,000	5,000	5,000	-
31601	Office Supplies	10,000	10,000	10,000	6,380
31602	Computer Supplies	8,000	8,000	8,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	3,000	3,000	3,000	-
32001	Medals, Stationary, Seals & Gifts	3,000	3,000	3,000	393
33001	Advertising & Promotion Costs	25,000	25,000	25,000	6,662
33003	Public Awareness Expenses	10,000	10,000	10,000	-
33601	Ground Transportation Services	5,000	5,000	5,000	-
33605	Express Mail Services	5,000	5,000	5,000	-
33701	Conferences or Workshops	30,000	30,000	30,000	9,440
33707	Training Costs	20,000	20,000	20,000	2,600
33710	Audio Visual Materials & Supplies	10,000	10,000	10,000	340
33901	Contributions or Subscriptions to Caribbean Organizations	371,200	371,200	371,200	-
36002	Maintenance of Public Grounds	14,000	14,000	14,000	-
37012	Grants to Organisations or Institutions	50,000	50,000	50,000	-
37015	Grant to Statutory Bodies & SOEs	7,040,000	7,040,000	7,040,000	5,865,000
	500451 Sports Tourism				
30201	Salaries - Non-Established	74,300	74,300	74,300	38,961
30401	Duty Allowance - Non-Established	15,000	15,000	15,000	6,000
30406	Travelling Allowance - Non-Established	9,000	9,000	9,000	3,000
31102	Food, water and refreshments	10,000	10,000	10,000	-
33601	Ground Transportation Services	2,500	2,500	2,500	-
	500472 Teaching, Training & Development				
30201	Salaries - Non-Established	61,916	130,181	130,181	67,248
30401	Duty Allowance - Non-Established	6,000	16,200	16,200	6,000
30406	Travelling Allowance - Non-Established	6,000	13,800	13,800	6,000
31102	Food, water and refreshments	2,500	2,500	2,500	426
33601	Ground Transportation Services	5,000	5,000	5,000	-
33707	Training Costs	15,000	15,000	15,000	-
	500501 National Beautification				
30201	Salaries - Non-Established	96,315	96,315	96,315	-
30401	Duty Allowance - Non-Established	12,000	12,000	12,000	-
30406	Travelling Allowance - Non-Established	6,000	6,000	6,000	-
31102	Food, water and refreshments	2,500	2,500	2,500	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

80 Tourism and Investment

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33508	Household Sundries	5,000	5,000	5,000	4,757
33601	Ground Transportation Services	5,000	5,000	5,000	-
36002	Maintenance of Public Grounds	16,000	16,000	16,000	14,000
	500510 Ancillary Services				
30101	Salaries - Established	611,436	707,111	707,111	797,185
30103	Overtime - Established	35,000	35,000	35,000	-
30201	Salaries - Non-Established	1,003,372	1,017,595	1,017,595	1,113,015
30202	Wages - Non-Established	342,004	342,004	342,004	349,555
30203	Overtime - Non-Established	50,000	50,000	50,000	-
30208	Severance Pay - Non-Established	90,000	90,000	90,000	-
30301	Duty Allowance - Established	60,000	72,000	72,000	73,238
30305	Entertainment Allowance - Established	10,800	10,800	10,800	11,543
30306	Travelling Allowance - Established	36,072	42,108	42,108	42,843
30308	Cashier Allowance - Established	1,200	1,200	1,200	1,200
30316	Risk Allowance - Established	5,000	5,000	5,000	4,080
30318	Acting Allowance - Established	10,000	10,000	10,000	-
30401	Duty Allowance - Non-Established	57,600	47,400	47,400	58,900
30406	Travelling Allowance - Non-Established	24,538	18,538	18,538	22,637
30416	Risk Allowance - Non-Established	29,120	33,280	33,280	21,200
30418	Acting Allowance - Non-Established	10,000	10,000	10,000	-
30701	Honorarium	80,000	80,000	116,500	46,100
30709	Stipend	50,000	50,000	50,000	-
30713	Payment in Lieu of Vacation Leave	-	-	26,129	-
30716	Uniform Allowance	30,000	30,000	30,000	273
31102	Food, water and refreshments	8,000	8,000	8,000	3,022
31201	Vehicle supplies and parts	6,500	6,500	6,500	4,241
31202	Fuel and Oil	1,500	1,500	1,500	-
31204	Tyres	4,500	4,500	4,500	-
31301	Books & Periodicals	4,000	4,000	4,000	-
31506	Personal Protective Clothing and Equipment	3,000	3,000	3,000	-
31601	Office Supplies	25,000	25,000	77,280	55,908
31602	Computer Supplies	16,000	16,000	16,000	6,838
31605	Repair and/or Maintenance of Furniture or Equipment	6,100	6,100	6,100	-
33508	Household Sundries	45,000	45,500	85,317	58,834
33605	Express Mail Services	3,000	3,000	3,000	-
33701	Conferences or Workshops	18,000	18,000	18,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

80 Tourism and Investment

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33705	Course Costs and Fees	20,000	20,000	20,000	-
33707	Training Costs	15,000	15,000	15,000	-
34001	Project Management	8,000	8,000	8,000	-
34007	Consulting Services	15,000	15,000	15,000	-
34010	Legal Fees	14,000	14,000	14,000	-
34105	Rental or lease - Office Equipment	20,000	20,000	20,000	-
36002	Maintenance of Public Grounds	10,000	10,000	10,000	500
36006	Maintenance of Buildings	35,000	35,000	35,000	37,720
36007	Maintenance of Heritage Sites	40,000	40,000	40,000	600
	500528 Agri-Tourism				
31001	Subsistence Allowance	14,000	14,000	14,000	-
31002	Ticket Expenses	20,000	20,000	20,000	-
31102	Food, water and refreshments	4,500	4,500	4,500	2,581
31301	Books & Periodicals	2,000	2,000	2,000	-
31304	Photocopying & Binding Services	5,000	5,000	5,000	-
31308	Printing Materials & Supplies	6,000	6,000	6,000	-
31601	Office Supplies	5,000	5,000	5,000	-
33001	Advertising & Promotion Costs	7,000	7,000	7,000	-
33003	Public Awareness Expenses	6,000	6,000	6,000	-
33601	Ground Transportation Services	10,000	10,000	10,000	-
33605	Express Mail Services	2,500	2,500	2,500	-
33703	Educational Visits	5,000	5,000	5,000	-
33707	Training Costs	3,700	3,700	3,700	-
33710	Audio Visual Materials & Supplies	3,500	3,500	3,500	-
33713	Educational Materials	3,000	3,000	3,000	-
34007	Consulting Services	15,000	15,000	15,000	-
36002	Maintenance of Public Grounds	20,000	20,000	20,000	3,169
36101	Repair or Maintenance of vehicles	10,000	10,000	10,000	650
	500539 Customer Care				
30201	Salaries - Non-Established	589,541	459,541	459,541	-
30401	Duty Allowance - Non-Established	68,400	68,400	68,400	-
30406	Travelling Allowance - Non-Established	43,896	43,896	43,896	-
31303	Newsletter & Publications	1,500	1,500	1,500	-
31601	Office Supplies	3,000	3,000	3,000	600
31602	Computer Supplies	5,000	5,000	5,000	6,546
32001	Medals, Stationary, Seals & Gifts	30,000	30,000	30,000	-
33003	Public Awareness Expenses	2,000	2,000	2,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

80 Tourism and Investment

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33508	Household Sundries	11,000	11,000	11,000	10,880
33605	Express Mail Services	2,500	2,500	2,500	-
34001	Project Management	10,000	10,000	10,000	-
	500540 Marine-based Tourism				
31303	Newsletter & Publications	3,000	3,000	3,000	-
31601	Office Supplies	2,500	2,500	2,500	-
31602	Computer Supplies	2,500	2,500	2,500	-
33003	Public Awareness Expenses	3,000	3,000	3,000	-
33601	Ground Transportation Services	1,500	1,500	1,500	-
33605	Express Mail Services	1,500	1,500	1,500	-
Total Programme 500 Tourism		**16,843,647**	**17,057,524**	**17,210,029**	**9,932,645**
TOTAL DEPARTMENT 8001 Tourism HQ		**16,843,647**	**17,057,524**	**17,210,029**	**9,932,645**
03	**Antigua Tourist Office**				
	500 Tourism				
	500398 Production of Official Statistics				
30201	Salaries - Non-Established	-	-	-	253,297
30401	Duty Allowance - Non-Established	-	-	-	12,000
30406	Travelling Allowance - Non-Established	-	-	-	8,388
	500405 Tourism Promotion & Marketing				
30201	Salaries - Non-Established	-	-	-	325,320
30401	Duty Allowance - Non-Established	-	-	-	54,450
30406	Travelling Allowance - Non-Established	-	-	-	12,932
	500407 Tourism Development Plan				
30201	Salaries - Non-Established	-	-	-	67,248
30401	Duty Allowance - Non-Established	-	-	-	6,000
30406	Travelling Allowance - Non-Established	-	-	-	6,000
	500451 Sports Tourism				
30201	Salaries - Non-Established	-	-	-	40,349
30301	Duty Allowance - Established	-	-	-	9,000
30406	Travelling Allowance - Non-Established	-	-	-	6,000
	500510 Ancillary Services				
30201	Salaries - Non-Established	-	-	-	303,364
30401	Duty Allowance - Non-Established	-	-	-	6,000
	500539 Customer Care				
30201	Salaries - Non-Established	-	-	-	591,499
30401	Duty Allowance - Non-Established	-	-	-	68,400
30406	Travelling Allowance - Non-Established	-	-	-	43,896

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

80 Tourism and Investment

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
Total Programme 500 Tourism		**-**	**-**	**-**	**1,814,143**
TOTAL DEPARTMENT 8003 Antigua Tourist Office		**-**	**-**	**-**	**1,814,143**
04	**Overseas Tourism Offices**				
	500 Tourism				
	500405 Tourism Promotion & Marketing				
37001	Payments Overseas Offices	5,929,781	5,929,781	5,929,781	4,327,769
Total Programme 500 Tourism		**5,929,781**	**5,929,781**	**5,929,781**	**4,327,769**
TOTAL DEPARTMENT 8004 Overseas Tourism Offices		**5,929,781**	**5,929,781**	**5,929,781**	**4,327,769**
09	**Beach Safety and Protection Unit**				
	390 General Public Services				
	390301 Accounting				
30201	Salaries - Non-Established	909,390	833,650	833,650	1,013,573
30203	Overtime - Non-Established	10,000	10,000	10,000	-
30401	Duty Allowance - Non-Established	102,000	246,000	246,000	102,000
30406	Travelling Allowance - Non-Established	89,532	87,864	87,864	85,464
30415	Other allowances and fees - Non-Established	254,889	-	-	-
30418	Acting Allowance - Non-Established	5,000	5,000	5,000	-
	390320 Conservation Management				
30201	Salaries - Non-Established	-	-	-	2,599
30202	Wages - Non-Established	928,138	846,891	846,891	986,472
30411	Shift Allowance - Non-Established	-	-	-	100
30416	Risk Allowance - Non-Established	-	-	-	350
30716	Uniform Allowance	60,000	60,000	60,000	-
30801	Gratuities & Terminal Grants	60,000	-	-	-
31102	Food, water and refreshments	10,000	10,000	10,000	2,161
31501	Medical Supplies	10,000	10,000	10,000	119
31601	Office Supplies	8,500	8,500	8,500	-
31602	Computer Supplies	9,000	9,000	9,000	-
33206	Insurance - n.e.c.	70,000	70,000	70,000	-
33207	Insurance - Marine Vessels	15,000	15,000	15,000	-
33705	Course Costs and Fees	15,000	15,000	15,000	-
33707	Training Costs	15,000	15,000	15,000	-
36101	Repair or Maintenance of vehicles	50,600	50,600	50,600	5,467
Total Programme 390 General Public Services		**2,622,049**	**2,292,505**	**2,292,505**	**2,198,305**
TOTAL DEPARTMENT 8009 Beach Safety and Protection Unit		**2,622,049**	**2,292,505**	**2,292,505**	**2,198,305**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

80 Tourism and Investment

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
TOTAL MINISTRY 80 Tourism and Investment		25,395,477	25,279,810	25,432,315	18,272,862

BUSINESS PLAN FOR THE YEAR 2026
AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Works

Business Plan

FY 2026

STRATEGIC BUSINESS PLAN 2026


MINISTRY
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A Brief History of the Ministry of Works

On July 29th, 1864 the legislature adopted a tax for Water Works establishing the Public Works and Road Act. The Ministry of Works is an institution that is 160 years old and continues to be one of the most important and dynamic ministries in government. Its services cover a myriad of areas upon which the public depends daily.

The Ministry has a wide and diverse range of responsibilities covering road and building infrastructure, project management, rental and lease of buildings for government's operation, central government vehicle coordination, heavy-duty vehicle and equipment management, communications, marketing and data processing, traffic lights, and intra-government services. These duties are performed by several divisions and units, namely the Accounts Department, Registry, Human Resource Management, Pay Office Section, Refrigeration and Air Conditioning Unit, Government Mechanical Workshop, Burma Quarry, Bendals Quarry, Hot Mix Plant, Concrete Plant, Electrical Department, Plumbing Department, Lab, Security Division, Carpenter Shop, Traffic Light Unit, Accommodations, Landscaping, Engineers Office, Drawing Office, Surveyors, Motor Pool, Secretariat, Buildings, Records and Research, Stores, Roads, Survey and GIS and Transport.

The Ministry has incorporated the Project Implementation Management Unit (PIMU) responsible for implementing projects that are funded by the Caribbean Development Bank and facilitates a cohesive Ministry of Works that strives for a culture of excellence.

The Ministry of Works currently has an approximate staff complement of over 1,000 employees, most of whom are non-established.

Our Vision, Mission and Core Values

VISION:
To be an institution of excellence in the prudent development and management of the nation's physical infrastructure.

MISSION:
Provide professional services in Architecture, Engineering, Infrastructural Project Management and Procurement by being an effective, efficient, and transparent organisation based on sound leadership and effective strategic partnerships.

VALUES:
The Ministry's culture and work ethics are based on core values and ethical beliefs of efficiency, integrity, equity and accountability.

Functional Areas of the Ministry of Works

DEPARTMENT	FUNCTION OR SERVICES OFFERED
Roads	Planning, construction, and maintenance of roads throughout Antigua and Barbuda along with road-building standardisation.
Buildings	Maintenance and construction of all government buildings in addition to architectural designs and consultations.
Quarry	Mining, distribution and sale of all aggregates used for government projects.
Concrete plant	Production and sale of all concrete or cement-related products for government use.
Hot Mix	Production and sale of all asphalt materials used in government and private projects.
Survey and GIS	Conducts cadastral, topographical, and engineering surveys of roads, drains, and other relevant government properties.
Transport	Procurement, maintenance, distribution, and rental of all government vehicles or equipment.
Government Motor Pool	Procurement and distribution of fuel for all government transport and equipment and management of the government fleet.
Workshop	Service and maintenance of all government vehicles and equipment.
Security	Provide security for relevant government facilities.
Traffic Lights	Installation and maintenance of the traffic light system.
Stores and Accommodations	Procurement and distribution of goods, including furniture and appliances.
Aggregate Testing Lab (materials lab)	Production of formulas for concrete and asphalt plants and testing of all aggregates from both private and government entities.
Landscaping	Maintenance of properties, drains, streamlines and road reserves, cleaning of buildings sites, relocation of office furniture.

Service Performance Review and Critical Issues in 2025

The Ministry of Works continues to provide holistic support (internally and externally) to government departments with respect to the provision of goods and services, transportation,

office accommodation, special projects, maintenance and repair needs for sustaining government services.

Achievements	Issues
Roads Rehabilitation and Reconstruction **Service Performance** • Maintaining quarries and concrete plant productions consistent with current and future projects. • Road rehabilitation in areas such as Parham, Paynters, Lightfoot, Coolidge, Gunthorpes, Bolans, Bendals and Jennings New Extension, Swetes, Tyrell's, Mount Pleasant, Cedar Grove, Cassada Gardens and Clarehall. • Daily deployment of patching and resurfacing crews to address issues on major highways and community roads. • Extensive roads overlaying work around various sections of the island and rehabilitative work on Valley Road, Anchorage Road, Old Parham Road, Powells and Coolidge. • Tested All Saints Road in preparation for reconstruction. • Construction of community roads using JPCP to improve the road network infrastructure within communities. • Supported the Second Roads Rehabilitation Project (SRIRP) funded by the Caribbean Development Bank (CDB). • Vibrant, modern communications. **Organisational Matters** • Identified the strategic inputs to support both the existing and enhanced national roads infrastructure rehabilitation project (community and main arteries). • Commenced streamlining functional and maintenance efficiencies for the plant (quarries and concrete) production to support road rehabilitation works. • Set the parameters for improved sub-base and base structure for road construction. • Provided training programmes, in collaboration with other countries and organisations, to increase the skill level of the technical staff.	• Interrupted operation of supporting plants due to procurement of spare parts in a timely manner. • Inconsistent availability of select tools and equipment to support the road rehabilitation plans. • Inefficient collaboration with APUA with respect to installation of infrastructure. • Inconsistent coordination among work crews. • Procedural and operational delays affecting the progress of the Second Roads Infrastructure Rehabilitation Project (SRIRP).

Achievements	Issues
Buildings / Design and Control **Service Performance** Design projects to include the NODS shelter prototype, NODS warehouse expansion, Coolidge Office complex, All Clinic alterations/renovations, All Saints Dental Clinic, Autopsy Suite, ABS temporary office, Culture office, YMCA, Ministry of Works truckers depot, Post Office boxes, SLBMC storage area, General Post Office building alrerations/renovations, Social Transformation re the Aflax building, new office building for the Ministry of Works. **Organisational Matters** • Revised procedure for bill of quantities costing buildings construction projects to facilitate competitive pricing from contractors. • Assessed internal requirements to meet government-wide office accommodation. • Identified equipment, technical and human resource deficiencies that limit current capabilities to meet high demand for technical design and management of multiple government office renovation projects. • Conducted an inventory of government and private office accommodation to consolidate and reduce cost associated with the rental/lease of private properties.	• Inconsistent payment of rent complicates the landlord/tenant relationship and compromises availability of office accommodation. • Limited ability to repair/maintain government offices; an increase of eviction notices. • Inadequate availability of required resource tools for the Design and Control section: plotters, licensed design software, computer hardware, internet services and networking. • Inadequate availability of personnel to manage the various functions of the Buildings section. • Inconsistent management of leases. • Uncoordinated, unstructured responses to government department's request for assessments, repair/rehabilitation of physical infrastructure.

Achievements	Issues
Transportation **Service Performance** • Continued assessment of government vehicles (light and heavy) management. • Re-established routine maintenance to secure longevity of vehicles. • Institution of a system of registering government vehicles and heavy-duty equipment. • Facilitated driver assessment and training to promote improvement of responsible driving and reduce accidents. • Coordinated transportation demands for government supported meetings, incentives conferences and exhibitions (MICE). • Coordinated movement and use of trucking and heavy-equipment services to multiple project sites, based on the scopes of work. • Institution of electronic record system to track fuel consumption and supplies used in maintenance. **Organisational Matters** • Engaged a dynamic process of regularising organisational and staffing anomalies. • Noted the need for improved records and verification procedures for the assignment, use and maintenance of government vehicles and heavy equipment assigned to projects.	• Anomalies in staff posts within departments and other sections of the Ministry, requiring a review and regularisation of staff posts and emoluments for a stable organisational structure. • Require organised system to improve monitoring and management of fuel consumption. • Lack of accountability measures to support efficient procurement and economical use of government resources.

Achievements	Issues
Procurement **Service Performance** • Revamping procurement procedures across the crucial functions within Accounts, Accommodation, Stores and Building. **Organisational Matters** • Assess and improve recording and dispatch procedures; track incoming and requisitioned goods; improve inventory management. • Adjusted supervisory management of government acquisitions. • Improved reporting lines and certification, recording systems and approvals. • Improved inventory management and certification for government stores of materials and replacement parts.	• High demand of items used government-wide impact on timely procurement to deliver crucial items. • Limited supplier confidence in revised procurement procedures and payment timelines. • Procurement coordination remains poor at some satellite stations. • Storage areas for government supplies and goods require better security.

Achievements	Issues
Support Functions **Service Performance** • Review of the supporting functions of the Ministry towards enhancing coordination between various departments and sections, adequate tooling and human resource training and development. **Organisational Matters** • Investment in training and development of staff skills such as Geographic Information Systems (GIS) training, adult classes, degree courses, professional and technical certification. • Development of a training program in conjunction with the Ministry of Education to train a cadre of heavy equipment operators and encouraging the inclusion of female trainees. • Continued review of the Ministry's organisational structure towards developing a comprehensive assessment of needed professional skillset and application across administrative and professional functions. • Active recruitment of necessary labour and specialised engineering expertise. • Recognised the need for stronger relationship with labour agencies to foster healthy and fair working conditions.	• Weak to moderate coordination among some functions within the Ministry. • Significant anomalies in staff posts requiring reclassification commensurate with duties performed and required experience and the requisite need for regularising wages and salaries. • Procurement practices are inconsistent, requiring defined operating procedures and controls.

Priorities and Strategies 2025 – 2026

Priorities	Strategies	Indicators
Priority 1 **Roads** Execute a comprehensive roads rehabilitation and reconstruction programme of the All Saints Road and other main highways and community roads.	• Apply available technical resources to roads construction. • Employment of additional labourers and skilled personnel to form multiple roads crews. • Purchase and deployment of heavy equipment fleet. • Install security personal and measures to protect the Ministry's investment.	Outputs: - Enhanced technical supervision. - Increased labour force. - Heavy equipment for roads construction. - Secured investment. Outcomes: Sustained roads work repairs executed simultaneously in multiple areas.
	• Strengthened institution of the five (5) zones to modernise infrastructure management.	Outputs: - Zonal matrix of five zones - Assigned engineers, equipment, transport labourers, timekeepers and security personnel. Outcomes: Sustainable monitoring and management of infrastructure repair within fixed zones with applied resources.
Priority 2 **Buildings** Streamline efficient management of office accommodation, repairs and renovation of buildings infrastructure and leases to enhance	• Identify government properties that can be renovated and used to consolidate office accommodation.	Outputs: - Database of all government and private properties. Outcomes: Reduce number of rented properties and rental cost.

office accommodation made available to Government Departments.	• Prioritise assessment and renovation of physical structures based on need and consequential impact.	Outputs: - Report on physical infrastructure requests assessed by national need and socio-economic impact. Outcomes: Structured implementation of design and renovation projects.
	• Track and eliminate utilities services and rent payment of unoccupied, rented properties that remain on the government accounts	Outputs: Database of utility services on government account. Outcomes: Timely disconnections for terminated leases and reduction in utility cost to government.
	• Review and renew expired leases where necessary.	Outputs: Database of leases expiry dates and terms. Outcomes: Timely renewals and review of terms for best price.
	• Institute a proactive, quarterly maintenance inspection schedule of all office accommodation.	Outputs: - Quarterly assessment reports. - Scheduled repair interventions. Outcomes: Preventative maintenance of all office accommodation.

Priority 3 **Transportation** Improve the procurement, deployment and management of government's transportation fleet and consumption of fuel.	• Assessment of existing fleet prior to replacement of vehicles. • Institute standard operating procedures for procurement, distribution, use and maintenance of government vehicles and equipment • Ascribing greater responsibility of drivers of government vehicles (personal liability for vehicular accidents where duly negligent). • Proper training of assessed and approved drivers of government vehicles. • Emphasis of strict adherence to all traffic laws.	Outputs: Vehicle Management Policy and Operating Guidelines. Outcomes: Effective and sustainable management of Government fleet of vehicles and equipment.

	• Properly manage fuel (gas and diesel) distribution.	Outputs: - Verified authority and process for fuel dispensation. - Record and reconciliation of mileage used per week against assigned purpose of vehicle. - Tagged containers for tracking bulk deliveries. - Tagged heavy equipment based on project site that qualify for fuel.
The inclusion of green and clean technology in our building design	**Output**: Carrying out an audit on all buildings to determine most affected building and which buildings can be executed in the shortest possible time; this would also require a cost analysis to determine priority buildings based on cost and functionality. Outcomes: this would enable us to reduce our maintenance cost while simultaneously ensuring that our working environment is safe for all staff	**Outcomes**: Accountable reporting and sustainable management of fuel consumption.

Priority 4 **Integrated Functions** Effectively coordinate the supporting functions of the Ministry as key inputs to the core priorities.	• Provide tools, equipment and comprehensive maintenance schedules. • Institute human resources training and capacity building in both the administrative and technical staff. • Develop and institute procedures and guidelines for managing administrative processes such as receiving, processing and tracking requests for payments, storing information, documents and handling HR matters • Develop and institute comprehensive standard operating procedures to guide the procurement, distribution, management, use and monitoring of all goods and services across all sections of the Ministry. • Enhance security measures to protect government assets and investment.	Outputs: - Trained and resourced workforce. - Established supply of inputs at fair prices. Outcomes: Sustainable and secure human resources and physical assets necessary for national development.

Conclusion

The Ministry's priorities, strategies and indicators underscore the interrelatedness of its various functions for successful communication, collaboration, and data-sharing amongst the development stakeholders within and between sectors. The Ministry continues to strive to strengthen its core assets (physical, technical and financial) and deliver routine and critical services nationally. Notwithstanding inherent challenges, the Ministry is imbued by dedicated technical, administrative and supportive staff, sustaining its effort to achieve its priorities and sustainable outcomes toward quality infrastructural development for Antigua and Barbuda.


MINISTRY
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ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
4001	Public Works and Transportation HQ	15,109,580	15,645,566	18,700,566	21,863,965
4002	Works Division	92,438,271	82,458,245	93,429,764	85,044,966
4003	Design and Control Division	982,548	1,191,201	1,131,201	910,623
4004	Equipment Maintenance & Funding Scheme	13,176,736	9,398,848	13,298,697	7,431,987
TOTAL 40 Works		**121,707,135**	**108,693,860**	**126,560,228**	**115,251,541**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Public Works and Transportation HQ**				
	250 Infrastructural Development				
	250301 Accounting				
30101	Salaries - Established	752,412	680,180	680,180	711,532
30103	Overtime - Established	20,000	-	-	66,327
30201	Salaries - Non-Established	236,243	235,123	235,123	140,440
30202	Wages - Non-Established	711,361	828,528	828,528	575,797
30301	Duty Allowance - Established	30,000	30,000	30,000	30,493
30305	Entertainment Allowance - Established	3,600	3,600	3,600	3,896
30306	Travelling Allowance - Established	24,660	24,660	24,660	18,906
30308	Cashier Allowance - Established	3,600	4,800	4,800	1,943
	250344 Human Resources Management				
30101	Salaries - Established	434,832	257,069	257,069	351,366
30103	Overtime - Established	50,000	70,000	570,000	49,259
30201	Salaries - Non-Established	1,186,443	967,781	967,781	985,605
30202	Wages - Non-Established	1,175,717	1,116,136	1,116,136	1,010,092
30203	Overtime - Non-Established	500,000	500,000	500,000	2,999,512
30301	Duty Allowance - Established	12,000	12,000	12,000	19,624
30306	Travelling Allowance - Established	20,532	20,532	20,532	10,066
30308	Cashier Allowance - Established	-	-	-	1,184
30401	Duty Allowance - Non-Established	6,000	9,000	9,000	27,000
30406	Travelling Allowance - Non-Established	17,100	17,100	17,100	11,042
30416	Risk Allowance - Non-Established	1,000,000	1,000,000	1,000,000	7,050,715
30418	Acting Allowance - Non-Established	-	-	-	182
30701	Honorarium	20,000	20,000	20,000	5,500
30709	Stipend	12,000	12,000	12,000	5,000
30716	Uniform Allowance	1,660	1,660	1,660	-
30801	Gratuities & Terminal Grants	150,000	150,000	150,000	54,982
30802	Compensation & Indemnities	100,000	100,000	160,000	2,830
33707	Training Costs	80,000	80,000	80,000	8,349
34007	Consulting Services	276,480	276,480	276,480	302,982
37034	Expenses of Boards or Committees	50,000	50,000	50,000	-
	250379 Public Awareness				
30201	Salaries - Non-Established	93,038	148,075	148,075	129,871
30401	Duty Allowance - Non-Established	6,000	12,000	12,000	6,000
30406	Travelling Allowance - Non-Established	6,000	12,000	12,000	9,926
33001	Advertising & Promotion Costs	7,000	7,000	7,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33002	Marketing Costs	7,000	7,000	7,000	-
33003	Public Awareness Expenses	2,000	2,000	2,000	-
	250398 Production of Official Statistics				
30201	Salaries - Non-Established	77,314	77,314	77,314	-
30406	Travelling Allowance - Non-Established	7,248	7,248	7,248	-
	250399 Procurement				
30202	Wages - Non-Established	96,733	130,301	130,301	90,711
30316	Risk Allowance - Established	24,000	24,000	24,000	-
31102	Food, water and refreshments	150,000	25,000	25,000	-
31201	Vehicle supplies and parts	10,000	10,000	10,000	-
31204	Tyres	1,250,000	1,250,000	1,250,000	1,712,404
31506	Personal Protective Clothing and Equipment	400,000	400,000	400,000	422,259
31601	Office Supplies	400,000	400,000	400,000	308,821
31901	Construction Supplies	40,000	40,000	40,000	41,710
31902	Spare Parts	10,000	10,000	10,000	-
32001	Medals, Stationary, Seals & Gifts	10,000	10,000	5,000	-
33401	Computer Hardware Maintenance Costs	150,000	150,000	150,000	191,261
33402	Computer Software upgrade cost	60,000	60,000	60,000	-
33508	Household Sundries	200,000	200,000	200,000	255,878
33509	Cleaning Tools and Supplies	250,000	250,000	250,000	69,850
34104	Rental or Lease - Vehicle	-	-	2,500,000	-
36002	Maintenance of Public Grounds	250,000	250,000	250,000	-
	250445 Motor Pool Operations				
30201	Salaries - Non-Established	115,059	136,895	136,895	115,654
30202	Wages - Non-Established	563,548	760,084	760,084	622,886
30415	Other allowances and fees - Non-Established	-	-	-	288
31202	Fuel and Oil	4,000,000	4,750,000	4,750,000	3,184,394
34109	Rental or Lease - n.e.c.	50,000	50,000	50,000	-
Total Programme 250 Infrastructural Development		**15,109,580**	**15,645,566**	**18,700,566**	**21,606,537**
	251 Roads, Streets & Drains				
	251387 Repairs & Maintenance Services				
30202	Wages - Non-Established	-	-	-	22,784
	251448 G.I.S & Planning				
30202	Wages - Non-Established	-	-	-	29,142
Total Programme 251 Roads, Streets & Drains		**-**	**-**	**-**	**51,926**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	255 Public Buildings & Heritage Sites				
	255418 Security Services				
30202	Wages - Non-Established	-	-	-	205,502
Total Programme 255 Public Buildings & Heritage Sites		**-**	**-**	**-**	**205,502**
TOTAL DEPARTMENT 4001 Public Works and Transportation HQ		**15,109,580**	**15,645,566**	**18,700,566**	**21,863,965**
02	**Works Division**				
	250 Infrastructural Development				
	250344 Human Resources Management				
30202	Wages - Non-Established	-	-	-	39,098
30203	Overtime - Non-Established	-	-	-	2,843
	250379 Public Awareness				
30201	Salaries - Non-Established	-	-	-	44,120
	250387 Repairs & Maintenance Services				
30201	Salaries - Non-Established	68,796	68,796	68,796	74,720
30202	Wages - Non-Established	49,775	70,306	70,306	2,010
34109	Rental or Lease - n.e.c.	2,500,000	-	2,000,000	-
36206	Other Repairs and Maintenance Costs	500,000	-	500,000	-
Total Programme 250 Infrastructural Development		**3,118,571**	**139,102**	**2,639,102**	**162,791**
	251 Roads, Streets & Drains				
	251309 Apprenticeship Programme				
30202	Wages - Non-Established	175,530	151,177	151,177	6,726
	251318 Project Development and/or Implementation				
30201	Salaries - Non-Established	170,246	170,246	170,246	184,904
30406	Travelling Allowance - Non-Established	3,624	3,624	3,624	-
30407	Mileage Allowance - Non-Established	4,620	4,620	4,620	-
	251333 Engineering Services				
30101	Salaries - Established	247,680	330,229	330,229	286,119
30301	Duty Allowance - Established	24,000	36,000	36,000	-
30306	Travelling Allowance - Established	13,284	16,908	16,908	2,017
30307	Mileage Allowance - Established	13,860	18,480	18,480	-
30701	Honorarium	40,000	40,000	40,000	-
33402	Computer Software upgrade cost	100,000	90,000	90,000	-
34007	Consulting Services	416,702	126,036	326,036	130,629
	251387 Repairs & Maintenance Services				
30101	Salaries - Established	506,412	259,511	259,511	426,588

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30201	Salaries - Non-Established	92,710	151,678	151,678	103,364
30202	Wages - Non-Established	4,458,349	3,495,339	3,495,339	2,899,094
30203	Overtime - Non-Established	1,000,000	250,000	2,000,000	-
30301	Duty Allowance - Established	48,000	48,000	48,000	36,000
30304	Housing Allowance - Established	18,000	18,000	18,000	18,000
30305	Entertainment Allowance - Established	10,800	7,200	7,200	7,200
30306	Travelling Allowance - Established	34,632	19,128	19,128	3,624
30307	Mileage Allowance - Established	4,620	4,620	4,620	-
30316	Risk Allowance - Established	6,000	6,000	6,000	-
30406	Travelling Allowance - Non-Established	20,408	30,056	30,056	21,880
30407	Mileage Allowance - Non-Established	4,620	9,240	9,240	-
30416	Risk Allowance - Non-Established	250,000	500,000	500,000	-
30418	Acting Allowance - Non-Established	-	-	-	1,651
30421	Personal Allowance - Non-Established	-	-	-	12,000
30701	Honorarium	-	40,000	40,000	-
31901	Construction Supplies	300,000	300,000	300,000	-
33203	Insurance - Motor Vehicles	2,000,000	2,000,000	2,000,000	2,055,206
34104	Rental or Lease - Vehicle	-	1,500,000	1,500,000	3,773,050
34109	Rental or Lease - n.e.c.	2,000,000	1,550,000	4,050,000	3,532,904
36010	Repair or Maintenance of Roads, Streets, Drains	2,200,000	2,200,000	2,200,000	2,218,176
36206	Other Repairs and Maintenance Costs	2,000,000	1,100,000	3,600,000	2,478,825
	251446 Quarry Operations				
30201	Salaries - Non-Established	372,737	216,728	216,728	184,493
30202	Wages - Non-Established	1,938,289	2,179,518	2,179,518	2,029,264
30203	Overtime - Non-Established	250,000	500,000	1,750,000	-
30401	Duty Allowance - Non-Established	18,000	-	-	-
30406	Travelling Allowance - Non-Established	22,224	27,632	27,632	17,120
30416	Risk Allowance - Non-Established	500,000	500,000	500,000	-
30713	Payment in Lieu of Vacation Leave	50,000	-	7,519	-
31202	Fuel and Oil	2,000,000	2,000,000	2,000,000	3,557,666
36206	Other Repairs and Maintenance Costs	2,000,000	1,500,000	1,500,000	1,884,313
	251448 G.I.S & Planning				
30101	Salaries - Established	222,360	176,538	176,538	209,098
30201	Salaries - Non-Established	169,807	57,102	57,102	62,018
30202	Wages - Non-Established	164,865	164,865	164,865	143,180
30306	Travelling Allowance - Established	14,496	10,872	10,872	2,012
30307	Mileage Allowance - Established	18,480	13,860	13,860	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30401	Duty Allowance - Non-Established	18,000	-	14,000	-
30406	Travelling Allowance - Non-Established	5,408	5,408	5,408	-
	251459 Cuban Workers Initiative				
30201	Salaries - Non-Established	391,236	420,000	420,000	286,266
31002	Ticket Expenses	100,000	100,000	100,000	31,677
31102	Food, water and refreshments	50,000	50,000	50,000	-
34417	Bank Charges	5,000	5,000	5,000	1,217
34422	Contingency Costs	15,000	15,000	15,000	3,213
Total Programme 251 Roads, Streets & Drains		**24,489,999**	**22,418,615**	**30,640,134**	**26,609,494**
	253 Transportation				
	253309 Apprenticeship Programme				
30202	Wages - Non-Established	-	-	-	140,096
	253387 Repairs & Maintenance Services				
30202	Wages - Non-Established	-	-	-	248,432
Total Programme 253 Transportation		**-**	**-**	**-**	**388,528**
	255 Public Buildings & Heritage Sites				
	255309 Apprenticeship Programme				
30202	Wages - Non-Established	383,459	607,707	607,707	355,862
	255387 Repairs & Maintenance Services				
30101	Salaries - Established	163,236	381,208	381,208	132,176
30201	Salaries - Non-Established	48,157	44,100	44,100	72,991
30202	Wages - Non-Established	5,622,201	4,625,672	4,625,672	4,980,191
30203	Overtime - Non-Established	250,000	500,000	1,550,000	-
30301	Duty Allowance - Established	12,000	36,000	36,000	12,000
30305	Entertainment Allowance - Established	3,600	3,600	3,600	-
30306	Travelling Allowance - Established	11,376	32,412	32,412	3,624
30406	Travelling Allowance - Non-Established	34,344	32,560	32,560	14,107
30407	Mileage Allowance - Non-Established	23,100	23,100	23,100	-
30411	Shift Allowance - Non-Established	-	-	-	900
30416	Risk Allowance - Non-Established	-	-	-	6,009
30418	Acting Allowance - Non-Established	-	-	-	1,192
30701	Honorarium	40,000	40,000	40,000	-
30713	Payment in Lieu of Vacation Leave	25,000	25,000	25,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	900,000	900,000	900,000	643,358
31901	Construction Supplies	150,000	150,000	300,000	48,097
33201	Insurance - Buildings	2,000,000	2,000,000	2,000,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33501	Office Cleaning	1,300,000	1,150,000	1,150,000	1,088,182
34007	Consulting Services	3,394,921	-	-	-
34101	Rental or Lease - Office Space	35,000,000	33,300,000	33,300,000	34,133,011
34102	Rental or Lease - House	1,000,000	1,000,000	1,000,000	6,788,113
36002	Maintenance of Public Grounds	250,000	500,000	500,000	209,952
36006	Maintenance of Buildings	380,000	380,000	380,000	276,807
36206	Other Repairs and Maintenance Costs	500,000	450,000	450,000	37,403
	255418 Security Services				
30201	Salaries - Non-Established	298,030	336,408	336,408	332,873
30202	Wages - Non-Established	4,060,453	4,484,445	4,484,445	4,075,644
30203	Overtime - Non-Established	100,000	250,000	250,000	-
30401	Duty Allowance - Non-Established	33,600	45,600	45,600	33,600
30406	Travelling Allowance - Non-Established	39,756	46,248	46,248	24,564
30407	Mileage Allowance - Non-Established	6,468	6,468	6,468	-
30411	Shift Allowance - Non-Established	100,000	100,000	100,000	-
30416	Risk Allowance - Non-Established	500,000	250,000	250,000	-
33101	Security Services	4,900,000	4,900,000	4,900,000	3,988,447
	255800 Boobey Alley Redevelopment Project				
30803	Compensation for Damaged Property	1,000,000	1,000,000	50,000	25,600
34102	Rental or Lease - House	2,000,000	2,000,000	2,000,000	599,450
34415	Storage Costs	200,000	200,000	200,000	-
37011	Grants to Individuals	100,000	100,000	100,000	-
Total Programme 255 Public Buildings & Heritage Sites		**64,829,701**	**59,900,528**	**60,150,528**	**57,884,153**
TOTAL DEPARTMENT 4002 Works Division		**92,438,271**	**82,458,245**	**93,429,764**	**85,044,966**
03	**Design and Control Division**				
	250 Infrastructural Development				
	250333 Engineering Services				
30101	Salaries - Established	-	56,700	56,700	-
30701	Honorarium	40,000	40,000	40,000	-
31301	Books & Periodicals	40,000	40,000	40,000	-
31304	Photocopying & Binding Services	10,000	10,000	10,000	-
31601	Office Supplies	50,000	50,000	50,000	-
33402	Computer Software upgrade cost	100,000	150,000	90,000	-
34007	Consulting Services	269,600	375,800	375,800	303,800
	250387 Repairs & Maintenance Services				
30101	Salaries - Established	328,912	328,163	328,163	305,441

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30201	Salaries - Non-Established	120,660	118,119	118,119	146,889
30202	Wages - Non-Established	-	22,419	22,419	23,731
30301	Duty Allowance - Established	12,000	-	-	-
30306	Travelling Allowance - Established	11,376	-	-	8,154
30406	Travelling Allowance - Non-Established	-	-	-	6,000
Total Programme 250 Infrastructural Development		**982,548**	**1,191,201**	**1,131,201**	**794,015**
	251 Roads, Streets & Drains				
	251387 Repairs & Maintenance Services				
30101	Salaries - Established	-	-	-	104,608
30301	Duty Allowance - Established	-	-	-	12,000
Total Programme 251 Roads, Streets & Drains		**-**	**-**	**-**	**116,608**
TOTAL DEPARTMENT 4003 Design and Control Division		**982,548**	**1,191,201**	**1,131,201**	**910,623**
04	**Equipment Maintenance & Funding Scheme**				
	250 Infrastructural Development				
	250301 Accounting				
30101	Salaries - Established	64,380	64,365	64,365	69,452
	250344 Human Resources Management				
30202	Wages - Non-Established	-	-	-	32,790
30203	Overtime - Non-Established	-	-	-	-442
	250387 Repairs & Maintenance Services				
30202	Wages - Non-Established	-	-	-	8,487
	250445 Motor Pool Operations				
30202	Wages - Non-Established	-	-	-	31,336
Total Programme 250 Infrastructural Development		**64,380**	**64,365**	**64,365**	**141,623**
	251 Roads, Streets & Drains				
	251387 Repairs & Maintenance Services				
30202	Wages - Non-Established	-	-	-	47,049
Total Programme 251 Roads, Streets & Drains		**-**	**-**	**-**	**47,049**
	253 Transportation				
	253309 Apprenticeship Programme				
30202	Wages - Non-Established	88,605	268,175	268,175	50,025
	253387 Repairs & Maintenance Services				
30201	Salaries - Non-Established	188,298	189,513	189,513	208,199
30202	Wages - Non-Established	4,698,197	3,745,539	3,745,539	2,919,623

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30203	Overtime - Non-Established	500,000	500,000	1,250,000	-
30401	Duty Allowance - Non-Established	12,000	-	-	-
30406	Travelling Allowance - Non-Established	25,256	31,256	31,256	14,232
30415	Other allowances and fees - Non-Established	-	-	-	4,147
30416	Risk Allowance - Non-Established	500,000	500,000	500,000	-
30418	Acting Allowance - Non-Established	-	-	-	288
30709	Stipend	-	-	-	1,800
31202	Fuel and Oil	700,000	700,000	700,000	691,117
31902	Spare Parts	2,000,000	2,000,000	2,000,000	1,815,801
33707	Training Costs	100,000	100,000	100,000	-
36101	Repair or Maintenance of vehicles	4,300,000	1,300,000	4,300,000	1,511,752
	253445 Motor Pool Operations				
34109	Rental or Lease - n.e.c.	-	-	149,849	-
Total Programme 253 Transportation		**13,112,356**	**9,334,483**	**13,234,332**	**7,216,984**
	255 Public Buildings & Heritage Sites				
	255387 Repairs & Maintenance Services				
30202	Wages - Non-Established	-	-	-	26,331
Total Programme 255 Public Buildings & Heritage Sites		**-**	**-**	**-**	**26,331**
TOTAL DEPARTMENT 4004 Equipment Maintenance & Funding Scheme		**13,176,736**	**9,398,848**	**13,298,697**	**7,431,987**
TOTAL MINISTRY 40 Works		**121,707,135**	**108,693,860**	**126,560,228**	**115,251,541**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
4501	Social Transformation HQ	9,803,712	8,125,945	8,099,076	6,980,819
4502	Board of Guardians	-	-	-	163,213
4503	Community Development & Citizens Engagement	2,338,721	2,279,524	2,279,524	1,025,918
4504	Substance Abuse Prevention Division	344,637	567,940	567,940	222,531
4505	Family and Social Services Division	5,606,019	7,353,807	7,524,557	5,600,531
4506	N.O.D.S.	2,016,323	1,686,783	3,209,960	1,178,958
4508	Department of Social Research and Planning	2,002,667	1,662,805	1,662,805	1,120,055
4509	Gender Affairs	830,413	775,255	780,255	661,608
4510	Youth Affairs	1,474,898	847,671	847,671	465,520
4511	Local Government	-	-	-	469,899
4512	Establishment Division	-	6,112,396	6,942,396	6,355,227
4513	Training Division	-	646,186	646,186	260,874
4514	Dennis Bowers Rehabilitation Centre	2,256,473	1,671,484	1,772,484	57,048
4515	Blue Economy	-	-	-	91,188
4516	Youth Education Empowerment Programme	1,426,320	1,022,341	1,087,894	583,561
4517	Development Control Authority	3,878,535	-	-	-
TOTAL 45 Social Transformation, and Urban Renewal		**31,978,718**	**32,752,137**	**35,420,748**	**25,236,950**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Social Transformation HQ**				
	430 Social Protection & Community Development				
	430301 Accounting				
30101	Salaries - Established	425,604	319,632	319,632	193,775
30306	Travelling Allowance - Established	14,496	14,496	14,496	5,134
	430309 Apprenticeship Program				
30101	Salaries - Established	57,960	57,960	57,960	-
30201	Salaries - Non-Established	217,168	224,640	224,640	146,120
30202	Wages - Non-Established	821,820	821,820	821,820	780,289
30306	Travelling Allowance - Established	3,624	3,624	3,624	-
30406	Travelling Allowance - Non-Established	21,624	21,624	21,624	15,400
30716	Uniform Allowance	20,000	-	-	-
31102	Food, water and refreshments	8,000	8,000	8,000	-
31303	Newsletter & Publications	6,000	6,000	6,000	-
31308	Printing Materials & Supplies	5,000	5,000	5,000	1,809
31501	Medical Supplies	5,000	5,000	5,000	-
31601	Office Supplies	6,000	6,000	6,000	3,551
31602	Computer Supplies	8,000	4,000	4,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	4,000	4,000	4,000	-
31804	Production Expenses	8,000	8,000	8,000	-
33001	Advertising & Promotion Costs	1,000	1,000	1,000	-
33003	Public Awareness Expenses	10,000	10,000	10,000	-
33508	Household Sundries	5,000	5,000	5,000	-
33701	Conferences or Workshops	8,000	8,000	8,000	-
33707	Training Costs	8,000	8,000	8,000	-
34401	Research & Development Costs	5,000	5,000	5,000	-
34422	Contingency Costs	12,000	12,000	12,000	1,562
36006	Maintenance of Buildings	6,000	6,000	6,000	-
36101	Repair or Maintenance of vehicles	5,000	5,000	5,000	-
	430317 Community Services & Planning				
30101	Salaries - Established	738,528	632,283	632,283	907,289
30103	Overtime - Established	10,000	10,000	10,000	6,974
30201	Salaries - Non-Established	1,049,982	748,186	978,906	996,910
30202	Wages - Non-Established	-	-	-	21,538
30203	Overtime - Non-Established	10,000	10,000	10,000	4,304
30301	Duty Allowance - Established	84,000	84,000	84,000	72,039

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30305	Entertainment Allowance - Established	7,200	7,200	7,200	8,191
30306	Travelling Allowance - Established	38,952	38,952	38,952	44,468
30321	Personal Allowance - Established	6,000	6,000	6,000	6,000
30401	Duty Allowance - Non-Established	24,036	21,600	23,000	21,628
30406	Travelling Allowance - Non-Established	37,236	33,636	38,436	40,276
30418	Acting Allowance - Non-Established	-	-	-	1,441
30709	Stipend	7,200	7,200	10,200	7,200
30713	Payment in Lieu of Vacation Leave	-	-	-	21,271
30716	Uniform Allowance	15,000	15,000	15,000	2,840
30801	Gratuities & Terminal Grants	-	-	13,831	-
31102	Food, water and refreshments	13,000	13,000	13,000	8,480
31303	Newsletter & Publications	12,000	6,000	6,000	-
31308	Printing Materials & Supplies	6,000	6,000	6,000	-
31601	Office Supplies	10,000	10,000	10,000	6,924
31602	Computer Supplies	16,000	8,000	8,000	5,186
31604	Maintenance Contract - Photocopiers or MFPs	3,000	3,000	3,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	7,200	7,200	7,200	4,496
33001	Advertising & Promotion Costs	40,000	20,000	20,000	18,740
33003	Public Awareness Expenses	15,000	15,000	15,000	14,695
33004	Purchase of Fireworks	500	-	-	-
33501	Office Cleaning	6,000	6,000	6,000	3,750
33508	Household Sundries	10,000	10,000	10,000	5,697
33509	Cleaning Tools and Supplies	1,200	1,200	1,200	-
33604	Air Freight Expenses	-	500	500	-
33701	Conferences or Workshops	7,500	7,500	7,500	400
33705	Course Costs and Fees	2,500	2,500	2,500	-
33902	Contributions or Subscriptions to Commonwealth Agencies	5,000	5,000	5,000	-
33905	Contributions or Subscriptions to local organizations	5,000	5,000	5,000	-
34007	Consulting Services	15,000	15,000	15,000	9,787
34422	Contingency Costs	23,500	23,500	23,500	14,975
36101	Repair or Maintenance of vehicles	10,000	10,000	10,000	956
37011	Grants to Individuals	1,000,000	1,000,000	646,130	62,955
37012	Grants to Organisations or Institutions	231,950	231,950	231,950	106,250
37015	Grant to Statutory Bodies & SOEs	2,500	2,500	2,500	-
	430395 Social Welfare Services				
30701	Honorarium	-	-	10,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31501	Medical Supplies	1,500	1,500	1,500	-
31601	Office Supplies	20,000	10,000	10,000	6,939
31602	Computer Supplies	7,500	7,500	7,500	3,302
31605	Repair and/or Maintenance of Furniture or Equipment	3,000	3,000	3,000	-
32001	Medals, Stationary, Seals & Gifts	5,000	5,000	5,000	-
33701	Conferences or Workshops	10,000	10,000	10,000	3,355
33707	Training Costs	11,000	11,000	11,000	-
34401	Research & Development Costs	5,000	5,000	5,000	-
37012	Grants to Organisations or Institutions	180,000	180,000	180,000	75,700
37015	Grant to Statutory Bodies & SOEs	2,934,800	2,934,800	2,934,800	2,811,660
37034	Expenses of Boards or Committees	235,800	166,800	230,050	419,079
	430479 Social and Cultural Events				
31102	Food, water and refreshments	5,000	5,000	5,000	-
31601	Office Supplies	6,000	6,000	6,000	-
31602	Computer Supplies	6,000	6,000	6,000	-
32001	Medals, Stationary, Seals & Gifts	10,000	10,000	10,000	-
33001	Advertising & Promotion Costs	15,000	15,000	15,000	14,635
34406	Funeral Expenses	3,900	-	-	-
34422	Contingency Costs	1,000	20,000	20,000	5,707
	430498 Janitorial Services				
30202	Wages - Non-Established	136,642	136,642	136,642	67,142
	430564 Urban Transformation				
30101	Salaries - Established	128,232	-	-	-
30201	Salaries - Non-Established	509,786	-	-	-
30202	Wages - Non-Established	337,548	-	-	-
30301	Duty Allowance - Established	3,624	-	-	-
30306	Travelling Allowance - Established	6,024	-	-	-
30406	Travelling Allowance - Non-Established	13,776	-	-	-
30716	Uniform Allowance	5,000	-	-	-
31102	Food, water and refreshments	2,500	-	-	-
31303	Newsletter & Publications	3,000	-	-	-
31308	Printing Materials & Supplies	3,000	-	-	-
31601	Office Supplies	5,000	-	-	-
31602	Computer Supplies	5,000	-	-	-
31604	Maintenance Contract - Photocopiers or MFPs	1,800	-	-	-
31605	Repair and/or Maintenance of Furniture or Equipment	1,000	-	-	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33001	Advertising & Promotion Costs	1,000	-	-	-
33003	Public Awareness Expenses	2,500	-	-	-
33501	Office Cleaning	2,500	-	-	-
33508	Household Sundries	3,000	-	-	-
33509	Cleaning Tools and Supplies	3,000	-	-	-
34422	Contingency Costs	3,000	-	-	-
36101	Repair or Maintenance of vehicles	3,000	-	-	-
Total Programme 430 Social Protection & Community Development		**9,803,712**	**8,125,945**	**8,099,076**	**6,980,819**
TOTAL DEPARTMENT 4501 Social Transformation HQ		**9,803,712**	**8,125,945**	**8,099,076**	**6,980,819**
02	**Board of Guardians**				
	433 Poverty Eradication				
	433395 Social Welfare Services				
30101	Salaries - Established	-	-	-	75,014
30201	Salaries - Non-Established	-	-	-	54,382
	433498 Janitorial Services				
30202	Wages - Non-Established	-	-	-	33,817
Total Programme 433 Poverty Eradication		**-**	**-**	**-**	**163,213**
TOTAL DEPARTMENT 4502 Board of Guardians		**-**	**-**	**-**	**163,213**
03	**Community Development & Citizens Engagement**				
	430 Social Protection & Community Development				
	430318 Project Development and/or Implementation				
30101	Salaries - Established	280,176	275,532	275,532	300,315
30103	Overtime - Established	10,000	10,000	10,000	-
30201	Salaries - Non-Established	1,080,180	1,077,276	1,077,276	520,716
30202	Wages - Non-Established	231,227	207,378	207,378	21,537
30203	Overtime - Non-Established	10,000	10,000	10,000	467
30301	Duty Allowance - Established	96,000	96,000	96,000	-
30306	Travelling Allowance - Established	105,072	105,072	105,072	18,120
30307	Mileage Allowance - Established	45,000	45,000	45,000	-
30401	Duty Allowance - Non-Established	48,000	48,000	48,000	-
30406	Travelling Allowance - Non-Established	96,816	96,816	96,816	23,040
30407	Mileage Allowance - Non-Established	50,000	50,000	50,000	-
	430379 Public Awareness				
30301	Duty Allowance - Established	500	-	-	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30415	Other allowances and fees - Non-Established	3,000	-	-	-
30709	Stipend	20,000	30,000	30,000	27,113
30716	Uniform Allowance	10,000	10,000	10,000	3,635
31301	Books & Periodicals	-	500	500	-
31501	Medical Supplies	1,500	1,500	1,500	-
31601	Office Supplies	-	8,200	8,200	-
31602	Computer Supplies	-	9,000	9,000	-
33001	Advertising & Promotion Costs	30,000	10,000	10,000	-
33003	Public Awareness Expenses	15,000	15,000	15,000	23,850
33707	Training Costs	10,000	10,000	10,000	-
34422	Contingency Costs	6,000	6,000	6,000	-
36006	Maintenance of Buildings	5,000	-	-	-
	430479 Social and Cultural Events				
30716	Uniform Allowance	10,000	10,000	10,000	-
31102	Food, water and refreshments	20,000	10,000	10,000	30,000
31303	Newsletter & Publications	5,000	5,000	5,000	-
31307	ID Cards	2,500	5,000	5,000	-
31601	Office Supplies	15,000	7,500	7,500	-
31602	Computer Supplies	8,000	8,000	8,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	3,000	3,000	3,000	-
32001	Medals, Stationary, Seals & Gifts	6,750	6,750	6,750	-
33001	Advertising & Promotion Costs	10,000	10,000	10,000	-
33508	Household Sundries	8,500	8,500	8,500	-
33604	Air Freight Expenses	500	500	500	-
33701	Conferences or Workshops	10,000	10,000	10,000	10,000
33707	Training Costs	15,000	15,000	15,000	45,000
33713	Educational Materials	24,000	12,000	12,000	-
34007	Consulting Services	10,000	10,000	10,000	-
34109	Rental or Lease - n.e.c.	10,000	10,000	10,000	-
34401	Research & Development Costs	2,000	2,000	2,000	-
36006	Maintenance of Buildings	-	5,000	5,000	-
36010	Repair or Maintenance of Roads, Streets, Drains	5,000	-	-	2,125
37012	Grants to Organisations or Institutions	20,000	20,000	20,000	-
Total Programme 430 Social Protection & Community Development		**2,338,721**	**2,279,524**	**2,279,524**	**1,025,918**
TOTAL DEPARTMENT 4503 Community Development & Citizens Engagement		**2,338,721**	**2,279,524**	**2,279,524**	**1,025,918**

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
04	**Substance Abuse Prevention Division**				
	434 Drug Demand Reduction				
	434323 Counselling Services				
30101	Salaries - Established	29,506	29,506	29,506	-
31102	Food, water and refreshments	5,000	5,000	5,000	-
31301	Books & Periodicals	5,000	5,000	5,000	-
31304	Photocopying & Binding Services	6,000	6,000	6,000	-
31308	Printing Materials & Supplies	3,100	3,100	3,100	-
33003	Public Awareness Expenses	5,000	5,000	5,000	-
33701	Conferences or Workshops	2,300	2,500	2,500	-
	434341 Health Education				
30201	Salaries - Non-Established	-	147,540	147,540	-
30301	Duty Allowance - Established	-	39,240	39,240	-
30306	Travelling Allowance - Established	-	39,123	39,123	-
30318	Acting Allowance - Established	50,000	50,000	50,000	-
30406	Travelling Allowance - Non-Established	25,964	25,964	25,964	-
33804	Telephone Cost	5,500	5,500	5,500	-
34401	Research & Development Costs	-	2,500	2,500	-
34422	Contingency Costs	-	700	700	-
	434379 Public Awareness				
30201	Salaries - Non-Established	-	-	-	195,323
30202	Wages - Non-Established	20,591	20,591	20,591	-
30406	Travelling Allowance - Non-Established	-	-	-	9,528
30716	Uniform Allowance	105,000	105,000	105,000	-
31102	Food, water and refreshments	3,000	3,000	3,000	693
31506	Personal Protective Clothing and Equipment	5,830	5,830	5,830	-
31601	Office Supplies	4,000	2,000	2,000	-
31602	Computer Supplies	4,000	2,000	2,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	6,515	6,515	6,515	450
31902	Spare Parts	3,000	3,000	3,000	-
33001	Advertising & Promotion Costs	8,500	8,500	8,500	-
33501	Office Cleaning	5,000	5,000	5,000	-
33508	Household Sundries	2,000	2,000	2,000	-
33509	Cleaning Tools and Supplies	8,500	8,500	8,500	-
33701	Conferences or Workshops	4,000	2,000	2,000	-
33707	Training Costs	10,000	10,000	10,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	434498 Janitorial Services				
30202	Wages - Non-Established	17,331	17,331	17,331	16,537
Total Programme 434 Drug Demand Reduction		**344,637**	**567,940**	**567,940**	**222,531**
TOTAL DEPARTMENT 4504 Substance Abuse Prevention Division		**344,637**	**567,940**	**567,940**	**222,531**
05	**Family and Social Services Division**				
	430 Social Protection & Community Development				
	430301 Accounting				
30101	Salaries - Established	-	-	-	491,143
30201	Salaries - Non-Established	71,086	-	-	-
30301	Duty Allowance - Established	-	-	-	36,952
30306	Travelling Allowance - Established	-	-	-	12,496
	430369 Policy Planning & Implementation				
30101	Salaries - Established	-	203,687	203,687	-
31102	Food, water and refreshments	12,500	12,500	12,500	-
31301	Books & Periodicals	5,000	5,000	5,000	-
31304	Photocopying & Binding Services	6,200	6,000	6,000	-
31308	Printing Materials & Supplies	10,000	3,100	3,100	-
33003	Public Awareness Expenses	5,000	5,000	5,000	-
33701	Conferences or Workshops	5,000	2,500	2,500	-
34007	Consulting Services	50,000	5,000	5,000	12,500
	430395 Social Welfare Services				
30201	Salaries - Non-Established	-	-	-	20,059
30202	Wages - Non-Established	-	3,800,000	3,800,000	1,214,130
30716	Uniform Allowance	20,000	175,000	175,000	-
31102	Food, water and refreshments	15,000	30,000	30,000	-
31506	Personal Protective Clothing and Equipment	6,000	5,830	5,830	-
31601	Office Supplies	10,000	25,000	25,000	-
31602	Computer Supplies	3,000	6,000	6,000	-
33001	Advertising & Promotion Costs	5,000	25,000	25,000	-
33003	Public Awareness Expenses	2,000	-	-	-
33508	Household Sundries	5,000	18,000	18,000	-
33701	Conferences or Workshops	2,000	8,000	8,000	-
Total Programme 430 Social Protection & Community Development		**232,786**	**4,335,617**	**4,335,617**	**1,787,280**
	433 Poverty Eradication				

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	433317 Community Service & Planning				
30101	Salaries - Established	260,604	208,208	208,208	64,763
30201	Salaries - Non-Established	290,806	286,112	286,112	290,004
30202	Wages - Non-Established	-	-	-	3,385
30301	Duty Allowance - Established	11,400	11,400	11,400	9,000
30306	Travelling Allowance - Established	16,872	40,000	40,000	24,660
30307	Mileage Allowance - Established	15,000	15,000	15,000	-
30318	Acting Allowance - Established	-	20,000	20,000	-
30401	Duty Allowance - Non-Established	64,800	70,000	70,000	30,195
30406	Travelling Allowance - Non-Established	28,800	30,000	30,000	5,650
30418	Acting Allowance - Non-Established	10,000	-	5,000	3,581
30713	Payment in Lieu of Vacation Leave	-	-	7,050	-
34007	Consulting Services	66,036	-	-	-
	433323 Counselling Services				
30101	Salaries - Established	157,752	157,752	157,752	148,369
30301	Duty Allowance - Established	18,000	18,000	18,000	5,000
30306	Travelling Allowance - Established	37,440	37,440	37,440	44,039
30307	Mileage Allowance - Established	24,172	22,176	22,176	-
	433376 Juvenile Probation Services				
30101	Salaries - Established	624,812	279,205	279,205	280,580
30202	Wages - Non-Established	57,682	57,682	57,682	-
30301	Duty Allowance - Established	57,000	-	53,700	86,387
30306	Travelling Allowance - Established	25,006	25,006	25,006	30,180
30307	Mileage Allowance - Established	33,264	33,264	33,264	-
30318	Acting Allowance - Established	15,000	15,000	15,000	-
30716	Uniform Allowance	30,000	30,000	30,000	-
31601	Office Supplies	15,000	15,000	15,000	-
31602	Computer Supplies	18,000	18,000	18,000	26,700
31605	Repair and/or Maintenance of Furniture or Equipment	7,500	7,500	7,500	-
33508	Household Sundries	15,000	10,000	10,000	-
33701	Conferences or Workshops	9,000	9,000	9,000	-
33707	Training Costs	10,000	10,000	10,000	-
	433395 Social Welfare Services				
30101	Salaries - Established	496,976	496,976	496,976	348,052
30201	Salaries - Non-Established	278,583	276,583	276,583	539,654
30202	Wages - Non-Established	2,506,000	-	-	1,673,524
30203	Overtime - Non-Established	-	-	30,000	21,592

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30301	Duty Allowance - Established	57,000	87,000	162,000	33,000
30306	Travelling Allowance - Established	37,248	41,646	41,646	18,671
30307	Mileage Allowance - Established	18,480	18,480	18,480	-
30318	Acting Allowance - Established	-	5,000	5,000	-
30401	Duty Allowance - Non-Established	60,000	60,000	60,000	32,383
30406	Travelling Allowance - Non-Established	-	33,564	33,564	40,110
30407	Mileage Allowance - Non-Established	-	3,696	3,696	-
30418	Acting Allowance - Non-Established	-	-	-	2,892
30709	Stipend	-	40,000	40,000	-
30716	Uniform Allowance	-	25,000	25,000	-
30801	Gratuities & Terminal Grants	-	25,000	25,000	-
31102	Food, water and refreshments	-	10,000	10,000	8,742
31201	Vehicle supplies and parts	-	6,000	6,000	-
31303	Newsletter & Publications	-	2,000	2,000	-
31506	Personal Protective Clothing and Equipment	-	5,000	5,000	-
31601	Office Supplies	-	8,000	8,000	-
31602	Computer Supplies	-	2,500	2,500	2,999
31604	Maintenance Contract - Photocopiers or MFPs	-	6,000	6,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	-	2,000	2,000	-
33001	Advertising & Promotion Costs	-	8,000	8,000	-
33508	Household Sundries	-	8,000	8,000	-
33701	Conferences or Workshops	-	3,000	3,000	-
33707	Training Costs	-	3,000	3,000	-
34417	Bank Charges	-	1,000	1,000	-
34422	Contingency Costs	-	15,000	15,000	-
37011	Grants to Individuals	-	400,000	400,000	39,139
Total Programme 433 Poverty Eradication		**5,373,233**	**3,018,190**	**3,188,940**	**3,813,251**
TOTAL DEPARTMENT 4505 Family and Social Services Division		**5,606,019**	**7,353,807**	**7,524,557**	**5,600,531**
06	**N.O.D.S.**				
	432 Disaster Management				
	432301 Accounting				
30101	Salaries - Established	-	31,329	31,329	33,668
30201	Salaries - Non-Established	-	-	-	22,058
	432345 National Disaster Risk Reduction				
30101	Salaries - Established	162,264	130,935	130,935	79,701

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30103	Overtime - Established	8,000	-	-	-
30201	Salaries - Non-Established	138,582	138,582	138,582	91,215
30203	Overtime - Non-Established	15,000	-	20,000	5,116
30301	Duty Allowance - Established	18,000	12,000	18,000	12,000
30305	Entertainment Allowance - Established	3,600	3,600	3,600	3,600
30306	Travelling Allowance - Established	13,800	7,752	12,752	7,752
30406	Travelling Allowance - Non-Established	3,624	3,624	3,624	3,624
33701	Conferences or Workshops	25,000	16,000	16,000	27,984
33901	Contributions or Subscriptions to Caribbean Organizations	350,000	195,000	1,307,950	188,230
	432379 Public Awareness				
30101	Salaries - Established	102,504	102,504	102,504	55,159
30201	Salaries - Non-Established	126,000	126,017	126,017	109,216
30301	Duty Allowance - Established	6,000	6,000	6,000	-
30305	Entertainment Allowance - Established	1,200	1,200	1,200	-
30306	Travelling Allowance - Established	10,872	10,872	10,872	3,264
30401	Duty Allowance - Non-Established	6,000	6,000	6,000	6,000
30406	Travelling Allowance - Non-Established	10,152	10,152	10,152	-
33001	Advertising & Promotion Costs	50,000	45,000	45,000	35,489
	432449 Emergency Management				
30101	Salaries - Established	73,272	69,992	69,992	115,825
30201	Salaries - Non-Established	135,000	116,771	116,771	153,220
30202	Wages - Non-Established	3,417	3,417	3,417	3,876
30306	Travelling Allowance - Established	6,036	6,036	6,036	3,624
30709	Stipend	127,500	127,500	96,500	73,500
30716	Uniform Allowance	10,000	10,000	10,000	2,670
31102	Food, water and refreshments	15,000	15,000	15,000	9,260
31601	Office Supplies	15,000	11,000	11,000	9,179
31902	Spare Parts	22,500	22,500	22,500	5,964
33901	Contributions or Subscriptions to Caribbean Organizations	333,000	333,000	743,227	77,020
34422	Contingency Costs	200,000	100,000	100,000	-
36206	Other Repairs and Maintenance Costs	25,000	25,000	25,000	18,784
	432498 Janitorial Services				
30202	Wages - Non-Established	-	-	-	21,960
Total Programme 432 Disaster Management		**2,016,323**	**1,686,783**	**3,209,960**	**1,178,958**
TOTAL DEPARTMENT 4506 N.O.D.S.		**2,016,323**	**1,686,783**	**3,209,960**	**1,178,958**
08	**Department of Social Research and Planning**				

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	430 Social Protection & Community Development				
	430317 Community Services & Planning				
30101	Salaries - Established	1,041,703	907,203	907,203	668,227
30201	Salaries - Non-Established	216,011	161,408	161,408	237,060
30202	Wages - Non-Established	29,801	-	-	-
30208	Severance Pay - Non-Established	30,000	-	-	-
30301	Duty Allowance - Established	97,200	72,600	72,600	47,094
30306	Travelling Allowance - Established	91,452	92,268	92,268	55,254
30318	Acting Allowance - Established	-	20,000	20,000	-
30401	Duty Allowance - Non-Established	-	4,200	4,200	10,200
30406	Travelling Allowance - Non-Established	-	6,000	6,000	6,000
30407	Mileage Allowance - Non-Established	24,000	-	-	-
30417	Substitute Allowance - Non-Established	3,000	-	-	-
30701	Honorarium	5,000	-	-	-
30703	Commission and Fees	123,000	-	-	-
30709	Stipend	50,000	-	-	-
30716	Uniform Allowance	7,000	5,000	5,000	-
30801	Gratuities & Terminal Grants	-	30,000	30,000	-
31102	Food, water and refreshments	8,500	8,500	8,500	-
31301	Books & Periodicals	5,000	5,000	5,000	-
31303	Newsletter & Publications	-	1,000	1,000	-
31307	ID Cards	5,000	-	-	-
31308	Printing Materials & Supplies	3,000	3,000	3,000	-
31501	Medical Supplies	1,000	2,000	2,000	-
31601	Office Supplies	13,500	11,500	11,500	215
31602	Computer Supplies	12,500	12,500	12,500	-
31604	Maintenance Contract - Photocopiers or MFPs	5,000	5,000	5,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	-	1,000	1,000	-
31606	Purchase of cellular equipment/devices	10,000	-	-	-
33003	Public Awareness Expenses	15,000	-	-	-
33508	Household Sundries	8,000	5,000	5,000	240
33509	Cleaning Tools and Supplies	-	3,000	3,000	-
33701	Conferences or Workshops	18,000	18,000	18,000	-
33705	Course Costs and Fees	-	4,500	4,500	-
33707	Training Costs	10,000	-	-	-
34007	Consulting Services	50,000	-	-	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
34401	Research & Development Costs	100,000	-	-	-
34422	Contingency Costs	20,000	-	-	-
	430395 Social Welfare Services				
30709	Stipend	-	123,000	123,000	-
30716	Uniform Allowance	-	5,000	5,000	-
31601	Office Supplies	-	10,800	10,800	-
31602	Computer Supplies	-	10,000	10,000	-
33701	Conferences or Workshops	-	10,000	10,000	-
33707	Training Costs	-	8,500	8,500	-
34007	Consulting Services	-	96,036	96,036	-
34401	Research & Development Costs	-	20,790	20,790	-
	430498 Janitorial Services				
30202	Wages - Non-Established	-	-	-	15,772
Total Programme 430 Social Protection & Community Development		**2,002,667**	**1,662,805**	**1,662,805**	**1,040,062**
	900 Fiscal Management				
	900441 Economic Policy Planning & Development				
30101	Salaries - Established	-	-	-	79,712
30301	Duty Allowance - Established	-	-	-	72
30306	Travelling Allowance - Established	-	-	-	209
Total Programme 900 Fiscal Management		**-**	**-**	**-**	**79,993**
TOTAL DEPARTMENT 4508 Department of Social Research and Planning		**2,002,667**	**1,662,805**	**1,662,805**	**1,120,055**
09	**Gender Affairs**				
	430 Social Protection & Community Development				
	430317 Community Services & Planning				
30201	Salaries - Non-Established	-	-	-	57,534
30701	Honorarium	-	-	5,000	-
Total Programme 430 Social Protection & Community Development		**-**	**-**	**5,000**	**57,534**
	435 Gender Equality				
	435318 Project Development				
30201	Salaries - Non-Established	-	-	-	37,360
31102	Food, water and refreshments	2,000	6,000	6,000	-
33003	Public Awareness Expenses	10,000	8,000	8,000	-
33701	Conferences or Workshops	10,000	6,000	6,000	-
33707	Training Costs	10,000	10,000	10,000	-
33713	Educational Materials	4,000	8,000	8,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
34401	Research & Development Costs	4,000	8,600	8,600	-
	435344 Human Resource Management				
30101	Salaries - Established	184,782	136,148	136,148	145,878
30201	Salaries - Non-Established	380,727	380,727	380,727	111,728
30202	Wages - Non-Established	41,200	41,200	41,200	43,612
30301	Duty Allowance - Established	36,000	24,000	24,000	18,000
30306	Travelling Allowance - Established	30,696	27,072	27,072	11,376
30401	Duty Allowance - Non-Established	42,000	54,000	54,000	6,500
30406	Travelling Allowance - Non-Established	16,908	16,908	16,908	302
31303	Newsletter & Publications	4,000	4,000	4,000	-
31601	Office Supplies	4,000	4,000	4,000	-
31602	Computer Supplies	9,100	9,100	9,100	-
31605	Repair and/or Maintenance of Furniture or Equipment	3,500	3,500	3,500	-
33101	Security Services	1,500	3,000	3,000	-
33508	Household Sundries	5,000	5,000	5,000	506
33509	Cleaning Tools and Supplies	1,000	1,000	1,000	-
	435395 Social Welfare Services				
30201	Salaries - Non-Established	-	-	-	207,188
30401	Duty Allowance - Non-Established	-	-	-	18,000
30406	Travelling Allowance - Non-Established	-	-	-	3,624
34301	Maternal and Child Health cost	20,000	9,000	9,000	-
34302	Resettlement Costs	-	10,000	10,000	-
34422	Contingency Costs	10,000	-	-	-
Total Programme 435 Gender Equality		**830,413**	**775,255**	**775,255**	**604,074**
TOTAL DEPARTMENT 4509 Gender Affairs		**830,413**	**775,255**	**780,255**	**661,608**
10	**Youth Affairs**				
	430 Social Protection & Community Development				
	430344 Human Resource Management				
30101	Salaries - Established	578,750	252,298	252,298	219,124
30103	Overtime - Established	10,000	10,000	10,000	277
30201	Salaries - Non-Established	313,268	176,557	176,557	156,930
30203	Overtime - Non-Established	10,000	10,000	10,000	-
30301	Duty Allowance - Established	18,000	9,000	9,000	9,000
30306	Travelling Allowance - Established	22,872	16,872	16,872	13,248
30406	Travelling Allowance - Non-Established	12,648	9,024	9,024	3,624
30716	Uniform Allowance	7,000	7,000	7,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31102	Food, water and refreshments	10,000	10,000	10,000	6,149
31307	ID Cards	1,500	1,500	1,500	-
31601	Office Supplies	5,000	5,000	5,000	1,439
33206	Insurance - n.e.c.	10,000	6,500	6,500	-
33508	Household Sundries	7,000	7,000	7,000	4,067
33604	Air Freight Expenses	1,000	1,000	1,000	-
33605	Express Mail Services	500	500	500	-
33902	Contributions or Subscriptions to Commonwealth Agencies	15,000	15,000	15,000	-
	430369 Policy Planning & Implementation				
31602	Computer Supplies	10,000	7,560	7,560	-
33003	Public Awareness Expenses	10,000	9,000	9,000	4,500
33402	Computer Software upgrade cost	9,000	9,000	9,000	-
33701	Conferences or Workshops	15,000	13,000	13,000	-
33707	Training Costs	15,000	15,000	15,000	8,890
33807	Internet Connectivity Costs	3,000	3,000	3,000	-
34007	Consulting Services	20,000	10,000	10,000	-
37012	Grants to Organisations or Institutions	25,000	25,000	25,000	-
	430415 Youth Development Services				
31002	Ticket Expenses	25,000	25,000	25,000	-
31301	Books & Periodicals	20,000	2,000	2,000	-
31304	Photocopying & Binding Services	2,000	2,000	2,000	-
31601	Office Supplies	5,000	5,000	5,000	-
31602	Computer Supplies	7,000	7,000	7,000	-
33001	Advertising & Promotion Costs	10,000	10,000	10,000	3,350
33003	Public Awareness Expenses	-	6,200	6,200	6,100
33701	Conferences or Workshops	15,000	10,000	10,000	-
33707	Training Costs	15,000	6,000	6,000	-
33710	Audio Visual Materials & Supplies	3,000	3,000	3,000	-
34001	Project Management	6,000	6,000	6,000	-
34401	Research & Development Costs	10,000	9,000	9,000	-
	430472 Teaching, Training & Development				
31602	Computer Supplies	7,000	7,000	7,000	-
33701	Conferences or Workshops	50,000	7,000	7,000	-
33707	Training Costs	10,000	3,500	3,500	-
33710	Audio Visual Materials & Supplies	5,000	5,000	5,000	-
33713	Educational Materials	5,000	5,000	5,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	430479 Social and Cultural Events				
31601	Office Supplies	7,000	4,800	4,800	-
31602	Computer Supplies	7,000	3,500	3,500	-
33002	Marketing Costs	10,000	7,000	7,000	-
33701	Conferences or Workshops	10,000	3,500	3,500	-
33707	Training Costs	10,000	4,500	4,500	3,250
33807	Internet Connectivity Costs	3,000	3,000	3,000	-
	430498 Janitorial Services				
30202	Wages - Non-Established	20,860	20,860	20,860	-
	430508 Special Events & Activities				
31102	Food, water and refreshments	18,000	18,000	18,000	15,525
31601	Office Supplies	5,000	5,000	5,000	-
32001	Medals, Stationary, Seals & Gifts	10,000	10,000	10,000	9,322
33001	Advertising & Promotion Costs	9,500	9,500	9,500	725
33701	Conferences or Workshops	15,000	5,000	5,000	-
33707	Training Costs	15,000	2,500	2,500	-
33807	Internet Connectivity Costs	10,000	3,000	3,000	-
Total Programme 430 Social Protection & Community Development		**1,474,898**	**847,671**	**847,671**	**465,520**
TOTAL DEPARTMENT 4510 Youth Affairs		**1,474,898**	**847,671**	**847,671**	**465,520**
11	**Local Government**				
	430 Social Protection & Community Development				
	430317 Community Services & Planning				
30201	Salaries - Non-Established	-	-	-	96,287
30202	Wages - Non-Established	-	-	-	44,871
30406	Travelling Allowance - Non-Established	-	-	-	7,872
	430318 Project Development and/or Implementation				
30201	Salaries - Non-Established	-	-	-	263,365
30406	Travelling Allowance - Non-Established	-	-	-	57,504
Total Programme 430 Social Protection & Community Development		**-**	**-**	**-**	**469,899**
TOTAL DEPARTMENT 4511 Local Government		**-**	**-**	**-**	**469,899**
12	**Establishment Division**				
	390 General Public Services				
	390301 Accounting				
30101	Salaries - Established	-	242,004	242,004	253,638
30103	Overtime - Established	-	20,000	20,000	23,144

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30301	Duty Allowance - Established	-	12,000	12,000	-
30306	Travelling Allowance - Established	-	13,284	13,284	10,872
	390344 Human Resource Management				
30101	Salaries - Established	-	1,880,112	1,880,112	1,951,808
30103	Overtime - Established	-	15,000	125,000	9,872
30202	Wages - Non-Established	-	86,640	86,640	88,099
30301	Duty Allowance - Established	-	125,400	125,400	93,008
30305	Entertainment Allowance - Established	-	4,500	4,500	3,722
30306	Travelling Allowance - Established	-	103,656	103,656	82,328
30317	Substitute Allowance - Established	-	250,000	250,000	135,977
30318	Acting Allowance - Established	-	850,000	950,000	946,328
30713	Payment in Lieu of Vacation Leave	-	-	6,000	7,202
30716	Uniform Allowance	-	1,200	1,200	600
31001	Subsistence Allowance	-	1,300,000	1,900,000	1,823,321
31002	Ticket Expenses	-	600,000	600,000	534,800
31004	Leave Passage Grant	-	500,000	500,000	339,623
31601	Office Supplies	-	30,000	36,000	24,420
31604	Maintenance Contract - Photocopiers or MFPs	-	6,000	6,000	4,500
31605	Repair and/or Maintenance of Furniture or Equipment	-	3,600	3,600	2,929
33001	Advertising & Promotion Costs	-	1,000	1,000	-
33401	Computer Hardware Maintenance Costs	-	10,000	10,000	1,494
33402	Computer Software upgrade cost	-	3,000	3,000	-
33508	Household Sundries	-	20,000	28,000	17,542
33707	Training Costs	-	10,000	10,000	-
34007	Consulting Services	-	25,000	25,000	-
Total Programme 390 General Public Services		**-**	**6,112,396**	**6,942,396**	**6,355,227**
TOTAL DEPARTMENT 4512 Establishment Division		**-**	**6,112,396**	**6,942,396**	**6,355,227**
13	**Training Division**				
	390 General Public Services				
	390472 Training & Development				
30101	Salaries - Established	-	214,780	214,780	169,194
30201	Salaries - Non-Established	-	29,356	29,356	-
30202	Wages - Non-Established	-	52,322	52,322	54,231
30301	Duty Allowance - Established	-	20,000	20,000	20,443
30306	Travelling Allowance - Established	-	29,100	29,100	11,505
30801	Gratuities & Terminal Grants	-	9,500	9,500	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31102	Food, water and refreshments	-	10,000	10,000	-
31601	Office Supplies	-	5,200	5,200	-
31602	Computer Supplies	-	15,000	15,000	2,498
31605	Repair and/or Maintenance of Furniture or Equipment	-	3,700	3,700	-
33508	Household Sundries	-	8,500	8,500	1,003
33701	Conferences or Workshops	-	20,000	20,000	2,000
33705	Course Costs and Fees	-	15,000	15,000	-
33707	Training Costs	-	20,000	20,000	-
33710	Audio Visual Materials & Supplies	-	15,000	15,000	-
33713	Educational Materials	-	10,000	10,000	-
34007	Consulting Services	-	16,400	16,400	-
	390473 Professional Development				
30101	Salaries - Established	-	87,445	87,445	-
30202	Wages - Non-Established	-	8,083	8,083	-
30716	Uniform Allowance	-	6,000	6,000	-
31601	Office Supplies	-	1,400	1,400	-
31602	Computer Supplies	-	2,800	2,800	-
31605	Repair and/or Maintenance of Furniture or Equipment	-	1,600	1,600	-
33701	Conferences or Workshops	-	15,000	15,000	-
33705	Course Costs and Fees	-	10,000	10,000	-
33707	Training Costs	-	15,000	15,000	-
36101	Repair or Maintenance of vehicles	-	5,000	5,000	-
Total Programme 390 General Public Services		**-**	**646,186**	**646,186**	**260,874**
TOTAL DEPARTMENT 4513 Training Division		**-**	**646,186**	**646,186**	**260,874**
14	**Dennis Bowers Rehabilitation Centre**				
	430 Social Protection & Community Development				
	430415 Youth Development Services				
30101	Salaries - Established	135,393	101,597	101,597	-
30201	Salaries - Non-Established	768,811	354,512	354,512	26,994
30202	Wages - Non-Established	68,509	302,443	302,443	30,054
30203	Overtime - Non-Established	80,000	10,000	10,000	-
30208	Severance Pay - Non-Established	15,000	10,000	10,000	-
30301	Duty Allowance - Established	10,000	5,000	5,000	-
30305	Entertainment Allowance - Established	4,800	4,800	4,800	-
30306	Travelling Allowance - Established	10,000	7,752	7,752	-
30315	Other allowances and fees - Established	1,200	1,200	1,200	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30316	Risk Allowance - Established	10,000	1,500	1,500	-
30318	Acting Allowance - Established	1,500	1,500	1,500	-
30401	Duty Allowance - Non-Established	6,000	-	-	-
30406	Travelling Allowance - Non-Established	6,000	1,000	1,000	-
30411	Shift Allowance - Non-Established	65,160	2,000	36,000	-
30415	Other allowances and fees - Non-Established	3,600	-	-	-
30416	Risk Allowance - Non-Established	15,000	-	67,000	-
30418	Acting Allowance - Non-Established	10,000	2,000	2,000	-
30701	Honorarium	-	5,000	5,000	-
30709	Stipend	30,000	15,000	15,000	-
30716	Uniform Allowance	40,000	30,000	30,000	-
31102	Food, water and refreshments	-	75,000	75,000	-
31501	Medical Supplies	-	45,000	45,000	-
31506	Personal Protective Clothing and Equipment	-	15,500	15,500	-
31601	Office Supplies	-	60,000	60,000	-
31602	Computer Supplies	-	55,000	55,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	20,000	5,000	5,000	-
31804	Production Expenses	-	75,000	75,000	-
31901	Construction Supplies	-	51,600	51,600	-
31902	Spare Parts	-	26,000	26,000	-
33401	Computer Hardware Maintenance Costs	-	10,000	10,000	-
33508	Household Sundries	-	100,000	100,000	-
33701	Conferences or Workshops	-	95,000	95,000	-
33707	Training Costs	-	100,000	100,000	-
33711	School Supplies	-	75,000	75,000	-
33802	Industrial Gas Cost	-	12,080	12,080	-
34422	Contingency Costs	20,000	5,000	5,000	-
36101	Repair or Maintenance of vehicles	5,000	5,000	5,000	-
36206	Other Repairs and Maintenance Costs	6,000	6,000	6,000	-
Total Programme 430 Social Protection & Community Development		**1,331,973**	**1,671,484**	**1,772,484**	**57,048**
	433 Poverty Eradication				
	433376 Juvenile Probation Services				
31102	Food, water and refreshments	145,000	-	-	-
31501	Medical Supplies	55,000	-	-	-
31506	Personal Protective Clothing and Equipment	18,500	-	-	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31601	Office Supplies	80,000	-	-	-
31602	Computer Supplies	50,000	-	-	-
31804	Production Expenses	75,000	-	-	-
31901	Construction Supplies	50,000	-	-	-
31902	Spare Parts	26,000	-	-	-
33401	Computer Hardware Maintenance Costs	45,000	-	-	-
33402	Computer Software upgrade cost	45,000	-	-	-
33508	Household Sundries	145,000	-	-	-
33701	Conferences or Workshops	50,000	-	-	-
33707	Training Costs	60,000	-	-	-
33711	School Supplies	50,000	-	-	-
33802	Industrial Gas Cost	30,000	-	-	-
Total Programme 433 Poverty Eradication		**924,500**	**-**	**-**	**-**
TOTAL DEPARTMENT 4514 Dennis Bowers Rehabilitation Centre		**2,256,473**	**1,671,484**	**1,772,484**	**57,048**
15	**Blue Economy**				
	430 Social Protection & Community Development				
	430317 Community Services & Planning				
30201	Salaries - Non-Established	-	-	-	88,688
30406	Travelling Allowance - Non-Established	-	-	-	2,500
Total Programme 430 Social Protection & Community Development		**-**	**-**	**-**	**91,188**
TOTAL DEPARTMENT 4515 Blue Economy		**-**	**-**	**-**	**91,188**
16	**Youth Education Empowerment Programme**				
	430 Social Protection & Community Development				
	430344 Human Resource Management				
30201	Salaries - Non-Established	347,380	173,841	173,841	-
30401	Duty Allowance - Non-Established	12,000	9,000	9,000	-
30406	Travelling Allowance - Non-Established	14,940	9,000	9,000	-
	430415 Youth Development Services				
30709	Stipend	650,000	550,000	550,000	439,463
30713	Payment in Lieu of Vacation Leave	-	-	15,553	-
30716	Uniform Allowance	20,000	20,000	20,000	7,000
31102	Food, water and refreshments	15,000	15,000	15,000	11,250
31301	Books & Periodicals	10,000	16,000	16,000	9,966
31304	Photocopying & Binding Services	10,000	16,000	16,000	-
31601	Office Supplies	15,000	15,000	15,000	14,817

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31602	Computer Supplies	10,000	13,000	13,000	14,940
31605	Repair and/or Maintenance of Furniture or Equipment	10,000	5,000	5,000	-
32001	Medals, Stationary, Seals & Gifts	25,000	15,000	15,000	-
33003	Public Awareness Expenses	12,000	12,000	12,000	11,081
33101	Security Services	15,000	15,000	15,000	-
33508	Household Sundries	25,000	13,500	13,500	8,776
33701	Conferences or Workshops	75,000	10,000	10,000	9,053
33703	Educational Visits	15,000	-	-	-
33705	Course Costs and Fees	75,000	25,000	75,000	-
33707	Training Costs	30,000	50,000	50,000	49,272
33713	Educational Materials	15,000	15,000	15,000	7,943
33807	Internet Connectivity Costs	5,000	5,000	5,000	-
36006	Maintenance of Buildings	10,000	10,000	10,000	-
36206	Other Repairs and Maintenance Costs	10,000	10,000	10,000	-
Total Programme 430 Social Protection & Community Development		**1,426,320**	**1,022,341**	**1,087,894**	**583,561**
TOTAL DEPARTMENT 4516 Youth Education Empowerment Programme		**1,426,320**	**1,022,341**	**1,087,894**	**583,561**
17	**Development Control Authority**				
	250 Infrastructural Development				
	250447 Building Regulation Enforcement				
30201	Salaries - Non-Established	1,742,753	-	-	-
30401	Duty Allowance - Non-Established	54,000	-	-	-
30404	Housing Allowance - Non-Established	6,000	-	-	-
30405	Entertainment Allowance - Non-Established	3,600	-	-	-
30406	Travelling Allowance - Non-Established	73,392	-	-	-
30411	Shift Allowance - Non-Established	10,000	-	-	-
30418	Acting Allowance - Non-Established	10,000	-	-	-
31506	Personal Protective Clothing and Equipment	35,000	-	-	-
31601	Office Supplies	25,000	-	-	-
36006	Maintenance of Buildings	40,000	-	-	-
	250448 G.I.S & Planning				
30201	Salaries - Non-Established	100,810	-	-	-
30406	Travelling Allowance - Non-Established	6,432	-	-	-
	250498 Janitorial services				
30202	Wages - Non-Established	78,294	-	-	-
	250510 Ancillary Services				

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30201	Salaries - Non-Established	1,103,254	-	-	-
30206	Arrears of Salaries - Non-Established	15,000	-	-	-
30401	Duty Allowance - Non-Established	6,000	-	-	-
30418	Acting Allowance - Non-Established	20,000	-	-	-
30709	Stipend	60,000	-	-	-
30716	Uniform Allowance	50,000	-	-	-
30802	Compensation & Indemnities	20,000	-	-	-
31102	Food, water and refreshments	16,000	-	-	-
31202	Fuel and Oil	2,000	-	-	-
31307	ID Cards	7,000	-	-	-
31308	Printing Materials & Supplies	15,000	-	-	-
31601	Office Supplies	25,000	-	-	-
31602	Computer Supplies	50,000	-	-	-
31605	Repair and/or Maintenance of Furniture or Equipment	35,000	-	-	-
31902	Spare Parts	25,000	-	-	-
33001	Advertising & Promotion Costs	10,000	-	-	-
33401	Computer Hardware Maintenance Costs	10,000	-	-	-
33402	Computer Software upgrade cost	10,000	-	-	-
33508	Household Sundries	30,000	-	-	-
33707	Training Costs	35,000	-	-	-
34007	Consulting Services	60,000	-	-	-
34010	Legal Fees	10,000	-	-	-
34016	Retainer Fees	24,000	-	-	-
36101	Repair or Maintenance of vehicles	15,000	-	-	-
36206	Other Repairs and Maintenance Costs	40,000	-	-	-
Total Programme 250 Infrastructural Development		**3,878,535**	**-**	**-**	**-**
TOTAL DEPARTMENT 4517 Development Control Authority		**3,878,535**	**-**	**-**	**-**
TOTAL MINISTRY 45 Social Transformation, and Urban Renewal		**31,978,718**	**32,752,137**	**35,420,748**	**25,236,950**

Office of the Attorney General and the Ministry of Legal Affairs, Public Safety, Immigration and Labour

Business Plan

FY 2026



Ministry of Legal Affairs Business Plan for Financial Year 2026

Ministry Overview

The Ministry of Justice and Legal Affairs is responsible for:-

- Administrative Justice
- The provision of Legal Services to the Government of Antigua and Barbuda (i.e. all Government Ministries and Departments and State owned Corporations)

The Ministry comprises of the following Divisions and Unit:

- Office of the Attorney General and Ministry of Justice and Legal Affairs
- Office of the Director of Public Prosecutions
- Government Printing Office
- Land Registry Division
- Industrial Court
- Registrar and Provost Marshall (High Court)
- Magistrates' Division
- Legal Aid and Advice Centre
- Intellectual Property and Commerce Office
- Antigua and Barbuda Civil Registry
- Office of the Public Trustee

Vision Statement

To be a properly integrated Ministry with efficiently run departments, staffed by committed professionals and trained administrative personnel providing legal services to the various Government Ministries in a timely manner; and to provide effective justice by a sufficiently qualified judiciary that guaranties equality before the law.

Mission Statement

To consistently deliver proficient and relevant legal services, sound legal advice, skilled advocacy and progressive legislative agenda dedicated to the improvement of the lives and status of the people of Antigua and Barbuda within an environment which respects the rule of Law.

Service Performance Review and Critical Issues

ACHIEVEMENTS

Attorney General's Chambers

In 2025, the Legislative Drafting Unit focused on strengthening Antigua and Barbuda's legal framework, particularly in tax transparency, financial accountability, and national governance. Key achievements included amendments to the Tax Administration and Procedure Act 2018 and the Automatic Exchange of Financial Account Information Act 2016 to enhance tax compliance, and the passage of the Base Erosion and Profit Shifting Act to expand international enforcement agreements. The Cultural Heritage Protection Act established procedures for designating national heritage and appointed the National Parks Authority as the competent authority, while the Eastern Caribbean Citizenship by Investment Regulatory Authority Agreement Act reorganized oversight of citizenship programs under ECCB guidance. The Unit also consulted on the Police, Forensics, and Fire and Rescue Service Bills, with the Correctional Services, Mental Health, and Aged Care Bills slated for Parliament in early 2026. Additionally, Antigua and Barbuda must review and update relevant laws by July 2026 to ensure compliance with FATF standards on money laundering and terrorism financing.

Office of the Director of Public Prosecutions

In the 2024–2025 fiscal year, the Office of the Director of Public Prosecutions maintained high-quality service in prosecuting criminal matters, aiming for an 80% case disposal rate in the High Court. Challenges such as limited Defence Counsels, insufficient judicial officers, a shortage of prosecutors and support staff, inadequate resources, and constrained facilities hindered achieving this target. Despite these constraints, the Office provided strong support to the Royal Police Force, the National Drug and Money Laundering Control Policy Office, and other enforcement agencies, improving investigations and court outcomes. Prosecutors effectively managed large caseloads across the High Court, Court of Appeal, and Magistrates' Court, successfully handling serious offenses and reducing backlogs, demonstrating commendable dedication and resilience.

Intellectual Property and Commerce Office

During the period under review, the Intellectual Property and Commerce Office made significant progress in updating legislation, providing electronic services, and improving the ease of doing business in Antigua and Barbuda while fostering innovation and creativity. With CARICOM's support, more intellectual property data were entered into the secure IPAS 4 system, and efforts continue to enhance the Online Companies Registration Services, pending a national public key infrastructure solution. The new website has been effective in providing forms, laws, and other information, though maintenance requires considerable effort. Transitioning to a more electronic platform will increase costs for office supplies, hardware, maintenance, and public awareness campaigns. Additionally, the Office has undertaken compliance reviews to document

irregularities, highlighting the need for skilled staff to support training, establish protocols, and maintain governance standards.

High Court

During the review period, the Court of Appeal implemented several measures to improve efficiency and service delivery. Only one of the three annual sittings will now be in person, generating significant savings of over $75,000 per sitting. The launch of the Criminal module of the E-Litigation Portal in October 2024 has enabled digital processing of criminal matters. The appointment of a Deputy Registrar for the Family Division in April 2024 has enhanced supervision and initiated a reorganization of the Division, which will be implemented upon the relocation of the Family Court. Additionally, the employment of a second Family Court Magistrate in September 2025 addresses backlogs and delays, particularly in maintenance payment enforcement. A new Family Court app, scheduled for 2026, will provide real-time information on maintenance payments and arrears, while the introduction of staff uniforms has improved professionalism and made staff more easily identifiable for court users.

Civil Division

The Civil Division continues to function effectively despite several unfilled vacancies, which the Establishment Division was unable to address in 2025, with hopes for resolution in 2026. Significant progress has been made in computerizing processes, and a full staffing reorganization is planned for submission to the Government in 2026. Notably, there is a need to upgrade certain senior clerk positions to executive officer roles to ensure fair remuneration that reflects the responsibilities and workload of these staff members.

In 2025, Antigua and Barbuda's Civil Registry, Land Registry, Immigration Department, and Legal Aid & Advice Centre made notable progress in service delivery and operational improvements. The Civil Registry conducted a series of outreach seminars from March to October to educate stakeholders on life event registration, church records, and marriage registration, emphasizing the roles of legal and civil officers. The Land Registry enhanced decision-making with the Lexis Nexis law library, acquired essential office equipment, and advanced land registration in Barbuda to the adjudication phase, supported by the "each-one, teach-one" staff development initiative and proper document storage systems. The Immigration Department improved processing efficiency for its economic citizenship program, implemented digital systems for passenger facilitation, and streamlined permit services through dedicated functional units. Meanwhile, the Legal Aid & Advice Centre handled 106 matters in 2025, completing 40, with 66 active cases spanning divorce, landlord-tenant disputes, domestic violence, personal injury, probate, and child maintenance, positioning the department to continue meeting community legal needs in 2026.

ISSUES
Organizational Matters

Office of the Director of Public Prosecutions (DPP)

Overview:
The DPP operates under the Criminal Prosecution Service Act, 2017, which centralizes both the DPP's attorneys and police prosecutors, creating synergy in case management and ensuring constitutional separation of powers. The Office continues to provide criminal prosecution services despite staff shortages and resource constraints.

Achievements:

- Appointment of the DPP and Deputy DPP in May 2025.
- Addition of a new Crown Counsel II and planned return of another post-graduate Crown Counsel in January 2026.
- Special legislative review assignment to improve criminal laws and introduce new offences.
- Successful training sessions for police prosecutors on advocacy, trial techniques, bail procedures, and criminal practice.
- Ongoing Victim Care Unit operations supporting vctims and witnesses.

Challenges:

- Reduced number of Counsels (currently five), with urgent need to recruit at least three additional experienced prosecutors.
- Limited office space and storage, requiring digitization of files.
- Need for annual training for technical legal areas and CFATF compliance in preparation for 2027 evaluation.
- Additional funds needed for transcription of court records and maintenance of E-Portal for the Eastern Caribbean Supreme Court.
- Requirement for digital case management systems integrated with police and ONDCP.

High Court

Achievements:

- Appointment of Deputy Registrar for Family Division in April 2024, improving supervision and initiating reorganization.
- Employment of a second Family Court Magistrate in September 2025, reducing backlog.
- Development of a Family Court App to provide real-time maintenance payment updates (operational in 2026).

Challenges:

- Accommodation of Family Court at High Court has limited space, delaying establishment of a second jury room and Civil Master's Chambers.
- Obsolete air conditioning systems causing operational interruptions.
- Outstanding arrears exceeding EC$9 million to the Eastern Caribbean Supreme Court affecting services.
- Urgent need for a reliable vehicle for Family Court operations.

Civil Division

Achievements:

- Operations continue optimally, with advanced computerization of processes.

Challenges:

- Several vacant positions remain unfilled; staffing reorganization and promotions planned for 2026.
- Need to upgrade senior clerk positions to executive officer level for appropriate remuneration.

Intellectual Property and Commerce Office (IPCO)

Achievements:

- Focus on legislative updates, electronic service provision, and ease of doing business.
- Progress on beneficial ownership updates, online company registration system, and IPAS 4 data integration.

Challenges:

- Need for legislative amendments (Companies Act consolidation, Friendly Societies Act, Geographical Indications, Copyright Act, Plant Varieties Act).
- Limited office space; urgent requirement for filing room, server room, and equipment.
- Difficulty providing up-to-date statistics due to system limitations.

Industrial Court

Achievements:

- Appointment of first female President, Mrs. Samantha May-Francis.
- Addition of three new Members, with two more in progress.
- Hosted first law intern.

- 70 new cases filed between June 2024 and June 2025 with multiple hearings and trials conducted.

Challenges:

- Outstanding judgments delayed due to former members' absence and logistical issues.
- Delayed appointments impacting judicial continuity.
- Frequent trial and hearing cancellations due to counsel unavailability.
- Funding delays from Treasury for essential purchases.
- Building maintenance issues affecting productivity.
- Lack of online legal research tools.

Legal Aid and Advice Centre

Achievements:

- Increased workload management and public service delivery.

Challenges:

- Inadequate office and storage space limits operational capacity.
- Need for improved accommodation for staff, secure storage for files, and better environmental conditions.
- Current premises (Government Printery building) unfit for habitation, with pest and health hazards.

Priorities, Strategies and Key Indicators

Priorities, Strategies, and Expected Outcomes

1. **Strengthen the Industrial Court**
    - **Strategies:**
        - Employ suitably qualified professionals as Court members.
        - Augment administrative staff to provide necessary support.
        - Provide continuous training to staff and Court members.
    - **Outputs:**
        - Timely preparation of case files for trial.
        - Efficient conclusion of matters before the Court.
    - **Outcomes:**
        - Significant reduction in delays of hearings.
        - Substantial decrease in the accumulation of backlogged cases.
2. **Construction of Facility to Accommodate the Family Court**
    - **Strategies:**

        - Finalize architectural drawings for the facility.
        - Secure funding from the Caribbean Development Bank.
        - Complete all tendering and procurement processes.
    - **Outputs:**
        - Approval of loan by the Caribbean Development Bank.
        - Award of contract to the successful contractor.
    - **Outcomes:**
        - Establishment of a state-of-the-art Family Court facility.
        - Improved delivery of specialized family justice services.
3. **Review and Strengthen Laws on Money Laundering and Terrorism Financing**
    - **Strategies:**
        - Collaborate with the Financial Administrative Task Force (FATF) for a Mutual Evaluation.
        - Conduct stakeholder consultations to identify gaps in existing laws.
        - Draft and submit legislative amendments to Parliament.
    - **Outputs:**
        - Stakeholder consultations and identification of necessary legislative amendments.
        - Submission of revised legislation for Parliamentary debate and approval.
    - **Outcomes:**
        - Enhanced legal framework to combat Money Laundering and Terrorism Financing.
        - Improved national compliance with international standards.



Ministry of Legal Affairs, Public Safety, and Labour Headquarters

Ministry Overview

The Ministry of *Public Safety* and *Labou*r is responsible for:

- The prevention, detection and prosecution of crime.
- The maintenance of law and order.
- Enforcement of laws.
- The maintenance of industrial peace.
- The enforcing of the law relative to the health, safety and welfare of employees.
- Labour dispute management and mediation.

The Ministry comprises the following Departments, Division and Units:

Ministry Headquarters – ***Public Safety and Labour***

- Policy Research and Development Unit **(PR&DU)**
- Project Support and Implementation Unit **(PS&IU)**
- Trafficking in Persons (Prevention) Committee **(TIPPC)**
- Trafficking in Persons (Prevention) Unit **(TIPPU)**

Labour Department

- One Stop Employment Centre (**OSEC**)
- Work Permit (**WP**)
- Free Movement Committee (**FMC**)
- New Work Experience Programme (**NWEP**)

Royal Police Force of Antigua and Barbuda (RPFAB)

- Forensic Evidence Recovery Unit (**FERU**)
- Regional Cyber Investigation Laboratory (**RCIL**)
- Sir. Wright F. George Police Training Academy (**SWFGPTA**)
- Antigua & Barbuda Fire Department (**A&BFD**)

His Majesty's Prisons (HMP)

Antigua & Barbuda Forensic Services (**ABFS**)

Vision

Enforcing and maintaining security and creating a system of justice and fair play within the borders of Antigua and Barbuda.

Mission Statement

To provide a safe, twin-island state where residents and visitors are assured that the laws of Antigua and Barbuda will be executed impartially as they relate to National Security and Labour.

The Ministry's Mandate
The Ministry's responsible for ensuring public safety, security and safe working conditions. Its key functions include developing safety policies, ensuring regulations, protecting workers' rights, managing risks and promoting training and awareness to maintain a secure environment for all.

Service Performance Review
The Ministry of Public Safety and Labour is dedicated to enhancing service delivery and ensuring public safety through collaborations with local, regional, and international agencies. In 2024, these improvements in service delivery fostered greater public confidence in law enforcement, contributing to a reduction in crime rates.

Key Initiatives

• **Training and Capacity Building**: Staff engaged in various training seminars covering critical areas such as cybercrime, trafficking prevention, labour relations, and strategic management. Additionally, the Forensic Services Unit received upgrades to its Biology and Chemistry laboratories from China, with plans to expand operations to include ballistic services.

• **Industrial Relations**: The industrial climate remained stable, thanks to effective collaboration and mediation between trade unions and employers, bolstered by new legislation.

• **Police Academy**: The Sir Wright F. George Police Academy, now based at the former American Navy Base, has begun recruit training for both Regular and Fire services. The Cabinet of Antigua and Barbuda has approved renovations for the Training Academy.

Ministry Headquarters - Public Safety and Labour Policy Research and Development Unit (PR&DU) & Project Support and Implementation Unit (PS&IU)

The Ministry of Public Safety and Labour is the government entity charged with ensuring the public security of Antigua and Barbuda and overseeing the implementation of the areas of responsibility that fall under the portfolio of the Minister of Legal Affairs, Public Safety, Immigration and Labour. The Government of Antigua and Barbuda places high priority on safety and national security and this is indicative of the significant allocation that is made to the Ministry's annual budget and the recent initiative undertaken by the Prime Minister. The Ministry has policy oversight for the major agencies in the country that are responsible for ensuring law and order, security, corrections, and Labour relations. They are:

- the Royal Police Force of Antigua and Barbuda,
- the Antigua and Barbuda Fire Service,
- His Majesty's Prisons,
- the Antigua & Barbuda Forensic Services (ABFS),
- Trafficking in Persons (Prevention) Unit and
- the Labour Department.

It is well known that the security agencies that fall within the Ministry are party to many regional and international agreements and treaties, which require strict adherence to implementation, management, monitoring and reporting standards.

Administration

The Hon. Sir Steadroy Olivero Benjamin, Attorney General and Minister of Legal Affairs, Public Safety, Immigration and Labour, is the head of the Ministry and exercises general direction and control over the Ministry.

The Permanent Secretary (Ag.), Mrs. Janice Michael, is the Chief Administrative/Accounting Officer responsible for the supervision of the Ministry, human resources, accounting matters and the daily implementation of the government's policies and programmes.

The Ministry currently has a staff complement of thirty-one (31) persons comprising of senior administrative officers, executive officers, accounting officers, Junior Officers and clerical and support staff – this comprises Established and Non-established.

To maintain a cohesive team and enhanced performance, the Ministry places emphasis on staff development and training at all levels of the organization through attendance at meetings, conferences, seminars and workshops locally, regionally and internationally.

Core Responsibilities

Support Services - Assist various departments, divisions, and committees.

Partnerships - Collaborate with local, regional, and international agencies to enhance public service.

Law Enforcement - Ensure impartial enforcement of laws related to National Security and Labour relations in Antigua and Barbuda.

Boards, Committees, and Councils - The Ministry is supported by several committees, including:

- Prisons Visiting Committee (PVC)
- Police Service Commission (PSC)
- Trafficking in Persons Prevention Committee (TIPPC)
- National Labour Board (NLB)
- Economic Recovery Committee (ERC)
- Labour Taskforce Recovery Committee (LTRC)
- Free Movement Committee (FMC)
- National Tripartite Council (NTC)
- Firearm Licensing Committee (FALC) Priority

The Ministry aims to improve safety, efficiency, and accessibility for citizens through key initiatives.

Key Initiatives

- **Border and Citizen Security**: Enhance security for citizens and borders.
- **Support for Departments**: Provide necessary resources to ministry divisions.
- **Forensic Services Enhancement**: Strengthen forensic services to aid law enforcement.
- **Labour Department Expansion**: Open a new office in Barbuda and refurbish the Antigua office.
- **Modernization**: Improve efficiency and accessibility across the ministry.
- **Digitization**: Transform record-keeping through digital methods.
- **Revenue Collection**: Implement advanced systems for government revenue.
- **Staff Training**: Provide training on new technologies for improved service delivery.

Future Plans

The ministry plans to establish:

- Policy Research and Development Unit
- Project Support and Implementation Unit

Additionally, it aims to streamline administration and enhance collaboration with international agencies for better resource management.

Critical Issues

- **Health and Safety**: Ensure compliance with health protocols for staff.
- **Document Management**: Digitize Work Permit forms to reduce storage needs.
- **Forensic Services Space**: Acquire and retrofit additional space for forensic services.
- **Prison Rehabilitation**: Address the urgent need for improvements in His Majesty's Prisons.
- **Staff Recruitment**: Focus on hiring qualified personnel for various departments.
- **Ministry Image Revamp**: Modernize the Ministry's image in line with technological advancements.
- **Fire Brigade Structure**: Draft a new fee structure and construct a new fire station.
- **Police Station Renovation**: Renovate the St. John's Police Station.

Trafficking in Persons (Prevention) Unit- TIPPU Business Plan

Overview

The TIPPU is the national agency dedicated to combating human trafficking through various roles and responsibilities.

Key Roles and Responsibilities

- **Public Awareness Campaigns:** Educating the public on trafficking issues.

- **Training and Sensitization:** Providing training for law enforcement and relevant personnel.
- **Investigation and Prosecution:** Overseeing case investigations and prosecutions.
- **Victim Care and Support:** Assisting and supporting victims of trafficking.
- **Victim Identification and Repatriation:** Identifying and safely returning victims to their home countries.
- **Collaboration:** Working with local, regional, and international partners.
- **Data Collection and Analysis:** Gathering and reporting data related to trafficking.

Coordination and Training

The TIPPU coordinates anti-trafficking campaigns with law enforcement, NGOs, and social partners. It conducts training focused on legal protocols and investigative techniques, while a dedicated Cases Task Force assesses trafficking reports and directs non-trafficking cases appropriately.

Awareness Initiatives

- **Media Engagement:** Interviews via TV and radio.
- **Online Presence:** Articles in online newspapers and active social media.
- **Public Campaigns:** Billboards, brochures, and public service announcements.

Achievements

- Maintained Tier 2 status in the US State Department report.
- Increased partnerships with NGOs and community groups.
- Enhanced local, regional, and international collaboration.
- Raised awareness in vulnerable communities.

Priorities

- Continuing awareness campaigns and enhancing training for frontline personnel.
- Sensitizing vulnerable populations.
- Revamping online social media strategies.
- Developing new marketing materials like billboards and reforming public service announcements.

Antigua & Barbuda Forensic Services (ABFS)

In 2016, the Cabinet mandated the creation of a modern forensic science laboratory to support law enforcement in crime detection. The ABFS became operational in 2022, but the approval of a feasibility study for the new laboratory is still pending. Despite this, training and equipment acquisition for the Chemistry and Biology labs have progressed.

The ***Antigua & Barbuda Forensic Services (ABFS)*** is responsible for: -

- Providing timely, expert, examination of evidentiary materials to aid in the investigation, prosecution and/or exclusion of criminals and criminal offenses by utilizing sophisticated scientific equipment and proven scientific techniques.

- Assisting law enforcement agencies, the prosecution, the defence and other stake holders locally, regionally and internationally in their fight against crime and the detection of crimes. Some of those agencies include the Organization of Eastern Caribbean States (OECS), The

Caribbean Community (CARICOM), the Regional Security Systems (RSS), United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean (UNLIREC) and United Nations Office on Drugs and Crime (UNODC).

The ABFS has been designed to comprise the following Department and Units: -

- ABFS Administration Department;
- Forensic Chemistry and Toxicology
- Forensic Biology, Trace Evidence Examination, Latent Prints Examination and Forensic Photography Units;
- Forensic DNA Profiling Unit;
- Forensic Ballistics, Firearm Identification and Tool Marks Examination Unit;
- Specialized Forensic Crime Scenes Support Unit;
- Question Document Examination Unit;
- Cybercrime – Computer and Digital Forensics Units.

Service Performance Review and Critical Issues for 2026

Achievements

Service Performance

- Retrofitted a 40ft container for the Ballistics Department at Camp Blizzard.

Organizational Matters

- Installed key equipment: GC-MS and FTIR in Chemistry; comparison microscope and RDX-3 system in Ballistics.
- Discussed a new outdoor small arms range with the Chief of Defence Staff.

Staffing and Training

- Hired three new staff and confirmed two others.
- Conducted staff training on new equipment.
- Two members training with UNLIREC for firearms.
- Recommended candidates for positions to the Public Service Commission.
- Acquired computers and seeking new facility space with the Ministry of Works.

Critical Issues for 2025

1. Need funding for Drug Analyst training.
2. ABFS Bill 2025 pending in Parliament.
3. Require additional laboratory and office space.
4. Current facilities are inadequate, discussions for expansion ongoing.
5. Need clarification on forensic roles.
6. No backup generator for laboratory equipment during power outages.

Additional Issues

1. Need for more security equipment.
2. Rough access road requires urgent repairs.
3. Additional administrative and laboratory staff needed.

His Majesty's Prisons

The Prison Administration is undertaking reforms at His Majesty's Prisons (HMP), supported by corrections officers and offenders. Progress is constrained by **poor infrastructure, limited resources, outdated laws, staff shortages, and weak interagency cooperation**, making the prison a low priority within the justice system.

Corrections officers face low salaries, limited training, and low morale. Enhancing professionalism requires **better pay and training aligned with other law enforcement agencies**.

With **250 inmates—50% over capacity**—rehabilitation efforts are hindered, contributing to **recidivism**. The administration intends to adopt a **structured, medium-term rehabilitative framework**.

Key infrastructure needs include:

- Sewage treatment improvements
- Additional cell space
- Upgraded dining and security facilities
- New administrative and education building

Funding is expected through **long-term loans and international assistance**. Successful reform depends on **adequate resources, strong fiscal management, modern technology adoption, and adherence to international standards through ongoing training and policy updates**.

Mission

To manage offenders in a **safe, secure, and humane environment**, providing opportunities for reintegration through rehabilitation.

Vision

Cultivate a **safe and secure environment for the rehabilitation of all inmates**.

Core Values

- **Professionalism:** Adherence to international correctional standards.
- **Integrity:** Upholding moral and ethical standards in all duties.
- **Honesty:** Maintaining impartiality and transparency in operations.
- **Partnership:** Fostering inter-departmental collaboration and inmate support mechanisms.
- **Service:** Delivering professional services that ensure public safety while promoting offender rehabilitation.

Achievements

- **Education & Rehabilitation:** 16 inmates set to graduate from **UWI Lifelong Learning** programs; introduction of **CXC classes**; completion of multiple vocational programs.
- **Community Engagement:** HMP Construction Team renovated homes for vulnerable families; ongoing agricultural and spiritual programs.
- **Infrastructure & Security:** Near completion of **perimeter fence**; enhanced interagency collaboration; **42 new officers in training**.

Challenges

- **Overcrowding:** 250 inmates—**50% above capacity**.
- **Staff Shortages:** Shortfall of 25 security personnel; 20 junior officers overdue for promotion.
- **Infrastructure Deficiencies:** Outdated sewage system, declining facilities, gaps in administrative, catering, and logistical support.
- **Operational Gaps:** Inadequate security training, pest control, and support for mentally challenged inmates.

Strategic Priorities

- **Rehabilitation Focus:** Implement a structured, medium-term rehabilitative framework.
- **Infrastructure Upgrades:** Develop sewage treatment, additional cells, dining facilities, improved security systems, and a new administrative and education facility.
- **Human Resources:** Improve pay, training, and promotion pathways for corrections officers.
- **Resource Management:** Ensure adequate funding, sound fiscal oversight, adoption of modern technologies, and compliance with international standards.

HMP aims to **balance security with rehabilitation**, fostering safer communities while preparing inmates for reintegration. Success depends on **strategic resource allocation, infrastructure modernization, staff capacity-building, and sustained interagency collaboration**.

Priorities, Strategies, and desired outcomes for FY 2026

Priority 1: Modern Sewage Facility

Strategy: Conduct a feasibility study and build a modern sewage treatment system.
Outcome: Improved health conditions, reduced communicable diseases, and decreased government healthcare costs.

Priority 2: Staffing

Strategy: Hire 25 additional prison officers through government authorization and cooperate with the Ministry of Labour. Initial training will occur in the second quarter.
Outcome: Enhanced security escort and electronic operations within HMP.

Priority 3: Security Enhancements

Strategy: Upgrade CCTV, install electronic screening at access points, and enhance security protocols.
Outcome: Reduced criminal activities, improved detection of perimeter breaches, and better overall control of the facility.

Priority 4: Rehabilitation Programs

Strategy: Continue sustainable rehabilitation and outreach programs focusing on academic, vocational training, and counseling.
Outcome: Reduction in recidivism and positive reintegration of inmates into society.

Priority 5: Support for Complex Needs

Strategy: Improve facilities and training for inmates with mental health issues or substance abuse problems through partnerships.
Outcome: Increased comfort for inmates, reduced remand time, and better preparation for reintegration.

Priority 6: New Kitchen and Dining Facility

Strategy: Conduct feasibility studies for a new kitchen, dining, and food storage complex.
Outcome: Improved meal preparation efficiency, better sanitation, and enhanced inmate morale.

Priority 7: Self-Sufficiency in Food Production

Strategy: Enhance water access, build animal housing, and complete the hydroponics project.
Outcome: Increased crop yield, reduced food costs, and surplus produce for donation.

Priority 8: Vehicle Acquisition

Strategy: Purchase a staff bus, utility vehicle, and truck for operational needs.
Outcome: Improved logistical and operational efficiency within HMP.

Priority 9: Administrative Building Construction

Strategy: Consult public works for feasibility studies and plans, and demolish condemned buildings.
Outcome: Enhanced administrative and logistical efficiency within HMP.

Royal Police Force of Antigua and Barbuda

2025-2026

Executive Summary

The Royal Police Force of Antigua and Barbuda is focused on enhancing safety for citizens and visitors in the fiscal year 2026. The plan emphasizes collaboration with senior public servants, law enforcement agencies, and community feedback to address challenges faced in 2025, which included an increase in serious crimes despite a professional approach to crime response.
Due to economic instability and rising fuel costs, the force will increase patrols while optimizing expenditures. Strengthening public trust remains crucial, particularly in light of rising property crimes among youth. Visible policing in tourist areas will be prioritized, in partnership with the Ministry of Tourism to enhance safety.
Effective resource management is essential for providing value for money. The force acknowledges the evolving landscape of crime, particularly cybercrime, and plans to upgrade training and technology to address these threats. Regular evaluations will ensure compliance with standards and adaptability to operational needs.
The vision is to be a community-oriented police organization dedicated to maintaining law and order, protecting lives and property, and fostering strong community ties through effective policing and problem-solving.

Core Values:

Professionalism - we will set the highest standards for ourselves and the Royal Police Force of Antigua and Barbuda by vigorously seeking to obtain all knowledge which will aid in equipping us to confront our task effectively and efficiently.

Integrity - to uphold the highest moral and ethical standards in every aspect of our duty.

Honesty - we will strive to maintain a high level of honesty and impartiality when carrying out all duties relating to policing and safeguarding of integral evidence.

Leadership – we will seek to affect the behaviour of our human resource to accomplish our mission.

Partnership- we will foster a strong relationship with our communities thereby establishing a voluntary contract in our effort to reduce crime.

Service – our men and women in the regular and fire departments of the Royal Police Force of Antigua and Barbuda are committed to satisfying the needs, wants and aspirations of our communities.

The Royal Police Force of Antigua and Barbuda aims to strengthen community safety through greater visibility of uniformed officers, improved crime prevention, and proactive public engagement. Personnel will receive training in crime analysis, human rights, customer service, and the core values of professionalism, integrity, and partnership. Youth-focused programs and collaboration with the Ministry of Education will support crime prevention and conflict resolution among students.

To reduce crime, the force will expand intelligence-driven operations, using crime mapping and information sharing with local, regional, and international agencies to combat domestic and transnational offenses. Partnerships with the Ministry of Tourism and private industries will enhance visitor safety, while improved reporting facilities and efficient resource management—including staffing, recruitment, and vehicle maintenance—will support overall effectiveness.

The police will implement initiatives to reduce road fatalities through education and support for better road design. Fire safety campaigns will aim to lower the national rate of fires, and faster emergency response will reduce property loss. The Cyber Laboratory will be strengthened with skilled personnel and modern equipment to address the growing threat of cybercrime, and the force is working toward full accreditation by the Regional Security System by 2027.

Priorities and Strategies 2026

Priority 1: Crime Prevention

Strategy: Train officers in investigative techniques, assist with community watch programs, and implement an Urban Renewal program.
Indicators: Increased patrols in high-crime areas, improved crime analysis, enhanced police-community interactions, and modern crime-fighting equipment.

Priority 2: Guiding Philosophy and Human Rights

Strategy: Embed beliefs in recruitment practices to avoid violence between police and citizens.
Indicators: Improved community-police relationships and reduced incidents of violence.

Priority 3: Youth Engagement

Strategy: Identify at-risk youth and support initiatives from organizations like Social Welfare.
Indicators: Reduced youth crime and improved police interaction with young people.

Priority 4: Tourism Safety

Strategy: Enhance visitor safety through proactive crime prevention and enforcement.
Indicators: Increased visitor satisfaction and a safer tourist experience.

Priority 5: Resource Management

Strategy: Monitor expenditures, service vehicles promptly, and optimize human resource deployment.
Indicators: Improved operational efficiency and longevity of vehicles and properties.

Priority 6: Traffic Management

Strategy: Develop a nationwide traffic enforcement plan and improve ticketing processes.
Indicators: Reduced traffic accidents, effective enforcement, and improved traffic flow.

Priority 7: Intelligence-Led Policing

Strategy: Train officers in intelligence gathering and ensure effective information sharing.
Indicators: Enhanced crime prevention and investigation outcomes, better training for officers.

Priority 8: Fire Safety

Strategy: Train fire officers and develop a fire safety education strategy.
Indicators: Reduced fire-related incidents and improved public knowledge about fire safety.

Priority 9: Cyber Investigation

Strategy: Employ skilled personnel and increase funding for cyber-crime investigations.
Indicators: Updated equipment and enhanced understanding of legal procedures in cyber investigations.

Priority 10: Accreditation

Strategy: Develop written standards based on CALEA guidelines.
Indicators: Greater accountability, better defense against lawsuits, and increased community advocacy.

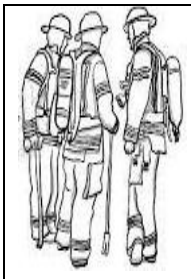
The Fire Brigade Business Plan

The Fire Brigade of Antigua and Barbuda is committed to strengthening community safety through an efficient and high-quality Fire and Rescue Service. Its Annual Business Plan focuses on maximizing resources and transforming operations across four key areas: Prevention, Protection, Response, and Resilience. Community collaboration is central to identifying and supporting those most at risk.

Fire prevention will be advanced through public engagement and education, while protection efforts will ensure compliance with building codes to reduce fire hazards. Although fire incidents have declined, the Brigade must remain prepared for a wide range of emergencies—including floods and traffic accidents—while prioritizing firefighter safety through proper training and equipment.

A risk-based financial management strategy and a comprehensive asset management plan will support effective service delivery. The Service Transformation Programme will redesign organizational processes to enhance efficiency, safety, environmental sustainability, and community well-being.

Established under the Fire Brigade Act (Cap 170), the organization is led by the Fire Chief and senior officers, who ensure legal compliance and responsible stewardship of public funds. The Brigade reports to the Minister and Permanent Secretary of Public Safety, with strategic oversight handled by the Fire Chief and the Superintendents of Administration and Operations.

		
People 184	Fire Engines 17	Stations St. Johns, Coolidge, All Saints, Johnsons Point and Barbuda

OUR PEOPLE

The Fire Brigade places strong emphasis on its people, guided by a People Strategy aimed at building a high-performing, inclusive culture. Its 5-Year Human Resources Strategy focuses on improving employee resourcing, relations, performance management, equality, inclusion, and overall health and well-being.

Training and development are priorities at every level. Operational training programs ensure personnel maintain competence in key areas, including breathing apparatus use, road traffic collision response, casualty care, compartment firefighting, emergency vehicle operations, and incident command. To standardize procedures and equipment usage, the Brigade will implement an Operational Competence Framework (OCF), supported by a Service-Wide Training Planner, simulation and performance guides, and a National Drill Book.

Performance Review – 2025 (as of September 30):
• 305 fire calls
• 41 motor vehicle accidents
• 84 ambulance requests
• 298 fire prevention activities
• Zero fatalities from structural fires

Professional development remained strong in 2025, with multiple officers pursuing higher education at UWI Five Islands. Insp. Lester Bagot is completing a BSc in Management (2023-2026), while Insp. Evette Henry and Sgt. Roberts-R are both pursuing a BSc in Human Resource Management (2022-2025) and an MBA in Business Administration (2025-2027). These investments reflect the Brigade's commitment to continuous learning and skill advancement.

Fire Safety and Prevention

In 2025, the Antigua and Barbuda Fire Brigade recorded major achievements in fire safety. Public education campaigns and the introduction of fire-burn licenses led to a notable decline in brush fires caused by household waste burning. Continuous business inspections ensured compliance with fire prevention and suppression codes, resulting in **zero business losses to fire for another consecutive year**. The fleet was strengthened with **six new fire tenders**, and training for government and private agencies improved fire-extinguisher use across the public. Youth engagement also increased through educational field trips focused on fire awareness.

Despite these gains, several challenges persist, including limited exposure and experience across specialized sections, inadequate investigative equipment, shortages in personal protective equipment (PPE), and delayed promotions. Staffing gaps remain due to insufficient recruitment to replace retirees and support departmental expansion. Administrative infrastructure needs improvement, and delays in payments to merchants continue to be problematic.

Priorities and Strategic Outcomes

Fire Suppression

- Expand fire suppression coverage by constructing **new fire stations in Willikies and Bolans by 2028**.
- Acquire **a ladder truck and ambulance (2026–2027)** to enhance medical and fire emergency capabilities, especially at **V.C. Bird International Airport**.
- Strengthen personnel training in **fire investigations**.

Fire Prevention

- Implement fire-safety education programs in **government and private schools (2026–2027)**.
- Launch adult fire-prevention programs in major institutions during the same period.
- Increase national outreach via **public safety announcements across multiple media platforms**.

Service Delivery

- Promote a high-performing, inclusive culture through a new **People Strategy focused on employee well-being, engagement, equality, leadership, and learning**.
- Improve **asset management and planned maintenance** to enhance operational longevity and efficiency.

Strengthening prevention, expanding response capabilities, and investing in personnel and infrastructure will ensure a more effective fire service and improved community safety across Antigua and Barbuda.

Sir Wright F. George Training Academy Proposal

Executive Summary – Sir Wright F. George Police Academy

Tourism is central to Antigua and Barbuda's economy, making high-quality police training vital. The Sir Wright F. George Police Academy, operating for over 50 years, currently struggles with outdated facilities and limited infrastructure. In 2024, Cabinet approved its relocation to a former U.S. Navy Base to support the development of a **modern training facility** equipped with 21st-century standards.

The goal is to expand and diversify training programs, attract regional participation, reduce reliance on overseas training, and progress toward accreditation. A successful transition—guided

by SWOT and PESTLE assessments—will help the Academy become more self-sufficient and reduce the financial burden on the Government.

Vision

To be a recognized centre of excellence in police training and development.

Mission

To deliver policing programs that strengthen officer capabilities and support national safety and security.

Strategic Objectives

1. Develop architectural plans and cost estimates for the new facility.
2. Construct the new Police Academy.
3. Rebrand and modernize the Academy's image.
4. Expand the number and variety of training programs offered.
5. Increase the versatility and competence of trained officers.

Achievements

- Completed **49th Recruit Training**: 69 new constables (59 police, 10 fire officers).
- Delivered **Police Proficiency Examination** for 26 officers over three months.

Key Challenges

- Security fence incomplete due to funding delays.
- Current building deteriorated and inadequate:
    - No indoor shooting range
    - Limited classrooms
    - Instructor shortages
- Relocation environment causes training disruptions.
- Financial and logistical constraints limit modernization efforts

Strategic Targets

- **Complete the perimeter fence** to secure the training compound.
- Finalize **plans and budget** for the new Academy.
- Construct a **modern, revenue-generating facility** at Langford Estate.
- Expand **training workshops and certifications** to produce adaptable officers.

These initiatives reduce overseas training costs and support better community policing outcomes.

Priorities & Strategies for 2026

Priority 1 — Finalize Facility Plan

- **Strategy:** Work with Public Works on design and budgeting.
- **Outcome:** Clear, cost-efficient implementation roadmap.

Priority 2 — Construct New Academy

- **Strategy:** Procurement and phased construction.
- **Outcomes:**
  - More simultaneous training sessions
  - Improved service quality and revenue generation
  - Reduced government expenditure on foreign training

Priority 3 — Increase Officer Versatility

- **Strategy:** More specialized and continuous training.
- **Outcomes:**
  - Enhanced policing capacity across all departments
  - Better crime reduction and case solvability rates
  - Improved service delivery for citizens and visitors

Conclusion

Investing in the Sir Wright F. George Police Academy will strengthen national security, elevate policing standards, and support economic growth—especially in tourism. A modernized, accredited training institution will ensure well-equipped officers who effectively protect and serve Antigua and Barbuda.

Labour Department

In 2025, the Labour Department demonstrated improvements in service delivery across its units, despite suboptimal working conditions, thanks to staff dedication and resilience.

Key Achievements

- **Service Performance:** Revenue targets for the fiscal year remain on track despite operational disruptions, such as early dismissals caused by air-conditioning failures.
- **Labour Inspectors' Effectiveness:** Reduced inspector numbers did not hinder enforcement of safe workplace practices in both public and private sectors.
- **Reduced Wait Times:** The Labour Relations Unit decreased scheduling delays to approximately **one month**.

- **Legislative Support:** Assisted in drafting the **Workplace Violence and Harassment Prevention Bill** with technical support from the Canadian Labour Department through an OAS mentoring initiative.
- **International Program Participation:** Secured two additional positions in the **Canadian Seasonal Agricultural Workers Program**, overcoming biometric travel challenges.
- **Public Engagement:** Conducted school visits and multiple radio appearances to raise awareness about labour rights and workplace safety.

Challenges

- **Office Environment:** Uncomfortable office conditions decrease productivity and contribute to early staff departures.
- **Obsolete Technology:** Outdated computers and slow internet, particularly in the Barbuda office, impede workflow and online operations.
- **Delayed Recruitment:** Lengthy vacancy processes slow service delivery and frustrate clients.
- **Training Gaps:** Insufficient staff training and inadequate preparation of OSEC-referred job seekers affect service quality.

These challenges highlight the need for **modernized facilities, upgraded technology, and enhanced training programs** to maintain and improve departmental performance.

Priorities, Strategies, and Indicators – 2026

Major Capital Projects

1. **Labour Demand Survey:** Rescheduled from 2025 due to the national Census.
2. **Occupational Hygiene Equipment:** Additional purchases to strengthen workplace inspection capabilities.

Minor Capital Expenditures

- Replacement of outdated computers and office furniture
- PPE lockers for inspectors
- Work permit card machine acquisition.
- Fireproof safe for securing revenue
- Completion of Labour Commissioner’s kitchenette

Training & Equipment Needs

- Workplace readiness programs for job seekers and staff
- Equipment support: projectors, screens, speakers, and microphones

Barbuda Office Enhancements

- Adequate office space, internet, and cellular services
- Vehicle for fieldwork and inspections

Promotional & Outreach Items

- Branded pens, work bags, folding chairs, tents, and banners for **World Safe Day 2026**

Strategic Priorities and Outcomes

Priority	Strategy	Outputs	Expected Outcomes
1. Training	In-house training for staff + OSEC job seekers	Better-prepared workforce and job candidates	Increased employment and improved service delivery
2. Work Environment	Upgrade offices in Antigua and establish a functional Barbuda office	Efficient, productive workspaces	Reduced client wait times; higher public confidence in labour services
3. Labour Demand Survey	Engage consultant with Statistics Division	National skills requirement report	Aligns training programs with employer needs, improving workforce readiness

By addressing training, infrastructure, and equipment gaps in 2026, the Labour Department will **enhance service efficiency, strengthen workforce capabilities, and align labour market readiness with employer demand**, benefiting both job seekers and the wider community.

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
5501	Attorney General and Legal Affairs HQ	9,680,388	9,008,607	9,084,607	16,801,055
5502	Office of the D.P.P	1,482,992	1,740,036	1,785,739	990,367
5503	Printing Office	1,855,342	1,831,142	1,831,142	1,653,203
5504	Land Registry Division	1,035,643	886,902	983,709	984,207
5505	Industrial Court	1,079,622	854,005	854,005	740,242
5506	High Court	3,065,562	3,092,401	3,508,152	2,884,875
5507	Magistrates Court	2,645,492	2,188,354	2,188,354	2,102,111
5508	Legal Aide Advice Centre	634,228	684,640	684,640	646,764
5509	Intellectual Property	1,710,010	1,532,210	1,592,710	1,109,689
5510	Labour Department	6,395,029	7,510,799	7,510,799	15,304,061
5511	Public Safety Headquarters	2,741,563	2,717,290	2,814,544	2,178,802
5512	Police	50,951,104	48,570,678	49,072,478	45,517,082
5513	Sir Wright George Police Training Academy	494,158	418,350	418,350	329,433
5514	Fire Brigade	13,269,368	12,722,012	12,793,597	12,423,714
5515	Prison	8,488,143	7,382,742	7,586,194	5,937,943
5516	Civil Registry	1,585,776	1,464,089	1,472,758	1,214,193
5517	Antigua & Barbuda Forensic Services	1,554,375	1,630,609	1,630,609	617,295
5518	Office of the Public Trustee	838,768	701,028	701,028	230,313
5519	Immigration Department	15,092,955	13,230,858	13,788,412	5,618,695
TOTAL 55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour		**124,600,518**	**118,166,752**	**120,301,827**	**117,284,044**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Attorney General and Legal Affairs HQ**				
	290 Public Order and Safety				
	290353 Judiciary				
30101	Salaries - Established	-	-	-	232,114
30301	Duty Allowance - Established	-	-	-	14,400
30304	Housing Allowance - Established	-	-	-	30,000
30306	Travelling Allowance - Established	-	-	-	16,944
30310	Allowance in lieu of Private Practice - Established	-	-	-	48,000
	290510 Ancillary Services				
30202	Wages - Non-Established	-	-	-	29,784
Total Programme 290 Public Order and Safety		**-**	**-**	**-**	**371,242**
	291 Legal Services				
	291353 Judiciary				
30101	Salaries - Established	3,100,000	2,635,917	2,635,917	2,288,156
30106	Arrears of Salaries - Established	-	-	-	459,004
30201	Salaries - Non-Established	62,939	87,430	87,430	128,297
30206	Arrears of Salaries - Non-Established	-	-	-	109,272
30301	Duty Allowance - Established	97,200	97,200	97,200	70,800
30304	Housing Allowance - Established	460,600	460,600	460,600	259,871
30306	Travelling Allowance - Established	279,588	279,588	279,588	150,564
30308	Cashier Allowance - Established	-	-	-	900
30310	Allowance in lieu of Private Practice - Established	580,000	696,000	696,000	347,817
30315	Other allowances and fees - Established	-	-	-	18,000
30401	Duty Allowance - Non-Established	12,000	3,600	3,600	13,761
30404	Housing Allowance - Non-Established	48,912	68,112	68,112	32,700
30406	Travelling Allowance - Non-Established	7,944	6,348	6,348	10,253
30410	Allowance in lieu of Private Practice - Non-Established	24,000	12,000	12,000	24,194
30701	Honorarium	-	-	-	125,000
30703	Commission and Fees	7,000	6,000	6,000	6,500
30709	Stipend	219,750	216,000	216,000	96,238
30801	Gratuities & Terminal Grants	-	21,900	21,900	10,029
31601	Office Supplies	1,000	800	800	280
33605	Express Mail Services	200	200	200	-
33804	Telephone Cost	800	700	700	600
33807	Internet Connectivity Costs	800	700	700	600
34009	Commitment Fees	3,700	3,700	3,700	2,500

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
37011	Grants to Individuals	50,000	50,000	50,000	-
	291436 Public Life Integrity Enforcement				
30101	Salaries - Established	255,660	255,660	255,660	-
30201	Salaries - Non-Established	184,500	132,000	132,000	143,367
30401	Duty Allowance - Non-Established	21,600	21,600	21,600	21,600
30406	Travelling Allowance - Non-Established	14,400	14,400	14,400	14,400
31601	Office Supplies	24,300	34,300	34,300	-
31602	Computer Supplies	9,000	14,000	14,000	-
31604	Maintenance Contract - Photocopiers or MFPs	1,800	1,800	1,800	-
33001	Advertising & Promotion Costs	4,500	4,500	4,500	-
33206	Insurance - n.e.c.	2,160	2,160	2,160	-
33508	Household Sundries	15,000	12,600	12,600	-
33701	Conferences or Workshops	60,800	41,800	36,704	-
33801	Electricity Cost	7,560	7,560	7,560	-
33803	Water Cost	1,080	1,080	1,080	-
33804	Telephone Cost	8,100	8,100	8,100	-
33807	Internet Connectivity Costs	3,024	3,024	3,024	-
33901	Contributions or Subscriptions to Caribbean Organizations	3,000	6,000	11,096	-
34009	Commitment Fees	4,320	4,320	4,320	-
34010	Legal Fees	6,480	6,480	6,480	8,745,116
34101	Rental or Lease - Office Space	64,800	64,800	64,800	-
36206	Other Repairs and Maintenance Costs	2,700	2,700	2,700	-
	291510 Ancillary Services				
30101	Salaries - Established	1,125,960	1,091,275	1,091,275	1,308,653
30103	Overtime - Established	10,000	-	9,000	7,810
30201	Salaries - Non-Established	665,586	663,926	663,926	695,884
30202	Wages - Non-Established	140,031	140,031	140,031	99,911
30203	Overtime - Non-Established	5,000	-	-	1,380
30208	Severance Pay - Non-Established	7,248	7,248	7,248	-
30301	Duty Allowance - Established	51,400	51,400	51,400	33,840
30304	Housing Allowance - Established	-	-	-	46,474
30305	Entertainment Allowance - Established	7,200	7,200	7,200	6,240
30306	Travelling Allowance - Established	49,492	42,244	42,244	56,246
30308	Cashier Allowance - Established	3,600	3,600	3,600	4,674
30310	Allowance in lieu of Private Practice - Established	-	-	-	69,000
30314	On-call Allowance - Established	7,200	7,200	7,200	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30315	Other allowances and fees - Established	18,000	18,000	18,000	-
30401	Duty Allowance - Non-Established	22,800	25,800	25,800	34,800
30406	Travelling Allowance - Non-Established	55,680	43,644	43,644	48,644
30408	Cashier Allowance - Non-Established	1,200	1,200	1,200	400
30415	Other allowances and fees - Non-Established	30,000	30,000	30,000	30,000
30701	Honorarium	20,000	30,000	30,000	10,000
30709	Stipend	27,800	10,000	10,000	201,551
30716	Uniform Allowance	45,555	45,555	45,555	31,485
31102	Food, water and refreshments	18,288	18,288	18,288	26,400
31301	Books & Periodicals	36,000	3,600	3,600	-
31601	Office Supplies	52,000	11,440	51,440	23,055
31602	Computer Supplies	40,000	10,300	23,800	35,550
31604	Maintenance Contract - Photocopiers or MFPs	5,046	5,046	5,046	-
31605	Repair and/or Maintenance of Furniture or Equipment	1,440	1,440	1,440	-
32001	Medals, Stationary, Seals & Gifts	25,000	25,000	25,000	2,500
33001	Advertising & Promotion Costs	1,260	1,260	1,260	-
33003	Public Awareness Expenses	60,800	47,800	47,800	-
33103	Investigative Expenses	900	900	900	-
33501	Office Cleaning	19,550	12,550	12,550	-
33508	Household Sundries	60,000	30,744	30,744	34,929
33509	Cleaning Tools and Supplies	450	450	450	-
33605	Express Mail Services	12,000	-	-	-
33701	Conferences or Workshops	150,800	56,800	56,800	-
33707	Training Costs	4,500	4,500	4,500	-
33901	Contributions or Subscriptions to Caribbean Organizations	458,845	538,845	538,845	-
33904	Contributions or Subscriptions to other international organ.	242,000	217,000	217,000	-
34009	Commitment Fees	460,000	450,942	450,942	479,116
34102	Rental or Lease - House	-	-	13,500	-
34109	Rental or Lease - n.e.c.	33,840	15,000	15,000	13,300
36206	Other Repairs and Maintenance Costs	2,700	2,700	2,700	-
37011	Grants to Individuals	50,000	50,000	50,000	-
Total Programme 291 Legal Services		**9,680,388**	**9,008,607**	**9,084,607**	**16,381,661**
	390 General Public Services				
	390353 Judiciary				
30101	Salaries - Established	-	-	-	29,402

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30301	Duty Allowance - Established	-	-	-	3,000
30304	Housing Allowance - Established	-	-	-	4,500
30306	Travelling Allowance - Established	-	-	-	2,250
30310	Allowance in lieu of Private Practice - Established	-	-	-	9,000
Total Programme 390 General Public Services		**-**	**-**	**-**	**48,152**
TOTAL DEPARTMENT 5501 Attorney General and Legal Affairs HQ		**9,680,388**	**9,008,607**	**9,084,607**	**16,801,055**
02	**Office of the D.P.P**				
	390 General Public Services				
	390353 Judiciary				
30101	Salaries - Established	633,672	887,784	887,784	533,318
30301	Duty Allowance - Established	50,400	60,000	60,000	41,561
30304	Housing Allowance - Established	90,000	138,000	138,000	72,000
30305	Entertainment Allowance - Established	6,480	6,480	6,480	7,787
30306	Travelling Allowance - Established	31,776	65,664	65,664	27,794
30310	Allowance in lieu of Private Practice - Established	180,000	216,000	216,000	102,645
30321	Personal Allowance - Established	32,400	-	20,033	-
30802	Compensation & Indemnities	-	-	25,670	-
	390510 Ancillary Services				
30101	Salaries - Established	217,884	238,128	238,128	174,189
30103	Overtime - Established	20,000	-	-	-
30306	Travelling Allowance - Established	3,624	3,624	3,624	2,546
30716	Uniform Allowance	12,000	9,500	9,500	8,024
31002	Ticket Expenses	20,000	-	-	-
31102	Food, water and refreshments	5,000	5,000	5,000	4,740
31301	Books & Periodicals	3,956	3,956	3,956	-
31506	Personal Protective Clothing and Equipment	-	100	100	-
31601	Office Supplies	7,000	7,000	7,000	2,275
31602	Computer Supplies	10,000	10,000	10,000	5,831
31604	Maintenance Contract - Photocopiers or MFPs	2,500	2,500	2,500	2,500
31605	Repair and/or Maintenance of Furniture or Equipment	2,500	2,500	2,500	500
33403	Computer Software Licensing & Fees	20,000	-	-	-
33508	Household Sundries	3,000	3,000	3,000	2,483
33605	Express Mail Services	800	800	800	-
33701	Conferences or Workshops	20,000	20,000	20,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33707	Training Costs	50,000	10,000	10,000	-
34009	Commitment Fees	60,000	50,000	50,000	2,174
Total Programme 390 General Public Services		**1,482,992**	**1,740,036**	**1,785,739**	**990,367**
TOTAL DEPARTMENT 5502 Office of the D.P.P		**1,482,992**	**1,740,036**	**1,785,739**	**990,367**
03	**Printing Office**				
	330 Printing & Publishing				
	330301 Accounting				
30101	Salaries - Established	273,372	273,372	273,372	234,085
30306	Travelling Allowance - Established	3,624	3,624	3,624	2,416
30308	Cashier Allowance - Established	2,400	2,400	2,400	2,000
	330375 Printing Services				
30101	Salaries - Established	868,872	868,872	868,872	932,104
30201	Salaries - Non-Established	-	-	-	1,612
30202	Wages - Non-Established	73,038	73,038	73,038	73,848
30306	Travelling Allowance - Established	6,036	6,036	6,036	6,653
30314	On-call Allowance - Established	260,000	250,800	250,800	246,184
30315	Other allowances and fees - Established	7,200	7,200	7,200	7,200
30716	Uniform Allowance	50,000	30,000	30,000	-
31102	Food, water and refreshments	5,000	4,000	4,000	2,505
31506	Personal Protective Clothing and Equipment	1,000	1,000	1,000	-
31601	Office Supplies	200,000	200,000	200,000	137,689
31602	Computer Supplies	30,000	40,000	40,000	2,095
31604	Maintenance Contract - Photocopiers or MFPs	5,000	5,000	5,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	28,800	28,800	28,800	2,700
31902	Spare Parts	23,500	23,500	23,500	69
33501	Office Cleaning	10,000	8,500	8,500	-
33508	Household Sundries	7,500	5,000	5,000	2,043
Total Programme 330 Printing & Publishing		**1,855,342**	**1,831,142**	**1,831,142**	**1,653,203**
TOTAL DEPARTMENT 5503 Printing Office		**1,855,342**	**1,831,142**	**1,831,142**	**1,653,203**
04	**Land Registry Division**				
	390 General Public Services				
	390301 Accounting				
30101	Salaries - Established	26,508	26,508	26,508	28,791
	390354 Land Distribution Management				
30101	Salaries - Established	583,392	515,976	515,976	553,771

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30103	Overtime - Established	-	-	17,684	1,906
30106	Arrears of Salaries - Established	-	-	4,009	19,725
30203	Overtime - Non-Established	-	-	458	60
30301	Duty Allowance - Established	12,000	12,000	12,000	12,000
30304	Housing Allowance - Established	32,400	32,400	32,400	32,400
30306	Travelling Allowance - Established	24,192	24,192	24,192	21,348
30308	Cashier Allowance - Established	2,400	2,400	2,400	2,231
30310	Allowance in lieu of Private Practice - Established	36,000	36,000	36,000	36,000
30321	Personal Allowance - Established	24,000	24,000	24,000	24,000
30716	Uniform Allowance	555	555	555	-
31102	Food, water and refreshments	1,838	1,830	1,830	1,116
31601	Office Supplies	22,920	23,352	23,352	15,428
31604	Maintenance Contract - Photocopiers or MFPs	1,800	1,800	1,800	1,800
31605	Repair and/or Maintenance of Furniture or Equipment	2,776	2,777	2,777	250
33001	Advertising & Promotion Costs	5,850	5,852	3,886	-
33401	Computer Hardware Maintenance Costs	194,259	103,600	-	193,050
33403	Computer Software Licensing & Fees	-	-	194,259	-
33501	Office Cleaning	8,232	8,232	8,232	-
33507	Sterilization Serv. & Supplies	17,615	-	-	-
33508	Household Sundries	6,478	6,540	6,540	4,866
33707	Training Costs	-	17,616	5,194	-
33904	Contributions or Subscriptions to other international organ.	32,428	35,000	35,000	31,695
36206	Other Repairs and Maintenance Costs	-	6,272	4,657	3,770
Total Programme 390 General Public Services		**1,035,643**	**886,902**	**983,709**	**984,207**
TOTAL DEPARTMENT 5504 Land Registry Division		**1,035,643**	**886,902**	**983,709**	**984,207**
05	**Industrial Court**				
	390 General Public Services				
	390348 Industrial Dispute Services				
30101	Salaries - Established	320,000	318,066	318,066	315,739
30106	Arrears of Salaries - Established	-	-	3,397	-
30201	Salaries - Non-Established	262,671	201,295	201,295	193,591
30202	Wages - Non-Established	33,453	24,446	24,446	24,594
30206	Arrears of Salaries - Non-Established	10,000	-	-	-
30301	Duty Allowance - Established	44,400	44,400	44,400	41,900
30304	Housing Allowance - Established	51,600	51,600	51,600	48,900

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30305	Entertainment Allowance - Established	24,000	24,000	24,000	23,000
30306	Travelling Allowance - Established	20,748	20,748	20,748	19,967
30310	Allowance in lieu of Private Practice - Established	48,000	48,000	48,000	47,000
30716	Uniform Allowance	650	650	650	525
31102	Food, water and refreshments	1,500	1,500	1,500	-
31301	Books & Periodicals	1,000	2,500	2,500	-
31601	Office Supplies	5,000	4,000	4,000	6,697
31602	Computer Supplies	5,000	5,000	5,000	148
31605	Repair and/or Maintenance of Furniture or Equipment	500	400	400	-
33501	Office Cleaning	-	2,000	2,000	-
33508	Household Sundries	5,000	4,000	4,000	1,331
33701	Conferences or Workshops	25,000	-	-	-
33904	Contributions or Subscriptions to other international organ.	15,000	-	-	-
36206	Other Repairs and Maintenance Costs	500	600	600	250
37034	Expenses of Boards or Committees	205,600	100,800	97,403	16,600
Total Programme 390 General Public Services		**1,079,622**	**854,005**	**854,005**	**740,242**
TOTAL DEPARTMENT 5505 Industrial Court		**1,079,622**	**854,005**	**854,005**	**740,242**
06	**High Court**				
	390 General Public Services				
	390530 Court Services				
30101	Salaries - Established	1,536,297	1,591,685	1,591,685	1,707,549
30106	Arrears of Salaries - Established	-	-	355,151	-
30201	Salaries - Non-Established	49,681	72,177	72,177	78,392
30202	Wages - Non-Established	83,824	83,824	83,824	89,971
30301	Duty Allowance - Established	18,000	18,000	18,000	17,805
30304	Housing Allowance - Established	46,800	46,800	46,800	46,800
30305	Entertainment Allowance - Established	6,000	6,000	6,000	5,935
30306	Travelling Allowance - Established	78,036	78,036	78,036	65,869
30308	Cashier Allowance - Established	4,800	2,400	2,400	1,403
30310	Allowance in lieu of Private Practice - Established	108,000	108,000	108,000	106,710
30316	Risk Allowance - Established	25,200	25,200	25,200	20,339
30415	Other allowances and fees - Non-Established	-	50,000	50,000	37,825
30701	Honorarium	-	-	5,000	-
30716	Uniform Allowance	22,000	22,000	22,000	700
31102	Food, water and refreshments	21,000	11,000	11,000	5,400

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31301	Books & Periodicals	3,000	3,000	3,000	-
31601	Office Supplies	18,000	17,500	17,500	12,324
31602	Computer Supplies	17,600	16,100	16,100	23,642
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	8,000	8,000	-
31902	Spare Parts	450	452	452	-
33101	Security Services	-	-	9,100	-
33402	Computer Software upgrade cost	1,350	1,352	1,352	-
33508	Household Sundries	15,000	12,000	12,000	9,242
33604	Air Freight Expenses	2,000	2,000	2,000	-
33701	Conferences or Workshops	6,000	6,000	6,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	450	450	450	-
34007	Consulting Services	34,000	40,000	40,000	14,400
34009	Commitment Fees	50,000	-	23,000	-
34104	Rental or Lease - Vehicle	10,000	10,000	10,000	8,316
36006	Maintenance of Buildings	6,000	-	5,500	-
36206	Other Repairs and Maintenance Costs	6,000	-	-	-
	390544 Family Court				
30101	Salaries - Established	584,000	575,535	575,535	443,004
30201	Salaries - Non-Established	50,400	50,400	50,400	48,053
30202	Wages - Non-Established	3,000	-	-	-
30203	Overtime - Non-Established	5,000	-	-	-
30206	Arrears of Salaries - Non-Established	500	-	-	-
30301	Duty Allowance - Established	24,000	32,400	32,400	31,590
30304	Housing Allowance - Established	14,400	14,400	14,400	-
30306	Travelling Allowance - Established	36,924	37,740	37,740	28,389
30307	Mileage Allowance - Established	6,000	6,000	6,000	-
30308	Cashier Allowance - Established	4,800	2,400	2,400	700
30310	Allowance in lieu of Private Practice - Established	24,000	-	18,000	-
30316	Risk Allowance - Established	4,800	4,800	4,800	-
30716	Uniform Allowance	40,750	40,750	40,750	29,621
31001	Subsistence Allowance	3,000	7,000	7,000	-
31002	Ticket Expenses	7,000	3,000	3,000	-
31102	Food, water and refreshments	8,000	8,000	8,000	2,103
31204	Tyres	-	15,000	12,500	-
31601	Office Supplies	12,000	10,000	10,000	6,522
31602	Computer Supplies	12,000	12,000	12,000	7,711

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55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31604	Maintenance Contract - Photocopiers or MFPs	12,000	2,500	5,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	5,000	5,000	-
33508	Household Sundries	8,000	8,000	8,000	4,795
33901	Contributions or Subscriptions to Caribbean Organizations	15,000	15,000	15,000	-
33902	Contributions or Subscriptions to Commonwealth Agencies	500	500	500	-
34009	Commitment Fees	10,000	10,000	10,000	-
Total Programme 390 General Public Services		**3,065,562**	**3,092,401**	**3,508,152**	**2,855,110**
	430 Social Protection & Community Development				
	430389 Residential Care Services				
30101	Salaries - Established	-	-	-	26,615
30316	Risk Allowance - Established	-	-	-	3,150
Total Programme 430 Social Protection & Community Development		**-**	**-**	**-**	**29,765**
TOTAL DEPARTMENT 5506 High Court		**3,065,562**	**3,092,401**	**3,508,152**	**2,884,875**
07	**Magistrates Court**				
	291 Legal Services				
	291301 Accounting				
30101	Salaries - Established	794,244	794,244	794,244	515,913
30301	Duty Allowance - Established	30,000	30,000	30,000	66,000
30304	Housing Allowance - Established	36,000	18,000	18,000	54,000
30306	Travelling Allowance - Established	17,412	17,412	17,412	23,880
30308	Cashier Allowance - Established	4,400	4,400	4,400	1,200
30310	Allowance in lieu of Private Practice - Established	24,000	24,000	24,000	96,000
30314	On-call Allowance - Established	20,000	20,000	20,000	3,460
34009	Commitment Fees	45,000	45,000	45,000	14,620
	291353 Judiciary				
30101	Salaries - Established	458,952	454,236	454,236	850,038
30106	Arrears of Salaries - Established	420,622	-	-	-
30201	Salaries - Non-Established	107,928	107,928	107,928	52,326
30202	Wages - Non-Established	134,135	134,135	134,135	129,244
30301	Duty Allowance - Established	72,000	72,000	72,000	41,032
30304	Housing Allowance - Established	72,000	72,000	72,000	41,032
30306	Travelling Allowance - Established	49,128	49,128	49,128	42,012
30307	Mileage Allowance - Established	60,000	60,000	60,000	37,362
30308	Cashier Allowance - Established	9,600	9,600	9,600	7,461

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30310	Allowance in lieu of Private Practice - Established	180,000	180,000	180,000	82,065
30316	Risk Allowance - Established	33,600	21,000	21,000	19,600
30401	Duty Allowance - Non-Established	6,000	6,000	6,000	-
30406	Travelling Allowance - Non-Established	6,036	6,036	6,036	-
30418	Acting Allowance - Non-Established	-	-	-	757
30716	Uniform Allowance	555	555	555	-
31001	Subsistence Allowance	11,520	11,520	11,520	12,395
31002	Ticket Expenses	4,000	4,000	4,000	2,820
31102	Food, water and refreshments	500	100	100	-
31301	Books & Periodicals	500	100	100	-
31601	Office Supplies	11,860	11,860	11,860	-
31602	Computer Supplies	13,000	13,000	13,000	7,612
31605	Repair and/or Maintenance of Furniture or Equipment	10,000	10,000	10,000	-
31902	Spare Parts	500	100	100	-
33508	Household Sundries	12,000	12,000	12,000	1,282
Total Programme 291 Legal Services		**2,645,492**	**2,188,354**	**2,188,354**	**2,102,111**
TOTAL DEPARTMENT 5507 Magistrates Court		**2,645,492**	**2,188,354**	**2,188,354**	**2,102,111**
08	**Legal Aide Advice Centre**				
	290 Public Order and Safety				
	290344 Human Resource Management				
30101	Salaries - Established	169,635	150,051	150,051	162,423
30106	Arrears of Salaries - Established	-	-	-	25,873
30201	Salaries - Non-Established	40,242	40,242	40,242	43,708
30301	Duty Allowance - Established	-	9,996	9,996	-
30306	Travelling Allowance - Established	9,660	9,660	9,660	9,660
30307	Mileage Allowance - Established	9,996	9,996	9,996	5,836
30308	Cashier Allowance - Established	1,200	1,200	1,200	-
30310	Allowance in lieu of Private Practice - Established	-	48,000	48,000	-
30316	Risk Allowance - Established	4,200	4,200	4,200	4,200
30321	Personal Allowance - Established	-	12,000	12,000	-
30406	Travelling Allowance - Non-Established	5,508	5,508	5,508	5,508
30709	Stipend	7,200	7,200	7,200	-
30716	Uniform Allowance	15,000	15,000	15,000	4,651
31102	Food, water and refreshments	5,000	5,000	5,000	2,160
31301	Books & Periodicals	2,700	2,700	2,700	2,250
31601	Office Supplies	17,000	17,000	17,000	23,568

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55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31602	Computer Supplies	10,800	10,800	10,800	9,807
31604	Maintenance Contract - Photocopiers or MFPs	2,700	2,700	2,700	-
31605	Repair and/or Maintenance of Furniture or Equipment	1,755	1,755	1,755	-
33501	Office Cleaning	450	450	450	-
33508	Household Sundries	2,700	2,700	2,700	1,931
34109	Rental or Lease - n.e.c.	2,700	2,700	2,700	1,800
36206	Other Repairs and Maintenance Costs	1,800	1,800	1,800	475
	290450 Legal Aid & Advice				
30101	Salaries - Established	205,038	205,038	205,038	215,166
30106	Arrears of Salaries - Established	-	-	-	8,804
30301	Duty Allowance - Established	12,000	12,000	12,000	12,000
30304	Housing Allowance - Established	30,000	30,000	30,000	30,000
30306	Travelling Allowance - Established	16,944	16,944	16,944	16,944
30310	Allowance in lieu of Private Practice - Established	48,000	48,000	48,000	48,000
30321	Personal Allowance - Established	12,000	12,000	12,000	12,000
Total Programme 290 Public Order and Safety		**634,228**	**684,640**	**684,640**	**646,764**
TOTAL DEPARTMENT 5508 Legal Aide Advice Centre		**634,228**	**684,640**	**684,640**	**646,764**
09	**Intellectual Property**				
	291 Legal Services				
	291351 Intellectual Property Protection				
30101	Salaries - Established	932,747	932,747	932,747	594,287
30103	Overtime - Established	10,000	-	-	8,636
30201	Salaries - Non-Established	198,228	132,228	192,728	138,152
30202	Wages - Non-Established	57,739	54,440	54,440	58,904
30203	Overtime - Non-Established	2,500	-	-	1,582
30301	Duty Allowance - Established	12,000	12,000	12,000	5,919
30304	Housing Allowance - Established	32,400	32,400	32,400	21,331
30306	Travelling Allowance - Established	17,724	17,724	17,724	6,240
30308	Cashier Allowance - Established	3,600	3,600	3,600	1,768
30310	Allowance in lieu of Private Practice - Established	60,000	60,000	60,000	28,034
30401	Duty Allowance - Non-Established	15,600	15,600	15,600	15,600
30406	Travelling Allowance - Non-Established	6,432	6,432	6,432	-
30701	Honorarium	-	-	5,000	-
30709	Stipend	5,000	2,500	2,500	1,415
30716	Uniform Allowance	20,555	20,555	20,555	7,610

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55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31102	Food, water and refreshments	12,000	8,000	8,000	10,000
31301	Books & Periodicals	5,000	5,000	5,000	-
31506	Personal Protective Clothing and Equipment	300	300	300	-
31601	Office Supplies	15,000	15,000	15,000	16,876
31602	Computer Supplies	20,000	15,000	15,000	14,047
31604	Maintenance Contract - Photocopiers or MFPs	2,000	2,000	2,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	15,000	6,500	6,500	13,035
32001	Medals, Stationary, Seals & Gifts	6,000	5,000	5,000	-
33001	Advertising & Promotion Costs	12,500	10,500	10,500	-
33003	Public Awareness Expenses	12,000	10,000	10,000	10,663
33401	Computer Hardware Maintenance Costs	10,000	10,000	10,000	-
33403	Computer Software Licensing & Fees	105,685	105,684	100,684	-
33501	Office Cleaning	1,000	1,000	1,000	-
33508	Household Sundries	18,000	15,000	15,000	10,313
33701	Conferences or Workshops	6,000	6,000	6,000	3,500
33707	Training Costs	10,000	10,000	10,000	5,600
34007	Consulting Services	80,000	12,000	12,000	-
36206	Other Repairs and Maintenance Costs	5,000	5,000	5,000	900
	291359 Company Registration				
30101	Salaries - Established	-	-	-	74,625
30301	Duty Allowance - Established	-	-	-	4,735
30304	Housing Allowance - Established	-	-	-	7,200
30306	Travelling Allowance - Established	-	-	-	3,059
30310	Allowance in lieu of Private Practice - Established	-	-	-	14,206
	291379 Public Awareness				
30101	Salaries - Established	-	-	-	24,151
30301	Duty Allowance - Established	-	-	-	1,184
30304	Housing Allowance - Established	-	-	-	1,800
30306	Travelling Allowance - Established	-	-	-	765
30310	Allowance in lieu of Private Practice - Established	-	-	-	3,552
Total Programme 291 Legal Services		**1,710,010**	**1,532,210**	**1,592,710**	**1,109,689**
TOTAL DEPARTMENT 5509 Intellectual Property		**1,710,010**	**1,532,210**	**1,592,710**	**1,109,689**
10	**Labour Department**				
	291 Legal Services				

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55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	291510 Ancillary Services				
30308	Cashier Allowance - Established	-	-	-	700
Total Programme 291 Legal Services		**-**	**-**	**-**	**700**
	390 General Public Services				
	390344 Human Resource Management				
30202	Wages - Non-Established	-	-	-	29,652
Total Programme 390 General Public Services		**-**	**-**	**-**	**29,652**
	392 Labour Affairs				
	392301 Accounting				
30101	Salaries - Established	97,272	97,272	97,272	103,873
30103	Overtime - Established	5,000	-	20,000	25,734
30201	Salaries - Non-Established	288,990	267,384	267,384	264,332
30203	Overtime - Non-Established	5,000	-	40,000	39,029
30306	Travelling Allowance - Established	3,624	-	-	-
	392344 Human Resource Management				
30103	Overtime - Established	-	-	-	3,160
30201	Salaries - Non-Established	-	-	-	64,154
30202	Wages - Non-Established	3,000,000	4,000,000	4,000,000	11,886,730
30411	Shift Allowance - Non-Established	-	-	-	1,200
30415	Other allowances and fees - Non-Established	-	-	-	160
30416	Risk Allowance - Non-Established	5,000	5,000	5,000	17,500
30709	Stipend	23,200	83,200	23,200	29,920
34401	Research & Development Costs	36,800	36,800	11,800	-
	392421 Work Experience Initiative				
30201	Salaries - Non-Established	-	-	-	28,270
30202	Wages - Non-Established	92,962	92,960	92,960	177,199
	392498 Janitorial Services				
30202	Wages - Non-Established	-	-	-	67,772
	392509 Monitoring & Enforcement				
30101	Salaries - Established	971,112	912,144	912,144	912,901
30201	Salaries - Non-Established	900,000	963,859	963,859	1,081,633
30202	Wages - Non-Established	-	-	-	80
30301	Duty Allowance - Established	43,200	43,200	43,200	43,959
30305	Entertainment Allowance - Established	6,000	6,000	6,000	6,575
30306	Travelling Allowance - Established	69,865	69,864	69,864	48,726
30308	Cashier Allowance - Established	1,200	1,200	1,200	1,113
30401	Duty Allowance - Non-Established	24,000	24,000	24,000	24,000

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55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30406	Travelling Allowance - Non-Established	18,288	19,968	19,968	25,892
30701	Honorarium	-	-	-	13,400
30716	Uniform Allowance	60,000	60,000	60,000	3,471
31002	Ticket Expenses	5,000	5,000	5,000	-
31102	Food, water and refreshments	20,000	18,000	18,000	16,991
31301	Books & Periodicals	1,000	1,000	1,000	-
31304	Photocopying & Binding Services	-	1,000	1,000	-
31307	ID Cards	10,000	34,000	4,000	100
31308	Printing Materials & Supplies	8,000	-	-	-
31506	Personal Protective Clothing and Equipment	15,000	15,000	15,000	6,000
31601	Office Supplies	30,000	25,000	90,000	28,341
31602	Computer Supplies	30,000	25,000	125,000	15,750
31604	Maintenance Contract - Photocopiers or MFPs	3,000	3,000	3,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	15,000	15,000	15,000	7,638
31902	Spare Parts	3,000	3,000	3,000	-
33001	Advertising & Promotion Costs	5,000	15,000	5,000	1,043
33101	Security Services	6,000	15,000	5,000	-
33401	Computer Hardware Maintenance Costs	20,000	20,000	-	10,498
33402	Computer Software upgrade cost	20,000	20,000	-	-
33501	Office Cleaning	15,000	15,000	10,000	-
33508	Household Sundries	30,000	18,000	48,000	13,285
33509	Cleaning Tools and Supplies	20,000	15,000	15,000	10,209
33701	Conferences or Workshops	20,000	25,000	25,000	17,109
33707	Training Costs	10,000	18,000	8,000	-
33904	Contributions or Subscriptions to other international organ.	120,000	120,000	120,000	-
33905	Contributions or Subscriptions to local organizations	40,000	60,000	35,000	30,000
34007	Consulting Services	15,000	30,000	15,000	2,309
34101	Rental or Lease - Office Space	15,000	15,000	-	-
37034	Expenses of Boards or Committees	50,300	50,300	50,300	43,200
	392531 Active Labour Market Initiative				
30101	Salaries - Established	94,068	124,000	124,000	136,270
30301	Duty Allowance - Established	8,400	8,400	8,400	8,400
30306	Travelling Allowance - Established	7,248	7,248	7,248	7,983
31102	Food, water and refreshments	8,000	8,000	8,000	5,407
31304	Photocopying & Binding Services	-	1,000	1,000	-

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55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31308	Printing Materials & Supplies	4,000	4,000	4,000	-
31601	Office Supplies	10,000	9,000	9,000	6,855
31602	Computer Supplies	8,000	7,500	7,500	8,800
31604	Maintenance Contract - Photocopiers or MFPs	1,500	1,500	1,500	-
31605	Repair and/or Maintenance of Furniture or Equipment	7,000	7,000	7,000	-
31902	Spare Parts	1,000	1,000	1,000	-
33002	Marketing Costs	5,000	5,000	5,000	-
33402	Computer Software upgrade cost	5,000	5,000	5,000	-
33508	Household Sundries	15,000	15,000	15,000	4,916
33701	Conferences or Workshops	20,000	20,000	20,000	21,822
34007	Consulting Services	10,000	10,000	-	-
34101	Rental or Lease - Office Space	5,000	5,000	5,000	-
34401	Research & Development Costs	8,000	8,000	8,000	-
Total Programme 392 Labour Affairs		**6,395,029**	**7,510,799**	**7,510,799**	**15,273,709**
TOTAL DEPARTMENT 5510 Labour Department		**6,395,029**	**7,510,799**	**7,510,799**	**15,304,061**
11	**Public Safety Headquarters**				
	390 General Public Services				
	390418 Security Services				
30101	Salaries - Established	616,840	610,564	610,564	706,750
30103	Overtime - Established	5,000	-	5,000	-
30201	Salaries - Non-Established	620,895	615,864	615,864	636,819
30202	Wages - Non-Established	-	-	-	5,747
30203	Overtime - Non-Established	5,000	-	-	-
30301	Duty Allowance - Established	43,500	42,000	45,000	43,783
30305	Entertainment Allowance - Established	4,500	4,500	4,500	4,570
30306	Travelling Allowance - Established	32,646	32,646	32,646	27,121
30316	Risk Allowance - Established	-	-	-	7,792
30401	Duty Allowance - Non-Established	36,000	36,000	36,000	36,000
30405	Entertainment Allowance - Non-Established	3,000	3,000	3,000	-
30406	Travelling Allowance - Non-Established	31,850	31,224	31,224	31,224
30701	Honorarium	-	-	7,000	-
30709	Stipend	3,600	3,600	3,600	3,600
30713	Payment in Lieu of Vacation Leave	43,208	43,208	43,208	17,609
30716	Uniform Allowance	1,200	1,200	1,200	-
30801	Gratuities & Terminal Grants	4,500	4,500	4,500	9,000
30802	Compensation & Indemnities	-	-	12,910	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31102	Food, water and refreshments	15,000	10,340	10,340	2,100
31301	Books & Periodicals	1,000	1,000	1,000	-
31308	Printing Materials & Supplies	5,000	5,000	5,000	-
31505	Pharmaceuticals	500	500	500	-
31506	Personal Protective Clothing and Equipment	12,000	12,000	12,000	-
31601	Office Supplies	13,000	13,000	13,000	10,192
31602	Computer Supplies	15,000	15,000	15,000	15,459
31604	Maintenance Contract - Photocopiers or MFPs	10,000	10,000	10,000	350
31605	Repair and/or Maintenance of Furniture or Equipment	8,000	8,000	8,000	-
31902	Spare Parts	4,000	4,000	4,000	-
33101	Security Services	75,000	90,000	72,090	850
33103	Investigative Expenses	25,000	25,000	25,000	-
33401	Computer Hardware Maintenance Costs	20,000	20,000	20,000	8,614
33402	Computer Software upgrade cost	15,000	15,000	15,000	-
33501	Office Cleaning	15,000	15,000	15,000	16,022
33508	Household Sundries	15,000	12,000	12,000	3,349
33601	Ground Transportation Services	14,000	14,000	4,000	-
33604	Air Freight Expenses	2,000	2,000	2,000	-
33605	Express Mail Services	5,000	5,000	5,000	-
33606	Sea Freight Expenses	10,000	10,000	10,000	-
33701	Conferences or Workshops	25,000	25,000	25,000	10,600
33901	Contributions or Subscriptions to Caribbean Organizations	400,000	400,000	497,254	476,449
33904	Contributions or Subscriptions to other international organ.	50,000	50,000	50,000	-
34007	Consulting Services	40,000	40,000	40,000	-
34010	Legal Fees	70,000	70,000	70,000	-
34406	Funeral Expenses	20,000	20,000	20,000	-
36206	Other Repairs and Maintenance Costs	10,000	10,000	10,000	960
37011	Grants to Individuals	5,000	5,000	5,000	-
37034	Expenses of Boards or Committees	90,000	90,000	90,000	27,800
	390498 Janitorial Services				
30202	Wages - Non-Established	45,324	37,144	37,144	-
	390546 Human Trafficking Mitigation				
31001	Subsistence Allowance	50,000	50,000	50,000	656
31002	Ticket Expenses	50,000	50,000	50,000	-
31102	Food, water and refreshments	20,000	20,000	20,000	7,595

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31303	Newsletter & Publications	5,000	5,000	5,000	-
31601	Office Supplies	10,000	10,000	10,000	35,678
33003	Public Awareness Expenses	35,000	35,000	35,000	23,025
33103	Investigative Expenses	30,000	30,000	30,000	-
33508	Household Sundries	10,000	10,000	10,000	9,088
33701	Conferences or Workshops	15,000	15,000	15,000	-
33707	Training Costs	18,000	18,000	18,000	-
34102	Rental or Lease - House	12,000	12,000	12,000	-
Total Programme 390 General Public Services		**2,741,563**	**2,717,290**	**2,814,544**	**2,178,802**
TOTAL DEPARTMENT 5511 Public Safety Headquarters		**2,741,563**	**2,717,290**	**2,814,544**	**2,178,802**
12	**Police**				
	290 Public Order and Safety				
	290301 Accounting				
30101	Salaries - Established	315,324	241,560	241,560	135,941
30103	Overtime - Established	10,000	-	-	-
30306	Travelling Allowance - Established	3,624	3,624	3,624	3,624
30716	Uniform Allowance	650	555	555	234
	290352 Intelligence Gathering				
30101	Salaries - Established	-	-	-	242,760
30201	Salaries - Non-Established	31,427,592	30,532,045	30,532,045	31,530,259
30206	Arrears of Salaries - Non-Established	60,000	-	-	26,371
30301	Duty Allowance - Established	-	-	-	19,000
30306	Travelling Allowance - Established	-	-	-	7,248
30315	Other allowances and fees - Established	-	-	-	338,379
30401	Duty Allowance - Non-Established	3,809,388	3,699,396	3,699,396	3,443,026
30406	Travelling Allowance - Non-Established	123,120	123,120	123,120	85,728
30407	Mileage Allowance - Non-Established	40,000	40,000	40,000	8,993
30415	Other allowances and fees - Non-Established	885,000	633,000	633,000	625,744
30416	Risk Allowance - Non-Established	-	-	-	45,827
30418	Acting Allowance - Non-Established	150,000	150,000	150,000	88,704
30716	Uniform Allowance	325,000	325,000	325,000	26,125
	290358 Law Enforcement Management				
30101	Salaries - Established	2,810,796	2,710,796	2,710,796	2,635,127
30106	Arrears of Salaries - Established	18,000	-	-	-
30301	Duty Allowance - Established	309,000	309,000	309,000	275,287
30304	Housing Allowance - Established	18,000	18,000	18,000	18,000

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55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30305	Entertainment Allowance - Established	10,800	10,800	10,800	10,800
30306	Travelling Allowance - Established	123,216	123,216	123,216	79,426
30307	Mileage Allowance - Established	40,000	40,000	40,000	-
30315	Other allowances and fees - Established	85,908	85,908	85,908	30,300
30318	Acting Allowance - Established	20,000	20,000	20,000	657
30415	Other allowances and fees - Non-Established	-	-	-	750
30704	Medical Treatment	275,000	275,000	275,000	115,798
30709	Stipend	100,000	80,000	80,000	41,498
30713	Payment in Lieu of Vacation Leave	100,000	80,000	120,000	220,481
30716	Uniform Allowance	325,000	325,000	290,000	193,092
30801	Gratuities & Terminal Grants	15,000	15,000	15,000	9,056
30802	Compensation & Indemnities	60,000	60,000	60,000	-
30803	Compensation for Damaged Property	20,000	20,000	20,000	-
31001	Subsistence Allowance	200,000	200,000	200,000	116,102
31002	Ticket Expenses	80,000	80,000	80,000	33,492
31004	Leave Passage Grant	80,000	80,000	80,000	7,591
31102	Food, water and refreshments	100,000	80,000	80,000	113,546
31204	Tyres	100,000	80,000	55,000	-
31301	Books & Periodicals	2,000	2,000	2,000	-
31601	Office Supplies	80,000	20,000	70,000	24,522
31602	Computer Supplies	110,000	30,000	90,000	35,501
31604	Maintenance Contract - Photocopiers or MFPs	5,000	5,000	5,000	1,400
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	5,000	5,000	-
31606	Purchase of cellular equipment/devices	3,000	-	-	-
31803	Animal Feed	40,000	20,000	20,000	24,630
31805	Veterinary Care Supplies	40,000	30,000	30,000	-
31902	Spare Parts	60,000	80,000	80,000	-
32001	Medals, Stationary, Seals & Gifts	30,000	30,000	30,000	1,501
33103	Investigative Expenses	250,000	250,000	250,000	25,274
33206	Insurance - n.e.c.	3,400,000	3,400,000	3,400,000	2,915,904
33402	Computer Software upgrade cost	40,000	35,000	35,000	-
33507	Sterilization Serv. & Supplies	30,000	15,000	15,000	1,200
33508	Household Sundries	70,000	50,000	75,000	60,744
33509	Cleaning Tools and Supplies	30,000	30,000	30,000	14,031
33604	Air Freight Expenses	9,000	9,000	9,000	-
33605	Express Mail Services	500	500	500	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33606	Sea Freight Expenses	50,000	15,000	65,000	-
33703	Educational Visits	5,000	5,000	5,000	-
33705	Course Costs and Fees	50,000	45,000	45,000	-
33707	Training Costs	15,000	15,000	15,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	1,305,470	1,157,770	1,157,770	632,230
33904	Contributions or Subscriptions to other international organ.	120,000	100,600	109,600	95,595
34007	Consulting Services	5,000	5,000	5,000	800
34010	Legal Fees	5,000	5,000	5,000	-
34102	Rental or Lease - House	1,000	1,000	1,000	-
34109	Rental or Lease - n.e.c.	1,000	1,000	1,000	-
34406	Funeral Expenses	7,000	7,000	36,848	1,460
36002	Maintenance of Public Grounds	15,000	15,000	15,000	5,834
36006	Maintenance of Buildings	300,000	100,000	300,000	154,601
36101	Repair or Maintenance of vehicles	50,000	50,000	50,000	8,597
36206	Other Repairs and Maintenance Costs	20,000	20,000	20,000	-
	290498 Janitorial Services				
30201	Salaries - Non-Established	-	-	-	1,773
30202	Wages - Non-Established	613,756	613,756	613,756	482,746
30417	Substitute Allowance - Non-Established	50,000	50,000	50,000	21,618
30418	Acting Allowance - Non-Established	-	-	-	215
	290547 Evidence Recovery Unit				
30101	Salaries - Established	113,328	-	75,552	-
30201	Salaries - Non-Established	1,024,980	1,024,980	1,024,980	355,025
30301	Duty Allowance - Established	12,000	-	8,000	-
30304	Housing Allowance - Established	9,600	-	6,400	-
30315	Other allowances and fees - Established	-	-	-	1,200
30316	Risk Allowance - Established	12,000	-	8,000	-
30401	Duty Allowance - Non-Established	90,504	90,504	90,504	37,068
30406	Travelling Allowance - Non-Established	7,248	7,248	7,248	3,624
30415	Other allowances and fees - Non-Established	3,900	3,900	3,900	20,400
30416	Risk Allowance - Non-Established	71,400	71,400	71,400	25,200
30418	Acting Allowance - Non-Established	-	-	-	1,051
30716	Uniform Allowance	15,000	15,000	15,000	-
31001	Subsistence Allowance	20,000	20,000	20,000	-
31002	Ticket Expenses	20,000	20,000	20,000	-
31301	Books & Periodicals	5,000	5,000	5,000	-

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31303	Newsletter & Publications	5,000	5,000	5,000	-
31304	Photocopying & Binding Services	5,000	12,000	12,000	-
31308	Printing Materials & Supplies	15,000	30,000	30,000	1,792
31501	Medical Supplies	15,000	15,000	15,000	-
31502	Laboratory Supplies	90,000	90,000	90,000	11,469
31503	Test Equipment and Supplies	25,000	4,000	4,000	-
31506	Personal Protective Clothing and Equipment	15,000	15,000	15,000	-
31601	Office Supplies	25,000	25,000	25,000	-
31602	Computer Supplies	17,000	17,000	17,000	13,321
31604	Maintenance Contract - Photocopiers or MFPs	8,000	8,000	8,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	10,000	10,000	10,000	-
31606	Purchase of cellular equipment/devices	10,000	10,000	10,000	-
33103	Investigative Expenses	200,000	105,000	105,000	7,600
33401	Computer Hardware Maintenance Costs	10,000	10,000	10,000	-
33402	Computer Software upgrade cost	20,000	20,000	20,000	-
33403	Computer Software Licensing & Fees	65,000	65,000	65,000	-
33701	Conferences or Workshops	20,000	20,000	20,000	-
33705	Course Costs and Fees	30,000	50,000	50,000	-
33707	Training Costs	35,000	75,000	75,000	-
33710	Audio Visual Materials & Supplies	15,000	15,000	15,000	-
33713	Educational Materials	10,000	10,000	10,000	-
34007	Consulting Services	9,000	9,000	9,000	-
36101	Repair or Maintenance of vehicles	25,000	25,000	25,000	-
36201	Maintenance of Laboratory and Testing equipment	4,000	4,000	4,000	-
36206	Other Repairs and Maintenance Costs	5,000	5,000	5,000	190
Total Programme 290 Public Order and Safety		**50,951,104**	**48,570,678**	**49,072,478**	**45,517,082**
TOTAL DEPARTMENT 5512 Police		**50,951,104**	**48,570,678**	**49,072,478**	**45,517,082**
13	**Sir Wright George Police Training Academy**				
	290 Public Order and Safety				
	290472 Teaching, Training and Development				
30704	Medical Treatment	2,000	2,000	2,000	-
30716	Uniform Allowance	3,500	3,500	3,500	-
31102	Food, water and refreshments	110,000	105,000	105,000	164,976
31301	Books & Periodicals	1,500	1,500	1,500	-
31303	Newsletter & Publications	1,000	1,000	1,000	-

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31501	Medical Supplies	2,700	2,700	2,700	-
31601	Office Supplies	12,000	10,000	10,000	8,836
31602	Computer Supplies	20,000	15,000	15,000	7,292
31604	Maintenance Contract - Photocopiers or MFPs	3,000	3,000	3,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	5,000	5,000	5,000	-
32001	Medals, Stationary, Seals & Gifts	4,000	4,000	4,000	1,318
33503	Liquid Waste Removal Costs	2,000	2,000	2,000	-
33508	Household Sundries	30,000	13,500	13,500	3,566
33509	Cleaning Tools and Supplies	12,000	10,000	10,000	-
33707	Training Costs	5,500	5,500	5,500	-
33802	Industrial Gas Cost	20,000	12,000	12,000	2,444
34007	Consulting Services	4,200	4,200	4,200	-
34417	Bank Charges	2,000	2,000	2,000	-
36002	Maintenance of Public Grounds	60,000	30,000	30,000	-
36006	Maintenance of Buildings	30,000	20,000	20,000	10,400
36101	Repair or Maintenance of vehicles	5,200	5,200	5,200	-
	290498 Janitorial Services				
30202	Wages - Non-Established	130,658	130,650	130,650	130,601
30203	Overtime - Non-Established	1,500	-	-	-
30416	Risk Allowance - Non-Established	25,200	29,400	29,400	-
30418	Acting Allowance - Non-Established	1,200	1,200	1,200	-
Total Programme 290 Public Order and Safety		**494,158**	**418,350**	**418,350**	**329,433**
TOTAL DEPARTMENT 5513 Sir Wright George Police Training Academy		**494,158**	**418,350**	**418,350**	**329,433**
14	**Fire Brigade**				
	290 Public Order and Safety				
	290301 Accounting				
30101	Salaries - Established	185,448	185,448	185,448	-
30306	Travelling Allowance - Established	7,248	7,248	7,248	-
30307	Mileage Allowance - Established	2,000	2,000	2,000	-
	290337 Fire Protection Services				
30101	Salaries - Established	642,984	642,984	642,984	865,130
30201	Salaries - Non-Established	8,885,052	8,769,464	8,769,464	9,397,071
30202	Wages - Non-Established	-	-	-	1,044
30206	Arrears of Salaries - Non-Established	15,000	-	-	-
30301	Duty Allowance - Established	69,480	69,480	69,480	835,914
30306	Travelling Allowance - Established	28,992	28,992	28,992	50,120

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RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30307	Mileage Allowance - Established	40,000	80,000	80,000	21,265
30315	Other allowances and fees - Established	18,000	18,000	18,000	82,100
30318	Acting Allowance - Established	30,000	30,000	30,000	-
30401	Duty Allowance - Non-Established	744,000	744,000	744,000	259,878
30406	Travelling Allowance - Non-Established	21,744	21,744	21,744	8,651
30407	Mileage Allowance - Non-Established	50,000	100,000	100,000	43,256
30415	Other allowances and fees - Non-Established	157,800	150,000	150,000	102,726
30417	Substitute Allowance - Non-Established	32,968	-	-	-
30418	Acting Allowance - Non-Established	50,000	50,000	50,000	16,327
30704	Medical Treatment	150,000	150,000	150,000	17,657
30713	Payment in Lieu of Vacation Leave	100,000	1,000	122,585	44,708
30716	Uniform Allowance	300,000	300,000	250,000	252,752
30801	Gratuities & Terminal Grants	10,000	10,000	10,000	-
31001	Subsistence Allowance	40,000	40,000	55,000	33,964
31002	Ticket Expenses	35,000	50,000	50,000	7,776
31004	Leave Passage Grant	27,000	27,000	27,000	4,235
31102	Food, water and refreshments	50,000	30,000	30,000	2,804
31201	Vehicle supplies and parts	190,000	70,000	70,000	42,147
31204	Tyres	75,000	55,000	55,000	752
31501	Medical Supplies	1,000	1,000	1,000	-
31506	Personal Protective Clothing and Equipment	170,000	170,000	145,000	-
31601	Office Supplies	30,000	18,000	28,000	12,758
31602	Computer Supplies	45,000	25,000	25,000	18,792
31605	Repair and/or Maintenance of Furniture or Equipment	50,000	25,000	25,000	45,340
32001	Medals, Stationary, Seals & Gifts	15,000	15,000	15,000	776
33206	Insurance - n.e.c.	385,000	385,000	385,000	-
33501	Office Cleaning	20,000	10,000	10,000	562
33508	Household Sundries	60,000	60,000	60,000	60,485
33603	Landing Expenses	15,000	-	15,000	-
33604	Air Freight Expenses	5,000	5,000	5,000	26,043
33707	Training Costs	30,000	30,000	30,000	23,646
33802	Industrial Gas Cost	10,000	10,000	10,000	8,562
33901	Contributions or Subscriptions to Caribbean Organizations	10,000	10,000	10,000	-
34406	Funeral Expenses	5,000	5,000	5,000	-
36002	Maintenance of Public Grounds	12,000	12,000	12,000	6,321
36006	Maintenance of Buildings	100,000	80,000	80,000	240

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55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
36101	Repair or Maintenance of vehicles	250,000	150,000	135,000	75,873
36201	Maintenance of Laboratory and Testing equipment	49,200	29,200	29,200	-
36206	Other Repairs and Maintenance Costs	-	-	-	759
	290498 Janitorial Services				
30202	Wages - Non-Established	49,452	49,452	49,452	53,280
Total Programme 290 Public Order and Safety		**13,269,368**	**12,722,012**	**12,793,597**	**12,423,714**
TOTAL DEPARTMENT 5514 Fire Brigade		**13,269,368**	**12,722,012**	**12,793,597**	**12,423,714**
15	**Prison**				
	290 Public Order and Safety				
	290432 Penal Reform				
30101	Salaries - Established	1,782,768	901,424	901,424	968,545
30103	Overtime - Established	10,000	-	34,499	-
30201	Salaries - Non-Established	2,786,849	1,908,800	1,908,800	2,048,848
30203	Overtime - Non-Established	20,000	-	68,953	266
30301	Duty Allowance - Established	158,197	837,980	837,980	88,440
30304	Housing Allowance - Established	30,000	30,000	30,000	30,000
30306	Travelling Allowance - Established	10,872	7,248	7,248	-
30311	Shift Allowance - Established	54,000	28,800	28,800	28,721
30315	Other allowances and fees - Established	47,400	47,400	47,400	47,400
30316	Risk Allowance - Established	226,800	109,200	109,200	99,837
30401	Duty Allowance - Non-Established	154,800	190,600	190,600	172,358
30406	Travelling Allowance - Non-Established	7,248	7,248	7,248	7,102
30411	Shift Allowance - Non-Established	60,000	86,400	86,400	74,300
30415	Other allowances and fees - Non-Established	-	-	-	4,200
30416	Risk Allowance - Non-Established	256,200	354,200	354,200	260,231
30701	Honorarium	8,500	10,000	10,000	2,000
30704	Medical Treatment	50,000	50,000	50,000	32,568
30709	Stipend	100,000	100,000	200,000	-
30716	Uniform Allowance	180,000	200,000	200,000	147,076
30801	Gratuities & Terminal Grants	7,500	7,500	16,500	-
30802	Compensation & Indemnities	5,000	5,000	5,000	5,785
31102	Food, water and refreshments	700,000	600,000	600,000	699,696
31301	Books & Periodicals	2,000	2,000	2,000	-
31308	Printing Materials & Supplies	5,000	5,000	5,000	-
31501	Medical Supplies	15,000	15,000	15,000	-
31505	Pharmaceuticals	12,000	15,000	10,000	646

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55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31506	Personal Protective Clothing and Equipment	12,000	12,000	12,000	-
31602	Computer Supplies	30,000	30,000	26,000	19,953
31605	Repair and/or Maintenance of Furniture or Equipment	20,000	20,000	20,000	8,183
31801	Spraying Materials & Supplies	20,000	30,000	30,000	40,735
31803	Animal Feed	50,000	50,000	50,000	50,774
31804	Production Expenses	15,000	20,000	20,000	2,290
31902	Spare Parts	15,000	15,000	15,000	9,348
33101	Security Services	45,000	50,000	50,000	18,562
33206	Insurance - n.e.c.	320,000	320,000	320,000	256,288
33401	Computer Hardware Maintenance Costs	15,000	20,000	20,000	-
33402	Computer Software upgrade cost	15,000	15,000	15,000	-
33403	Computer Software Licensing & Fees	10,000	10,000	10,000	-
33503	Liquid Waste Removal Costs	60,000	80,000	80,000	-
33508	Household Sundries	150,000	150,000	150,000	140,436
33510	Pest Control Supplies	20,000	30,000	30,000	-
33701	Conferences or Workshops	15,000	15,000	15,000	8,100
33704	Library Assistance Costs	10,000	10,000	10,000	-
33707	Training Costs	20,000	20,000	20,000	-
33802	Industrial Gas Cost	35,000	35,000	35,000	30,520
33804	Telephone Cost	50,000	60,000	53,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	10,000	15,000	15,000	-
34406	Funeral Expenses	20,000	20,000	20,000	12,886
36006	Maintenance of Buildings	100,000	100,000	100,000	93,778
36101	Repair or Maintenance of vehicles	20,000	20,000	20,000	3,654
36206	Other Repairs and Maintenance Costs	50,000	45,000	45,000	25,685
	290469 Prison Management				
30101	Salaries - Established	262,784	232,250	232,250	229,279
30103	Overtime - Established	5,000	-	5,000	-
30201	Salaries - Non-Established	27,780	22,980	22,980	24,956
30202	Wages - Non-Established	112,773	168,064	168,064	103,354
30203	Overtime - Non-Established	-	-	2,000	-
30306	Travelling Allowance - Established	10,872	7,248	7,248	7,550
30316	Risk Allowance - Established	25,200	25,200	25,200	23,800
30406	Travelling Allowance - Non-Established	3,000	-	-	-
30416	Risk Allowance - Non-Established	21,000	33,600	33,600	19,950
31001	Subsistence Allowance	5,000	5,000	5,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31002	Ticket Expenses	10,000	10,000	10,000	-
31601	Office Supplies	20,000	20,000	20,000	8,869
31602	Computer Supplies	30,000	30,000	30,000	-
31604	Maintenance Contract - Photocopiers or MFPs	5,000	5,000	5,000	-
31901	Construction Supplies	-	10,000	10,000	-
31905	Conservation Materials & supplies	-	40,000	40,000	-
33711	School Supplies	-	20,000	20,000	-
33713	Educational Materials	-	15,000	15,000	-
37011	Grants to Individuals	27,600	27,600	27,600	8,100
	290559 Rehabilitation / Schooling of Inmates				
31901	Construction Supplies	10,000	-	-	4,258
31905	Conservation Materials & supplies	30,000	-	-	36,534
33711	School Supplies	20,000	-	-	19,929
33713	Educational Materials	45,000	-	-	12,153
Total Programme 290 Public Order and Safety		**8,488,143**	**7,382,742**	**7,586,194**	**5,937,943**
TOTAL DEPARTMENT 5515 Prison		**8,488,143**	**7,382,742**	**7,586,194**	**5,937,943**
16	**Civil Registry**				
	390 General Public Services				
	390301 Accounting				
30101	Salaries - Established	101,244	101,240	101,240	2,291
30103	Overtime - Established	20,000	-	1,234	-
30306	Travelling Allowance - Established	3,624	3,624	3,624	-
	390510 Ancillary Services				
30101	Salaries - Established	-	-	-	524,518
30201	Salaries - Non-Established	86,356	47,174	47,174	26,541
30202	Wages - Non-Established	-	4,800	4,800	-
30306	Travelling Allowance - Established	-	-	-	8,100
30308	Cashier Allowance - Established	-	-	-	2,368
30416	Risk Allowance - Non-Established	4,680	-	-	-
33508	Household Sundries	15,000	11,000	11,000	9,135
33509	Cleaning Tools and Supplies	9,000	9,000	9,000	4,720
	390543 Civil Registry				
30101	Salaries - Established	899,502	860,085	860,085	374,794
30106	Arrears of Salaries - Established	-	-	5,754	-
30201	Salaries - Non-Established	94,342	70,762	70,762	70,761
30203	Overtime - Non-Established	5,000	-	-	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30301	Duty Allowance - Established	24,000	24,000	24,000	24,000
30304	Housing Allowance - Established	32,400	32,400	32,400	32,400
30306	Travelling Allowance - Established	30,228	26,604	26,604	28,284
30308	Cashier Allowance - Established	2,400	2,400	2,400	-
30310	Allowance in lieu of Private Practice - Established	72,000	72,000	72,000	66,097
30701	Honorarium	-	-	2,915	-
30709	Stipend	10,000	10,000	10,000	-
30716	Uniform Allowance	30,000	30,000	30,000	-
31102	Food, water and refreshments	15,000	12,000	12,000	3,450
31301	Books & Periodicals	2,000	2,000	2,000	-
31308	Printing Materials & Supplies	40,000	40,000	38,766	3,721
31506	Personal Protective Clothing and Equipment	2,000	-	-	-
31601	Office Supplies	35,000	35,000	35,000	18,860
31602	Computer Supplies	20,000	20,000	20,000	4,017
31605	Repair and/or Maintenance of Furniture or Equipment	10,000	10,000	10,000	3,782
33001	Advertising & Promotion Costs	3,000	3,000	3,000	-
33604	Air Freight Expenses	2,000	2,000	2,000	-
33701	Conferences or Workshops	15,000	15,000	15,000	6,354
36206	Other Repairs and Maintenance Costs	2,000	20,000	20,000	-
Total Programme 390 General Public Services		**1,585,776**	**1,464,089**	**1,472,758**	**1,214,193**
TOTAL DEPARTMENT 5516 Civil Registry		**1,585,776**	**1,464,089**	**1,472,758**	**1,214,193**
17	**Antigua & Barbuda Forensic Services**				
	290 Public Order and Safety				
	290545 Management of Forensic Labs				
30101	Salaries - Established	590,775	520,905	584,405	307,078
30301	Duty Allowance - Established	41,000	51,600	51,600	22,800
30304	Housing Allowance - Established	9,600	9,600	9,600	9,600
30306	Travelling Allowance - Established	35,000	46,404	46,404	17,412
30316	Risk Allowance - Established	35,600	45,600	45,600	22,800
30704	Medical Treatment	10,000	10,000	10,000	-
30716	Uniform Allowance	10,000	5,000	13,000	-
30801	Gratuities & Terminal Grants	5,000	5,000	5,000	-
31001	Subsistence Allowance	50,000	50,000	50,000	-
31002	Ticket Expenses	50,000	80,000	80,000	-
31102	Food, water and refreshments	9,000	8,000	8,000	9,691
31201	Vehicle supplies and parts	1,000	1,000	1,000	194

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31301	Books & Periodicals	8,000	8,000	8,000	-
31303	Newsletter & Publications	1,000	1,000	1,000	-
31304	Photocopying & Binding Services	5,000	7,500	7,500	-
31307	ID Cards	1,000	2,000	2,000	-
31308	Printing Materials & Supplies	13,000	13,000	13,000	-
31501	Medical Supplies	15,000	7,000	7,000	-
31502	Laboratory Supplies	70,000	70,000	70,000	369
31503	Test Equipment and Supplies	65,000	65,000	65,000	47,238
31506	Personal Protective Clothing and Equipment	20,000	30,000	22,000	-
31601	Office Supplies	25,000	25,000	25,000	42,239
31602	Computer Supplies	16,000	16,000	16,000	23,670
31604	Maintenance Contract - Photocopiers or MFPs	6,000	6,000	6,000	1,000
31605	Repair and/or Maintenance of Furniture or Equipment	6,400	8,000	8,000	-
32001	Medals, Stationary, Seals & Gifts	5,000	5,000	5,000	-
33001	Advertising & Promotion Costs	7,000	2,000	2,000	-
33002	Marketing Costs	2,000	2,000	2,000	-
33003	Public Awareness Expenses	2,000	2,000	2,000	-
33103	Investigative Expenses	60,000	100,000	100,000	58,606
33401	Computer Hardware Maintenance Costs	15,000	15,000	15,000	18,936
33402	Computer Software upgrade cost	14,000	20,000	20,000	22,990
33403	Computer Software Licensing & Fees	10,000	10,000	10,000	-
33501	Office Cleaning	8,000	8,000	8,000	-
33507	Sterilization Serv. & Supplies	5,000	5,000	5,000	-
33508	Household Sundries	10,000	10,000	10,000	5,252
33509	Cleaning Tools and Supplies	8,000	8,000	8,000	4,160
33510	Pest Control Supplies	5,000	5,000	5,000	-
33601	Ground Transportation Services	6,000	10,000	10,000	-
33604	Air Freight Expenses	15,000	15,000	15,000	-
33605	Express Mail Services	5,000	5,000	5,000	-
33606	Sea Freight Expenses	15,000	15,000	15,000	-
33701	Conferences or Workshops	35,000	35,000	35,000	-
33704	Library Assistance Costs	3,000	5,000	5,000	-
33705	Course Costs and Fees	26,000	20,000	20,000	-
33707	Training Costs	45,000	45,000	45,000	-
33710	Audio Visual Materials & Supplies	10,000	10,000	10,000	2,494
33713	Educational Materials	10,000	10,000	10,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33802	Industrial Gas Cost	12,000	12,000	12,000	-
33804	Telephone Cost	3,000	5,000	5,000	-
33807	Internet Connectivity Costs	5,000	5,000	5,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	10,000	10,000	10,000	-
33904	Contributions or Subscriptions to other international organ.	10,000	10,000	10,000	-
34001	Project Management	10,000	20,000	20,000	-
34007	Consulting Services	50,000	80,000	16,500	-
34422	Contingency Costs	5,000	5,000	5,000	-
36006	Maintenance of Buildings	5,000	5,000	5,000	766
36101	Repair or Maintenance of vehicles	5,000	5,000	5,000	-
36201	Maintenance of Laboratory and Testing equipment	20,000	20,000	20,000	-
Total Programme 290 Public Order and Safety		**1,554,375**	**1,630,609**	**1,630,609**	**617,295**
TOTAL DEPARTMENT 5517 Antigua & Barbuda Forensic Services		**1,554,375**	**1,630,609**	**1,630,609**	**617,295**
18	**Office of the Public Trustee**				
	291 Legal Services				
	291510 Ancillary Services				
30101	Salaries - Established	-	-	-	5,027
	291553 Public Trustees Management				
30101	Salaries - Established	180,500	156,264	156,264	32,150
30201	Salaries - Non-Established	97,416	97,416	97,416	84,685
30206	Arrears of Salaries - Non-Established	-	-	-	6,235
30301	Duty Allowance - Established	6,000	6,000	6,000	-
30304	Housing Allowance - Established	20,800	18,000	18,000	-
30306	Travelling Allowance - Established	18,704	9,000	9,000	-
30307	Mileage Allowance - Established	12,000	-	-	-
30308	Cashier Allowance - Established	2,400	-	-	-
30310	Allowance in lieu of Private Practice - Established	40,000	36,000	36,000	-
30316	Risk Allowance - Established	4,200	-	-	-
30401	Duty Allowance - Non-Established	13,385	13,385	13,385	11,936
30404	Housing Allowance - Non-Established	20,077	20,077	20,077	17,903
30406	Travelling Allowance - Non-Established	8,647	8,647	8,647	7,710
30410	Allowance in lieu of Private Practice - Non-Established	40,154	40,154	40,154	35,806
30421	Personal Allowance - Non-Established	13,385	13,385	13,385	11,936
30709	Stipend	7,200	7,200	7,200	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30712	Relocation Expenses	1,500	-	-	-
30716	Uniform Allowance	-	1,500	1,500	-
30801	Gratuities & Terminal Grants	21,900	-	-	12,125
31102	Food, water and refreshments	2,500	2,500	2,500	-
31301	Books & Periodicals	3,000	3,000	3,000	-
31601	Office Supplies	30,000	20,000	20,000	4,800
31602	Computer Supplies	12,000	12,000	12,000	-
31604	Maintenance Contract - Photocopiers or MFPs	2,500	2,500	2,500	-
31605	Repair and/or Maintenance of Furniture or Equipment	3,000	3,000	3,000	-
33001	Advertising & Promotion Costs	9,000	9,000	9,000	-
33003	Public Awareness Expenses	20,000	15,000	15,000	-
33103	Investigative Expenses	5,000	5,000	5,000	-
33501	Office Cleaning	1,000	1,000	1,000	-
33508	Household Sundries	4,000	4,000	4,000	-
33701	Conferences or Workshops	40,000	30,000	30,000	-
33901	Contributions or Subscriptions to Caribbean Organizations	67,000	67,000	67,000	-
34007	Consulting Services	86,000	86,000	86,000	-
34109	Rental or Lease - n.e.c.	1,500	1,500	1,500	-
34418	Money Transfer Cost	35,000	3,500	3,500	-
36006	Maintenance of Buildings	6,000	6,000	6,000	-
36206	Other Repairs and Maintenance Costs	3,000	3,000	3,000	-
Total Programme 291 Legal Services		**838,768**	**701,028**	**701,028**	**230,313**
TOTAL DEPARTMENT 5518 Office of the Public Trustee		**838,768**	**701,028**	**701,028**	**230,313**
19	**Immigration Department**				
	292 Immigration				
	292301 Accounting				
30101	Salaries - Established	75,024	75,024	75,024	8,062
30201	Salaries - Non-Established	249,388	241,283	241,283	64,208
30202	Wages - Non-Established	10,000	10,000	10,000	-
30306	Travelling Allowance - Established	-	-	-	604
31601	Office Supplies	5,000	5,000	5,000	480
31602	Computer Supplies	4,500	4,500	4,500	-
	292346 Immigration & Nationality Services				
30201	Salaries - Non-Established	8,989,053	8,645,717	8,645,717	2,999,526
30206	Arrears of Salaries - Non-Established	500,000	-	511,366	1,040,574

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30306	Travelling Allowance - Established	-	-	-	5,244
30401	Duty Allowance - Non-Established	910,200	874,200	874,200	277,260
30404	Housing Allowance - Non-Established	18,000	18,000	18,000	18,000
30406	Travelling Allowance - Non-Established	747,360	716,040	716,040	515,729
30410	Allowance in lieu of Private Practice - Non-Established	36,000	36,000	36,000	36,000
30418	Acting Allowance - Non-Established	-	-	-	2,937
30421	Personal Allowance - Non-Established	24,000	24,000	24,000	24,000
30709	Stipend	10,000	10,000	10,000	520
30716	Uniform Allowance	400,000	300,000	300,000	-
30801	Gratuities & Terminal Grants	200,000	-	-	-
30802	Compensation & Indemnities	200,000	-	46,188	151,754
31001	Subsistence Allowance	50,000	50,000	50,000	5,248
31002	Ticket Expenses	45,000	45,000	45,000	2,975
31003	Deportation Travel Expenses	60,000	50,000	50,000	34,454
31102	Food, water and refreshments	40,000	40,000	40,000	46,450
31307	ID Cards	8,000	8,000	8,000	7,200
31501	Medical Supplies	5,000	5,000	5,000	-
31506	Personal Protective Clothing and Equipment	10,000	10,000	10,000	-
31601	Office Supplies	80,000	80,000	80,000	47,629
31602	Computer Supplies	50,000	50,000	50,000	2,531
31604	Maintenance Contract - Photocopiers or MFPs	2,500	2,500	2,500	-
31605	Repair and/or Maintenance of Furniture or Equipment	40,000	20,000	20,000	14,665
33102	Arms and Ammunition	60,000	50,000	50,000	5,000
33103	Investigative Expenses	10,000	10,000	10,000	-
33401	Computer Hardware Maintenance Costs	5,000	5,000	5,000	-
33402	Computer Software upgrade cost	3,000	3,000	3,000	-
33501	Office Cleaning	8,000	8,000	8,000	450
33508	Household Sundries	35,000	20,000	20,000	11,919
33509	Cleaning Tools and Supplies	15,000	15,000	15,000	300
33604	Air Freight Expenses	1,000	1,000	1,000	-
33605	Express Mail Services	800	800	800	-
33701	Conferences or Workshops	30,000	20,000	20,000	-
33707	Training Costs	25,000	15,000	15,000	16,162
34109	Rental or Lease - n.e.c.	100,000	75,000	75,000	-
36101	Repair or Maintenance of vehicles	25,000	25,000	25,000	-
	292525 Detention Centre Services				

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30201	Salaries - Non-Established	1,939,130	1,595,794	1,595,794	254,783
31102	Food, water and refreshments	40,000	40,000	40,000	5,310
31601	Office Supplies	10,000	10,000	10,000	14,840
31602	Computer Supplies	5,000	5,000	5,000	-
33508	Household Sundries	7,000	7,000	7,000	3,881
33509	Cleaning Tools and Supplies	5,000	5,000	5,000	-
Total Programme 292 Immigration		**15,092,955**	**13,230,858**	**13,788,412**	**5,618,695**
TOTAL DEPARTMENT 5519 Immigration Department		**15,092,955**	**13,230,858**	**13,788,412**	**5,618,695**
TOTAL MINISTRY 55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour		**124,600,518**	**118,166,752**	**120,301,827**	**117,284,044**

Office of the Ombudsman

Business Plan

FY 2026

Office of the Ombudsman

Office Overview

The Constitution of Antigua and Barbuda, 1981 Section 66 Part 5 (4) made "*provision for the functions, powers, and duties of the Ombudsman*". The **Ombudsman Act, 1994, Section 5 (1)** stipulated that the "*Ombudsman is to investigate any complaint relating to any decision or recommendation made or any act done or omitted by any officer of the Government or Statutory body in any case in which a member of the public claims to be aggrieved…*". To this end, the Office of the Ombudsman investigated a range of complaints from the general public as well as the Civil Service. They include human rights issues, promotion, pension, land issues, health, and environmental issues. The Senior Assistant Investigations Officer has scheduled visits in the month of October 2026 to detention institutions as part of the **Humanitarian Programme**, to offer support and ensure the rights of the inmates are not infringed. The Office also made referrals to a number of government Departments and Ministries. The objective of the Office is, "*To champion the rights of the people to ensure justice always prevails*".

Vision

To create a high level of awareness within the public and the public sector entities; advise officers of their rights, and respect for their rights, and the enforcement of those rights so that there is fairness and justice at all times.

Mission

The Office of the Ombudsman pledges with God's guidance to faithfully serve the nation of Antigua and Barbuda by impartially and efficiently investigating complaints of members of the public against unjust administrative decisions of officers of Government or Statuary Bodies with the view to righting wrongs and so contribute to good governance and further development of the democratic process in the country.

Personnel

In preparation to fulfill the mandate of this mission, the Office of the Ombudsman currently has five staff members. The Ombudsman has retired in August 2024. A summary of the respective duties are as follows:

Investigations Officer:

- Report directly to the Ombudsman;
- Carry out investigations and site visits;
- Assist in special projects;
- Receive complaints and forward to the Ombudsman;
- Assist with the preparation of the annual report;
- Team leader on investigative mission to Barbuda;
- Discuss investigative strategies with the Investigative team;

Senior Assistant Investigations Officer:

- Carry out the duties of Office Manager and Principal Accounting Officer;
- Oversight and training of junior officers;
- Assist with investigations and site visits;
- Supervise office logs and files;
- Assist the Ombudsman and the Investigations Officer.

Assistant Investigations Officer:

- Supervise the completion of complaint forms;
- Carry out follow-up on complaints;
- Assist with the preparation and development of educational materials;
- Assist with the updating of case files.
- Preparation and management of records (files) for complainants.

Research Officer functions:

- General office support;
- Supervise case management system;
- Carry out research to assist the investigative team;
- Provide statistical data;
- Assist with complaint handling;
- Assist in the preparation and development of education materials for the public

Senior Clerk:

- Personal Secretary to the Ombudsman;
- Type all Correspondence;
- Keep Guard file for cases;

- Type the annual report;
- Assist with printing and distributing of report;
- Management of complaint file;
- Keep an appointment book for the Ombudsman.

Junior Clerk

- Filing and Registry clerk;
- Type office correspondence;
- Prepare accounting documents eg. Social, Medical, Levy, Monthly Statement;
- Supervise incoming and outgoing books (ensure that the books are up to date);
- Supervise Dispatch Book;
- Give personal assistant to the Office manager;
- Assist Petty Officer where necessary;
- Supervise Stores;

Petty Officer functions:

- Dispatch official correspondence;
- Keep the Visitors' Log;
- Assist with filing and registry work;
- Create and refurbish files where necessary;
- Assist in the reception area;
- Record incoming and outgoing mails.

Driver:

- Transport Petty Officer
- Assist with clearing the postal mailbox;
- Transport staff members on government business;
- Transport Ombudsman on site visits and interviews;
- Ensure vehicle is cleaned, serviced, and roadworthy;
- General handyman.

Cleaner:

- Clean the offices and removal of trash;
- General cleanliness of the surroundings.

Office of the Ombudsman Organizational Structure

Service Performance Review and Critical Issues

Service Performance Achievements

The Office:

1. Received and successfully completed a range of complaints with various degrees of complexity. The investigations initiated were carried out as stipulated under the **Ombudsman Act #5 of 1994.**
2. Continue to revitalize its Public Awareness and Educational Programme. Since COVID 19 some of these awareness activities have been reduced.
3. The Office continued its Humanitarian programme to His Majesty's Prison (HMP), the Fiennes Institute and the Clarevue Psychiatric Hospital.
4. A significant part of the plan is to implement repairs, increase visibility and improve on service delivery.
5. The Office is still hoping to introduce the Barbuda programme to better serve the sister island

Critical Issues

The usual problem persisted:

1. Lack of timely response from some Government Departments and Statutory Bodies to request for information relating to an investigation.
2. The office is in need of two more employees
3. Inadequate office space for storage of records.
4. The residential home which houses the office is in need of urgent painting and repairs. The office was flooded in the recent tropical storm. The windows are kept closed with pieces of board. The walls have cracks wide enough to let in water.
5. There is a water problem. The trees seem to be at the root of the problem, that is, the fallen leaves and blossoms.
6. Insufficient and/or obsolete technological resources are a challenge to the operations of the department. The computers and telephone systems are in need of major up-grade.
7. Need for finance to facilitate the Ombudsman seeking legal opinion in certain complaints.
8. The Ombudsman Office needs to pay its vendors in a timely manner.
9. The office is in critical need of Photocopier Machine to serve the Ombudsman Secretariat.

Capacity Building of the Department

Priorities	Strategies	Indicators
<u>Priority 1</u> **Repairs to the Office of the Ombudsman. It leaks profusely. It is not a good reflection of what the Office represents. There is an urgent need for a new telephone system (30 years old) and new computers. They are over 8 years old.**	- Continue to appeal to the Ministry of Finance as well as the Ministry of Works, to carry out the much needed renovations to the building. It is a very old structure. It needs constant repairs.	Output: - Repairs to the building to ensure safety and a high standard of work. Outcome: - Better working conditions which encourage professionalism. - Safe working environment. - Increase in work productivity.
<u>Priority 2</u> **Improve the current Public Awareness and Education Campaign.** **Hope to extend services to Barbuda.**	- Website has been launched but information about the office should be on other appropriate social media platforms. - Continue to visit schools, Prison, Home for the Elderly and Mentally Challenged. - Provide assistance to students and researchers. - Provide advice and referrals to the general public. - Open House Awareness Programme to educate the general public - Workshop on the roles of the Ombudsman	Output: - A clearer understanding of the role and functions of the Ombudsman. - Easy access to the public and students doing research work. - Simplify the complaint procedure. Outcome: - Greater use of the services provided by the Office of the Ombudsman. - Easy access to information on the Office of the Ombudsman. - Feedback from the public about the effectiveness of the Office of the Ombudsman. Awareness of services provided
<u>Priority 3</u> **Training of Staff**	- Continue the training of staff through seminars and workshops. Focusing on investigation,	Output:

	reporting, operations management, and digital technology. It was interrupted during the Covid 19 Pandemic	- A trained and competent workforce that can efficiently carry out the functions of the Office of the Ombudsman. Outcome: - Demonstrate competencies in complaint handling. - Demonstrate competencies in identifying systemic issues. - Demonstrate competencies in report writing, holding interviews, and promoting the organization on social media platforms.
<u>Priority 4</u> **Improve Records Management at the Office of the Ombudsman and dissemination of information.**	- Digitize complaints for future reference, better retrieval of statistical data, and condense the volume of paperwork stored in unsuitable conditions. - Foster relationships with supporting agencies and to avail the office to the best practices in Ombudsman ship. - Create and disseminate publications and information electronically to educate the public.	Output: - Strengthen the role of the Ombudsman while at the same time ensure complainants have access to information. Outcome: - Reach a greater cross-section of the public. - Educate the public on the functions of the Ombudsman. - Increase users of the services offered by the Office.

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

60 Office of the Ombudsman

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
6001	Office of the Ombudsman	551,820	448,618	528,864	417,395
TOTAL 60 Office of the Ombudsman		**551,820**	**448,618**	**528,864**	**417,395**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

60 Office of the Ombudsman

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Office of the Ombudsman**				
	390 General Public Services				
	390491 Parliamentary Oversight				
30101	Salaries - Established	310,173	198,800	198,800	301,158
30103	Overtime - Established	5,000	5,000	5,000	-
30301	Duty Allowance - Established	12,000	12,000	12,000	9,000
30304	Housing Allowance - Established	18,000	18,000	18,000	13,500
30305	Entertainment Allowance - Established	6,000	6,000	6,000	4,500
30306	Travelling Allowance - Established	27,768	27,768	27,768	11,938
30713	Payment in Lieu of Vacation Leave	-	-	66,446	-
30716	Uniform Allowance	10,000	10,000	10,000	551
30801	Gratuities & Terminal Grants	12,750	12,750	12,750	12,750
31002	Ticket Expenses	5,200	5,000	5,000	-
31102	Food, water and refreshments	5,000	5,000	5,000	705
31301	Books & Periodicals	1,000	1,000	1,000	-
31304	Photocopying & Binding Services	4,500	4,500	4,500	-
31308	Printing Materials & Supplies	15,000	27,000	27,000	9,555
31601	Office Supplies	6,000	6,000	6,000	158
31602	Computer Supplies	7,000	7,000	7,000	-
31604	Maintenance Contract - Photocopiers or MFPs	3,600	20,000	20,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	10,000	-	-	3,194
31902	Spare Parts	3,000	3,000	3,000	39
33001	Advertising & Promotion Costs	1,000	1,000	1,000	-
33003	Public Awareness Expenses	1,000	1,000	1,000	-
33103	Investigative Expenses	2,500	-	-	-
33701	Conferences or Workshops	10,000	2,500	2,500	-
33901	Contributions or Subscriptions to Caribbean Organizations	1,700	17,000	17,000	-
33904	Contributions or Subscriptions to other international organ.	1,500	1,500	1,500	-
34010	Legal Fees	1,500	1,500	1,500	-
36206	Other Repairs and Maintenance Costs	9,629	1,500	1,500	-
	390498 Janitorial Services				
30202	Wages - Non-Established	47,800	47,800	47,800	45,817
30203	Overtime - Non-Established	1,000	1,000	1,000	-
33508	Household Sundries	5,000	5,000	5,000	3,930
36002	Maintenance of Public Grounds	7,200	-	13,800	600

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

60 Office of the Ombudsman

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
Total Programme 390 General Public Services		551,820	448,618	528,864	417,395
TOTAL DEPARTMENT 6001 Office of the Ombudsman		551,820	448,618	528,864	417,395
TOTAL MINISTRY 60 Office of the Ombudsman		551,820	448,618	528,864	417,395

BUSINESS PLAN FOR THE YEAR 2026
AS SUBMITTED BY GOVERNMENT MINISTRIES

Ministry of Information Communication Technologies, Utilities and Energy

Business Plan

FY 2026

Ministry Overview

The Ministry of Information Communication Technologies (ICTs), Utilities and Energy comprises of The Ministry Headquarters (9501), Information Technology Centre (9502), Telecommunications Division (9503), E-Government Division (9504), Cyber Security Unit (9505), Antigua and Barbuda Broadcasting Services - ABS (9506), Energy Unit (9507), Government Information Services - GIS (9508); and two statutory bodies namely Antigua Public Utilities Authority (APUA) and PDV Petro Caribe.

The following are the objectives, visions and missions of the Ministry of ICTs:-

Objectives:-

- The development and management of the various information systems and platforms and for managing the distribution of information to the general public and other stakeholders.
- The management and regulation of the Broadcasting media space and associated spectrum as well as the development and management of the government's public broadcast facilities to include ABS Radio and Television and the Government Information System (GIS).
- The development and management of the government's ICT infrastructure and platforms that will enable and transform its intent to move towards a fully digitally enabled bureaucracy.
- The regulation and management of the Telecoms industry.
- The development and management of the country's renewable and sustainable energy policy, implementation, and infrastructure.

Visions:-

- To be the catalyst for digital transformation of the Government and public service by "matching business processes with technology".
- To provide a secure and resilient digital environment through the use of Information Communication Technologies (ICTs), resulting in economic growth and social value for the progress and enhanced prosperity of every citizen, business and the government of Antigua and Barbuda.
- To be the centre of broadcasting excellence by consistently highlighting Antigua and Barbuda to a global audience, while adapting to the rapid changes in information and communication technologies.
- To transform Antigua and Barbuda's energy landscape into one that is cleaner, greener and more resilient, benefitting both the environment and economy.
- To deliver a professional, multi-media platform information service while becoming a public broadcasting entity.

Mission Statements:-

- ✓ To ensure the integration and adaptation of state-of-the-art information and communications technology in all spheres of our life, in education, health, production, commerce, services, governance systems, law enforcement, entertainment and social interactions and ensure the security of the nation's information networks and a resilient digital environment.
- ✓ To be the most trusted and powerful source of information on all platforms delivering at world-class standards by harnessing the passion of our people.
- ✓ To lead Antigua and Barbuda towards a sustainable energy future by promoting renewable energy, energy efficiency, and innovative policies that ensure a secure, affordable and environmentally responsible energy landscape for all.
- ✓ To promote and disseminate information of the Government of Antigua and Barbuda's plans, programmes, projects and policies through television, radio, print, social media, and all relevant platforms utilising the best available technologies.

9501 – Ministry Headquarters

The priorities of the Ministry's Headquarters (including the Minister's Office and Secretariat) for the year 2026 are:

1. Offer general accounting and administrative guidance and support to all Departments herein listed.
2. Manage all Human Resources functions and Labour Relations matter within the Ministry.
3. Training for all staff within the Accounts and Administrative Departments to ensure optimal performance and support.

9502 – Information Technology Center (ITC)

The Information Technology Center (ITC) exists to serve as a supporting role for the Government of Antigua and Barbuda in the area of information technology; both for equipment and services. ITC is determined to play its part in the transformational journey of our country one step at a time.

Our mission and vision follows:
Mission: To ensure the integration and adaptation of state-of-the-art information and communications technology in **all spheres of our life**, in education, health, production, commerce, services, governance systems, law enforcement, entertainment and social interactions.

Vision: To be the catalyst for digital transformation of the Government and public service.

Steps to allow Antigua & Barbuda to enter the transformed state, include partnering with the E-Government Department and other Ministries to see successful implementation of a new automated civil registry that will form as a foundation for the development of a digital Government.
The interconnectivity of the government network and its fleet of equipment refreshed to facilitate the offices to participate in the new digital economy. Closely coupled with this is the build out of a new data center to EN50600 international class standards and operations. The center will also facilitate the implementation of a national internet exchange point that will improve access to local content, improve security and reduce costs for the providers by only sending traffic that is destined internationally off island. This will drive efficiency in the internet provider market as well as foster innovation and economic growth.

Our border entry platform is due an upgrade that will include the ability for rapid entry kiosks and gates, as well as enhanced security and improved efficiency throughout the platform. The recently launched ArriveAntigua platform will be expanded to all air and seaports. It will also be integrated with the Border Management platform for ease of access for local and OECS citizens. We will continue to benefit from the enhanced reporting and screening gained through the platform.

We envision that through a partnership with the Government of India, we will be able to install a paperless office platform using eOffice from their technology stack. We will see an increase in government efficiency, as well as standardization of Government processes.

Wide Area Network	
Purchase of Computer Software and Hardware and Network equipment	1,500,000
New data center buildout	5,000,000
India Stack e-Office platform	1,000,000
Online E/D card	1,345,000

We will work alongside our hospital to renew its network infrastructure to facilitate the installation of a new health information system. This will see better healthcare for all and improved patient record management, NCD monitoring as well as enhanced decision making in the health arena.

Various systems will see transformational changes as foundational technologies such as digital signatures are introduced allowing for full electronic interaction with the government. This will secure online transactions and allow for government operations to be conducted 24 hours a day, 365 days a year.

The priorities for 2026 are:

1. Development of a new national data center with tier IV and EN 50600 international standards
2. Implementation of EOffice, first as a pilot and gradually expanding to all of Government
3. Continued roll out of the Government's network.
4. Upgrade of the Border Management Platform with new functionality to include rapid entry kiosks and improved passports.
5. +Expand the footprint of the ArriveAntigua online E/D card platform to facilitate ease of entry, improved tourism statistics and drive efficiency in the immigration department.
6. Renew the pool of computers in the service.
7. Documentation of the National ICT Policy and strategy

Our drive is a future where technology is not just a tool, but a way of life empowering everyone and shaping a bright future for all our citizens.

9503 – Telecommunications Division

Telecommunications Division Overview

In addition to its core Telecommunications Regulatory function, the division is responsible for the maintenance of all equipment and associated infrastructure related to the Public Safety Communications Network (PSCN), including the emergency radio communications network and the E911 Centre which handles emergency calls from the public and the Government owned CCTV Surveillance system.

It is anticipated that over the coming months, new Telecommunications law and regulations will be proclaimed to fully liberalize and govern the telecommunications sector in Antigua and Barbuda. The proposed new legislative framework will provide conditions for, among other things:

a. an open market for telecommunications services, including conditions for encouraging and enabling fair competition in the telecommunications sector.

b. Promoting the telecommunications sector by encouraging economically efficient investment in and use of telecommunications infrastructure.
c. the establishment of new Telecommunications Regulatory Commission (NTRC) to have oversight of the sector.

The NTRC will be an independent Statutory Authority, funded mainly through the license fees and spectrum fees collected from public Telecommunications network operators and service providers. It is expected that immediately following the enactment of the new legislation the telecommunications Division, including all its existing staff, will be incorporated into the new NTRC.

Priorities, strategies, and indicators

The first objective immediately following the enactment of the new legislation will be setting up the NTRC, including the appointment of the Board of Directors, a Managing Director, and key regulatory functions (legal, financial/economic, technical, and administrative staff). It is likely that the newly created NTRC will move to new premises once the necessary approvals and funding can be obtained.

Key deliverables during the first 3 months of the NTRC will be drafting and recommending for promulgation by the Minister the following regulations, in consultation with stakeholders:

- Licencing Regulations
- Fees Regulations (spectrum and License fees)
- Interconnection Regulations
- National frequency Spectrum Plan
- Management of the Universal Fund
- Facilities access Regulations

Once constituted, the Commission will need to begin a programme of public awareness to sensitise the public generally about the provisions of the new Act, the functions and working of the Commission and the rights afforded them under the new law.

Although it is intended that the newly created organization will be funded from fees collected from licensees, it is unlikely that in the first year of operation the revenues collected will be sufficient to fully cover its costs. Consequently, the amount included in this year's recurrent expenditure for the Telecommunications Division will be needed to supplement the funding of the commission during the first 12 months.

Priorities	Strategies	Indicators
Priority 1. Increase Investment in broadband infrastructure	Remove regulatory uncertainty by creating a modern ICT regulatory framework that provides an investor friendly climate.	Outputs: Establishment of NTRC, New fess regulations, Licencing regulations, interconnection regulations. Outcomes: 30 % increase in capital investment in the telecoms sector in the first year.
	Encourage and facilitate infrastructure sharing among network operators to optimize existing infrastructure and capacity.	Outputs: Facilities Access regulations and guidelines. Outcomes: At least one new fixed wire broadband provider enters the market.
Priority 2. Increase consumer choice in ICT related service providers and technologies	Introduce licensing regime which is technology neutral and allows for transparency and a level of predictability in the licensing process. Fully implement Number Portability	Outputs: Modern licencing regime in place Outcomes: A minimum of three service providers with fixed and mobile broadband propositions. At least two local locally established service providers.
Priority 3 Reduce the entry level price of broadband to consumers	Increase competition in the provision of broadband services. Reduce duplication and complexity in network infrastructure.	Outputs: licensing regulations, Facilities sharing regulations and guidelines, increased regulatory oversight of licensees. Outcomes: 10% reduction in the lowest entry level price available in the market
Priority 4 Improve the quality of broadband service	Closer oversight of operators ensuring compliance with licence obligations.	Outputs: Quality of Service Regulations

CCTV/911 Command Centre

The Ministry of Information, Communications Technologies, Utilities and Energy (MICTUE) recognizes the critical role of technology in enhancing national security, emergency management, and public service delivery. As part of the Government's digital transformation agenda and its ongoing investments in smart infrastructure, the Ministry to establish a **National CCTV Command and 911 Operations Centre located at the Ministry Headquarters on Sir George Walter Highway.**

This facility will centralize the monitoring of the national CCTV surveillance network and the management of emergency communications (911), enabling coordinated and timely responses to incidents, natural disasters, and security threats.

The proposed Command and Operations Centre will:

- Serve as the **central monitoring hub** for the national CCTV system deployed in key public spaces, transportation corridors, government buildings, and critical infrastructure sites.
- Function as the **national 911 call-taking and dispatch centre**, managing emergency communications and coordinating response efforts among police, fire, EMS, and disaster services.
- Provide a **secure data and technology environment** to store, analyze, and share real-time information for informed decision-making and crisis management; and
- Support the Government's commitment to using ICT as a tool for safety, resilience, and operational efficiency across public institutions.

The total estimated cost for **preparing and outfitting the facility is estimated at three hundred thousand dollars (EC$400,000).** This amount covers renovations, ICT infrastructure installation, furniture, equipment, and essential systems integration.

The development projects are summarised below.

Description **Sub-Head \Financial Requirement**	**Capital Estimates** **2024**
Emergencty Radio Subscriber Units	$ 170,600
New Radio Repeater site and transmission link upgrades	$ 160,000
Radio Spectrum Analyzer	$ 163,014
Command Centre Buildout	$ 400,000

9504 – E-Government Division

Department Overview

The e-Government Department is responsible for providing and implementing transformative projects and interventions within every department of the Government. The services we offer include, but are not limited to:

- Transformation of the Government bureaucracy to a digitally enabled platform.
- Business and data analysis services for decision makers
- Training of Officers within the central government on various topics to include digital literacy, laws governing operations within a digital environment, Office and email services via Office365 and more.
- Expansion of various mission critical projects such as CRVS system, Border Management and eVisa, Transport Board system, Financial Management system, Courts Management system, Public Safety Communication Network, Landfolio, electronic payment gateways and the Companies Registry.
- Digitization and archiving of paper records and files.

Vision

To be the catalyst for digital transformation of the Government and public service by "Matching Business Processes with Technology"

Strategic Objectives

Strategic objectives include:

- System Integration and Automation of processes
- Customer-centric services
- Implement and upgrade mission critical information systems.
- Training and capacity building of IT professionals and Public Sector
- Data-driven analysis for decision makers through Business Intelligence.

Priorities and strategies

The following is a list of objectives that the department intends to achieve within the 2026 budget year.

Annual Objective 2026	Expected Result	Performance Indicator
Finalize the implementation of the Civil Registration and Vital Statistics (CRVS) Project	A comprehensive electronic national database of all citizens resident in the civil registry covering birth, deaths, marriages, name changes, adoptions, and citizenship	Development of national databases and the creation of the national ID with linkages to several statutory bodies. Electronically issued certificates for all civil documents
Finalize the upgrade of the Border Management System (BMS)	The upgrade to the BMS will provide much needed upgrades to the current system	Improved efficiency and time taken to process passengers via air and sea arrivals and departures
Establish Digital Training Academy	Improve capacity in using technology tools and greater understanding within the Public Sector of digital concepts and laws	Increased adoption rates of information technology and tools Greater operational efficiency within the public sector when using ICT tools
Establish Government Business Hub	Central location to request government services such as passport and driver's license renewal, payment of taxes, etc.	Provide one location, for digitally challenged persons, to request government services and conduct government business
Improved operational efficiency through Business Process Reengineering	Establishment of activities geared towards reengineering and transforming agencies into customer-centric, nimble, and responsive organizations through reengineered processes	Faster time for querying and searching. Less agency reliance on physical paper
Government Data integration	Streamlined access to data stored in Silos across government	Streamlined operations across government platforms. Use of Data for Business Intelligence Data Driven Decision making
Digitization and Archiving	Transformation of paper records into easily accessible digital records	Faster time for querying and searching. Less agency reliance on physical paper

9505 – Cyber Security Department

Department Overview

The aim of the Cyber Security Department within the Ministry of **Information Communication Technologies (ICTs),** Utilities and Energy is to offer a secure and resilient digital environment for every citizen, business and the government of Antigua and Barbuda to operate in. This will be accomplished through the following initiatives:

- Operation of government cyber incident response team
- Amendment and enactment of relevant Cybersecurity Legislation
- Review and Adoption of National Cybersecurity Strategy
- Identification and Classification of national Critical Infrastructures of Antigua and Barbuda
- Awareness programs to build the confidence of the citizens in Antigua and Barbuda in operating safely online.

Vision

To provide a secure and resilient digital environment using Information and Communication Technologies (ICTs), resulting in economic growth and social value for the progress and enhanced prosperity of every citizen, business and the government of Antigua and Barbuda.

Mission

Ensure the security of the nation's information networks and a resilient digital environment.

Service Performance Review and Critical Issues for 2025

Achievements	Issues
Achievements: **<u>Service Performance</u>** o Building awareness on issues of Cybersecurity o Provide alerts and advise to some government agencies in relation to cyber issues. o Preparation of Operations Manual comprising of fifteen critical policies for operation of the CIRT. o Drafted PlayBooks for the operation of the AB govCIRT o Onboarding of staff for the AB govCIRT o Organized and hosted the introductory training on cybercrime and e-evidence in collaboration with the Council of Europe. o Hosted in collaboration with C&W Business a Cybersecurity Leadership Summit o Staff participated in the training and operation of the Digital Financial Services (DFS) Security Lab conducted by ITU **<u>Organisational Matters</u>** o Build cooperation and collaboration locally, regionally and internationally. o Train proposed technical staff of CIRT. o Recruitment continues for staff to fill the vacant positions of AB govCIRT	**Issues** Challenges with Recruitment of Staff, process too long resulting in persons finding other employment with better remuneration. Acquisition of furniture, equipment and software tools is currently in progress. Project as per approved PSIP proposal is ongoing.

Priorities, Strategies and Indicators for 2025

The priorities in order for 2026 are a continuation of 2025 priorities.

1. Commence operation of Cyber Incident Response Team (CIRT).
2. Acquire necessary hardware and software for CIRT.
3. Complete recruitment of technical personnel for the Cyber Incident Response Team (CIRT).
4. Continue specialized training of CIRT technical personnel.
5. Review and Adoption of National Cyber Security Strategy for Antigua and Barbuda.
6. Amendment and Enactment of legislation governing Cybersecurity in Antigua and Barbuda.
7. Robust awareness programme for the citizens of Antigua and Barbuda.

Priorities and strategies 2026-2028

Priorities	Strategies	Indicators
Priority 1 **Commence Operation of Cyber Incident Response Team (CIRT)**	Ensure the necessary budgetary allocations are in place.	Outputs: Implementation of CSIRT Deployment of CIRT to perform tasks
Priority **2** **Acquire necessary hardware and software for the operation of the CIRT**	Ensure the necessary budgetary allocations are in place.	Outputs: Increase production and efficiency Outcomes: Ability to monitor systems to detect vulnerabilities and risks. Ability to respond to incidents to minimise downtimes by 10%
Priority **3** **Complete recruitment of CIRT technical personnel**	Ensure the necessary budgetary allocations are in place.	Outputs: An increase in the **s**taff complement by four (4) within the budgetary year. Outcome: Production of reports on incidents and threat activity
Priority **4** **Specialized training of CIRT technical personnel**	Ensure the necessary budgetary allocations are in place.	Outputs: Increase production and efficiency Outcomes: Establishment of areas of specialization within the CIRT
Priority **5** **Review and adoption of a National Cyber Security Strategy for Antigua and Barbuda**	Acquire approval from Cabinet for preparation of National Cybersecurity Strategy and Action Plan for 3- or 5-year period. Work with relevant stakeholders to review the Strategy and Action Plan	Outputs: Production of Cybersecurity Strategy and Action Plan Outcomes: Adopted as Policy
Priority **6** **Amendment and Enactment of Cybersecurity legislation in Antigua and Barbuda**	Acquire approval from Cabinet. Work with the Ministry of Legal Affairs to draft relevant cyber legislation	Outputs: Cybersecurity Legislation 1st Reading in Parliament Outcomes: Enactment of legislation

Priority **7** **Robust awareness programme for the citizens of Antigua and Barbuda**	Ensure the necessary budgetary allocations are in place. Develop full awareness programme for the general citizenry communicated same widely throughout the island	Output: Distribute awareness programme on AB govCIRT Website, Public and Private electronic and print media on Safety Online. Display Cyber tips on electronic/digital billboards. Provide alerts and advisories to CIRT constituents. Train public sector employees on identifying cyber threats such as phishing, ransomware, and AI threats. Outcomes: Improved cyber culture of the citizens of Antigua and Barbuda

9506 – Antigua and Barbuda Broadcasting Services

Department Overview

Vision

ABS will continue to be the centre of broadcasting excellence by consistently highlighting Antigua and Barbuda to a global audience, while adapting to the rapid changes in information and communication technologies.

Mission

To be the most trusted and powerful source of information on all platforms; delivering at world-class standards by harnessing the passion of our people.

- Employing and developing persons with the talent, creativity, and intellectual capacity.
- Expanding the reach of our content across our several delivery platforms.
- Achieving and maintaining outstanding results.

Service Performance Review and Critical Issues

Achievements:

1. ABS continues to maintain a high level of broadcasting excellence. We have been called upon to function as a training ground for staff from other media houses.
2. ABS is also being asked to partner with Tourism Authorities in several of the neighbouring islands to promote and broadcast their national events. (St. Kitts Music Festival, Dominica World Creole Music Festival, Montserrat's St. Patrick Day festivities).

Issues:

1. The Department continues to be challenged in meeting the budgeted level of Sales Revenue. Contributing factors are:
    a. Increase in reliance on Social Media marketing
    b. Division is not staffed with "sales driven" individuals and though willing, it impacts negatively on revenue.
    c. Consideration will be given to outsourcing sales and marketing to boost revenues.
2. Our radio division continues to underperform. There were several attempts to introduce new programs again in 2025 however, these were not maintained and consequently there was no resultant revenue increase. Renewed focus has been placed on the Radio Division and a major restructuring is planned. The radio division will be given focused attention and personnel upgrades in 2026.

Organisational matters

Capability of the ministry/agency

Achievements:

1. ABS Television remains solidly placed as the leading media house not only nationally and within the OECS region. We have continued to assist neighbouring territories with the reengineering and training of personnel for their television stations. This despite limitations due to our present premises.

Issues:

1. The staff at ABS includes persons who are in tune with technology and adapt well to technological changes and upgrades. There are also some staff members who are resistant/resistant to embracing new technologies or to be retool and so staffing changes, by attrition, will become necessary.
2. Although some key positions were filled in 2025, there are still key positions in the News and Programming Departments which are required in order to maintain a high standard of operations. There is increased demand for coverage and therefore the staffing vacancies for Operators in the Technical Department must be filled. The pool

of trained media personnel local is extremely small, and a regional search has yielded excellent candidates. We hope to be able to fill all outstanding vacancies in 2026.

3. Our current premises, which were supposed to be temporary since 1995, is woefully inadequate and continues to deteriorate due to lack of maintenance. Plans have remained in train to relocate the operations to another building.

Summary of capability development strategy

The following enhancements are planned for fiscal 2026.

- ABS will be relocated to more suitable premises. This will contribute to the improvement in the look of the television programming.
- Staffing will have to be enhanced in Sales and Marketing, Government Information Services, News and Current Affairs and On Air Radio talent.
- The following equipment upgrades are planned:
    - New broadcast capabilities/studio in Barbuda
    - Improved broadcast capability to make ABS accessible on Free-To-Air for all areas across Antigua.
    - New outside broadcast vehicle/equipment.

Priorities, strategies, and indicators

The priorities in order are:

1. Relocation of premises.
2. Expanded Broadcast capability (to include a new and upgraded outside broadcast van)
3. Increased Operating Revenue
4. Recruitment of key positions and more training and development of human resource.

9507 – Energy Department

Department Overview

The Energy Department within the Ministry of ICTs, Utilities and Energy serves as the central authority for advancing Antigua and Barbuda's energy agenda. Its mission is to ensure a secure, sustainable, and affordable energy future for the nation through a multi-pronged approach.

- **Renewable Energy:-** Spearheading the development and integration of renewable energy sources like solar and wind power to reduce the country's reliance on fossil fuels and decrease greenhouse gas emissions.

- **Energy Efficiency and Conservation:-** Promoting and implementing energy-efficient technologies and practices across all sectors to optimise energy consumption and reduce wastage.
- **Policy, Planning and Projects:-** Developing and executing comprehensive energy policies, plans and projects that guide the nation's energy transition and support its sustainable development goals.

The Energy Department's mission is to transform Antigua and Barbuda's energy landscape into one that is cleaner, greener, and more resilient that will benefit both the environment and the economy.

Vision

By the year 2040, Antigua and Barbuda will be a beacon for energy sustainability and resilience in the Caribbean, equitably powered by renewable resources and boasting a diversified energy mix that will ensure affordable and reliable electricity for all; Energy efficiency will be embedded in our landscape throughout our homes, businesses, transportation and infrastructure with innovative technologies to harness and optimise energy use and minimise our carbon footprint.

Mission

The mission of the Energy Department is to chart and direct Antigua and Barbuda path leading to Energy Sustainability and Resilience by promoting renewable energy and energy efficiency, and guaranteeing innovative policies to a secure, affordable and environmentally responsible energy landscape for all.

Service Performance Review and Critical Issues for 2025

The Energy Department was able to initiate and complete some projects in 2025 mainly in conjunction with the DoE. The Energy Department's agenda will be priority in 2026 with the launch of an Awareness Campaign, the production of Policies and Procedures to regulate the Energy resources and landscape to achieve Energy Resilience and Sustainability.

Achievements	Issues
Achievements: **<u>Service Performance</u>** During the year (2025) the Energy Department continued to partner with stakeholders to advance Antigua and Barbuda's energy agenda. We continue to explore opportunities for capacity building within the department and for key stakeholders through partnership with local, regional, and international organisation such as DoE, OECS, CARICOM, IRENA, ISA and IAEA. These initiatives underscore the importance of fostering a knowledge and skills-based workforce capable of advance our Energy transition. **<u>Organisational Matters</u>** The Energy Department saw some changes to the organisational structure during the year 2025. The department now has a Director (Interim), two Energy Officers (decrease from 3) and a Project Officer. Further adjustment to the organisational structure is planned to ensure the team has the ideal knowledge and skills competence to advance the department's objective.	**Issues** The Department, and the Ministry by extension, has been hampered by the lack of availability of funding to equip the staff with the appropriate tools and resources to adequate function in the field, collect data which is needed to make informed decisions and to create the policies and procedures to advance the Energy transition. The new procedures implemented by the Ministry of Finance in 2025 to standardise procurement and reduce the Government's indebtedness presented a challenge in 2025 but should not delay procurement of goods and services leading into 2026. We look forward to implementing the projects where were put on hold during 2025.

Priorities, Strategies and Indicators for 2026

The Energy Department will prioritise training and capacity building within the team for the year 2026 and beyond. This will include increasing the number of employees within the department with the relevant skillset to build out the national plan.

Priorities and strategies 2026-2028

Priorities	Strategies	Indicators
Priority 1 Develop Policies and Procedures to adequately regulate the Renewable Energy (RE), Electric Vehicles (EVs) and Hybrid vehicle markets.	**Strategy and accountable institution** The Energy Department will prepare policy and procedural documents for consultation and adoption in moving forward Antigua and Barbuda's mandate on Renewable Energy, EVs and Hybrid vehicles, incorporating incentives and infrastructure development with applicable guidelines and safety standards.	**Outputs:** Draft policy and regulatory framework documents in each priority area. **Outcomes:** Promulgate and adopt policy and regulatory framework documents;
Priority 2 Build capacity within the Department and Energy Sector Experts	**Strategy and accountable institution** The Energy Department will facilitate specialised training and workshops for its staff, stakeholders, and industry professionals in the areas of energy studies, audits and technical analysis.	**Outputs:** Facilitate training programmes and workshops. Outcomes: Enhanced technical skills and expertise among the Department's staff, stakeholders, and industry professionals.
Priority 3 Promote the public awareness and advocate for Renewable Energy, energy efficiency and energy conservation.	**Strategy and accountable institution** The Energy Department will initiate a public awareness campaign to sensitize the Antigua and Barbuda population of the benefits of Renewable Energy, energy efficiency and energy conservation.	**Outputs:** Initiate and launch of the Public Awareness Campaign **Outcomes:** Increased public understanding, acceptance, and support for sustainable energy practices.

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
9501	Information HQ	1,715,880	1,487,267	1,693,130	1,685,210
9502	Information Technology Centre	4,544,013	4,630,517	6,070,317	4,748,415
9503	Telecommunications Division	1,686,615	1,671,325	1,675,575	1,591,950
9504	E-Government	2,004,709	2,521,979	2,531,513	1,513,989
9505	Cyber Security	500,830	499,544	499,544	206,351
9506	Antigua and Barbuda Broadcasting Services	4,938,733	4,361,308	4,492,708	5,717,293
9507	Energy Unit	457,224	422,562	422,562	48,421
9508	GIS	62,000	420,316	420,316	-
TOTAL 95 Information Communication Technologies, Utilities and Energy		**15,910,004**	**16,014,818**	**17,805,665**	**15,511,629**

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Information HQ**				
	410 Telecommunication & Information Technology				
	410301 Accounting				
30101	Salaries - Established	94,168	111,083	111,083	73,444
30103	Overtime - Established	-	-	3,000	-
30201	Salaries - Non-Established	96,878	203,493	203,493	63,610
30306	Travelling Allowance - Established	7,248	-	8,000	1,013
30308	Cashier Allowance - Established	1,200	1,200	1,200	-
30401	Duty Allowance - Non-Established	3,600	3,600	3,600	-
30701	Honorarium	3,800	-	-	-
30709	Stipend	-	-	-	300
	410380 Public Broadcasting Services				
30201	Salaries - Non-Established	-	-	-	23,736
	410493 E-Government				
30202	Wages - Non-Established	-	-	-	10,980
	410498 Janitorial Services				
30202	Wages - Non-Established	150,592	150,592	150,592	153,697
	410508 Special Events & Activities				
31102	Food, water and refreshments	10,000	10,000	10,000	-
33001	Advertising & Promotion Costs	5,000	5,000	5,000	-
34007	Consulting Services	10,000	10,000	10,000	-
	410510 Ancillary Services				
30101	Salaries - Established	274,764	159,581	279,581	262,574
30201	Salaries - Non-Established	433,206	309,438	309,438	588,301
30203	Overtime - Non-Established	-	-	20,000	15,751
30301	Duty Allowance - Established	42,000	33,000	33,000	35,695
30305	Entertainment Allowance - Established	3,600	4,200	4,200	4,967
30306	Travelling Allowance - Established	19,824	15,080	15,080	15,729
30401	Duty Allowance - Non-Established	30,000	24,000	24,000	24,000
30406	Travelling Allowance - Non-Established	18,000	18,000	18,000	18,000
30418	Acting Allowance - Non-Established	1,000	-	-	-
30709	Stipend	-	-	-	470
30716	Uniform Allowance	20,000	20,000	20,000	6,060
30802	Compensation & Indemnities	-	-	42,788	-
31102	Food, water and refreshments	20,000	10,000	10,000	8,998
31308	Printing Materials & Supplies	30,000	18,000	18,000	29,687
31601	Office Supplies	20,000	20,000	20,000	23,537

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
31602	Computer Supplies	9,000	9,000	9,000	172
31605	Repair and/or Maintenance of Furniture or Equipment	25,000	10,000	10,000	6,289
33101	Security Services	184,000	184,000	184,000	125,304
33501	Office Cleaning	25,000	15,000	19,875	15,000
33508	Household Sundries	30,000	20,000	20,000	38,488
33701	Conferences or Workshops	10,000	10,000	10,000	-
33707	Training Costs	15,000	10,000	10,000	10,637
33804	Telephone Cost	6,000	6,000	6,000	597
34007	Consulting Services	20,000	12,000	12,000	-
34415	Storage Costs	15,000	15,000	15,000	-
34417	Bank Charges	2,000	2,000	2,000	349
36002	Maintenance of Public Grounds	30,000	18,000	25,200	19,980
36101	Repair or Maintenance of vehicles	20,000	20,000	20,000	3,852
36206	Other Repairs and Maintenance Costs	30,000	30,000	30,000	23,197
	410514 E911 Initiative				
30201	Salaries - Non-Established	-	-	-	68,796
30401	Duty Allowance - Non-Established	-	-	-	6,000
30406	Travelling Allowance - Non-Established	-	-	-	6,000
Total Programme 410 Telecommunication & Information Technology		**1,715,880**	**1,487,267**	**1,693,130**	**1,685,210**
TOTAL DEPARTMENT 9501 Information HQ		**1,715,880**	**1,487,267**	**1,693,130**	**1,685,210**
02	**Information Technology Centre**				
	410 Telecommunication & Information Technology				
	410486 Subsidiary Services to Education				
30201	Salaries - Non-Established	-	-	-	25,770
	410493 E-Government				
30201	Salaries - Non-Established	-	-	-	1,207,479
30401	Duty Allowance - Non-Established	-	-	-	90,355
30406	Travelling Allowance - Non-Established	-	-	-	84,144
30418	Acting Allowance - Non-Established	-	-	-	1,863
	410494 IT Internal Support				
30201	Salaries - Non-Established	-	-	-	124,035
30401	Duty Allowance - Non-Established	-	-	-	561
30406	Travelling Allowance - Non-Established	-	-	-	6,000
30418	Acting Allowance - Non-Established	-	-	-	1,957
	410495 IT External Support				
30201	Salaries - Non-Established	-	-	-	85,656

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30406	Travelling Allowance - Non-Established	-	-	-	6,000
	410510 Ancillary Services				
30201	Salaries - Non-Established	1,179,769	1,193,301	1,193,301	203,617
30203	Overtime - Non-Established	30,000	30,000	30,000	5,393
30401	Duty Allowance - Non-Established	84,000	120,000	120,000	-
30406	Travelling Allowance - Non-Established	114,144	126,216	126,216	60,345
30418	Acting Allowance - Non-Established	15,000	15,000	15,000	4,418
30716	Uniform Allowance	20,000	22,000	22,000	2,830
31102	Food, water and refreshments	6,000	6,000	6,000	2,419
31303	Newsletter & Publications	1,000	1,000	1,000	-
31602	Computer Supplies	50,000	20,000	20,000	27,226
33001	Advertising & Promotion Costs	10,000	10,000	10,000	4,384
33401	Computer Hardware Maintenance Costs	300,000	300,000	300,000	234,375
33402	Computer Software upgrade cost	100,000	100,000	100,000	25,097
33403	Computer Software Licensing & Fees	2,400,000	2,300,000	3,551,000	2,244,277
33509	Cleaning Tools and Supplies	8,000	8,000	8,000	-
33605	Express Mail Services	1,000	1,000	1,000	-
33701	Conferences or Workshops	15,000	25,000	25,000	7,490
33705	Course Costs and Fees	30,000	30,000	30,000	-
33707	Training Costs	25,000	25,000	25,000	22,550
33807	Internet Connectivity Costs	100	200,000	388,800	228,575
34007	Consulting Services	15,000	15,000	15,000	-
34109	Rental or Lease - n.e.c.	100,000	55,000	55,000	-
36101	Repair or Maintenance of vehicles	10,000	10,000	10,000	680
36206	Other Repairs and Maintenance Costs	30,000	18,000	18,000	40,919
Total Programme 410 Telecommunication & Information Technology		**4,544,013**	**4,630,517**	**6,070,317**	**4,748,415**
TOTAL DEPARTMENT 9502 Information Technology Centre		**4,544,013**	**4,630,517**	**6,070,317**	**4,748,415**
03	**Telecommunications Division**				
	410 Telecommunication & Information Technology				
	410509 Monitoring & Enforcement				
30201	Salaries - Non-Established	345,842	320,074	320,074	372,048
30401	Duty Allowance - Non-Established	36,000	36,000	36,000	38,500
30406	Travelling Allowance - Non-Established	30,000	24,000	24,000	24,000
30411	Shift Allowance - Non-Established	-	-	-	3,500
30801	Gratuities & Terminal Grants	27,000	38,250	38,250	96,750
33403	Computer Software Licensing & Fees	28,995	58,995	58,995	3,499

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33605	Express Mail Services	300	300	300	-
33701	Conferences or Workshops	10,000	10,000	10,000	6,788
33707	Training Costs	5,500	5,500	5,500	1,405
33901	Contributions or Subscriptions to Caribbean Organizations	62,000	100,000	100,000	61,436
33904	Contributions or Subscriptions to other international organ.	67,000	156,500	156,500	44,850
34007	Consulting Services	187,014	187,732	187,732	238,332
36206	Other Repairs and Maintenance Costs	74,000	74,000	74,000	69,416
	410510 Ancillary Services				
30713	Payment in Lieu of Vacation Leave	-	-	4,250	-
	410514 E911 Initiative				
30201	Salaries - Non-Established	619,164	512,850	512,850	530,002
30401	Duty Allowance - Non-Established	72,000	60,000	60,000	54,144
30406	Travelling Allowance - Non-Established	36,000	39,624	39,624	39,624
30418	Acting Allowance - Non-Established	-	-	-	169
30716	Uniform Allowance	6,000	6,000	6,000	-
31102	Food, water and refreshments	4,000	4,000	4,000	2,213
31601	Office Supplies	5,000	5,000	5,000	1,361
33501	Office Cleaning	5,000	5,000	5,000	1,989
33508	Household Sundries	6,000	6,000	6,000	1,924
33701	Conferences or Workshops	5,000	5,000	5,000	-
33707	Training Costs	10,000	6,500	6,500	-
34007	Consulting Services	44,800	10,000	10,000	-
Total Programme 410 Telecommunication & Information Technology		**1,686,615**	**1,671,325**	**1,675,575**	**1,591,950**
TOTAL DEPARTMENT 9503 Telecommunications Division		**1,686,615**	**1,671,325**	**1,675,575**	**1,591,950**
04	**E-Government**				
	410 Telecommunication & Information Technology				
	410472 Teaching, Training and Development				
30201	Salaries - Non-Established	-	30,000	30,000	44,832
30401	Duty Allowance - Non-Established	-	4,500	4,500	-
30406	Travelling Allowance - Non-Established	-	1,500	1,500	6,000
30716	Uniform Allowance	2,500	5,000	5,000	-
31601	Office Supplies	5,000	5,000	5,000	-
33701	Conferences or Workshops	8,000	8,000	8,000	-
33707	Training Costs	15,000	15,000	15,000	-
	410493 E-Government				

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30201	Salaries - Non-Established	179,592	153,384	153,384	206,370
30203	Overtime - Non-Established	12,000	12,000	12,000	-
30206	Arrears of Salaries - Non-Established	20,000	-	-	-
30208	Severance Pay - Non-Established	-	505,000	505,000	-
30401	Duty Allowance - Non-Established	18,000	18,000	18,000	17,500
30406	Travelling Allowance - Non-Established	9,600	1,500	6,000	6,000
30418	Acting Allowance - Non-Established	12,000	3,000	8,034	-
30701	Honorarium	10,000	20,000	20,000	18,720
30709	Stipend	-	-	-	5,940
30716	Uniform Allowance	5,000	10,000	10,000	-
31601	Office Supplies	5,000	5,000	5,000	599
33403	Computer Software Licensing & Fees	-	-	-	1,177
33605	Express Mail Services	1,000	1,000	1,000	-
33701	Conferences or Workshops	20,000	12,500	12,500	-
33705	Course Costs and Fees	15,000	10,000	10,000	1,300
33707	Training Costs	10,000	7,200	7,200	-
Total Programme 410 Telecommunication & Information Technology		**347,692**	**827,584**	**837,118**	**308,438**
	411 E Government				
	411508 Special Events & Activities				
31102	Food, water and refreshments	13,000	8,000	8,000	-
33001	Advertising & Promotion Costs	7,000	7,000	7,000	-
34007	Consulting Services	5,000	5,000	5,000	-
	411556 Digitization				
30103	Overtime - Established	-	-	-	2,102
30201	Salaries - Non-Established	1,373,925	1,242,803	1,242,803	1,061,361
30203	Overtime - Non-Established	-	-	-	14,338
30401	Duty Allowance - Non-Established	36,000	19,500	19,500	6,000
30406	Travelling Allowance - Non-Established	48,036	30,036	30,036	6,000
30709	Stipend	15,000	-	-	-
30716	Uniform Allowance	25,000	50,000	50,000	-
31601	Office Supplies	5,000	5,000	5,000	-
33605	Express Mail Services	1,000	500	500	-
33707	Training Costs	10,000	6,000	6,000	-
	411557 Business and Data Analysis				
30201	Salaries - Non-Established	82,556	268,556	268,556	90,385
30401	Duty Allowance - Non-Established	12,000	30,000	30,000	12,000
30406	Travelling Allowance - Non-Established	6,000	12,000	12,000	6,000

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30418	Acting Allowance - Non-Established	-	-	-	7,365
30716	Uniform Allowance	2,500	5,000	5,000	-
33705	Course Costs and Fees	15,000	5,000	5,000	-
Total Programme 411 E Government		**1,657,017**	**1,694,395**	**1,694,395**	**1,205,551**
TOTAL DEPARTMENT 9504 E-Government		**2,004,709**	**2,521,979**	**2,531,513**	**1,513,989**
05	**Cyber Security**				
	410 Telecommunication & Information Technology				
	410508 Special Events & Activities				
31102	Food, water and refreshments	10,000	10,000	10,000	-
33701	Conferences or Workshops	15,000	15,000	15,000	-
	410552 Cybersecurity				
30201	Salaries - Non-Established	325,194	261,594	261,594	170,730
30401	Duty Allowance - Non-Established	33,000	14,250	14,250	12,000
30406	Travelling Allowance - Non-Established	24,036	18,000	18,000	12,000
30716	Uniform Allowance	800	12,000	12,000	-
31102	Food, water and refreshments	2,000	2,000	2,000	-
31301	Books & Periodicals	1,500	7,500	7,500	-
31303	Newsletter & Publications	800	1,200	1,200	-
31308	Printing Materials & Supplies	4,000	-	-	-
31601	Office Supplies	4,000	4,000	4,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	2,000	-	-	-
31606	Purchase of cellular equipment/devices	3,000	-	-	-
33001	Advertising & Promotion Costs	10,000	17,500	17,500	200
33003	Public Awareness Expenses	10,000	15,000	15,000	-
33605	Express Mail Services	500	1,500	1,500	-
33701	Conferences or Workshops	-	-	-	1,169
33705	Course Costs and Fees	10,000	30,000	30,000	-
33707	Training Costs	20,000	50,000	50,000	10,252
33904	Contributions or Subscriptions to other international organ.	5,000	20,000	20,000	-
34007	Consulting Services	20,000	20,000	20,000	-
Total Programme 410 Telecommunication & Information Technology		**500,830**	**499,544**	**499,544**	**206,351**
TOTAL DEPARTMENT 9505 Cyber Security		**500,830**	**499,544**	**499,544**	**206,351**
06	**Antigua and Barbuda Broadcasting Services**				
	410 Telecommunication & Information Technology				
	410380 Public Broadcasting Services				

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
30201	Salaries - Non-Established	3,089,160	2,536,437	2,536,437	1,323,685
30203	Overtime - Non-Established	100,000	100,000	100,000	86,242
30208	Severance Pay - Non-Established	-	-	-	241,600
30401	Duty Allowance - Non-Established	306,000	305,700	305,700	152,268
30406	Travelling Allowance - Non-Established	121,920	130,428	130,428	28,381
30415	Other allowances and fees - Non-Established	48,000	40,500	40,500	35,403
30418	Acting Allowance - Non-Established	25,000	25,000	25,000	3,003
30421	Personal Allowance - Non-Established	21,600	21,600	21,600	21,600
30701	Honorarium	10,000	10,000	10,000	4,843
30709	Stipend	120,000	120,000	120,000	145,260
30713	Payment in Lieu of Vacation Leave	20,000	40,000	40,000	11,021
30716	Uniform Allowance	80,000	80,000	80,000	75,335
30801	Gratuities & Terminal Grants	80,000	79,000	79,000	75,750
31102	Food, water and refreshments	35,000	35,000	72,000	24,586
31301	Books & Periodicals	1,500	1,500	1,500	-
31307	ID Cards	2,500	2,500	2,500	-
31601	Office Supplies	30,000	30,000	30,000	49,980
31602	Computer Supplies	30,000	45,000	45,000	50,926
31605	Repair and/or Maintenance of Furniture or Equipment	15,000	30,000	30,000	48,707
31902	Spare Parts	20,050	20,050	20,050	29,420
33001	Advertising & Promotion Costs	20,000	20,000	20,000	10,232
33002	Marketing Costs	-	-	10,000	-
33101	Security Services	110,000	110,000	110,000	36,698
33501	Office Cleaning	175,000	174,000	174,000	146,910
33508	Household Sundries	25,000	25,000	25,000	19,238
33509	Cleaning Tools and Supplies	30,000	45,000	45,000	43,500
33604	Air Freight Expenses	15,000	-	-	2,106
33605	Express Mail Services	5,000	5,000	5,000	2,754
33701	Conferences or Workshops	15,000	15,000	15,000	4,532
33707	Training Costs	20,000	20,000	20,000	12,901
33901	Contributions or Subscriptions to Caribbean Organizations	10,000	20,000	20,000	15,227
34007	Consulting Services	10,000	10,000	10,000	7,574
34009	Commitment Fees	60,000	-	77,000	-
34415	Storage Costs	2,500	2,500	2,500	-
34422	Contingency Costs	-	5,000	5,000	3,261
36002	Maintenance of Public Grounds	5,000	-	5,000	-

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
36101	Repair or Maintenance of vehicles	25,000	25,000	25,000	32,173
36206	Other Repairs and Maintenance Costs	26,000	26,000	26,000	24,348
	410439 Revenue Collection				
30201	Salaries - Non-Established	221,103	200,093	200,093	2,623,232
30401	Duty Allowance - Non-Established	-	-	-	197,327
30406	Travelling Allowance - Non-Established	6,000	6,000	6,000	99,095
30408	Cashier Allowance - Non-Established	2,400	-	2,400	2,400
30415	Other allowances and fees - Non-Established	-	-	-	18,000
30418	Acting Allowance - Non-Established	-	-	-	7,775
Total Programme 410 Telecommunication & Information Technology		**4,938,733**	**4,361,308**	**4,492,708**	**5,717,293**
TOTAL DEPARTMENT 9506 Antigua and Barbuda Broadcasting Services		**4,938,733**	**4,361,308**	**4,492,708**	**5,717,293**
07	**Energy Unit**				
	390 General Public Services				
	390508 Special Events & Activities				
31102	Food, water and refreshments	10,000	12,000	12,000	-
33001	Advertising & Promotion Costs	10,000	10,000	10,000	-
33701	Conferences or Workshops	15,000	10,000	10,000	-
34007	Consulting Services	15,000	12,000	12,000	-
	390541 Energy Desk				
30201	Salaries - Non-Established	160,524	204,312	204,312	-
30203	Overtime - Non-Established	9,000	-	-	-
30401	Duty Allowance - Non-Established	18,000	24,000	24,000	-
30406	Travelling Allowance - Non-Established	12,000	18,000	18,000	-
30415	Other allowances and fees - Non-Established	20,000	-	-	-
30716	Uniform Allowance	4,000	10,000	10,000	-
31102	Food, water and refreshments	4,500	3,000	3,000	-
31304	Photocopying & Binding Services	6,000	6,800	6,800	-
31308	Printing Materials & Supplies	10,000	5,000	5,000	-
31601	Office Supplies	7,500	7,500	7,500	-
31602	Computer Supplies	7,500	7,500	7,500	-
33001	Advertising & Promotion Costs	5,000	10,000	5,000	-
33003	Public Awareness Expenses	5,000	12,000	5,000	-
33601	Ground Transportation Services	1,200	1,200	1,200	-
33605	Express Mail Services	3,000	5,000	5,000	-
33701	Conferences or Workshops	5,000	10,000	10,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
33703	Educational Visits	10,000	8,000	8,000	-
33707	Training Costs	15,000	16,000	10,000	-
33710	Audio Visual Materials & Supplies	8,000	3,000	3,000	-
33713	Educational Materials	6,000	7,250	7,250	-
33904	Contributions or Subscriptions to other international organ.	40,000	10,000	28,000	-
34007	Consulting Services	50,000	10,000	10,000	-
Total Programme 390 General Public Services		**457,224**	**422,562**	**422,562**	**-**
	410 Telecommunication & Information Technology				
	410510 Ancillary Services				
30201	Salaries - Non-Established	-	-	-	42,421
30401	Duty Allowance - Non-Established	-	-	-	6,000
Total Programme 410 Telecommunication & Information Technology		**-**	**-**	**-**	**48,421**
TOTAL DEPARTMENT 9507 Energy Unit		**457,224**	**422,562**	**422,562**	**48,421**
08	**GIS**				
	410 Telecommunication & Information Technology				
	410380 Public Broadcasting Services				
30201	Salaries - Non-Established	-	262,716	262,716	-
30203	Overtime - Non-Established	-	20,000	20,000	-
30401	Duty Allowance - Non-Established	-	6,000	6,000	-
30415	Other allowances and fees - Non-Established	-	18,000	18,000	-
	410510 Ancillary Services				
31102	Food, water and refreshments	5,000	5,000	5,000	-
31308	Printing Materials & Supplies	5,000	10,000	10,000	-
31601	Office Supplies	8,000	9,100	9,100	-
31602	Computer Supplies	5,000	8,000	8,000	-
31605	Repair and/or Maintenance of Furniture or Equipment	-	5,000	5,000	-
33001	Advertising & Promotion Costs	10,000	10,000	10,000	-
33501	Office Cleaning	5,000	5,000	5,000	-
33508	Household Sundries	5,000	8,000	8,000	-
33701	Conferences or Workshops	6,000	15,000	15,000	-
33707	Training Costs	8,000	10,000	10,000	-
33804	Telephone Cost	-	15,000	15,000	-
34007	Consulting Services	5,000	7,500	7,500	-
36101	Repair or Maintenance of vehicles	-	1,000	1,000	-
36206	Other Repairs and Maintenance Costs	-	5,000	5,000	-

ANTIGUA ESTIMATES - 2026

RECURRENT EXPENDITURE BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
Total Programme 410 Telecommunication & Information Technology		62,000	420,316	420,316	-
TOTAL DEPARTMENT 9508 GIS		62,000	420,316	420,316	-
TOTAL MINISTRY 95 Information Communication Technologies, Utilities and Energy		15,910,004	16,014,818	17,805,665	15,511,629



ANTIGUA ESTIMATES 2026

DEVELOPMENT ESTIMATES

ANTIGUA ESTIMATES - 2026

CAPITAL REVENUE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
1107	Bureau of Standards	263,633	-	-
TOTAL MINISTRY 11 Foreign Affairs, Trade, and Barbuda Affairs		**263,633**	**-**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL REVENUE BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
07	**Bureau of Standards**			
	160 Unearned			
	160200 Grant Funding			
21304	Other Grants	263,633	-	-
TOTAL ACTIVITY 160200 Grant Funding		**263,633**	**-**	**-**
TOTAL PROGRAMME 160 Unearned		**263,633**	**-**	**-**
TOTAL DEPARTMENT 1107 Bureau of Standards		**263,633**	**-**	**-**
TOTAL MINISTRY 11 Foreign Affairs, Trade, and Barbuda Affairs		**263,633**	**-**	**-**
Total Capital Revenue		**263,633**	**-**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL REVENUE BY MINISTRY / PROGRAMME / DETAIL ITEM

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
1201	Ministry Headquarters	8,000,000	8,000,000	12,807,266
TOTAL MINISTRY 12 Lands, Surveys & Blue Economy		**8,000,000**	**8,000,000**	**12,807,266**

ANTIGUA ESTIMATES - 2026

CAPITAL REVENUE BY MINISTRY / PROGRAMME / DETAIL ITEM

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
01	**Ministry Headquarters**			
	140 Non Tax			
	140104 Commercial Operations			
21202	Sale of Land	8,000,000	8,000,000	12,806,330
21220	Proceeds from Sale of Assets	-	-	936
TOTAL ACTIVITY 140104 Commercial Operations		**8,000,000**	**8,000,000**	**12,807,266**
TOTAL PROGRAMME 140 Non Tax		**8,000,000**	**8,000,000**	**12,807,266**
TOTAL DEPARTMENT 1201 Ministry Headquarters		**8,000,000**	**8,000,000**	**12,807,266**
TOTAL MINISTRY 12 Lands, Surveys & Blue Economy		**8,000,000**	**8,000,000**	**12,807,266**
Total Capital Revenue		**8,000,000**	**8,000,000**	**12,807,266**

ANTIGUA ESTIMATES - 2026

CAPITAL REVENUE BY MINISTRY / PROGRAMME / DETAIL ITEM

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
1502	Treasury	-	-	66,390,407
1503	Inland Revenue	-	-	311,860
TOTAL MINISTRY 15 Finance, Corporate Governance and PPPs		**-**	**-**	**66,702,267**

ANTIGUA ESTIMATES - 2026

CAPITAL REVENUE BY MINISTRY / PROGRAMME / DETAIL ITEM

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
02	**Treasury**			
	900 Fiscal Management			
	900301 Accounting			
21203	Issue of Government Securities	-	-	35,658,672
21204	Loans to Various Financial Institutions	-	-	20,000,000
21305	Issue of Government Securities	-	-	10,731,735
TOTAL ACTIVITY 900301 Accounting		**-**	**-**	**66,390,407**
TOTAL PROGRAMME 900 Fiscal Management		**-**	**-**	**66,390,407**
TOTAL DEPARTMENT 1502 Treasury		**-**	**-**	**66,390,407**
03	**Inland Revenue**			
	900 Fiscal Management			
	900301 Accounting			
21305	Issue of Government Securities	-	-	311,860
TOTAL ACTIVITY 900301 Accounting		**-**	**-**	**311,860**
TOTAL PROGRAMME 900 Fiscal Management		**-**	**-**	**311,860**
TOTAL DEPARTMENT 1503 Inland Revenue		**-**	**-**	**311,860**
TOTAL MINISTRY 15 Finance, Corporate Governance and PPPs		**-**	**-**	**66,702,267**
Total Capital Revenue		**-**	**-**	**66,702,267**

ANTIGUA ESTIMATES - 2026

CAPITAL REVENUE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
2522	Department of Environment	10,447,348	7,919,348	-
TOTAL MINISTRY 25 Health, Wellness, the Environment and Civil Service Affairs		**10,447,348**	**7,919,348**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL REVENUE BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
22	**Department of Environment**			
	160 Unearned			
	160200 Grant Funding			
21304	Other Grants	10,447,348	7,919,348	-
TOTAL ACTIVITY 160200 Grant Funding		**10,447,348**	**7,919,348**	**-**
TOTAL PROGRAMME 160 Unearned		**10,447,348**	**7,919,348**	**-**
TOTAL DEPARTMENT 2522 Department of Environment		**10,447,348**	**7,919,348**	**-**
TOTAL MINISTRY 25 Health, Wellness, the Environment and Civil Service Affairs		**10,447,348**	**7,919,348**	**-**
Total Capital Revenue		**10,447,348**	**7,919,348**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL REVENUE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
3007	Antigua Archives	-	150,000	-
TOTAL MINISTRY 30 Education and Sports		**-**	**150,000**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL REVENUE BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	ACTUAL
		2026	2025	2024
07	**Antigua Archives**			
	140 Non Tax			
	140103 Licenses and Service Fees			
21214	Contributions and/or Donations Received	-	100,000	-
21304	Other Grants	-	50,000	-
TOTAL ACTIVITY 140103 Licenses and Service Fees		**-**	**150,000**	**-**
TOTAL PROGRAMME 140 Non Tax		**-**	**150,000**	**-**
TOTAL DEPARTMENT 3007 Antigua Archives		**-**	**150,000**	**-**
TOTAL MINISTRY 30 Education and Sports		**-**	**150,000**	**-**
Total Capital Revenue		**-**	**150,000**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

01 Office of the Governor General

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Governor General's Office**				
	390326 Custodial Services				
	Consolidated Fund				
40203	Purchase of Office Equipment	-	59,700	59,700	-
40310	Purchase of Equipment n.e.c.	23,214	-	23,213	-
Total Activity 390326 Custodial Services		**23,214**	**59,700**	**82,913**	**-**
Total Department 0101 Governor General's Office		**23,214**	**59,700**	**82,913**	**-**
TOTAL MINISTRY 01 Office of the Governor General		**23,214**	**59,700**	**82,913**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

02 Legislature

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**House of Representatives**				
	390366 Parliamentary Process				
	Consolidated Fund				
40312	Purchase of Kitchen and Refrigerator Equipment	-	17,000	17,000	-
Total Activity 390366 Parliamentary Process		**-**	**17,000**	**17,000**	**-**
Total Department 0201 House of Representatives		**-**	**17,000**	**17,000**	**-**
TOTAL MINISTRY 02 Legislature		**-**	**17,000**	**17,000**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

06 Audit

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Auditor General's Department**				
	350690 Purchase of Minor Capital				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	15,000	15,000	15,000	-
40203	Purchase of Office Equipment	1,050	1,050	1,050	-
40302	Purchase of a Generator	2,700	2,700	2,700	-
41201	Demolition Costs	-	15,465	15,465	-
41210	Contingency Funds	15,465	-	-	-
Total Activity 350690 Purchase of Minor Capital		**34,215**	**34,215**	**34,215**	**-**
Total Department 0601 Auditor General's Department		**34,215**	**34,215**	**34,215**	**-**
TOTAL MINISTRY 06 Audit		**34,215**	**34,215**	**34,215**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

09 Electoral Commission

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Electoral Commission**				
	390788 Establishment of Registration Centres				
	Consolidated Fund				
40201	Purchase of Office Furnishings	50,000	-	-	-
40202	Purchase of Computer Software & Hardware	2,033,249	-	-	-
40203	Purchase of Office Equipment	30,000	-	216,858	-
40204	Purchase of Furnishings n.e.c.	50,000	-	-	-
40310	Purchase of Equipment n.e.c.	20,000	175,000	175,000	-
40505	Purchase of Assets n.e.c.	271,207	-	-	-
41202	Contractors' Costs	105,000	-	-	-
41203	Landscaping costs	136,000	-	-	-
Total Activity 390788 Establishment of Registration Centres		**2,695,456**	**175,000**	**391,858**	**-**
Total Department 0901 Electoral Commission		**2,695,456**	**175,000**	**391,858**	**-**
TOTAL MINISTRY 09 Electoral Commission		**2,695,456**	**175,000**	**391,858**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Prime Minister's Office**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40310	Purchase of Equipment n.e.c.	30,000	-	-	-
40316	Purchase of Printing Equipment	30,000	30,000	30,000	-
Total Activity 390690 Purchase of Minor Capital Item		**60,000**	**30,000**	**30,000**	**-**
	390695 Computerization of Government Offices				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	65,000	-	75,000	-
Total Activity 390695 Computerization of Government Offices		**65,000**	**-**	**75,000**	**-**
	390714 Outfitting of Government Offices				
	Consolidated Fund				
40203	Purchase of Office Equipment	50,000	-	-	-
40315	Purchase of Security Equipment	-	190,443	190,443	-
Total Activity 390714 Outfitting of Government Offices		**50,000**	**190,443**	**190,443**	**-**
	390783 Restoration of Heritage Site				
	Consolidated Fund				
40310	Purchase of Equipment n.e.c.	-	65,000	5,000	-
40402	Purchase of Construction Supplies & Equipment	50,000	50,000	50,000	-
41203	Landscaping costs	50,000	50,000	50,000	-
41204	Materials Costs	50,000	50,000	35,000	-
Total Activity 390783 Restoration of Heritage Site		**150,000**	**215,000**	**140,000**	**-**
Total Department 1001 Prime Minister's Office		**325,000**	**435,443**	**435,443**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
08	**Military**				
	290636 Renovation/Upgrade of Military Facilities				
	Consolidated Fund				
40201	Purchase of Office Furnishings	100,000	-	-	-
40202	Purchase of Computer Software & Hardware	70,000	-	-	-
40301	Purchase of Air Conditioning	75,000	-	-	-
40312	Purchase of Kitchen and Refrigerator Equipment	29,000	-	-	-
40320	Purchase of Farm & Landscaping Equipment	50,000	-	-	-
41203	Landscaping costs	-	100,000	100,000	-
41206	Project Initiation Costs	-	1,000,000	1,000,000	-
Total Activity 290636 Renovation/Upgrade of Military Facilities		**324,000**	**1,100,000**	**1,100,000**	**-**
	290668 Construction Female Barracks - Camp Blizzard				
	Consolidated Fund				
41202	Contractors' Costs	300,000	-	-	-
41204	Materials Costs	300,000	-	-	-
41206	Project Initiation Costs	50,000	-	-	-
Total Activity 290668 Construction Female Barracks - Camp Blizzard		**650,000**	**-**	**-**	**-**
	290690 Purchase of Minor Capital Items				
	Consolidated Fund				
40312	Purchase of Kitchen and Refrigerator Equipment	-	29,000	29,000	-
40316	Purchase of Printing Equipment	-	-	-	34,791
40413	Purchase of Spare parts for vehicles	-	65,000	65,000	-
Total Activity 290690 Purchase of Minor Capital Items		**-**	**94,000**	**94,000**	**34,791**
	290695 Computerisation of Government Offices				
	Consolidated Fund				
40203	Purchase of Office Equipment	-	60,000	60,000	-
Total Activity 290695 Computerisation of Government Offices		**-**	**60,000**	**60,000**	**-**
	290714 Outfitting Government Offices				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	-	85,000	85,000	-

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
40203	Purchase of Office Equipment	60,000	-	-	-
40301	Purchase of Air Conditioning	-	75,000	75,000	-
40302	Purchase of a Generator	100,000	200,000	200,000	-
40315	Purchase of Security Equipment	150,000	250,000	250,000	-
40316	Purchase of Printing Equipment	60,000	60,000	60,000	-
Total Activity 290714 Outfitting Government Offices		**370,000**	**670,000**	**670,000**	**-**
	290754 Strengthening the Policing of waters				
	Consolidated Fund				
40105	Purchase of Marine Vessels	2,700,000	1,000,000	1,000,000	-
Total Activity 290754 Strengthening the Policing of waters		**2,700,000**	**1,000,000**	**1,000,000**	**-**
	390823 Major Conferences & Workshops				
	Consolidated Fund				
40204	Purchase of Furnishings n.e.c.	500,000	-	-	-
40410	Purchase of Arms & Ammunition	1,591,261	-	-	-
41202	Contractors' Costs	2,500,000	-	-	-
41204	Materials Costs	5,002,682	-	-	-
41208	Project Auxiliary Costs	1,113,840	-	-	-
Total Activity 390823 Major Conferences & Workshops		**10,707,783**	**-**	**-**	**-**
Total Department 1008 Military		**14,751,783**	**2,924,000**	**2,924,000**	**34,791**
10	**Passport Office**				
	330792 Establishment of E-Passports				
	Consolidated Fund				
41202	Contractors' Costs	3,540,349	3,540,349	3,540,349	-
Total Activity 330792 Establishment of E-Passports		**3,540,349**	**3,540,349**	**3,540,349**	**-**
Total Department 1010 Passport Office		**3,540,349**	**3,540,349**	**3,540,349**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

10 Prime Minister's Ministry

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
11	**O.N.D.C.P.**				
	290417 Money Laundering Prevention				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	29,000	29,000	-
40202	Purchase of Computer Software & Hardware	-	60,000	60,000	-
40301	Purchase of Air Conditioning	-	24,000	24,000	-
40316	Purchase of Printing Equipment	-	38,000	38,000	-
40320	Purchase of Farm & Landscaping Equipment	-	20,000	20,000	-
Total Activity 290417 Money Laundering Prevention		**-**	**171,000**	**171,000**	**-**
	290509 Monitoring, Regulations & Enforcement				
	Consolidated Fund				
40201	Purchase of Office Furnishings	47,500	-	-	-
40301	Purchase of Air Conditioning	50,000	-	-	-
40315	Purchase of Security Equipment	70,000	-	-	-
40316	Purchase of Printing Equipment	38,000	-	-	-
Total Activity 290509 Monitoring, Regulations & Enforcement		**205,500**	**-**	**-**	**-**
Total Department 1011 O.N.D.C.P.		**205,500**	**171,000**	**171,000**	**-**
TOTAL MINISTRY 10 Prime Minister's Ministry		**18,822,632**	**7,070,792**	**7,070,792**	**34,791**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Ministry of Finance HQ**				
	390611 Construction or Major Upgrade of Government Buildings				
	Consolidated Fund				
40201	Purchase of Office Furnishings	400,000	-	-	-
40204	Purchase of Furnishings n.e.c.	20,000	-	-	-
41202	Contractors' Costs	500,000	-	-	-
41206	Project Initiation Costs	80,000	-	-	-
Total Activity 390611 Construction or Major Upgrade of Government Buildings		**1,000,000**	**-**	**-**	**-**
	390823 Major Conferences & Workshops				
	Consolidated Fund				
40301	Purchase of Air Conditioning	1,000,000	-	-	-
40513	Purchase of Signs	50,000	-	-	-
41202	Contractors' Costs	1,500,000	-	-	-
41204	Materials Costs	1,000,000	-	-	-
41208	Project Auxiliary Costs	450,000	-	-	-
Total Activity 390823 Major Conferences & Workshops		**4,000,000**	**-**	**-**	**-**
	900441 Economic Policy Planning & Development				
	Consolidated Fund				
40204	Purchase of Furnishings n.e.c.	-	300,000	300,000	-
Total Activity 900441 Economic Policy Planning & Development		**-**	**300,000**	**300,000**	**-**
	900690 Purchase of Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	50,000	50,000	-
40202	Purchase of Computer Software & Hardware	-	385,000	385,000	114,181
40203	Purchase of Office Equipment	-	25,000	7,598	-
40301	Purchase of Air Conditioning	-	-	12,000	3,780
40315	Purchase of Security Equipment	150,000	-	-	-
40316	Purchase of Printing Equipment	-	-	5,402	53,595
40317	Purchase of Telecommunications & Broadcasting Equipment	-	197,240	197,240	-
Total Activity 900690 Purchase of Minor Capital Items		**150,000**	**657,240**	**657,240**	**171,556**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	900695 Computerisation - Government Offices				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	750,000	-	-	-
Total Activity 900695 Computerisation - Government Offices		**750,000**	**-**	**-**	**-**
Total Department 1501 Ministry of Finance HQ		**5,900,000**	**957,240**	**957,240**	**171,556**
03	**Inland Revenue**				
	255768 Upgrade of IRD Building				
	Consolidated Fund				
40201	Purchase of Office Furnishings	96,000	-	-	-
40301	Purchase of Air Conditioning	-	-	-	30,000
41204	Materials Costs	95,000	-	-	-
Total Activity 255768 Upgrade of IRD Building		**191,000**	**-**	**-**	**30,000**
	900439 Revenue Collection Services				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	-	90,000	-
40202	Purchase of Computer Software & Hardware	600,000	-	-	87,558
41208	Project Auxiliary Costs	-	-	2,000,000	-
41210	Contingency Funds	60,000	-	-	-
Total Activity 900439 Revenue Collection Services		**660,000**	**-**	**2,090,000**	**87,558**
Total Department 1503 Inland Revenue		**851,000**	**-**	**2,090,000**	**117,558**
04	**Post Office**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	-	-	45,965	-
40315	Purchase of Security Equipment	-	-	-	72,547
Total Activity 390690 Purchase of Minor Capital Item		**-**	**-**	**45,965**	**72,547**
Total Department 1504 Post Office		**-**	**-**	**45,965**	**72,547**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

15 Finance, Corporate Governance and PPPs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
05	**Customs and Excise**				
	900439 Revenue Collection Services				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	500,000	1,500,000	1,500,000	-
Total Activity 900439 Revenue Collection Services		**500,000**	**1,500,000**	**1,500,000**	**-**
Total Department 1505 Customs and Excise		**500,000**	**1,500,000**	**1,500,000**	**-**
08	**Statistics Division**				
	390370 Population Census				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	105,000	175,000	345,000	-
40203	Purchase of Office Equipment	24,964	-	-	-
40408	Purch. of Protective Clothing	164,403	34,653	34,653	-
41202	Contractors' Costs	3,180,685	3,515,083	3,345,083	264,001
41205	Research & Development Cost	59,241	90,865	90,865	95,535
41206	Project Initiation Costs	148,895	181,895	181,895	24,910
41208	Project Auxiliary Costs	32,333	321,700	321,700	248,527
41210	Contingency Funds	-	32,333	32,333	-
Total Activity 390370 Population Census		**3,715,521**	**4,351,529**	**4,351,529**	**632,973**
Total Department 1508 Statistics Division		**3,715,521**	**4,351,529**	**4,351,529**	**632,973**
TOTAL MINISTRY 15 Finance, Corporate Governance and PPPs		**10,966,521**	**6,808,769**	**8,944,734**	**994,634**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**External/Foreign Affairs**				
	283510 Ancillary Services				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	-	-	-	16,482
Total Activity 283510 Ancillary Services		**-**	**-**	**-**	**16,482**
	283690 Purchase of Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	75,000	75,000	-
40202	Purchase of Computer Software & Hardware	-	20,000	20,000	-
Total Activity 283690 Purchase of Minor Capital Items		**-**	**95,000**	**95,000**	**-**
	390783 Restoration of Heritage Site				
	Consolidated Fund				
41202	Contractors' Costs	150,000	-	-	-
41206	Project Initiation Costs	200,000	733,000	733,000	-
41208	Project Auxiliary Costs	75,000	-	-	-
41210	Contingency Funds	7,500	-	-	-
Total Activity 390783 Restoration of Heritage Site		**432,500**	**733,000**	**733,000**	**-**
	390823 Major Conferences & Workshops				
	Consolidated Fund				
40101	Purchase of Vehicles	671,700	-	-	-
40513	Purchase of Signs	80,000	-	-	-
41202	Contractors' Costs	4,000,000	3,000,000	3,000,000	938,292
41204	Materials Costs	1,500,000	-	-	-
41206	Project Initiation Costs	-	-	-	173,972
41208	Project Auxiliary Costs	700,000	1,000,000	2,000,000	148,578
41210	Contingency Funds	-	1,000,000	-	2,850
Total Activity 390823 Major Conferences & Workshops		**6,951,700**	**5,000,000**	**5,000,000**	**1,263,692**
Total Department 1101 External/Foreign Affairs		**7,384,200**	**5,828,000**	**5,828,000**	**1,280,174**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
04	**Trade and Economic Development**				
	280690 Purchase - Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	50,000	20,000	20,000	-
40202	Purchase of Computer Software & Hardware	75,000	-	-	-
40203	Purchase of Office Equipment	50,000	40,000	40,000	-
Total Activity 280690 Purchase - Minor Capital Items		**175,000**	**60,000**	**60,000**	**-**
	282558 National Garment Factory Initiative				
	Consolidated Fund				
40302	Purchase of a Generator	136,800	110,092	110,092	-
40305	Purchase of Production Equipment	200,000	-	-	-
40310	Purchase of Equipment n.e.c.	-	159,420	159,420	-
40505	Purchase of Assets n.e.c.	-	-	21,000	-
41202	Contractors' Costs	-	132,967	132,967	-
41210	Contingency Funds	-	150,000	129,000	-
Total Activity 282558 National Garment Factory Initiative		**336,800**	**552,479**	**552,479**	**-**
	282721 Relocation of Gov't Department/Agency				
	Consolidated Fund				
41206	Project Initiation Costs	-	75,000	75,000	-
Total Activity 282721 Relocation of Gov't Department/Agency		**-**	**75,000**	**75,000**	**-**
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	-	120,500	120,500	-
40203	Purchase of Office Equipment	-	10,000	10,000	-
40310	Purchase of Equipment n.e.c.	-	4,796	4,796	-
40316	Purchase of Printing Equipment	-	50,000	50,000	-
Total Activity 390690 Purchase of Minor Capital Item		**-**	**185,296**	**185,296**	**-**
Total Department 1104 Trade and Economic Development		**511,800**	**872,775**	**872,775**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

11 Foreign Affairs, Trade, and Barbuda Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
07	**Bureau of Standards**				
	281617 Establishing Radiation Protocols				
	External Resources				
	3200 Other External				
41202	Contractors' Costs	263,633	-	-	-
Total Activity 281617 Establishing Radiation Protocols		**263,633**	**-**	**-**	**-**
	281618 National Quality Policy				
	Consolidated Fund				
41205	Research & Development Cost	-	384,000	384,000	25,855
Total Activity 281618 National Quality Policy		**-**	**384,000**	**384,000**	**25,855**
	281729 Strengthening of the ABBS				
	Consolidated Fund				
40203	Purchase of Office Equipment	50,000	50,000	50,000	-
40303	Purchase of Test Equipment	150,000	-	-	-
41206	Project Initiation Costs	-	250,000	250,000	-
Total Activity 281729 Strengthening of the ABBS		**200,000**	**300,000**	**300,000**	**-**
Total Department 1107 Bureau of Standards		**463,633**	**684,000**	**684,000**	**25,855**
TOTAL MINISTRY 11 Foreign Affairs, Trade, and Barbuda Affairs		**8,359,633**	**7,384,775**	**7,384,775**	**1,306,029**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Ministry Headquarters**				
	250626 Land Development				
	Consolidated Fund				
40501	Purchase of Land	-	-	19,060,728	-
Total Activity 250626 Land Development		**-**	**-**	**19,060,728**	**-**
	250690 Purchase of Minor Capital				
	Consolidated Fund				
40201	Purchase of Office Furnishings	50,000	81,000	81,000	1,595
40203	Purchase of Office Equipment	-	-	-	10,600
40316	Purchase of Printing Equipment	30,500	31,500	31,500	-
Total Activity 250690 Purchase of Minor Capital		**80,500**	**112,500**	**112,500**	**12,195**
	271710 Construction of School at Five Islands				
	Consolidated Fund				
40501	Purchase of Land	-	1,778,525	1,778,525	-
Total Activity 271710 Construction of School at Five Islands		**-**	**1,778,525**	**1,778,525**	**-**
Total Department 1201 Ministry Headquarters		**80,500**	**1,891,025**	**20,951,753**	**12,195**
02	**Lands Division**				
	250626 Land Development				
	Consolidated Fund				
40104	Purchase Heavy Vehicular Equipment	350,000	564,957	564,957	-
40501	Purchase of Land	-	-	-	1,778,525
40515	Purchase of Utilities Infrastructure	750,000	600,000	600,000	153,805
41202	Contractors' Costs	150,000	150,000	150,000	-
41207	Land Clearing Costs	300,000	670,000	670,000	-
41210	Contingency Funds	35,719	35,719	35,719	-
Total Activity 250626 Land Development		**1,585,719**	**2,020,676**	**2,020,676**	**1,932,330**
Total Department 1202 Lands Division		**1,585,719**	**2,020,676**	**2,020,676**	**1,932,330**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

12 Lands, Surveys & Blue Economy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
03	**Surveys Division**				
	250400 Surveys & Mapping				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	1,424,745	-	-	-
40309	Purchase of Surveying Equipment	482,766	-	-	-
Total Activity 250400 Surveys & Mapping		**1,907,511**	**-**	**-**	**-**
Total Department 1203 Surveys Division		**1,907,511**	**-**	**-**	**-**
04	**Development Control Authority**				
	250690 Purchase of Minor Capital				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	-	5,300	5,024
40203	Purchase of Office Equipment	-	40,000	34,700	5,742
40315	Purchase of Security Equipment	-	100,000	100,000	-
Total Activity 250690 Purchase of Minor Capital		**-**	**140,000**	**140,000**	**10,766**
Total Department 1204 Development Control Authority		**-**	**140,000**	**140,000**	**10,766**
TOTAL MINISTRY 12 Lands, Surveys & Blue Economy		**3,573,730**	**4,051,701**	**23,112,429**	**1,955,291**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Ministry of Agriculture HQ**				
	300714 Outfitting Government Offices				
	Consolidated Fund				
40301	Purchase of Air Conditioning	10,000	-	-	-
40302	Purchase of a Generator	100,000	-	-	-
Total Activity 300714 Outfitting Government Offices		**110,000**	**-**	**-**	**-**
	300779 Purchase of Agricultural Equipment and Machinery				
	Consolidated Fund				
40104	Purchase Heavy Vehicular Equipment	225,000	-	-	-
Total Activity 300779 Purchase of Agricultural Equipment and Machinery		**225,000**	**-**	**-**	**-**
Total Department 2001 Ministry of Agriculture HQ		**335,000**	**-**	**-**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
02	**Agriculture Division**				
	300621 Renovation/Upgrading of Agricultural Stations				
	Consolidated Fund				
41202	Contractors' Costs	-	200,000	-	-
41204	Materials Costs	-	310,000	-	-
Total Activity 300621 Renovation/Upgrading of Agricultural Stations		**-**	**510,000**	**-**	**-**
	300626 Land Development				
	Consolidated Fund				
40320	Purchase of Farm & Landscaping Equipment	80,000	-	-	-
40402	Purchase of Construction Supplies & Equipment	80,000	-	-	-
40404	Purchase of Fencing Materials	80,000	-	-	-
41202	Contractors' Costs	80,000	-	-	-
41204	Materials Costs	20,000	-	-	-
41207	Land Clearing Costs	40,000	-	-	-
Total Activity 300626 Land Development		**380,000**	**-**	**-**	**-**
	309669 Construction of Farm & Feeder Roads				
	Consolidated Fund				
41207	Land Clearing Costs	-	100,000	610,000	-
Total Activity 309669 Construction of Farm & Feeder Roads		**-**	**100,000**	**610,000**	**-**
Total Department 2002 Agriculture Division		**380,000**	**610,000**	**610,000**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
03	**Veterinary & Animal Husbandry**				
	307720 Refurbishment of Abattoir and Meat Market				
	Consolidated Fund				
41204	Materials Costs	100,000	250,000	250,000	-
Total Activity 307720 Refurbishment of Abattoir and Meat Market		**100,000**	**250,000**	**250,000**	**-**
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40201	Purchase of Office Furnishings	25,000	39,775	39,775	-
40202	Purchase of Computer Software & Hardware	10,000	13,980	13,980	-
40203	Purchase of Office Equipment	20,000	22,000	22,000	-
Total Activity 390690 Purchase of Minor Capital Item		**55,000**	**75,755**	**75,755**	**-**
Total Department 2003 Veterinary & Animal Husbandry		**155,000**	**325,755**	**325,755**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
04	**Fisheries Division**				
	303667 Construction Artisanal Fishing Port-Barbuda				
	Consolidated Fund				
40404	Purchase of Fencing Materials	50,000	-	-	-
41206	Project Initiation Costs	50,000	50,000	50,000	-
Total Activity 303667 Construction Artisanal Fishing Port-Barbuda		**100,000**	**50,000**	**50,000**	**-**
	303690 Purchase of Minor Capital				
	Consolidated Fund				
40308	Purchase of Radar	26,000	26,400	26,400	-
40310	Purchase of Equipment n.e.c.	50,000	75,707	75,707	-
40315	Purchase of Security Equipment	10,000	17,534	17,534	-
Total Activity 303690 Purchase of Minor Capital		**86,000**	**119,641**	**119,641**	**-**
	303693 Fencing of Fisheries Complexes				
	Consolidated Fund				
40401	Purchase of Spares for Equipment	20,000	20,000	20,000	-
40404	Purchase of Fencing Materials	55,000	-	-	-
41206	Project Initiation Costs	25,000	100,000	100,000	-
Total Activity 303693 Fencing of Fisheries Complexes		**100,000**	**120,000**	**120,000**	**-**
Total Department 2004 Fisheries Division		**286,000**	**289,641**	**289,641**	**-**
05	**Crop Research and Development Division**				
	300626 Land Development				
	Consolidated Fund				
40201	Purchase of Office Furnishings	10,000	10,000	10,000	-
40203	Purchase of Office Equipment	10,000	10,000	10,000	-
40303	Purchase of Test Equipment	8,000	8,000	8,000	-
40305	Purchase of Production Equipment	8,000	8,000	8,000	-
40401	Purchase of Spares for Equipment	10,000	10,000	10,000	-
40413	Purchase of Spare parts for vehicles	10,000	10,000	10,000	-
Total Activity 300626 Land Development		**56,000**	**56,000**	**56,000**	**-**
Total Department 2005 Crop Research and Development Division		**56,000**	**56,000**	**56,000**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

20 Agriculture, Fisheries and Veterinary Services

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
14	**Plant Protection**				
	304795 Eradication of Giant African Snails				
	Consolidated Fund				
40101	Purchase of Vehicles	-	180,000	180,000	-
41202	Contractors' Costs	175,000	250,000	250,000	-
41204	Materials Costs	100,000	150,000	150,000	-
41205	Research & Development Cost	36,800	36,800	36,800	-
41206	Project Initiation Costs	-	5,000	5,000	-
41207	Land Clearing Costs	-	50,000	50,000	-
41210	Contingency Funds	-	25,000	25,000	-
Total Activity 304795 Eradication of Giant African Snails		**311,800**	**696,800**	**696,800**	**-**
Total Department 2014 Plant Protection		**311,800**	**696,800**	**696,800**	**-**
15	**Statistics Research & Information Technology**				
	300690 Purchase of Minor Capital Item				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	-	10,500	10,500	-
Total Activity 300690 Purchase of Minor Capital Item		**-**	**10,500**	**10,500**	**-**
Total Department 2015 Statistics Research & Information Technology		**-**	**10,500**	**10,500**	**-**
TOTAL MINISTRY 20 Agriculture, Fisheries and Veterinary Services		**1,523,800**	**1,988,696**	**1,988,696**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

13 Creative Industries and Innovation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Creative Industries and Innovation HQ**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	-	30,000	30,000	-
40204	Purchase of Furnishings n.e.c.	-	100,000	100,000	-
40312	Purchase of Kitchen and Refrigerator Equipment	-	60,000	60,000	-
Total Activity 390690 Purchase of Minor Capital Item		**-**	**190,000**	**190,000**	**-**
Total Department 1301 Creative Industries and Innovation HQ		**-**	**190,000**	**190,000**	**-**
02	**Department of Creative Industries**				
	390479 Social and Cultural Events				
	Consolidated Fund				
40314	Purchase of Music Equipment	76,677	-	-	-
Total Activity 390479 Social and Cultural Events		**76,677**	**-**	**-**	**-**
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	15,000	59,925	59,925	-
40305	Purchase of Production Equipment	25,000	-	-	-
40314	Purchase of Music Equipment	-	76,676	76,676	-
Total Activity 390690 Purchase of Minor Capital Item		**40,000**	**136,601**	**136,601**	**-**
Total Department 1302 Department of Creative Industries		**116,677**	**136,601**	**136,601**	**-**
TOTAL MINISTRY 13 Creative Industries and Innovation		**116,677**	**326,601**	**326,601**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Education Headquarters**				
	270690 Purchase of Minor Capital				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	40,000	40,000	39,870
40202	Purchase of Computer Software & Hardware	45,000	45,000	63,000	-
40203	Purchase of Office Equipment	22,000	65,000	65,000	-
40320	Purchase of Farm & Landscaping Equipment	90,000	90,000	72,000	-
Total Activity 270690 Purchase of Minor Capital		**157,000**	**240,000**	**240,000**	**39,870**
	270791 Construction or Upgrade of National Accreditation Board HQ				
	Consolidated Fund				
40203	Purchase of Office Equipment	-	60,000	60,000	-
Total Activity 270791 Construction or Upgrade of National Accreditation Board HQ		**-**	**60,000**	**60,000**	**-**
	273612 UWI Campus - Antigua				
	Consolidated Fund				
41206	Project Initiation Costs	-	-	610,216	-
Total Activity 273612 UWI Campus - Antigua		**-**	**-**	**610,216**	**-**
	275712 Upgrade/Renovation of ABNTA				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	60,000	60,000	-
40203	Purchase of Office Equipment	-	70,000	70,000	-
Total Activity 275712 Upgrade/Renovation of ABNTA		**-**	**130,000**	**130,000**	**-**
Total Department 3001 Education Headquarters		**157,000**	**430,000**	**1,040,216**	**39,870**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
02	**Administration of Education Services**				
	273708 Upgrading/Renovation of Tertiary Institutions				
	Consolidated Fund				
40201	Purchase of Office Furnishings	225,000	-	-	-
40202	Purchase of Computer Software & Hardware	200,000	-	-	-
40301	Purchase of Air Conditioning	250,000	-	-	-
40302	Purchase of a Generator	41,507	-	-	-
40303	Purchase of Test Equipment	125,000	-	-	-
40315	Purchase of Security Equipment	100,000	-	-	-
40320	Purchase of Farm & Landscaping Equipment	225,000	-	-	-
40404	Purchase of Fencing Materials	500,000	-	-	-
40408	Purch. of Protective Clothing	100,000	-	-	-
Total Activity 273708 Upgrading/Renovation of Tertiary Institutions		**1,766,507**	**-**	**-**	**-**
	273825 Establishment of School of Agriculture				
	Consolidated Fund				
40104	Purchase Heavy Vehicular Equipment	145,510	-	-	-
40201	Purchase of Office Furnishings	88,300	-	-	-
40202	Purchase of Computer Software & Hardware	150,000	-	-	-
40203	Purchase of Office Equipment	600	-	-	-
40310	Purchase of Equipment n.e.c.	10,410	-	-	-
40312	Purchase of Kitchen and Refrigerator Equipment	24,618	-	-	-
40315	Purchase of Security Equipment	40,000	-	-	-
40320	Purchase of Farm & Landscaping Equipment	130,000	-	-	-
41202	Contractors' Costs	225,000	-	-	-
Total Activity 273825 Establishment of School of Agriculture		**814,438**	**-**	**-**	**-**
Total Department 3002 Administration of Education Services		**2,580,945**	**-**	**-**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
03	**Primary Education Division**				
	270777 Upgrade of School Plants				
	Consolidated Fund				
41208	Project Auxiliary Costs	-	175,000	175,000	-
	External Resources				
	4501 Caribbean Development Bank				
41205	Research & Development Cost	-	790,000	790,000	-
41206	Project Initiation Costs	-	755,000	755,000	-
41208	Project Auxiliary Costs	-	85,000	85,000	-
Total Activity 270777 Upgrade of School Plants		**-**	**1,805,000**	**1,805,000**	**-**
	270816 Enhancing Learning Continuity & Resiliency Project				
	Consolidated Fund				
41206	Project Initiation Costs	150,000	-	-	-
41208	Project Auxiliary Costs	-	75,000	75,000	-
	External Resources				
	4501 Caribbean Development Bank				
40202	Purchase of Computer Software & Hardware	-	1,049,760	1,049,760	-
41206	Project Initiation Costs	1,635,202	-	-	-
41208	Project Auxiliary Costs	-	34,000	34,000	-
Total Activity 270816 Enhancing Learning Continuity & Resiliency Project		**1,785,202**	**1,158,760**	**1,158,760**	**-**
	271710 Construction of School at Five Islands				
	Consolidated Fund				
41202	Contractors' Costs	1,000,000	-	370,407	-
41206	Project Initiation Costs	-	-	-	37,405
41207	Land Clearing Costs	-	-	268,800	56,000
	External Resources				
	4516 Saudi Fund				
41202	Contractors' Costs	-	4,000,000	4,000,000	-
41208	Project Auxiliary Costs	-	1,000,000	1,000,000	-
Total Activity 271710 Construction of School at Five Islands		**1,000,000**	**5,000,000**	**5,639,207**	**93,405**
	276711 Basic Education Project 2				

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	Consolidated Fund				
41208	Project Auxiliary Costs	50,000	220,000	220,000	-
	External Resources				
	4501 Caribbean Development Bank				
40204	Purchase of Furnishings n.e.c.	945,000	657,380	657,380	-
41202	Contractors' Costs	239,000	4,545,870	4,545,870	-
41205	Research & Development Cost	-	98,900	98,900	-
41206	Project Initiation Costs	-	880,100	880,100	-
41208	Project Auxiliary Costs	-	12,550	12,550	-
Total Activity 276711 Basic Education Project 2		**1,234,000**	**6,414,800**	**6,414,800**	**-**
Total Department 3003 Primary Education Division		**4,019,202**	**14,378,560**	**15,017,767**	**93,405**
05	**State College**				
	273690 Purchase of Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	80,000	80,000	-
40203	Purchase of Office Equipment	-	60,000	60,000	-
40301	Purchase of Air Conditioning	-	100,000	100,000	-
40315	Purchase of Security Equipment	-	100,000	100,000	-
Total Activity 273690 Purchase of Minor Capital Items		**-**	**340,000**	**340,000**	**-**
	273708 Upgrading/Renovation of Tertiary Institutions				
	Consolidated Fund				
41206	Project Initiation Costs	-	100,000	100,000	-
Total Activity 273708 Upgrading/Renovation of Tertiary Institutions		**-**	**100,000**	**100,000**	**-**
	274463 Library Services				
	Consolidated Fund				
40316	Purchase of Printing Equipment	-	150,000	150,000	-
Total Activity 274463 Library Services		**-**	**150,000**	**150,000**	**-**
Total Department 3005 State College		**-**	**590,000**	**590,000**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
06	**Public Library**				
	274690 Purchase of Minor Capital				
	Consolidated Fund				
40203	Purchase of Office Equipment	130,000	-	-	-
Total Activity 274690 Purchase of Minor Capital		**130,000**	**-**	**-**	**-**
Total Department 3006 Public Library		**130,000**	**-**	**-**	**-**
07	**Antigua Archives**				
	270490 Archiving				
	Consolidated Fund				
40203	Purchase of Office Equipment	150,000	150,000	150,000	-
41206	Project Initiation Costs	-	50,000	50,000	-
Total Activity 270490 Archiving		**150,000**	**200,000**	**200,000**	**-**
Total Department 3007 Antigua Archives		**150,000**	**200,000**	**200,000**	**-**
08	**ABICE**				
	275690 Purchase of Minor Capital Items				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	20,000	20,000	20,000	-
40203	Purchase of Office Equipment	50,000	30,000	30,000	-
Total Activity 275690 Purchase of Minor Capital Items		**70,000**	**50,000**	**50,000**	**-**
Total Department 3008 ABICE		**70,000**	**50,000**	**50,000**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
11	**Sports**				
	430628 Upgrade/Maintenance of Sports Facilities				
	Consolidated Fund				
40320	Purchase of Farm & Landscaping Equipment	100,000	70,000	70,000	62,378
Total Activity 430628 Upgrade/Maintenance of Sports Facilities		**100,000**	**70,000**	**70,000**	**62,378**
	430690 Purchase of Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	50,000	50,000	50,000	456,715
40202	Purchase of Computer Software & Hardware	10,000	-	20,079	-
40203	Purchase of Office Equipment	30,000	30,000	30,000	-
40204	Purchase of Furnishings n.e.c.	65,500	65,500	65,500	-
40301	Purchase of Air Conditioning	80,000	-	55,780	-
40315	Purchase of Security Equipment	100,000	-	-	-
40316	Purchase of Printing Equipment	50,000	150,000	150,000	-
40414	Purchase of Firefighting Supplies and Spare Parts	-	-	-	56,500
Total Activity 430690 Purchase of Minor Capital Items		**385,500**	**295,500**	**371,359**	**513,215**
Total Department 3011 Sports		**485,500**	**365,500**	**441,359**	**575,593**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

30 Education and Sports

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
12	**School Meals Services**				
	308443 School Meals Initiative				
	Consolidated Fund				
40201	Purchase of Office Furnishings	80,000	50,000	80,000	48,250
40202	Purchase of Computer Software & Hardware	50,000	50,000	420,000	57,500
40203	Purchase of Office Equipment	100,000	-	-	-
40204	Purchase of Furnishings n.e.c.	30,000	-	50,000	-
40301	Purchase of Air Conditioning	200,000	200,000	200,000	49,850
40302	Purchase of a Generator	200,000	400,000	400,000	385,000
40310	Purchase of Equipment n.e.c.	80,000	20,000	20,000	18,000
40312	Purchase of Kitchen and Refrigerator Equipment	200,000	405,000	1,036,000	726,060
40320	Purchase of Farm & Landscaping Equipment	20,000	20,000	20,000	-
40505	Purchase of Assets n.e.c.	60,000	-	-	-
41202	Contractors' Costs	200,000	300,000	302,500	160,250
41204	Materials Costs	300,000	400,000	500,000	267,831
Total Activity 308443 School Meals Initiative		**1,520,000**	**1,845,000**	**3,028,500**	**1,712,741**
Total Department 3012 School Meals Services		**1,520,000**	**1,845,000**	**3,028,500**	**1,712,741**
15	**ABIIT**				
	273769 Upgrade of ABIIT				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	250,000	250,000	-
40202	Purchase of Computer Software & Hardware	-	250,000	240,357	-
40203	Purchase of Office Equipment	-	150,000	150,000	-
40301	Purchase of Air Conditioning	-	250,000	259,643	-
40316	Purchase of Printing Equipment	-	100,000	100,000	-
Total Activity 273769 Upgrade of ABIIT		**-**	**1,000,000**	**1,000,000**	**-**
Total Department 3015 ABIIT		**-**	**1,000,000**	**1,000,000**	**-**
TOTAL MINISTRY 30 Education and Sports		**9,112,647**	**18,859,060**	**21,367,842**	**2,421,609**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Health HQ**				
	261798 Rehabilitation of Community (Poly-)Clinics				
	Consolidated Fund				
41206	Project Initiation Costs	-	42,000	42,000	-
Total Activity 261798 Rehabilitation of Community (Poly-)Clinics		**-**	**42,000**	**42,000**	**-**
	264460 Health Services Administration				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	-	-	18,919
Total Activity 264460 Health Services Administration		**-**	**-**	**-**	**18,919**
	264517 Emergency Medical Services				
	Consolidated Fund				
40307	Purchase of Medical Equipment	50,000	-	-	-
41202	Contractors' Costs	50,000	-	-	-
41206	Project Initiation Costs	20,000	-	-	-
Total Activity 264517 Emergency Medical Services		**120,000**	**-**	**-**	**-**
	264690 Purchase of Minor Capital Items				
	Consolidated Fund				
40307	Purchase of Medical Equipment	-	-	77,145	-
40316	Purchase of Printing Equipment	-	-	14,980	-
Total Activity 264690 Purchase of Minor Capital Items		**-**	**-**	**92,125**	**-**
	264714 Outfitting Government Offices				
	Consolidated Fund				
40201	Purchase of Office Furnishings	40,000	40,000	25,020	-
40202	Purchase of Computer Software & Hardware	100,000	-	-	-
Total Activity 264714 Outfitting Government Offices		**140,000**	**40,000**	**25,020**	**-**
Total Department 2501 Health HQ		**260,000**	**82,000**	**159,145**	**18,919**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
02	**Medical General Division**				
	261328 Dentistry				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	25,000	-	-	-
40307	Purchase of Medical Equipment	75,000	-	-	-
Total Activity 261328 Dentistry		**100,000**	**-**	**-**	**-**
	261690 Purchase of Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	-	-	26,450
40202	Purchase of Computer Software & Hardware	-	-	-	23,866
Total Activity 261690 Purchase of Minor Capital Items		**-**	**-**	**-**	**50,316**
	261798 Rehabilitation of Community (Poly-)Clinics				
	Consolidated Fund				
40201	Purchase of Office Furnishings	50,000	134,000	134,000	-
40202	Purchase of Computer Software & Hardware	50,000	100,000	100,000	-
40203	Purchase of Office Equipment	25,000	50,000	50,000	-
40301	Purchase of Air Conditioning	75,000	100,000	100,000	-
40302	Purchase of a Generator	50,000	175,000	175,000	-
40307	Purchase of Medical Equipment	25,000	125,000	149,973	-
40312	Purchase of Kitchen and Refrigerator Equipment	20,000	60,000	60,000	-
40513	Purchase of Signs	-	52,500	52,500	-
Total Activity 261798 Rehabilitation of Community (Poly-)Clinics		**295,000**	**796,500**	**821,473**	**-**
Total Department 2502 Medical General Division		**395,000**	**796,500**	**821,473**	**50,316**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
03	**Central Board of Health**				
	266616 Establishment of Public Cemetery				
	Consolidated Fund				
40310	Purchase of Equipment n.e.c.	-	-	255,714	-
Total Activity 266616 Establishment of Public Cemetery		**-**	**-**	**255,714**	**-**
	266690 Purchase of Minor Capital Items				
	Consolidated Fund				
40104	Purchase Heavy Vehicular Equipment	300,000	650,000	650,000	-
40201	Purchase of Office Furnishings	25,000	-	-	-
40202	Purchase of Computer Software & Hardware	30,000	60,000	60,000	12,525
40203	Purchase of Office Equipment	-	30,000	30,000	17,980
40301	Purchase of Air Conditioning	-	45,000	45,000	-
40310	Purchase of Equipment n.e.c.	-	275,000	275,000	29,890
Total Activity 266690 Purchase of Minor Capital Items		**355,000**	**1,060,000**	**1,060,000**	**60,395**
Total Department 2503 Central Board of Health		**355,000**	**1,060,000**	**1,315,714**	**60,395**
05	**Clarevue Psychiatric Hospital**				
	262756 Upgrade of Psychiatric Facilities				
	Consolidated Fund				
40201	Purchase of Office Furnishings	29,495	29,495	29,495	-
40202	Purchase of Computer Software & Hardware	35,940	35,940	35,940	-
40203	Purchase of Office Equipment	9,000	-	-	-
40301	Purchase of Air Conditioning	-	30,000	30,000	-
40302	Purchase of a Generator	75,000	155,000	155,000	-
40307	Purchase of Medical Equipment	25,000	-	-	-
40312	Purchase of Kitchen and Refrigerator Equipment	75,000	76,290	76,290	-
40315	Purchase of Security Equipment	50,000	70,000	70,000	-
40320	Purchase of Farm & Landscaping Equipment	60,000	60,000	60,000	-
41206	Project Initiation Costs	50,000	500,000	500,000	-
Total Activity 262756 Upgrade of Psychiatric Facilities		**409,435**	**956,725**	**956,725**	**-**
Total Department 2505 Clarevue Psychiatric Hospital		**409,435**	**956,725**	**956,725**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
06	**Fiennes Institute**				
	430624 Renovation of Facilities at Fiennes Institute				
	Consolidated Fund				
40203	Purchase of Office Equipment	30,000	-	-	-
40301	Purchase of Air Conditioning	80,000	-	-	-
40302	Purchase of a Generator	100,000	100,000	100,000	-
40310	Purchase of Equipment n.e.c.	-	150,000	150,000	-
40312	Purchase of Kitchen and Refrigerator Equipment	100,000	-	-	-
41202	Contractors' Costs	200,000	100,000	100,000	-
Total Activity 430624 Renovation of Facilities at Fiennes Institute		**510,000**	**350,000**	**350,000**	**-**
	430690 Purchase of Minor Capital Items				
	Consolidated Fund				
40310	Purchase of Equipment n.e.c.	-	-	-	9,590
Total Activity 430690 Purchase of Minor Capital Items		**-**	**-**	**-**	**9,590**
Total Department 2506 Fiennes Institute		**510,000**	**350,000**	**350,000**	**9,590**
22	**Department of Environment**				
	502611 Construction and/or Major upgrade to Government Building				
	Consolidated Fund				
41206	Project Initiation Costs	-	50,000	50,000	-
Total Activity 502611 Construction and/or Major upgrade to Government Building		**-**	**50,000**	**50,000**	**-**
Total Department 2522 Department of Environment		**-**	**50,000**	**50,000**	**-**
24	**Establishment Division**				
	390695 Computerization of Government Offices				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	234,069	-	-	-
Total Activity 390695 Computerization of Government Offices		**234,069**	**-**	**-**	**-**
Total Department 2524 Establishment Division		**234,069**	**-**	**-**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

25 Health, Wellness, the Environment and Civil Service Affairs

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
25	**Training Division**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40201	Purchase of Office Furnishings	20,000	-	-	-
40202	Purchase of Computer Software & Hardware	30,000	-	-	-
40203	Purchase of Office Equipment	10,000	-	-	-
40204	Purchase of Furnishings n.e.c.	10,000	-	-	-
40310	Purchase of Equipment n.e.c.	25,000	-	-	-
40316	Purchase of Printing Equipment	20,000	-	-	-
Total Activity 390690 Purchase of Minor Capital Item		**115,000**	**-**	**-**	**-**
Total Department 2525 Training Division		**115,000**	**-**	**-**	**-**
TOTAL MINISTRY 25 Health, Wellness, the Environment and Civil Service Affairs		**2,278,504**	**3,295,225**	**3,653,057**	**139,220**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

35 Civil Aviation and Transportation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Civil Aviation**				
	256690 Purchase of Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	15,000	15,000	15,000	-
40202	Purchase of Computer Software & Hardware	40,000	20,000	18,000	34,155
40203	Purchase of Office Equipment	40,000	40,000	40,000	-
40305	Purchase of Production Equipment	50,000	50,000	50,000	-
40316	Purchase of Printing Equipment	20,000	-	2,000	-
Total Activity 256690 Purchase of Minor Capital Items		**165,000**	**125,000**	**125,000**	**34,155**
Total Department 3501 Civil Aviation		**165,000**	**125,000**	**125,000**	**34,155**
02	**V C Bird International Airport**				
	500690 Purchase of Minor Capital Items				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	50,000	40,000	40,000	54,338
40203	Purchase of Office Equipment	85,000	85,000	85,000	-
Total Activity 500690 Purch. of Minor Capital Items		**135,000**	**125,000**	**125,000**	**54,338**
	500753 Restoration of Airport Radar				
	Consolidated Fund				
40304	Purchase of Airport Equipment	-	881,000	881,000	-
Total Activity 500753 Restoration of Airport Radar		**-**	**881,000**	**881,000**	**-**
Total Department 3502 V C Bird International Airport		**135,000**	**1,006,000**	**1,006,000**	**54,338**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

35 Civil Aviation and Transportation

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
03	**Meteorological Office**				
	502690 Purchase of Minor Capital Item				
	Consolidated Fund				
40201	Purchase of Office Furnishings	100,000	100,000	100,000	-
40202	Purchase of Computer Software & Hardware	50,000	50,000	50,000	11,388
40203	Purchase of Office Equipment	35,000	25,000	25,000	798
40303	Purchase of Test Equipment	42,000	60,000	60,000	-
40306	Purchase of Lab & Field Equipment	-	12,000	12,000	-
40310	Purchase of Equipment n.e.c.	35,000	880,500	880,500	-
40401	Purchase of Spares for Equipment	30,000	20,000	20,000	-
Total Activity 502690 Purchase of Minor Capital Item		**292,000**	**1,147,500**	**1,147,500**	**12,186**
	502773 Upgrade of Meteorological Data Collection Equipment				
	Consolidated Fund				
40310	Purchase of Equipment n.e.c.	350,000	-	-	-
Total Activity 502773 Upgrade of Meteorological Data Collection Equipment		**350,000**	**-**	**-**	**-**
Total Department 3503 Meteorological Office		**642,000**	**1,147,500**	**1,147,500**	**12,186**
TOTAL MINISTRY 35 Civil Aviation and Transportation		**942,000**	**2,278,500**	**2,278,500**	**100,679**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

80 Tourism and Investment

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Tourism HQ**				
	500510 Ancillary Services				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	-	78,793	78,793	-
Total Activity 500510 Ancillary Services		**-**	**78,793**	**78,793**	**-**
	500690 Purchase of Minor Capital Items				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	13,858	-	-	-
40301	Purchase of Air Conditioning	2,955	-	-	-
40316	Purchase of Printing Equipment	8,000	-	-	-
Total Activity 500690 Purchase of Minor Capital Items		**24,813**	**-**	**-**	**-**
Total Department 8001 Tourism HQ		**24,813**	**78,793**	**78,793**	**-**
09	**Beach Safety and Protection Unit**				
	390320 Conservation Management				
	Consolidated Fund				
40310	Purchase of Equipment n.e.c.	40,000	40,000	40,000	-
Total Activity 390320 Conservation Management		**40,000**	**40,000**	**40,000**	**-**
Total Department 8009 Beach Safety and Protection Unit		**40,000**	**40,000**	**40,000**	**-**
TOTAL MINISTRY 80 Tourism and Investment		**64,813**	**118,793**	**118,793**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Public Works and Transportation HQ**				
	250445 Motor Pool Operations				
	Consolidated Fund				
40101	Purchase of Vehicles	5,000,000	6,000,000	6,000,000	15,459,715
Total Activity 250445 Motor Pool Operations		**5,000,000**	**6,000,000**	**6,000,000**	**15,459,715**
	255714 Outfitting Government Offices				
	Consolidated Fund				
40201	Purchase of Office Furnishings	1,000,000	1,500,000	1,500,000	4,287,058
40202	Purchase of Computer Software & Hardware	200,000	300,000	300,000	206,248
40203	Purchase of Office Equipment	200,000	500,000	500,000	216,870
40301	Purchase of Air Conditioning	1,000,000	1,000,000	1,000,000	1,097,021
Total Activity 255714 Outfitting Government Offices		**2,400,000**	**3,300,000**	**3,300,000**	**5,807,197**
Total Department 4001 Public Works and Transportation HQ		**7,400,000**	**9,300,000**	**9,300,000**	**21,266,912**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
02	**Works Division**				
	250797 Barbuda Rehabilitation/Reconstruction				
	External Resources				
	4501 Caribbean Development Bank				
41202	Contractors' Costs	5,613,800	-	-	-
Total Activity 250797 Barbuda Rehabilitation/Reconstruction		**5,613,800**	**-**	**-**	**-**
	251630 Construction and/or Major Upgrade Roads & Drainage				
	Consolidated Fund				
40104	Purchase Heavy Vehicular Equipment	5,000,000	2,000,000	8,000,000	4,285,383
40302	Purchase of a Generator	300,000	-	-	-
40309	Purchase of Surveying Equipment	300,000	300,000	300,000	-
40310	Purchase of Equipment n.e.c.	300,000	-	-	-
41202	Contractors' Costs	30,000,000	30,000,000	30,000,000	1,940,570
41204	Materials Costs	20,000,000	15,000,000	27,000,000	27,937,776
	External Resources				
	4501 Caribbean Development Bank				
40204	Purchase of Furnishings n.e.c.	-	1,361,167	1,361,167	-
41202	Contractors' Costs	1,819,800	3,461,331	3,461,331	-
41208	Project Auxiliary Costs	-	1,432,078	1,432,078	-
Total Activity 251630 Construction and/or Major Upgrade Roads & Drainage		**57,719,800**	**53,554,576**	**71,554,576**	**34,163,729**
	251652 Construction Barbuda Roads				
	External Resources				
	4501 Caribbean Development Bank				
41202	Contractors' Costs	-	8,150,700	8,150,700	-
Total Activity 251652 Construction Barbuda Roads		**-**	**8,150,700**	**8,150,700**	**-**
	251704 Major Repairs of Quarry				
	Consolidated Fund				
40311	Purchase of Quarry Equipment	2,000,000	2,000,000	2,000,000	-
40401	Purchase of Spares for Equipment	1,000,000	-	-	-
Total Activity 251704 Major Repairs of Quarry		**3,000,000**	**2,000,000**	**2,000,000**	**-**
	251794 Construction of Road and				

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	Drains - CDB Funded				
	Consolidated Fund				
40501	Purchase of Land	-	869,408	869,408	-
41202	Contractors' Costs	-	-	-	1,653,037
41208	Project Auxiliary Costs	-	980,854	980,854	-
	External Resources				
	3211 CDB/UKCIF				
41202	Contractors' Costs	9,117,900	9,101,615	9,101,615	-
41208	Project Auxiliary Costs	-	1,439,957	1,439,957	-
Total Activity 251794 Construction of Road and Drains - CDB Funded		**9,117,900**	**12,391,834**	**12,391,834**	**1,653,037**
	251796 Second Road Infrastructure Rehab Project (SRIRP)				
	Consolidated Fund				
40501	Purchase of Land	-	815,070	815,070	-
41202	Contractors' Costs	-	6,113,025	6,113,025	-
41208	Project Auxiliary Costs	-	1,915,415	1,915,415	195,250
	External Resources				
	4501 Caribbean Development Bank				
40515	Purchase of Utilities Infrastructure	-	1,086,760	1,086,760	-
41202	Contractors' Costs	8,788,119	9,835,178	9,835,178	-
Total Activity 251796 Second Road Infrastructure Rehab Project (SRIRP)		**8,788,119**	**19,765,448**	**19,765,448**	**195,250**
	253665 Upgrade - Traffic Management System				
	Consolidated Fund				
40310	Purchase of Equipment n.e.c.	300,000	300,000	300,000	125,200
41202	Contractors' Costs	500,000	500,000	500,000	903,758
41204	Materials Costs	500,000	500,000	500,000	125,369
Total Activity 253665 Upgrade - Traffic Management System		**1,300,000**	**1,300,000**	**1,300,000**	**1,154,327**
	255611 Construction &/or Major Upgrade Government Buildings				
	Consolidated Fund				
40302	Purchase of a Generator	500,000	1,000,000	1,000,000	604,016
41202	Contractors' Costs	10,000,000	10,000,000	20,896,779	4,332,778
41204	Materials Costs	5,000,000	5,000,000	5,000,000	435,337

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	External Resources				
	4501 Caribbean Development Bank				
40310	Purchase of Equipment n.e.c.	-	163,014	163,014	-
40412	Purchase of Spare parts for boat	-	203,767	203,767	-
41205	Research & Development Cost	-	559,682	559,682	-
41208	Project Auxiliary Costs	-	377,650	377,650	-
Total Activity 255611 Construction &/or Major Upgrade Government Buildings		**15,500,000**	**17,304,113**	**28,200,892**	**5,372,131**
	255690 Purchase - Minor Capital Items				
	Consolidated Fund				
40310	Purchase of Equipment n.e.c.	75,000	250,000	250,000	90,000
Total Activity 255690 Purchase - Minor Capital Items		**75,000**	**250,000**	**250,000**	**90,000**
	255797 Barbuda Rehabilitation/Reconstruction				
	External Resources				
	4501 Caribbean Development Bank				
41202	Contractors' Costs	-	4,306,287	4,306,287	-
41205	Research & Development Cost	-	624,887	624,887	-
Total Activity 255797 Barbuda Rehabilitation/Reconstruction		**-**	**4,931,174**	**4,931,174**	**-**
	255800 Boobey Alley Redevelopment Project				
	Consolidated Fund				
40505	Purchase of Assets n.e.c.	400,000	1,000,000	1,000,000	-
Total Activity 255800 Boobey Alley Redevelopment Project		**400,000**	**1,000,000**	**1,000,000**	**-**
	502812 GCF Build				
	Consolidated Fund				
41202	Contractors' Costs	-	4,000,000	4,000,000	-
41204	Materials Costs	-	1,000,000	1,000,000	-
41208	Project Auxiliary Costs	-	252,807	252,807	-
	External Resources				
	3235 Green Climate Fund				
41202	Contractors' Costs	7,684,243	7,684,243	7,684,243	-
41204	Materials Costs	235,105	235,105	235,105	-

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

40 Works

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
Total Activity 502812 GCF Build		**7,919,348**	**13,172,155**	**13,172,155**	**-**
Total Department 4002 Works Division		**109,433,967**	**133,820,000**	**162,716,779**	**42,628,474**
04	**Equipment Maintenance & Funding Scheme** **253387 Repairs & Maintenance Services**				
	Consolidated Fund				
40401	Purchase of Spares for Equipment	2,000,000	2,000,000	2,000,000	859,279
40413	Purchase of Spare parts for vehicles	250,000	-	-	-
Total Activity 253387 Repairs & Maintenance Services		**2,250,000**	**2,000,000**	**2,000,000**	**859,279**
Total Department 4004 Equipment Maintenance & Funding Scheme		**2,250,000**	**2,000,000**	**2,000,000**	**859,279**
TOTAL MINISTRY 40 Works		**119,083,967**	**145,120,000**	**174,016,779**	**64,754,665**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Social Transformation HQ**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	38,000	-	-	66,965
40301	Purchase of Air Conditioning	11,000	-	-	-
40312	Purchase of Kitchen and Refrigerator Equipment	1,600	-	-	-
40316	Purchase of Printing Equipment	1,799	-	-	-
Total Activity 390690 Purchase of Minor Capital Item		**52,399**	**-**	**-**	**66,965**
Total Department 4501 Social Transformation HQ		**52,399**	**-**	**-**	**66,965**
04	**Substance Abuse Prevention Division**				
	434690 Purchase of Minor Capital Items				
	Consolidated Fund				
40316	Purchase of Printing Equipment	27,000	-	-	-
Total Activity 434690 Purchase of Minor Capital Items		**27,000**	**-**	**-**	**-**
Total Department 4504 Substance Abuse Prevention Division		**27,000**	**-**	**-**	**-**
06	**N.O.D.S.**				
	432449 Emergency Management				
	Consolidated Fund				
41206	Project Initiation Costs	2,528,000	-	-	-
Total Activity 432449 Emergency Management		**2,528,000**	**-**	**-**	**-**
Total Department 4506 N.O.D.S.		**2,528,000**	**-**	**-**	**-**
12	**Establishment Division**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	-	-	-	12,247
40203	Purchase of Office Equipment	-	-	-	10,500
Total Activity 390690 Purchase of Minor Capital Item		**-**	**-**	**-**	**22,747**
Total Department 4512 Establishment Division		**-**	**-**	**-**	**22,747**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

45 Social Transformation, and Urban Renewal

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
13	**Training Division**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	12,000	12,000	-
40202	Purchase of Computer Software & Hardware	-	30,000	30,000	-
40203	Purchase of Office Equipment	-	35,000	35,000	-
40204	Purchase of Furnishings n.e.c.	-	10,000	10,000	-
Total Activity 390690 Purchase of Minor Capital Item		**-**	**87,000**	**87,000**	**-**
Total Department 4513 Training Division		**-**	**87,000**	**87,000**	**-**
14	**Dennis Bowers Rehabilitation Centre**				
	430415 Youth Development Services				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	600,000	600,000	-
40202	Purchase of Computer Software & Hardware	-	180,000	180,000	-
Total Activity 430415 Youth Development Services		**-**	**780,000**	**780,000**	**-**
Total Department 4514 Dennis Bowers Rehabilitation Centre		**-**	**780,000**	**780,000**	**-**
17	**Development Control Authority**				
	250690 Purchase of Minor Capital				
	Consolidated Fund				
40201	Purchase of Office Furnishings	100,000	-	-	-
40203	Purchase of Office Equipment	50,000	-	-	-
40315	Purchase of Security Equipment	50,000	-	-	-
Total Activity 250690 Purchase of Minor Capital		**200,000**	**-**	**-**	**-**
Total Department 4517 Development Control Authority		**200,000**	**-**	**-**	**-**
TOTAL MINISTRY 45 Social Transformation, and Urban Renewal		**2,807,399**	**867,000**	**867,000**	**89,712**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Attorney General and Legal Affairs HQ**				
	291690 Purchase of Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	50,000	154,365	154,365	-
40202	Purchase of Computer Software & Hardware	100,000	290,000	290,000	-
40203	Purchase of Office Equipment	5,000	5,000	5,000	-
40301	Purchase of Air Conditioning	-	-	-	7,950
40316	Purchase of Printing Equipment	-	-	-	161,722
Total Activity 291690 Purchase of Minor Capital Items		**155,000**	**449,365**	**449,365**	**169,672**
Total Department 5501 Attorney General and Legal Affairs HQ		**155,000**	**449,365**	**449,365**	**169,672**
02	**Office of the D.P.P**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40201	Purchase of Office Furnishings	20,000	15,000	15,000	-
40202	Purchase of Computer Software & Hardware	45,000	120,000	120,000	-
40203	Purchase of Office Equipment	20,000	10,559	10,559	-
Total Activity 390690 Purchase of Minor Capital Item		**85,000**	**145,559**	**145,559**	**-**
Total Department 5502 Office of the D.P.P		**85,000**	**145,559**	**145,559**	**-**
03	**Printing Office**				
	330375 Printing Services				
	Consolidated Fund				
40316	Purchase of Printing Equipment	-	600,000	600,000	95,063
Total Activity 330375 Printing Services		**-**	**600,000**	**600,000**	**95,063**
Total Department 5503 Printing Office		**-**	**600,000**	**600,000**	**95,063**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
04	**Land Registry Division**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40201	Purchase of Office Furnishings	29,340	29,502	29,502	20,628
40202	Purchase of Computer Software & Hardware	30,210	34,645	34,645	34,645
40203	Purchase of Office Equipment	-	26,345	26,345	26,345
40315	Purchase of Security Equipment	-	7,069	7,069	-
Total Activity 390690 Purchase of Minor Capital Item		**59,550**	**97,561**	**97,561**	**81,618**
Total Department 5504 Land Registry Division		**59,550**	**97,561**	**97,561**	**81,618**
05	**Industrial Court**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	-	-	9,750
40202	Purchase of Computer Software & Hardware	30,000	20,000	20,000	-
40203	Purchase of Office Equipment	10,000	-	-	3,350
Total Activity 390690 Purchase of Minor Capital Item		**40,000**	**20,000**	**20,000**	**13,100**
Total Department 5505 Industrial Court		**40,000**	**20,000**	**20,000**	**13,100**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
06	**High Court**				
	290690 Purchase of Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	75,000	75,000	-
40202	Purchase of Computer Software & Hardware	-	50,000	50,000	-
40301	Purchase of Air Conditioning	250,000	-	-	-
Total Activity 290690 Purchase of Minor Capital Items		**250,000**	**125,000**	**125,000**	**-**
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40201	Purchase of Office Furnishings	90,000	-	-	-
40202	Purchase of Computer Software & Hardware	60,000	-	-	-
40310	Purchase of Equipment n.e.c.	44,000	-	-	-
40316	Purchase of Printing Equipment	26,000	-	-	-
Total Activity 390690 Purchase of Minor Capital Item		**220,000**	**-**	**-**	**-**
Total Department 5506 High Court		**470,000**	**125,000**	**125,000**	**-**
07	**Magistrates Court**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40203	Purchase of Office Equipment	52,800	52,800	52,800	-
Total Activity 390690 Purchase of Minor Capital Item		**52,800**	**52,800**	**52,800**	**-**
Total Department 5507 Magistrates Court		**52,800**	**52,800**	**52,800**	**-**
08	**Legal Aide Advice Centre**				
	290690 Purchase of Minor Capital Items				
	Consolidated Fund				
40204	Purchase of Furnishings n.e.c.	-	40,000	40,000	-
Total Activity 290690 Purchase of Minor Capital Items		**-**	**40,000**	**40,000**	**-**
Total Department 5508 Legal Aide Advice Centre		**-**	**40,000**	**40,000**	**-**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
09	**Intellectual Property**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	10,000	10,000	-
Total Activity 390690 Purchase of Minor Capital Item		**-**	**10,000**	**10,000**	**-**
Total Department 5509 Intellectual Property		**-**	**10,000**	**10,000**	**-**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
10	**Labour Department**				
	390790 Labour Demand Survey				
	Consolidated Fund				
40203	Purchase of Office Equipment	-	54,270	54,270	-
41202	Contractors' Costs	-	50,930	50,930	-
41205	Research & Development Cost	-	1,150	1,150	-
41208	Project Auxiliary Costs	-	182,100	182,100	-
41210	Contingency Funds	-	15,359	15,359	-
Total Activity 390790 Labour Demand Survey		**-**	**303,809**	**303,809**	**-**
	392509 Monitoring & Enforcement				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	150,000	150,000	-
40202	Purchase of Computer Software & Hardware	-	50,000	50,000	-
40203	Purchase of Office Equipment	-	50,000	50,000	-
40310	Purchase of Equipment n.e.c.	-	42,000	42,000	-
41208	Project Auxiliary Costs	-	26,000	26,000	-
41210	Contingency Funds	-	5,900	5,900	-
Total Activity 392509 Monitoring & Enforcement		**-**	**323,900**	**323,900**	**-**
	392690 Purchase of Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	50,000	80,000	40,000	79,475
40202	Purchase of Computer Software & Hardware	80,000	-	90,000	-
40203	Purchase of Office Equipment	50,000	90,000	40,000	-
40316	Purchase of Printing Equipment	50,000	-	40,000	-
Total Activity 392690 Purchase of Minor Capital Items		**230,000**	**170,000**	**210,000**	**79,475**
Total Department 5510 Labour Department		**230,000**	**797,709**	**837,709**	**79,475**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
12	**Police**				
	255759 Renovation Parham Police Station				
	Consolidated Fund				
41206	Project Initiation Costs	-	100,000	100,000	-
Total Activity 255759 Renovation Parham Police Station		**-**	**100,000**	**100,000**	**-**
	290358 Law Enforcement Management				
	Consolidated Fund				
40315	Purchase of Security Equipment	200,000	200,000	200,000	198,341
40410	Purchase of Arms & Ammunition	430,000	430,000	430,000	312,050
Total Activity 290358 Law Enforcement Management		**630,000**	**630,000**	**630,000**	**510,391**
	290547 Evidence Recovery Unit				
	Consolidated Fund				
40203	Purchase of Office Equipment	15,000	15,000	15,000	-
40303	Purchase of Test Equipment	20,000	8,000	8,000	-
40306	Purchase of Lab & Field Equipment	100,000	48,000	48,000	-
40310	Purchase of Equipment n.e.c.	200,000	200,000	200,000	-
40318	Purchase of Photo & Finger Printing equipment	75,000	-	-	-
Total Activity 290547 Evidence Recovery Unit		**410,000**	**271,000**	**271,000**	**-**
	290690 Purchase of Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	75,000	75,000	75,000	-
40203	Purchase of Office Equipment	40,000	40,000	40,000	-
40301	Purchase of Air Conditioning	50,000	50,000	50,000	-
40302	Purchase of a Generator	-	100,000	100,000	-
40310	Purchase of Equipment n.e.c.	60,000	-	-	-
40314	Purchase of Music Equipment	25,000	25,000	25,000	-
40404	Purchase of Fencing Materials	50,000	50,000	50,000	-
Total Activity 290690 Purchase of Minor Capital Items		**300,000**	**340,000**	**340,000**	**-**
	290695 Computerisation of Government Offices				
	Consolidated Fund				
40202	Purchase of Computer Software &	250,000	250,000	250,000	186,397

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
	Hardware				
Total Activity 290695 Computerisation of Government Offices		**250,000**	**250,000**	**250,000**	**186,397**
	290717 Upgrade of Police Headquarters				
	Consolidated Fund				
40201	Purchase of Office Furnishings	100,000	100,000	100,000	97,540
41204	Materials Costs	100,000	150,000	150,000	-
Total Activity 290717 Upgrade of Police Headquarters		**200,000**	**250,000**	**250,000**	**97,540**
	290780 Renovation/Outfitting of Canine Unit				
	Consolidated Fund				
40404	Purchase of Fencing Materials	100,000	100,000	100,000	-
41204	Materials Costs	75,000	200,000	200,000	-
Total Activity 290780 Renovation/Outfitting of Canine Unit		**175,000**	**300,000**	**300,000**	**-**
Total Department 5512 Police		**1,965,000**	**2,141,000**	**2,141,000**	**794,328**
13	**Sir Wright George Police Training Academy**				
	290614 Upgrade of Sir W F George Police Academy				
	Consolidated Fund				
40404	Purchase of Fencing Materials	100,000	250,000	250,000	-
41202	Contractors' Costs	70,000	150,000	150,000	-
41206	Project Initiation Costs	20,000	100,000	100,000	-
Total Activity 290614 Upgrade of Sir W F George Police Academy		**190,000**	**500,000**	**500,000**	**-**
	290690 Purchase of Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	15,000	-	-	14,567
40202	Purchase of Computer Software & Hardware	25,000	-	-	-
40203	Purchase of Office Equipment	15,000	-	-	-
40302	Purchase of a Generator	50,000	-	-	-
40312	Purchase of Kitchen and Refrigerator Equipment	25,000	-	-	-
Total Activity 290690 Purchase of Minor Capital Items		**130,000**	**-**	**-**	**14,567**
Total Department 5513 Sir Wright George Police Training Academy		**320,000**	**500,000**	**500,000**	**14,567**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
14	**Fire Brigade**				
	290337 Fire Protection Services				
	Consolidated Fund				
40201	Purchase of Office Furnishings	50,000	50,000	22,500	-
40202	Purchase of Computer Software & Hardware	20,000	-	27,500	-
40203	Purchase of Office Equipment	6,000	6,000	6,000	-
40316	Purchase of Printing Equipment	50,000	50,000	50,000	49,140
40318	Purchase of Photo & Finger Printing equipment	50,000	100,000	100,000	-
40408	Purch. of Protective Clothing	250,000	350,000	350,000	-
40414	Purchase of Firefighting Supplies and Spare Parts	250,000	350,000	350,000	-
Total Activity 290337 Fire Protection Services		**676,000**	**906,000**	**906,000**	**49,140**
	290719 Upgrade of Coolidge Fire Station				
	Consolidated Fund				
40107	Purchase of Ambulances	-	500,000	500,000	-
41202	Contractors' Costs	100,000	200,000	200,000	-
41204	Materials Costs	100,000	200,000	200,000	-
41206	Project Initiation Costs	50,000	100,000	100,000	-
41210	Contingency Funds	-	50,000	50,000	-
Total Activity 290719 Upgrade of Coolidge Fire Station		**250,000**	**1,050,000**	**1,050,000**	**-**
	290727 Construction &/or Upgrade Fire Station				
	Consolidated Fund				
41201	Demolition Costs	200,000	-	-	-
41206	Project Initiation Costs	300,000	500,000	500,000	-
Total Activity 290727 Construction &/or Upgrade Fire Station		**500,000**	**500,000**	**500,000**	**-**
Total Department 5514 Fire Brigade		**1,426,000**	**2,456,000**	**2,456,000**	**49,140**

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CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
15	**Prison**				
	290432 Penal Reform				
	Consolidated Fund				
40204	Purchase of Furnishings n.e.c.	-	381,000	381,000	-
40315	Purchase of Security Equipment	170,000	271,690	271,690	77,221
Total Activity 290432 Penal Reform		**170,000**	**652,690**	**652,690**	**77,221**
	290687 Upgrade of Her Majesty's Prison				
	Consolidated Fund				
40204	Purchase of Furnishings n.e.c.	200,000	-	-	-
40310	Purchase of Equipment n.e.c.	70,000	30,000	30,000	-
40312	Purchase of Kitchen and Refrigerator Equipment	52,000	188,936	184,928	11,000
40316	Purchase of Printing Equipment	22,742	18,734	22,742	-
41202	Contractors' Costs	100,000	507,682	507,682	-
41204	Materials Costs	30,000	-	-	-
41206	Project Initiation Costs	60,000	400,000	400,000	-
Total Activity 290687 Upgrade of Her Majesty's Prison		**534,742**	**1,145,352**	**1,145,352**	**11,000**
Total Department 5515 Prison		**704,742**	**1,798,042**	**1,798,042**	**88,221**
16	**Civil Registry**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	65,240	65,240	65,240	-
40203	Purchase of Office Equipment	37,400	20,400	20,400	-
40301	Purchase of Air Conditioning	-	-	37,817	-
Total Activity 390690 Purchase of Minor Capital Item		**102,640**	**85,640**	**123,457**	**-**
Total Department 5516 Civil Registry		**102,640**	**85,640**	**123,457**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
17	**Antigua & Barbuda Forensic Services**				
	290545 Management of Forensic Labs				
	Consolidated Fund				
40201	Purchase of Office Furnishings	50,000	50,000	50,000	-
40202	Purchase of Computer Software & Hardware	100,000	60,000	60,000	-
40203	Purchase of Office Equipment	40,000	55,000	55,000	-
40302	Purchase of a Generator	20,000	20,000	20,000	-
40303	Purchase of Test Equipment	125,000	320,000	320,000	-
40306	Purchase of Lab & Field Equipment	150,000	480,000	480,000	-
40307	Purchase of Medical Equipment	20,000	20,000	20,000	-
40315	Purchase of Security Equipment	25,000	25,000	25,000	-
40316	Purchase of Printing Equipment	20,000	40,000	40,000	-
40318	Purchase of Photo & Finger Printing equipment	20,000	40,000	40,000	-
40408	Purch. of Protective Clothing	-	10,000	10,000	-
40513	Purchase of Signs	-	1,500	1,500	-
41202	Contractors' Costs	10,000	10,000	10,000	-
41205	Research & Development Cost	35,000	32,000	32,000	-
Total Activity 290545 Management of Forensic Labs		**615,000**	**1,163,500**	**1,163,500**	**-**
	290793 Construction or Major Upgrade of Forensic Science Laboratory				
	Consolidated Fund				
41206	Project Initiation Costs	-	3,115,100	3,115,100	-
Total Activity 290793 Construction or Major Upgrade of Forensic Science Laboratory		**-**	**3,115,100**	**3,115,100**	**-**
Total Department 5517 Antigua & Barbuda Forensic Services		**615,000**	**4,278,600**	**4,278,600**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

55 Attorney General's Office & Legal Affairs, Public Safety & Immigration & Labour

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
18	**Office of the Public Trustee**				
	291690 Purchase of Minor Capital Items				
	Consolidated Fund				
40201	Purchase of Office Furnishings	63,339	63,339	63,339	-
40202	Purchase of Computer Software & Hardware	50,000	100,000	100,000	-
40203	Purchase of Office Equipment	50,000	-	-	-
40312	Purchase of Kitchen and Refrigerator Equipment	5,000	10,000	10,000	-
40317	Purchase of Telecommunications & Broadcasting Equipment	25,000	25,000	25,000	-
Total Activity 291690 Purchase of Minor Capital Items		**193,339**	**198,339**	**198,339**	**-**
Total Department 5518 Office of the Public Trustee		**193,339**	**198,339**	**198,339**	**-**
19	**Immigration Department**				
	283510 Ancillary Services				
	Consolidated Fund				
40201	Purchase of Office Furnishings	-	52,940	52,940	-
40202	Purchase of Computer Software & Hardware	-	19,720	19,720	-
40310	Purchase of Equipment n.e.c.	-	1,000	1,000	-
40316	Purchase of Printing Equipment	-	26,340	26,340	-
Total Activity 283510 Ancillary Services		**-**	**100,000**	**100,000**	**-**
	292690 Purchase of Minor Capital Items				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	45,000	-	-	-
40315	Purchase of Security Equipment	22,400	-	-	-
40316	Purchase of Printing Equipment	24,105	-	-	-
Total Activity 292690 Purchase of Minor Capital Items		**91,505**	**-**	**-**	**-**
Total Department 5519 Immigration Department		**91,505**	**100,000**	**100,000**	**-**
TOTAL MINISTRY 55 Attorney General's Office & Legal Affairs, Public Safety & I		**6,510,576**	**13,895,615**	**13,973,432**	**1,385,184**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

60 Office of the Ombudsman

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Office of the Ombudsman**				
	390690 Purchase of Minor Capital Item				
	Consolidated Fund				
40316	Purchase of Printing Equipment	16,750	-	-	-
41202	Contractors' Costs	4,200	-	-	-
41204	Materials Costs	4,129	-	-	-
Total Activity 390690 Purchase of Minor Capital Item		**25,079**	**-**	**-**	**-**
Total Department 6001 Office of the Ombudsman		**25,079**	**-**	**-**	**-**
TOTAL MINISTRY 60 Office of the Ombudsman		**25,079**	**-**	**-**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
01	**Information HQ**				
	410690 Purchase of Minor Capital Item				
	Consolidated Fund				
40201	Purchase of Office Furnishings	60,000	60,000	60,000	-
40203	Purchase of Office Equipment	25,000	-	-	-
40204	Purchase of Furnishings n.e.c.	25,000	-	-	-
40315	Purchase of Security Equipment	85,000	85,000	85,000	-
40318	Purchase of Photo & Finger Printing equipment	35,000	-	-	-
40513	Purchase of Signs	30,000	30,000	30,000	-
Total Activity 410690 Purchase of Minor Capital Item		**260,000**	**175,000**	**175,000**	**-**
Total Department 9501 Information HQ		**260,000**	**175,000**	**175,000**	**-**
02	**Information Technology Centre**				
	410695 Government's Wide Area Network				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	500,000	1,500,000	1,500,000	482,043
Total Activity 410695 Government's Wide Area Network		**500,000**	**1,500,000**	**1,500,000**	**482,043**
	410716 Establishment of IT HQ & Tier 3 Data Centre				
	Consolidated Fund				
41206	Project Initiation Costs	-	100,000	100,000	-
Total Activity 410716 Establishment of IT HQ & Tier 3 Data Centre		**-**	**100,000**	**100,000**	**-**
	410765 Establishment of Citizens' Portal				
	Consolidated Fund				
41206	Project Initiation Costs	-	50,000	50,000	-
Total Activity 410765 Establishment of Citizens' Portal		**-**	**50,000**	**50,000**	**-**
	410766 Border Control Management, E-Visa & Online E/D card system				
	Consolidated Fund				
41206	Project Initiation Costs	-	345,000	345,000	-
Total Activity 410766 Border Control Management, E-Visa & Online E/D card system		**-**	**345,000**	**345,000**	**-**
Total Department 9502 Information Technology Centre		**500,000**	**1,995,000**	**1,995,000**	**482,043**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
03	**Telecommunications Division**				
	410509 Monitoring & Enforcement				
	Consolidated Fund				
40317	Purchase of Telecommunications & Broadcasting Equipment	-	-	687,495	-
Total Activity 410509 Monitoring & Enforcement		**-**	**-**	**687,495**	**-**
	410781 Telecommunications Upgrade				
	Consolidated Fund				
40317	Purchase of Telecommunications & Broadcasting Equipment	-	20,000	20,000	-
Total Activity 410781 Telecommunications Upgrade		**-**	**20,000**	**20,000**	**-**
	410789 Upgrade of Public Safety Communications Network				
	Consolidated Fund				
40317	Purchase of Telecommunications & Broadcasting Equipment	400,000	350,600	350,600	212,277
Total Activity 410789 Upgrade of Public Safety Communications Network		**400,000**	**350,600**	**350,600**	**212,277**
Total Department 9503 Telecommunications Division		**400,000**	**370,600**	**1,058,095**	**212,277**
04	**E-Government**				
	410690 Purchase of Minor Capital Item				
	Consolidated Fund				
40201	Purchase of Office Furnishings	90,000	90,000	90,000	87,879
40202	Purchase of Computer Software & Hardware	150,000	-	-	-
40203	Purchase of Office Equipment	90,000	50,000	50,000	18,065
40513	Purchase of Signs	35,000	-	-	-
41204	Materials Costs	35,000	-	-	-
Total Activity 410690 Purchase of Minor Capital Item		**400,000**	**140,000**	**140,000**	**105,944**
	410824 Production of Official Documents				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	-	975,000	975,000	-
41206	Project Initiation Costs	50,000	-	-	-
Total Activity 410824 Production of Official Documents		**50,000**	**975,000**	**975,000**	**-**
Total Department 9504 E-Government		**450,000**	**1,115,000**	**1,115,000**	**105,944**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
05	**Cyber Security**				
	410552 Cybersecurity				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	520,000	1,050,000	1,050,000	56,336
40203	Purchase of Office Equipment	30,000	60,000	60,000	25,500
40204	Purchase of Furnishings n.e.c.	25,000	45,000	45,000	-
40310	Purchase of Equipment n.e.c.	50,000	100,000	100,000	90,000
40315	Purchase of Security Equipment	50,000	100,000	100,000	4,479
40316	Purchase of Printing Equipment	30,000	50,000	50,000	51,837
40318	Purchase of Photo & Finger Printing equipment	50,000	50,000	50,000	-
41202	Contractors' Costs	50,000	50,000	50,000	-
41210	Contingency Funds	70,000	70,000	70,000	-
Total Activity 410552 Cybersecurity		**875,000**	**1,575,000**	**1,575,000**	**228,152**
Total Department 9505 Cyber Security		**875,000**	**1,575,000**	**1,575,000**	**228,152**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
06	**Antigua and Barbuda Broadcasting Services**				
	410380 Public Broadcasting Services				
	Consolidated Fund				
41206	Project Initiation Costs	-	-	-	145,603
Total Activity 410380 Public Broadcasting Services		**-**	**-**	**-**	**145,603**
	410690 Purchase of Minor Capital Item				
	Consolidated Fund				
40305	Purchase of Production Equipment	-	100,000	100,000	59,450
40317	Purchase of Telecommunications & Broadcasting Equipment	-	-	-	112,058
Total Activity 410690 Purchase of Minor Capital Item		**-**	**100,000**	**100,000**	**171,508**
	410714 Outfitting of Government Offices				
	Consolidated Fund				
40202	Purchase of Computer Software & Hardware	-	160,000	160,000	-
40203	Purchase of Office Equipment	-	40,000	40,000	-
40513	Purchase of Signs	-	20,000	20,000	-
Total Activity 410714 Outfitting of Government Offices		**-**	**220,000**	**220,000**	**-**
Total Department 9506 Antigua and Barbuda Broadcasting Services		**-**	**320,000**	**320,000**	**317,111**
07	**Energy Unit**				
	410690 Purchase of Minor Capital Item				
	Consolidated Fund				
40201	Purchase of Office Furnishings	30,000	-	-	-
40203	Purchase of Office Equipment	50,000	-	-	-
40204	Purchase of Furnishings n.e.c.	25,000	-	-	-
Total Activity 410690 Purchase of Minor Capital Item		**105,000**	**-**	**-**	**-**
Total Department 9507 Energy Unit		**105,000**	**-**	**-**	**-**

ANTIGUA ESTIMATES - 2026

CAPITAL EXPENDITURES BY MINISTRY / PROGRAMME / DETAIL ITEM

95 Information Communication Technologies, Utilities and Energy

CODE	DESCRIPTION	BUDGET	ORIGINAL	REVISED	ACTUAL
		2026	2025	2025	2024
08	**GIS**				
	410380 Public Broadcasting Services				
	Consolidated Fund				
40101	Purchase of Vehicles	-	100,000	100,000	-
40201	Purchase of Office Furnishings	-	120,000	120,000	-
40317	Purchase of Telecommunications & Broadcasting Equipment	-	123,759	123,759	-
41202	Contractors' Costs	-	50,000	50,000	-
Total Activity 410380 Public Broadcasting Services		**-**	**393,759**	**393,759**	**-**
Total Department 9508 GIS		**-**	**393,759**	**393,759**	**-**
TOTAL MINISTRY 95 Information Communication Technologies, Utilities and Energy		**2,590,000**	**5,944,359**	**6,631,854**	**1,345,527**



ANTIGUA ESTIMATES 2026

PUBLIC DEBT

PROPOSED PUBLIC DEBT SECTION

Public Debt 2025

(All figures in ECD)

	Disbursed Outstanding Debt 2024	Disbursed Outstanding Debt as at September 2025	Total Estimated Payments 2026	Estimated Principal Payments 2026	Estimated Interest Payments 2026	Actual Principal + Interest Payments 2024
Total Public Sector Debt	**3,979,241,297**	**3,987,774,530**	**806,697,072**	**649,434,161**	**157,262,911**	**623,825,668**
of which Central Government	3,358,676,999	3,506,321,960	760,082,319	621,639,526	138,442,794	568,626,852
of which Public Sector Corporations	620,564,298	481,452,570	46,614,752	27,794,635	18,820,117	55,198,816
Domestic Debt	**2,125,855,939**	**2,098,850,877**	**383,182,007**	**281,405,993**	**101,776,014**	**341,696,679**
Central Government	**1,739,519,653**	**1,846,591,027**	**350,619,424**	**263,503,301**	**87,116,123**	**307,003,593**
Monetary Authority-Central Bank	109,979,460	68,683,377	19,001,971	17,138,424	1,863,548	91,363,905
Commercial Loans	336,899,626	540,149,916	102,213,633	66,140,785	36,072,848	37,551,572
Overdrafts, charges etc.	41,800,384	24,185,219	4,975,556	-	4,975,556	4,439,015
Securities	1,050,298,777	1,017,867,262	209,766,972	166,540,324	43,226,648	157,851,762
Vouchers to Contractors/ Floating Deb	146,284,053	146,284,053	-	-	-	-
Other Debt Instruments	54,257,353	49,421,199	14,661,292	13,683,768	977,523	15,797,339
Public Sector Corporations	**386,336,286**	**252,259,851**	**32,562,583**	**17,902,691**	**14,659,892**	**34,693,086**
Commercial Loans	384,613,931	250,274,344	32,562,583	17,902,691	14,659,892	34,693,086
Overdrafts	1,722,355	1,985,507	-	-	-	-
External Debt	**1,853,385,358**	**1,888,923,652**	**423,515,065**	**368,028,168**	**55,486,897**	**282,128,989**
Central Government	**1,619,157,346**	**1,659,730,933**	**409,462,895**	**358,136,224**	**51,326,671**	**261,623,259**
Multilateral Loans	465,617,876	452,523,265	80,857,623	60,631,917	20,225,706	82,776,049
Paris Club Bilateral Loans	416,906,048	417,048,311	46,106,453	38,959,503	7,146,950	-
Non-Paris Club Bilateral Loans	457,761,075	442,835,585	43,240,027	37,416,427	5,823,600	31,280,438
Securities	278,872,348	347,323,772	239,258,793	221,128,377	18,130,415	147,566,772
Public Sector Corporations	**234,228,012**	**229,192,719**	**14,052,169**	**9,891,944**	**4,160,225**	**20,505,730**
Multilateral Loans	3,231,360	79,200	13,415	12,899	516	581,727
Non-Paris Club Bilateral Loans	230,996,652	229,113,519	14,038,755	9,879,045	4,159,710	11,274,844
Commercial Loans	-	-	-	-	-	8,649,159

ANTIGUA ESTIMATES 2026
CHARGES ON ACCOUNT OF THE PUBLIC DEBT

Details of Loans	Original Principal EC$	Interest Rate %	Agreement Date	Maturity Date	Estimates Principal Payment 2026	Estimates Interest Payment 2026
SHORT-TERM DOMESTIC LIABILITIES						
Interest etc. on Bank Overdraft					0.00	4,400,000.00
Servicing of Treasury Bills (Non-RGSM)					0.00	575,556.06
Interest on Statutory Deposits - Insurance Companies etc.					0.00	708,500.00
TOTAL					**0.00**	**5,684,056.06**
SUMMARY: SHORT-TERM DOMESTIC LIABILITIES						
DOMESTIC LOANS - CENTRAL GOVERNMENT						
CENTRAL BANK						
EASTERN CARIBBEAN CENTRAL BANK						
15-Year Debenture to finance advance to Bank of Antigua	90,965,807.03	3.50	31-Mar-09	31-Jul-27	7,252,738.36	516,576.28
5-Year Debenture to convert short term facilities to long-term	10,000,000.00	3.50	19-Aug-22	23-Aug-27	2,574,389.69	163,161.55
5-year Debenture	10,000,000.00	3.50	23-Oct-23	23-Oct-28	2,441,964.27	317,728.09
5-year Debenture	4,300,000.00	3.50	5-Dec-23	5-Dec-28	1,049,900.19	130,770.17
ECCB- 5 Year Debenture (310 201 102L)	20,000,000.00	4.50	23-Dec-24	21-Dec-29	3,819,431.31	735,311.57
TOTAL CENTRAL BANK					**17,138,423.82**	**1,863,547.66**

COMMERCIAL LOANS

ANTIGUA COMMERCIAL BANK						
ACB Consolidated Loan	85,538,266.81	6.25	6-May-21	23-Jul-41	3,340,459.62	5,237,713.74
Liquidation of Antigua and Barbuda Maritime Board Loan	27,016,817.25	6.25	6-May-21	23-Jul-41	997,356.12	1,563,816.36
ACB To provide financing support with the capital subscriptions to CAF	40,753,500.00	6.50	1-May-25	2-May-26	40,753,500.00	878,154.18
CARIBBEAN UNION BANK						
Government Demand Loan - Consolidation of 3 loans and O/D	55,000,000.00	8.00	30-Jul-25	30-Jul-43	1,484,781.24	4,289,978.76
EASTERN CARIBBEAN AMALGAMATED BANK						
ECAB The consolidation of various loan and overdrafts accounts issued by ABIB (130697)	105,376,871.88	7.50	21-Dec-11	30-Mar-34	2,947,656.88	6,220,895.12
ECAB Refinancing of Loan Account 107000989 (107003600)	140,800,000.00	7.50	22-Feb-18	24-Mar-45	4,678,351.93	5,543,824.07
ECAB MBS/GOAB/MSJMC Construction Loan (700535)	14,969,418.00	7.50	3-May-22	3-May-52	145,242.71	941,455.33
ECAB MBS/GOAB/MSJMC Construction Loan(701133)	11,629,915.59	7.50	3-May-22	3-May-52	211,949.20	1,373,842.25
ECAB MBS/GOAB/MSJMC Construction Loan (706834)	46,120,639.22	7.50	3-May-22	3-May-52	480,969.74	3,117,620.84
ECAB Consolidation of existing loans	35,426,294.00	7.50	13-Aug-25	13-Aug-50	517,491.73	2,624,072.27
Finance & Development Company Ltd						
Refinancing of FDCL Restructured Loan (193391)	62,223,079.42	7.50	4-Sep-24	30-Aug-34	4,959,469.97	3,981,930.19
FDCL Consolidation of outstanding debt (193660)	10,968,804.13	7.50	30-Mar-25	30-Mar-27	5,623,555.95	299,544.69

TOTAL COMMERCIAL LOANS					**66,140,785.09**	**36,072,847.80**
			OTHER DEBT			
HMB HOLDINGS						
Privy Council Judgement awarded to HMB Holdings Ltd.	107,947,698.76	2.00	27-May-14	1-Apr-34	3,367,582.13	600,818.31
JACK IDLE SETTLEMENT						
Settlement with the GOAB for job done	3,000,000.00	2.00	26-May-21	1-Feb-33	240,000.00	0.00
High Court Judgement - Land Acquisition LN						
Compensation with respect to compulsory acquisition of parcel of land	7,661,500.00	2.00	26-May-21	1-Feb-33	7,534,100.00	376,705.00
Stanford Development Company Limited						
Judgement Debt (SDCL)	22,336,688.99	0.00	30-Jan-23	30-Jun-26	2,542,086.13	0.00
TOTAL OTHER DEBT INSTRUMENTS					**13,683,768.26**	**977,523.31**
TOTAL SECURITIES						
BONDS						
AGG300740 ABSSB 30-year Bond	330,000,000.00	3.00	1-Jul-10	1-Jul-40	0.00	6,538,356.96
AGG151228 15-year Bond	9,432,371.00	7.00	1-Jan-14	31-Dec-28	943,237.10	181,573.15
Private Placement: Depositors Trust 10-year	157,000,000.00	2.00	2-Nov-15	30-Apr-31	10,538,594.10	681,864.29
FAG100926 10-year Bond	20,433,600.00	6.50	5-Sep-16	5-Sep-26	2,270,399.91	110,682.00
AGG0327AA 10-year Bond	20,000,000.00	6.50	13-Mar-17	13-Mar-27	2,105,263.16	171,052.63
Private Placement: ABTB 10-year Bond	4,000,000.00	3.00	20-Sep-17	20-Sep-27	0.00	120,000.00
AGG100428 10-year Bond	10,333,000.00	7.50	20-Apr-18	22-Apr-28	0.00	774,975.00
Private Placement: C. O. Williams Construction 10-year Bond	4,000,000.00	7.00	28-Jun-18	15-Jul-28	0.00	280,000.00
FAG100828 10-year Bond	67,500,000.00	7.50	30-Aug-18	30-Aug-28	0.00	3,037,500.00
AGG100329 10 -year Bond	20,000,000.00	6.50	21-Mar-19	8-Mar-29	2,000,000.00	373,750.00

AGG100130 SICL 10-year Bond	5,000,000.00	7.00	13-Jan-20	13-Jan-30	0.00	250,000.00
AGG070527 FDCL 7-year Bond	31,950,000.00	6.50	22-May-20	22-May-27	5,325,000.00	389,390.63
AGG101030 10-year Bond	8,000,000.00	6.50	2-Oct-20	2-Oct-30	1,130,000.00	348,887.51
AGG200541 20-year Bond	37,300,000.00	6.50	1-May-21	1-May-41	2,213,328.84	2,224,134.21
AGG0541AG 20-year Bond	2,100,000.00	7.50	1-May-21	1-May-41	116,328.82	134,880.86
AGG070628 FDCL 7-year Bond	25,000,000.00	6.50	7-Jun-21	7-Jun-28	4,302,083.32	629,179.69
AGG100731 ABSSB 10-year Bond	9,800,000.00	3.00	29-Jul-21	29-Jul-31	0.00	294,000.00
FAG051026 5-year Bond	1,350,000.00	6.00	22-Oct-21	22-Oct-26	3,645,000.00	218,700.00
Private Placement: ANICOL 4-year Bond	100,000.00	3.00	15-Mar-22	15-Mar-26	100,000.00	3,000.00
Private Placement: ANICOL 4-year Bond	550,000.00	3.00	15-Mar-22	15-Mar-26	550,000.00	16,500.00
Private Placement: NAMCO 10-year Bond	1,514,794.52	2.00	27-Oct-25	25-Apr-26	0.00	181,775.34
Private Placement: ADOMS 7-year Bond	3,000,000.00	7.25	28-Nov-22	28-Nov-29	637,692.30	173,372.60
AGG1129AA SICL 7-year Bond	1,600,000.00	7.00	28-Nov-22	28-Nov-29	255,076.92	69,349.03
AGG1129AB SICL 7-year Bond	2,400,000.00	7.00	28-Nov-22	28-Nov-29	382,615.38	104,023.56
AGG071129 7-year Bond	26,923,076.90	7.25	30-Nov-22	7-Nov-29	5,579,807.68	1,517,010.22
AGG1129AC Pastry's Ltd. 7-year Bond	5,000,000.00	7.00	30-Nov-22	30-Nov-29	797,115.38	216,715.74
AGG071229: WIOC 7-year Bond	5,000,000.00	7.00	21-Dec-22	21-Dec-29	797,115.38	216,715.74
FAG071229 VGA Ltd 7-year Bond	3,347,965.18	7.00	21-Dec-22	21-Dec-29	1,662,798.68	452,073.37
PPAGG051227 ABAA 5-year Bond	1,620,000.00	5.00	15-Dec-22	5-Dec-27	0.00	81,000.00
Private Placement: FCIS 3-year T-Note	1,006,000.00	6.00	14-Jun-23	14-Jun-26	167,666.67	5,030.00
GOABPP131026 FCIS 3-year T-Note	10,893,000.00	6.00	13-Oct-23	13-Oct-26	10,893,000.00	653,580.00

PPAGGG050527 ABAA 5-year Bond	1,569,998.70	5.00	29-May-23	29-May-28	0.00	78,499.94
Private Placement: 5-year T-Note	1,239,000.00	5.75	29-May-24	29-May-29	0.00	71,242.50
AGG050629 5-year Bond	15,000,000.00	7.00	25-Jun-24	25-Jun-29	0.00	1,050,000.00
LIAT Severance Bond	16,722,643.77	2.00	30-Dec-24	30-Dec-33	1,684,121.85	300,770.44
GOABPS070235 10-year Bond	240,100,000.00	6.00	7-Feb-25	7-Feb-35	0.00	14,406,000.00
Treasury Note - 26052026	4,000,000.00	3.00	26-Feb-25	26-May-26	4,000,000.00	170,000.00
GOABPS050230 FSRC 5-year Bond	5,565,125.00	5.50	28-Feb-25	28-Feb-30	0.00	222,605.00
GOABPS150627 2-year Note	1,558,000.00	5.75	15-Jun-25	15-Jun-27	0.00	77,900.00
Private Placement: FSRC 7-year Bond	4,200,000.00	2.00	17-Sep-25	17-Sep-32	0.00	384,766.67
Treasury Note - 22092028	16,696,000.00	5.78	20-Sep-25	20-Sep-28	0.00	968,368.00
Treasury Note - 13102027	10,550,000.00	5.00	13-Oct-25	13-Oct-27	0.00	527,500.00
GOABPP161027 2-year T-Note	3,580,000.00	5.50	16-Oct-25	16-Oct-27	0.00	196,900.00
OECS PPS T-Bill	255,036.60	7.00	1-Aug-25	12-Nov-29	0.00	17,853.60
Private Placement: 7-Year Bond	825,000.00	7.00	11-Oct-24	11-Oct-31	0.00	57,750.00
TOTAL BONDS					**62,096,245.49**	**38,979,228.69**
TREASURY BILLS						
365-day Treasury bill - 25022026	2,392,345.00	4.50	25-Feb-25	25-Feb-26	2,392,345.00	107,655.00
GOABPP060326 365-day T-Bill	1,042,809.99	4.50	6-Mar-25	6-Mar-26	1,042,809.99	46,926.45
365-day Treasury bill - 19032026	1,913,876.00	4.50	19-Mar-25	19-Mar-26	1,913,876.00	86,124.00
GOABPP210326 365-day T-Bill	15,000,000.00	3.37	21-Mar-25	21-Mar-26	15,000,000.00	504,863.01
365-day Treasury bill - 14052026	9,111,006.70	4.50	14-May-25	14-May-26	9,111,006.70	409,993.30

180-day Treasury bill - 17012026	18,671,690.24	3.50	18-Jul-25	17-Jan-26	18,671,690.24	368,309.76
365-day Treasury bill - 02092026	4,679,426.82	4.50	2-Sep-25	2-Sep-26	4,679,426.82	210,573.18
GOABPP230926 365-day T-Bill	12,142,238.04	4.50	23-Sep-25	23-Sep-26	12,142,238.04	546,400.71
GOABPP021026 365-day T-Bill	3,088,800.00	5.50	2-Oct-25	2-Oct-26	3,088,800.00	169,884.00
GOABPP180426 180-day T-Bill	16,952,000.00	4.00	20-Oct-25	18-Apr-26	16,952,000.00	334,395.62
AGB041126	2,000,000.00	4.50	4-Nov-25	4-Nov-26	1,722,488.40	77,511.60
AGB241126	6,618,183.21	4.50	22-Nov-25	24-Nov-26	6,618,183.21	297,816.79
AGB010626	4,805,214.40	3.00	1-Dec-25	1-Jun-26	4,805,214.40	94,785.60
PPAGB111225 365-day T-Bill	3,000,000.00	4.39	11-Dec-25	11-Dec-26	3,000,000.00	135,000.00
Private Placement 365-day T-Bill	3,304,000.00	4.50	12-Dec-25	12-Dec-26	3,304,000.00	148,680.00
TOTAL TREASURY BILLS					**104,444,078.80**	**3,538,919.02**
TOTAL SECURITIES					**166,540,324.29**	**42,518,147.71**
TOTAL CENTRAL GOVERNMENT DOMESTIC LOANS & SECURITIES					**263,503,301.46**	**87,116,122.54**

DOMESTIC LOANS TO STATUTORY BODIES

ANTIGUA COMMERCIAL BANK						
Financing for the upgrade of Transportation Support System	30,387,551.00	9.00	10-May-05	30-Jun-31	2,192,955.11	928,610.17
To finance the construction of a commercial building	15,000,000.00	8.00	23-Jan-13	26-Jul-24	1,996,556.95	187,339.73
To upgrade the infrastructure in the Water and Telecom Business Units	168,915,000.00	7.00	20-Oct-23	20-Aug-39	9,307,564.35	8,826,003.57

Conversion of Overdraft used for Construction of Sir Novelle Richards Sec. School	4,000,000.00	7.00	15-Jan-19	30-Apr-29	455,683.74	101,636.94
CARIBBEAN UNION BANK						
Demand Loan for the improvement of Port	40,000,000.00	10.00	14-Sep-07	28-May-30	1,709,444.35	2,923,755.65
Purchase of Property from Cove Enterprises - Food City	11,500,000.00	10.25	30-Jan-09	28-Jan-32	629,169.50	634,726.78
Board of Education Loan for School Expansion and Ebooks	15,000,000.00	3.00	28-Apr-17	25-May-32	1,071,562.75	648,613.25
Oliver's Estate Housing Development	10,000,000.00	5.00	9-Mar-22	28-Feb-38	539,754.30	409,205.70
TOTAL GOVERNMENT-GUARANTEED DOMESTIC LOANS					**17,902,691.05**	**14,659,891.79**

EXTERNAL LOANS - CENTRAL GOVERNMENT

MULTILATERAL LOANS

CARIBBEAN DEVELOPMENT BANK						
Investment in Equity Capital of ABDB 20/SFR-A	1,507,825.80	0.75	17-Oct-80	1-Jul-29	46,001.58	1,350.43
Basic Education Project Additional OCR Portion-Additional Loan	2,227,500.00	4.00	2-Dec-02	1-Apr-29	76,275.00	9,534.38
Support for transformation process LIAT. OCR Portion	44,182,800.00	5.00	4-Oct-07	1-Apr-27	2,649,701.04	149,045.68
Support for transformation process LIAT. SFR Portion	14,728,500.00	2.50	4-Oct-07	1-Oct-26	889,463.84	13,897.87
Policy Based Loan. Interest Rate - CDB (OCR) Rate	81,000,000.00	5.00	28-Jun-10	1-Apr-27	6,847,826.08	385,190.22
On-Lending Loan for LIAT Fleet Modernization Project	59,130,000.00	5.00	9-Aug-13	1-Jul-28	1,636,333.80	194,314.65
Basic Education Project. Interest Rate (OCR)	36,134,000.00	5.00	14-Jan-14	1-Jan-31	3,485,570.20	843,274.54

ABI Policy Based Loan. Interest Rate - CDB (OCR) Rate	135,000,000.00	5.00	11-Dec-15	1-Oct-32	11,250,000.04	3,726,562.50
Street Light Retrofitting Project. Interest Rate (OCR) Rate	16,148,700.00	5.00	29-Dec-16	1-Oct-29	1,159,748.48	182,052.39
Natural Disaster and Immediate Recovery (Hurricane Irma)	2,025,000.00	1.00	9-Nov-17	1-Oct-27	270,000.00	4,387.50
Second Road Infrastructure Rehabilitation Project	123,819,300.00	5.00	21-Aug-17	1-Jul-34	11,343,956.36	4,698,678.85
Emergency Support Loan - LIAT SFR	6,588,000.00	5.00	29-Dec-17	1-Oct-32	658,800.00	218,227.50
Natural Disaster Management Rehabilitation and Reconstruction	77,654,700.00	5.00	29-Dec-17	1-Oct-37	7,561,982.84	2,427,596.60
Hurricane Reconstruction Support	31,860,000.00	1.00	28-Feb-18	1-Jan-43	1,593,000.00	268,818.76
Coronavirus Disease 2019 Emergency Response Support Loan	35,100,000.00	1.00	23-Jun-20	1-Apr-45	1,755,000.00	335,643.76
Policy Based Loan USD 50 Million	67,500,000.00	5.00	29-Sep-21	1-Jul-38	1,406,249.99	3,375,000.00
Enhancing Learning Continuity Resiliency	2,700,000.00	5.66	25-Jan-22	1-Jan-47	0.00	148,706.56
Strenghtening Resilience and Supporting Recovery in Antigua & Barbuda COVID-19 Health Response Project	12,676,500.00	5.66	29-Apr-22	1-Apr-37	1,070,626.04	665,506.64
Road Infrastructure Rehabilitation	4,431,000.00	5.00	7-Nov-24	1-Jan-46	0.00	401,036.62
WORLD BANK						
Public Sector Transformation Project	27,000,000.00	5.71	14-Aug-13	15-Jan-43	261,015.40	288,313.95
OECS MSME Guarantee Facility Project	5,400,000.00	5.91	28-Sep-18	15-Jul-43	157,594.04	321,148.28
EUROPEAN INVESTMENT BANK						
Road Rehabilitation Project EDB	4,819,983.60	1.00	2-Apr-86	15-Mar-26	93,447.14	745.96
Road Rehabilitation Phase II	3,125,800.00	0.50	19-Jul-93	1-May-33	106,250.46	3,912.43
Banco del ALBA						
Strengthening the Operations of LIAT	42,660,000.00	6.00	4-Nov-19	1-Dec-29	4,859,604.51	1,205,421.70

CARICOM Development Fund						
Country Assistance Program - SJDC Restructure	4,840,230.60	3.00	4-Dec-14	31-Dec-35	501,238.40	74,284.64
Country Assistance Programme - Component 3	2,754,000.00	3.00	15-Jul-21	30-Sep-33	261,614.43	66,546.49
Country Assistance Program - APUA	7,811,912.70	3.00	26-Jul-23	30-Jun-35	690,617.20	216,506.97
TOTAL MULTILATERAL LOANS					**60,631,916.87**	**20,225,705.87**
BILATERAL LOANS - PARIS CLUB						
Brazil Rescheduled Loan, Paris Club Terms.	61,241,119.20	3.30	1-Sep-10	1-Sep-27	7,661,263.50	2,049,025.80
Rescheduled Credit Lyonnais Loan (France)	86,056,854.30	3.10	1-Sep-10	1-Mar-24	12,024,436.10	2,584,617.90
Rescheduled IHI Loan (Japan) Paris Club Terms.	50,522,494.50	3.10	1-Sep-10	1-Mar-24	7,220,988.20	1,483,705.70
Rescheduled Atradius Loan Netherlands).	13,534,245.13	4.30	1-Sep-10	1-Mar-24	1,730,076.60	381,601.00
UK Rescheduled Loan, non ODA Portion - PC Terms.	5,130,147.27	0.62	1-Sep-10	1-Mar-24	670,611.60	27,000.90
USAID Rescheduled Loan.	2,704,576.50	3.00	1-Jun-10	1-Mar-24	1,260,264.40	271,505.30
Consolidated US Exim Bank Loan,	60,943,085.10	1.84	1-Sep-10	1-Mar-24	8,391,862.70	349,493.50
TOTAL BILATERAL - PARIS CLUB LOANS					**38,959,503.10**	**7,146,950.10**
BILATERAL LOANS - NON-PARIS CLUB						
ABU DHABI FUND FOR DEVELOPMENT						
Hybrid Solar & Wind Power Project - Agreement	40,500,334.50	2.00	14-Jan-17	15-Jan-37	2,699,985.58	524,615.77
EL FONDO DE DESARROLLO NACIONAL S.A.						
US$50M from Venezuela- August 2009.	135,000,000.00	2.60	20-Aug-09	21-Aug-29	9,327,796.86	1,239,463.40
EXIM BANK OF CHINA						
Antigua New Power Plant Project.	117,690,000.00	2.00	26-Jun-08	21-Mar-29	10,779,747.08	600,671.47

V.C. Bird International Airport New Terminal Project.	82,383,000.00	2.00	13-Sep-11	21-Mar-32	4,106,570.32	977,625.74
Expansion of V.C. Bird International Airport New Terminal Project	109,844,000.00	2.00	20-Mar-13	21-Mar-34	5,475,427.06	1,581,074.73
KUWIAIT FUND FOR ARAB ECONOMIC DEVELOPMENT						
V.C. Bird International Airport Development	22,012,485.95	4.00	29-Jul-96	1-Dec-37	1,412,945.40	486,201.83
Reconstruction of All Saints Road	11,446,492.70	4.00	1-Aug-98	1-Dec-37	1,494,746.73	371,921.57
PEOPLE'S REPUBLIC OF CHINA						
Construction Of An Exhibition Centre	14,850,000.00	0.00	18-Jul-91	1-May-36	1,485,000.00	0.00
Grays Farm Drain Reconstruction Project	3,923,000.00	0.00	20-Feb-98	1-Oct-35	378,880.00	0.00
Disaster Relief	333,455.00	0.00	12-Mar-99	1-Oct-35	32,204.80	0.00
Highway Improvement Project at Darkwood	98,075.00	0.00	12-Mar-99	1-Oct-35	5,683.20	0.00
Restructuring of Chinese debt	1,630,999.99	0.00	13-Aug-01	1-Oct-33	217,440.02	0.00
THE SAUDI FUND FOR DEVELOPMENT						
University of the UWI Campus - Five Islands Project	216,000,000.00	2.00	17-Jan-23	15-Aug-42	0.00	42,025.38
TOTAL BILATERAL NON-PARIS CLUB LOANS					**37,416,427.05**	**5,823,599.89**

SECURITIES

BONDS						
FAG100926 10-year Bond	16,200.00	6.50	5-Sep-16	5-Sep-26	1,800.00	87.75
AGG100428 10-year Bond	4,667,000.00	7.50	20-Apr-18	22-Apr-28	0.00	350,025.00
AGB080227 8-year Bond	10,000,000.00	7.25	25-Feb-19	25-Feb-27	0.00	725,000.00
AGG0228AA 7-year Bond	5,000,000.00	6.75	24-Feb-21	24-Feb-28	917,708.34	139,376.95

Private Placement 5-year Bond	29,058,750.00	7.50	16-Apr-23	16-Apr-28	5,978,144.79	1,044,945.85
Private Placement 3-year T-Note	13,994,000.00	6.00	14-Jun-23	14-Jun-26	2,332,333.33	69,970.00
GOABPP131026 3-year T-Note	4,107,000.00	6.00	13-Oct-23	13-Oct-26	4,107,000.00	246,420.00
Private Placement: 5-year T-Note	8,761,000.00	5.75	29-May-24	29-May-29	0.00	503,757.50
Private Placement: 7-year Bond	4,100,000.00	7.00	11-Oct-24	11-Oct-31	0.00	362,250.00
Treasury Note - 26052026	11,000,000.00	4.00	26-Feb-25	26-May-26	11,000,000.00	577,500.00
GOABPS150432 FCIS 7-year Bond	10,000,000.00	7.00	15-Apr-25	15-Apr-32	0.00	700,000.00
GOABPS210532 7-year Bond	9,450,000.00	7.00	21-May-25	21-May-32	0.00	661,500.00
GOABPS230531 6-year Bond	10,000,000.00	6.50	23-May-25	23-May-31	0.00	650,000.00
GOABPS150627 2-year Note	16,919,000.00	5.00	15-Jun-25	15-Jun-27	0.00	845,950.00
GOABPS260630 5-year Bond	10,000,000.00	6.00	26-Jun-25	26-Jun-30	0.00	600,000.00
Private Placement: FCIS 2-year T-Note	7,300,000.00	5.00	23-Jul-25	23-Jul-27	0.00	365,000.00
GOABPS190830 5-year Bond	165,000.00	3.00	19-Aug-25	19-Aug-30	0.00	4,950.00
Treasury Note - 22092028	13,304,000.00	6.00	18-Sep-25	22-Sep-28	0.00	771,632.00
Treasury Note - 13102027	9,450,000.00	5.00	13-Oct-25	13-Oct-27	0.00	472,500.00
GOABPP161027 2-year T-Note	11,420,000.00	5.50	16-Oct-25	16-Oct-27	0.00	628,100.00
Treasury Note - 13102027	8,000,000.00	6.00	22-Sep-25	22-Sep-28	0.00	480,000.00
GOABPS101127 2-year T-Note	7,000,000.00	5.50	10-Nov-25	10-Nov-27	0.00	385,000.00
TOTAL BONDS					**24,336,986.46**	**10,583,965.05**
TREASURY BILLS						
365-day Treasury bill - 25022026	26,315,795.00	4.50	25-Feb-25	25-Feb-26	26,315,795.00	1,184,205.00

GOABPP060326 365-day T-Bill	7,445,000.00	4.50	6-Mar-25	6-Mar-26	7,445,000.00	335,025.00
365-day Treasury bill - 19032026	12,440,194.00	3.00	19-Mar-25	19-Mar-26	12,440,194.00	559,806.00
365-day Treasury bill - 14052026	19,597,133.30	4.50	14-May-25	14-May-26	19,597,133.30	881,866.70
365-day Treasury bill - 11062026	9,569,380.00	4.50	11-Jun-25	11-Jun-26	9,569,380.00	430,620.00
180-day Treasury bill - 17012026	20,554,549.76	3.50	18-Jul-25	17-Jan-26	20,554,549.76	405,450.24
365-day Treasury bill - 02092026	19,244,023.18	4.00	2-Sep-25	2-Sep-26	19,244,023.18	865,976.82
GOABPP230926 365-day T-Bill	10,426,891.81	4.50	23-Sep-25	23-Sep-26	10,426,891.81	469,210.13
GOABPP180426 180-day T-Bill	6,628,000.00	4.00	20-Oct-25	18-Apr-26	6,628,000.00	130,744.11
AGB041126	20,954,071.39	4.50	4-Nov-25	4-Nov-26	20,954,071.39	942,928.61
AGB241126	7,735,886.79	4.50	22-Nov-25	24-Nov-26	7,735,886.79	348,113.21
AGB010626	24,614,465.60	3.00	1-Dec-25	1-Jun-26	24,614,465.60	485,534.40
PPAGB111225 365-day T-Bill	5,000,000.00	4.50	11-Dec-25	11-Dec-26	5,000,000.00	225,000.00
Private Placement 365-day T-Bill	6,266,000.00	4.50	12-Dec-25	12-Dec-26	6,266,000.00	281,970.00
TOTAL TREASURY BILLS					**196,791,390.83**	**7,546,450.22**
TOTAL SECURITIES					**221,128,377.29**	**18,130,415.27**
TOTAL CENTRAL GOVERNMENT LOANS & SECURITIES					**358,136,224.31**	**51,326,671.14**
GOVERNMENT GUARANTEED EXTERNAL LOANS						
MULTILATERAL LOANS						
EUROPEAN INVESTMENT BANK						
Livestock Development	667,358.30	0.75	21-Jun-91	1-Apr-31	12,898.66	515.90

TOTAL MULTILATERAL LOANS					**12,898.66**	**515.90**
BILATERAL LOANS - NON-PARIS CLUB						
BANCO DE DESARROLLO ECONOMICO (BANDES)						
Construction of Residential Community - North Sound	27,000,000.00	3.00	25-Jan-08	30-Jun-29	1,519,241.46	148,126.03
EXIM BANK OF CHINA						
Port of St. John's Renovation and Extension Project.	235,380,000.00	2.00	15-Dec-16	21-Sep-37	8,359,803.86	4,011,583.48
TOTAL BILATERAL NON-PARIS CLUB LOANS					**9,879,045.32**	**4,159,709.51**
COMMERCIAL LOANS						
Oppenheimer & Co. Inc/CIBC						
Loan For the New Terminal at V.C. Bird Int	270,000,000.00	7.95	12-Mar-24	15-Mar-29	20,325,909.27	17,246,357.83
TOTAL GOVERNMENT GUARANTEED					**30,217,853.25**	**21,406,583.24**
TOTAL CENTRAL GOVERNMENT DEBT					**621,639,525.77**	**138,442,793.67**
LOANS					**233,970,824.19**	**77,794,230.69**
TOTAL SECURITIES					**387,668,701.58**	**60,648,562.98**
TOTAL TREASURY BILLS					**301,235,469.63**	**11,085,369.24**
TOTAL BONDS					**86,433,231.95**	**49,563,193.74**
TOTAL GOVERNMENT GUARANTEED DEBT					**48,120,544.30**	**36,066,475.03**

ANTIGUA ESTIMATES 2026

STAFF LIST

ESTABLISHED

&

NON-ESTABLISHED

ESTABLISHED POSITIONS - 2026

0101 OFFICE OF THE GOVERNOR GENERAL

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Governor General	UNCL.	220,416	1	0	0	0
1	Permanent Secretary	A Misc	107,780	0	1	0	0
1	Principal Assistant Secretary	A9	51,800	0	1	0	0
1	Senior Assistant Secretary	A11	48,891	0	1	0	0
1	Assistant Secretary	A17-13	44,265	0	1	0	0
1	Senior Executive Officer	A23-19	37,198	0	0	0	1
1	Executive Officer	A28-25	31,712	0	1	0	0
1	Senior Clerk	A33-29	27,165	0	0	0	1
1	Petty Officer Class II	A40-38	19,577	0	1	0	0
9				**7**		**0**	**2**

0201 HOUSE OF REPRESENTATIVES

Establishment	Post	Scale	Personal Emolument	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Clerk to Parliament	A Misc.	73,392	0	1	0	0
1	Deputy Clerk to Parliament	A9	51,816	0	1	0	0
1	Parliamentary Research Officer & Data Base Officer	A6	49,902	0	0	0	1
2	Senior Assistant Secretary	A11	97,800	0	1	1	0
1	Assistant Secretary	A17-13	45,192	1	0	0	0
1	Senior Executive Officer	A23-19	38,316	0	1	0	0
1	Executive Officer	A28-25	31,716	0	1	0	0
1	Senior Clerk	A23-29	27,180	0	1	0	0
1	Junior Clerk	A40-48	26,508	0	1	0	0
1	Petty Officer Class II	A40-34	23,244	0	1	0	0
11				**9**		**1**	**1**

0302 CABINET SECRETARIAT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Secretary to Cabinet	A Misc	150,000	1	0	0	0
1	Principal Policy Analyst	A Misc	89,124	0	0	1	0
1	Policy Analyst	A Misc	73,392	0	1	0	0
1	Policy Research Officer	A2 (Fixed)	59,100	0	1	0	0
1	Policy Officer I	A4 (fixed)	54,888	0	0	1	0
1	Senior Programme Management Officer	A4 (Fixed)	59,628	0	1	0	0
1	Policy Officer II	A9 (fixed)	47,436	0	0	1	0
1	Programme Management Officer	A13-12	46,428	0	1	0	0
1	Senior Records Management Officer	A17-13	44,268	0	1	0	0
2	Records Management Officer	A28-25	63,432	0	1	0	1
1	Petty Officer Class I	A37-34	21,360	0	0	0	1
12				**7**		**3**	**2**

0501 PUBLIC SERVICE COMMISSION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Principal Assistant Secretary	A9	51,816	0	1	0	0
1	Senior Assistant Secretary (pending cabinet Decision)	AII	48,900	0	0	1	0
1	Assistant Secretary (pending cabinet decision)	A 14 (A17-30)	44,268	0	0	1	0
1	Executive Officer	A28-25	32,796	0	1	0	0
1	Senior Clerk	A33-29	27,768	0	1	0	0
2	Junior Clerk	A40-34	52,368	1	0	1	0
1	Petty Officer Class lll	A47-42	20,328	0	1	0	0
1	Chairman	-	48,000	0	0	1	0
6	Member	-	144,000	1	3	2	0
15				**9**		**6**	**0**

0502 POLICE SERVICE COMMISSION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Secretary	A33-29	25,956	0	1	0	0
1	Chairman	-	42,000	1	0	0	0
6	Members	-	144,000	5	1	0	0
8				**8**		**0**	**0**

0504 PUBLIC SERVICE BOARD OF APPEAL

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
2	Chairman	-	28,800	1	0	0	1
4	Members	-	48,000	1	1	2	0
1	Secretary	-	29,040	0	1	0	0
7				**4**		**2**	**1**

0601 AUDITOR GENERAL'S DEPARTMENT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of Audit	B Misc	121,020	1	0	0	0
2	Deputy Director of Audit	B Misc	195,672	0	2	0	0
2	Audit Manager	A5	115,920	0	1	0	1
7	Auditor	A9	362,712	0	3	2	2
7	Assistant Auditor	A11	342,300	3	4	0	0
5	Examiner of Accounts l	A23-19	197,040	0	0	1	4
6	Examiner of Accounts ll	A28-25	223,200	0	1	1	4
4	Senior Clerk	A33-29	108,720	0	0	1	3
8	Junior Clerk	A40-34	212,064	0	0	0	8
1	Petty Officer Class lll	A47-42	19,584	1	0	0	0
2	Senior Audit Manager (awaiting cabinet decision)	B1	141,072	0	0	2	0
2	Senior Auditor (awaiting cabinet decision)	B4	124,176	0	0	2	0
2	Senior Assistant Auditor (awaiting cabinet decision)	B7	110,496	0	0	2	0
2	Senior Examiner of Accounts (awaiting cabinet decision)	B9	103,056	0	0	2	0
51				**16**		**13**	**22**

1001 PRIME MINISTER'S OFFICE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	107,796	0	1	0	0
1	Project Implementation Officer	B Misc	0	0	0	0	1
1	Personal Aide to Prime Minister (pending cabinet decision)	A5	0	0	0	0	1
1	Principal Assistant Secretary	A9	51,816	0	1	0	0
4	Senior Assistant Secretary (pending cabinet decision)	A11	195,600	0	3	1	0
2	Assistant Secretary	A17-13	88,536	0	2	0	0
1	Administrative Assistant (pending cabinet decision)	A 23-19	39,408	0	0	1	0
2	Senior Executive Officer	A23-19	74,400	0	1	1	0
2	Executive Officer (pending cabinet decision)	A28-25	63,432	0	1	1	0
4	Senior Clerk	A33-29	71,064	0	0	1	3
2	Junior Clerk	A40-34	48,324	0	1	0	1
1	Clerical Assistant	A45-33	21,972	0	0	1	0
1	Petty Officer Class lll	A47-42	19,584	0	0	1	0
23				**10**		**7**	**6**

1008 MILITARY

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Senior Assistant Secretary	AII	48,892	0	0	1	0
1	Assistant Secretary	A17-13	44,268	1	0	0	0
1	Administrative Cadet	A18-13	39,728	0	0	0	1
1	Senior Executive Officer	A23-19	37,400	0	1	0	0
1	Executive Officer	A28-25	31,716	0	1	0	0
1	Senior Clerk	A33-29	27,180	0	1	0	0
3	Junior Clerk	A40-34	72,228	0	2	1	0
1	Petty Officer III	A40-38	19,584	0	1	0	0
10				**7**		**2**	**1**

1010 PASSPORT DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	107,796	0	0	1	0

1010 PASSPORT DIVISION (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Chief Passport Officer	A2	64,537	0	0	1	0
2	Senior Assistant Secretary	A11	97,800	0	2	0	0
2	Assistant Secretary	A17-13	97,800	0	2	0	0
2	Senior Executive Officer	A23-19	79,224	0	2	0	0
2	Executive Officer	A28-25	63,432	0	1	1	0
5	Senior Clerk	A33-29	137,076	0	4	1	0
6	Junior Clerk	A40-34	155,328	1	3	2	0
1	Record Officer	A33-29	23,688	0	0	0	1
1	Petty Officer Class I	A40-38	24,504	0	1	0	0
1	Petty Officer Class III	A47-42	14,652	0	0	0	1
24				**16**		**6**	**2**

1101 EXTERNAL/FOREIGN AFFAIRS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	107,583	1	0	0	0
1	Director General	A Misc	85,321	0	1	0	0
1	Deputy Permanent Secretary	A Misc	81,053	0	0	1	0
1	Chief Protocol Officer	A Misc	73,392	0	1	0	0
1	Senior Protocol Officer	A6	56,208	0	1	0	0
2	Senior Consular Officer	A6	112,416	2	0	0	0
2	Principal Assistant Secretary (Awaiting CD for 1)	A9	103,632	0	1	1	0
8	Senior Foreign Service Officer (1 Transferred to the 1 Totonto, 1 NY, 1 Morocco, 1 London)	B6	477,024	1	3	0	4
4	Senior Foreign Service Officer 1	B8	190,704	1	2	0	1
1	Technical Cooperation Officer (Awaiting CD)	B6	59,628	0	1	0	0
2	Senior Assistant Secretary (awaiting CD for 1)	A11	97,782	0	1	1	0
3	Assistant Secretary (Awaiting CD for 2)	A17-13	132,797	0	1	2	0
2	Senior Foreign Service Comminication Officer (1 Transferred to Washington D.C. Mission)	A18-13	90,366	0	2	0	0
10	Foreign Service Officer (1 Seconded to Washington D.C. & 1 New York)	A18-13	476,760	1	5	1	3
1	Protocol/Research Officer	A18-13	43,308	0	0	0	1
2	Protocol Officer	A19-15	91,283	0	1	1	0
3	Senior Executive Officer (awaiting CD for 1)	A23-19	111,568	0	2	1	0
1	Foreign Service Communications Officer	A28-25	31,712	0	1	0	0
4	Executive Officer	A28-25	126,864	0	2	1	1
4	Senior Clerk	A33-29	108,659	0	1	0	3
4	Junior Clerk	A40-34	103,417	0	2	1	1
1	Petty Officer Class l	A37-34	26,448	0	0	1	0
1	Petty Officer Class ll	A40-38	22,513	0	1	0	0
Trade Positions							
1	Director - Internal Trade	B Misc	75,675	0	1	0	0
1	Senior Trade affairs Officer (Awaiting CD)	B6	57,343	0	0	1	0
1	Regional Integration Officer (Awaiting CD)	B6	57,343	0	0	1	0
1	Advisor - International Trade	B Misc	81,381	0	0	0	1
1	Trade Policy Analysis	B6	56,088	0	0	0	1
1	Trade Policy Officer	B7	54,636	0	0	0	1
1	Executive Secretary, International Trade (Awaiting CD)	A24-20	45,100	0	0	1	0
67				**36**		**14**	**17**

1104 TRADE AND ECONOMIC DEVELOPMENT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	98,700	0	0	0	1
1	Project Development & Implementation Officer	B Misc.	73,392	0	1	0	0
1	Principal Assistant Secretary	A9	48,900	0	1	0	0
1	Marketing Director	A Misc.	67,200	0	0	0	1
1	Trade Commissioner	B Misc.	73,392	0	0	1	0
1	Chief Technical Officer	B Misc.	73,383	0	0	1	0

1104 TRADE AND ECONOMIC DEVELOPMENT (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Deputy Director - International Trade	UNCL	62,087	0	0	1	0
1	Regional Integration Officer	UNCL	56,427	0	0	1	0
5	Senior Trade Policy Analyst (formerly Trade Officer)	A3 (Fixed)	310,435	0	2	0	3
1	Senior Assistant Secretary	A11	48,892	0	1	0	0
2	Assistant Secretary	A17-13	88,531	0	1	1	0
2	Marketing Officer	A18-13	90,336	0	0	1	1
1	Senior Research Officer	A3	54,144	0	0	0	1
7	Trade Policy Analysts (formerly Research Officer)	A18-13	316,279	0	0	7	0
1	Senior Executive Officer	A23-19	37,200	0	0	0	1
2	Executive Officer	A28-25	63,424	0	2	0	0
2	Senior Clerk	A33-29	54,330	0	2	0	0
6	Junior Clerk	A40-34	125,473	0	3	2	1
2	Clerical Assistant	A45-38	43,608	0	0	0	2
1	Petty Officer Class II	A47-42	22,513	0	0	0	1
40				**13**		**15**	**12**

1105 INDUSTRY AND COMMERCE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	107,781	1	0	0	0
1	Industrial & Development Advisor	A Misc	73,383	1	0	0	0
1	Industrialization Commissioner	B Misc	73,383	0	1	0	0
1	Project Development & Implementation Officer	B Misc	73,383	0	0	1	0
1	Senior Trade Policy Analyst (formerly Sr Research Officer)	A3	62,087	0	0	0	1
1	Director of Industry	B Misc	73,383	0	0	0	1
1	Director of Commerce	B Misc	73,383	0	0	0	1
1	Trade & Industrialization Officer	A18-13	42,504	0	0	0	1
1	Assistant Research & Industry Officer	A17-13	45,504	0	0	0	1
1	Graduate Assistant	A18-13	45,157	0	0	0	1
1	Co-ordinator Industrial Development (Economist)	A18-13	45,157	0	0	0	1
2	Principal Assistant Secretary	A9 (Fixed)	101,624	0	1	0	1
1	Senior Assistant Secretary	A11	44,772	0	0	0	1
1	Senior Clerk	A33-29	27,180	0	1	0	0
1	Petty Officer Class II	A40-34	22,516	0	1	0	0
2	Petty Officer Class III	A47-42	20,616	0	0	0	2
1	Junior Clerk	A40-34	20,616	0	0	0	1
19				**6**		**1**	**12**

1106 PRICES AND CONSUMER AFFAIRS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of Prices and Consumer Affairs	A3	62,088	1	0	0	0
1	Deputy Director of Prices and Consumer Affairs	A11	48,900	0	0	1	0
1	Rent Restriction Officer	A18-13	41,052	0	0	0	1
1	Senior Rent Officer (awaiting CD)	A16	45,192	0	0	1	0
3	Rent Officer (awaiting CD)	A24	108,288	0	0	1	2
1	Consumer Affairs Officer	A19-15	42,024	0	1	0	0
1	Senior Price Control Officer	A19-15	42,024	0	1	0	0
1	Price Control Officer	A24-20	36,096	0	1	0	0
1	Senior Price Control Inspector	A29-25	30,552	0	0	0	1
5	Consumer Liaison Officers	A30-27	147,420	1	3	1	0
1	Senior Executive Officer	A23-19	37,200	0	1	0	0
1	Executive Officer	A28-25	31,716	0	0	1	0
1	Senior Clerk	A33-29	27,180	0	0	1	0
1	Junior Clerk	A40-34	24,504	0	1	0	0
1	Petty Officer Class II	A40-38	22,525	0	0	1	0
1	Petty Officer Class III	A47-42	20,616	1	0	0	0
22				**11**		**7**	**4**

1107 BUREAU OF STANDARDS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of Standards	B Misc	81,120	0	1	0	0

1107 BUREAU OF STANDARDS (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Deputy Director	B Misc	59,610	0	0	1	0
3	Standardization Officer (I)	A18(A18-13)	135,549	1	0	1	1
1	Senior Clerk	A36(A33-29)	27,165	0	1	0	0
1	Junior Clerk	A48(A40-34)	24,492	0	0	1	0
1	Clerk/ Receptionist	A48(A40-34)	25,226	0	0	0	1
1	Metrication Officer	A15(A18- 30)	45,183	0	0	1	0
1	Executive Officer	A28-25	31,716	0	0	1	0
1	Standardization Officer (II)	A18(A18-13)	0	0	0	0	1
1	Standardization Officer (III)	A18(A18-13)	0	0	0	0	1
12				**3**		**5**	**4**

1108 BARBUDA ADMINISTRATIVE AND GENERAL SERVICES

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Principal Assistant Secretary	A9	51,816	0	1	0	0
1	Senior Assistant Secretary	A11	48,900	0	0	1	0
1	Assistant Secretary	A17-13	44,268	0	1	0	0
2	Senior Executive Officer	A23-19	74,400	0	0	2	0
1	Executive Officer	A28-25	31,716	0	0	0	1
2	Senior Clerk	A33-29	54,360	0	0	1	1
1	Junior Clerk	A40-34	24,508	0	1	0	0
1	Clerical Assistant	A45-38	17,056	0	0	1	0
1	Petty Officer Class II	A47-42	22,525	0	0	0	1
11				**3**		**5**	**3**

1201 HOUSING, LANDS, AND URBAN RENEWAL HEADQUARTERS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	107,796	1	0	0	0
1	Devepment Planning & Design Coordinator	B Misc	90,828	1	0	0	0
1	Urban Development Officer	B Misc	90,828	1	0	0	0
1	Principal Assistant Secretary	A9	51,816	0	1	0	0
1	Advisor to the Minister		69,288	0	1	0	0
1	CAD Technician	B9	51,528	0	0	1	0
1	Senior Assistant Secretary	A11	48,900	0	1	0	0
1	Assistant Secretary	A14 (17-13)	44,268	0	1	0	0
1	CAD Draughtman	C2 (4-3)	43,968	0	0	1	0
1	Compliance/Recovery Officer	A17 (18-14)	43,388	0	1	0	0
2	Senior Executive Officer	A13 (23-19)	74,400	0	1	1	0
2	Executive Officer	A29 (28-25)	63,432	0	2	0	0
2	Senior Clerk	A36 (33-29)	54,360	0	2	0	0
4	Junior Clerk	A48 (40-34)	92,976	0	1	3	0
1	Clerical Asssitant	A53 (45-38)	23,244	0	0	1	0
1	Petty Officer Class III	A57 (47-42)	19,584	0	1	0	0
22				**15**		**7**	**0**

1202 LANDS DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Chief Lands Officer	B Misc	73,392	1	0	0	0
1	Deputy Chief Lands Officer	B4	62,088	1	0	0	0
2	Lands Officer	B-7	110,496	2	0	0	0
1	Land Information Co-ordinator	B9	48,900	0	1	0	0
4	Assistant Lands Officer	C4(C4-3)	175,872	0	0	2	2
2	Senior Land Inspector	C4(C10-8)	72,984	1	0	1	0
2	Land Inspector	C(20-16)	54,072	1	0	0	1
1	GIS Technician	C1(C2-1)	48,444	1	0	0	0
1	Assistant Research Officer	A33	27,519	0	0	1	0
2	Senior Clerk	A-33	54,360	0	2	0	0
1	Junior Clerk	A45-38	23,824	0	0	1	0
2	Data Entry Clerk	C(C20-16)	54,072	0	0	2	0
1	Research Officer	A21-20	34,392	0	0	0	1
1	Draughtsman II	C 15-11	25,384	0	0	0	1
2	Key Punch Operator I	C 20-16	40,630	0	0	0	2
24				**10**		**7**	**7**

1203 SURVEYS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Chief Surveyor	B Misc.	105,960	1	0	0	0
1	Deputy Chief Surveyor	B Misc.	79,380	0	0	0	1
2	Senior Surveyor	C Misc	157,560	1	1	0	0
3	Surveyor	C Misc	199,836	1	0	1	1
4	Assistant Surveyor I	C1(C2-1)	167,580	0	0	1	3
4	Assistant Surveyor II	C3(C7-5)	159,648	2	0	1	1
1	Executive Officer	A28-25	29,928	0	0	0	1
1	Senior Clerk	A33-29	29,273	0	1	0	0
1	Storekeeper	A37-32	25,504	0	1	0	0
3	Junior Clerk	A40-34	75,492	0	3	0	0
1	Petty Officer Class III	A40-38	23,071	0	1	0	0
1	Supervisor of Lands Information	C2(C4-3)	63,576	1	0	0	0
1	Geospatial Information Officer 1	A Misc	78,780	0	0	1	0
1	Geospatial Information Officer	C2(C4-3)	63,108	0	1	0	0
1	Supervisor of GIS Cadastre	C2(C4-3)	58,212	1	0	0	0
4	Lands Information Officer	C4(C10-8)	213,696	0	2	2	0
6	Land Information Technician	C3(C7-5)	239,472	1	4	1	0
36					**22**	**7**	**7**

1205 BLUE ECONOMY

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of Blue Economy	B Misc	81,132	0	1	0	0
1	PA/Admin Officer-Research & Development	A8	77,148	1	0	0	0
1	Senior Financial Analyst	A Misc	77,144	0	0	0	1
1	Senior Policy and Operations Manager	A Misc	77,144	0	0	0	1
1	Economic Development Officer	A8	53,268	0	0	0	1
1	Research & Evidence Officer 1	A13(A14-12)	47,673	0	0	0	1
1	Partnership and Communities Officer	A13(A14-12)	35,407	0	0	1	0
1	Research & Evidence Officer 11	A17(A18-14)	41,317	0	0	0	1
1	Research & Evidence Officer 111	A22(A22-18)	38,303	0	0	0	1
1	Executive Assistant	A28-25	42,000	0	1	0	0
1	Junior Clerk		30,192	0	0	0	1
11					**3**	**1**	**7**

1301 MINISTRY OF CREATIVE INDUSTRIES AND INNOVATION HQ

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	107,796	0	1	0	0
1	Principal Assistant Secretary	A 9 (Fixed)	51,816	0	1	0	0
1	Senior Assistant Secretary	A 11 (Fixed)	48,900	0	1	0	0
1	Assistant Secretary	A 14(A17--13)	45,660	0	1	0	0
1	Senior Executive Officer	A 23(A23-19	37,200	0	1	0	0
3	Executive Officer	A29 (A28-25	98,424	0	3	0	0
2	Senior Clerks	A 36 (A33-29)	54,360	0	2	0	0
2	Junior Clerks	A 48 (A40-34)	51,012	0	2	0	0
1	Petty Officers	A 57 (A4-42)	19,584	0	1	0	0
13					**13**	**0**	**0**

1302 CREATIVE INDUSTRIES

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Principal Assistant Secretary	A 9 (Fixed)	51,800	0	1	0	0
1	Assistant Secretary (new position)	A 14(A17--13)	27,180	0	1	0	0
1	Jr. Clerk	A 48 (A40-34)	26,496	0	0	1	0
1	Sr. Clerk	A 36 (A33-29)	27,165	0	0	1	0
4					**2**	**2**	**0**

1501 FINANCE HEADQUARTERS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Financial Secretary	UNCL	146,592	0	1	0	0
1	Special Adviser	UNCL	146,592	0	0	0	1
1	Budget Director	UNCL	121,020	0	1	0	0
2	Deputy Financial Secretary	B Misc	266,544	1	1	0	0
1	Debt Manager	UNCL	121,032	1	0	0	0

1501 FINANCE HEADQUARTERS (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Deputy Budget Director	B Misc	97,836	0	1	0	0
1	Deputy Debt Manager	B Misc	97,836	0	1	0	0
1	Permanent Secretary	A Misc	107,796	0	1	0	0
1	Assistant Financial Secretary	B Misc	81,144	0	0	0	1
1	Co-Ordinator IT Implementation & Management Officer	B Misc	68,472	0	0	1	0
4	Senior Economic & Financial Analyst	B Misc	292,272	2	0	0	2
1	Network Technician	B6	57,448	0	0	0	1
2	Senior Budget Analyst	B6	146,136	0	2	0	0
1	Database Administrator	B6	85,404	0	0	0	1
2	Senior Public Debt Officer	B6	146,136	0	2	0	0
3	Principal Assistant Secretary	A9	155,448	0	3	0	0
2	Budget Analyst I	B5	119,256	0	1	0	1
5	Budget Analyst II	A11-10/90	257,640	0	2	1	2
2	Systems Analyst	A11-10/89	100,403	0	0	2	0
3	Economic & Financial Analyst II	A11-10/89	154,584	0	3	0	0
1	Monitoring & Evaluation Officer	B5	59,628	0	0	1	0
1	Financial Analyst and Procurement Officer	B Misc	73,068	0	0	1	0
1	Administrative Support Officer	B9	51,528	0	0	1	0
1	Project Officer I	B9	51,528	0	0	1	0
1	Director, Project Management Unit	B Misc	121,020	0	1	0	0
2	Economic & Financial Analyst I	A11	119,256	0	1	1	0
3	Public Debt Officer II	A11-10/89	154,584	0	2	1	0
2	Public Debt Officer I	B5	119,221	0	0	2	0
3	Senior Assistant Secretary	A11	146,700	0	3	0	0
1	Assistant Budget Analyst	A14-12	46,428	0	1	0	0
1	Research Officer	A14-12	46,039	0	0	1	0
2	Research Assistant	A28-29	63,432	0	1	0	1
1	Assistant public Debt Officer	A14-12	46,428	0	0	0	1
2	Assistant Secretary	A17-13	88,536	1	1	0	0
2	Senior Executive Officer	A23-19	74,400	0	0	2	0
3	Executive Officer	A28-29	95,148	0	2	1	0
4	Senior Clerk	A33-29	108,720	0	3	0	1
3	Junior Clerk	A40-34	79,524	0	1	1	1
1	Petty Officer Class II	A40-38	18,671	0	0	0	1
1	Revenue Collections Co-ordinator	A11	133,272	1	0	0	0
1	Administrative Assistant II	B Misc	51,528	0	0	1	0
1	Administrative Assistant I	B5	59,611	0	1	0	0
2	Functional Support Officer	B Misc	97,800	0	1	0	1
1	Coordinator, Macro Fiscal Unit	B Misc	104,772	0	1	0	0
1	Technical Support Officer	B Misc	48,900	0	0	0	1
1	IT Manager	UNCL/B Misc.	104,772	1	0	0	0
1	Information Systems Administrator	UNCL/B Misc.	81,144	1	0	0	0
1	IT Support Engineer	UNCL/B Misc.	81,144	0	1	0	0
1	Network Administrator I	B5	59,628	1	0	0	0
1	Software Engineer I	B5	59,628	0	0	1	0
2	Systems Analyst I	B5	59,628	0	0	1	1
2	IT Support Officer	B9	103,056	0	0	2	0
1	Registrar of Insurance	A11	57,946	0	0	0	1
1	Statistician	A11	44,449	0	0	0	1
1	Assistant Revenue Collections Officer	A18-13	39,436	0	0	0	1
1	Macroeconomist	B Misc	86,356	0	0	0	1
1	Operations Officer	A1	66,939	0	0	0	1
1	Inspector of Banks	A5	52,671	0	0	0	1
1	Senior Finance Statistics Officer	B6	57,448	0	0	0	1
1	Audit Manager	B Misc	69,268	0	0	1	0
1	Chief Internal Auditor	B Misc	121,020	0	1	0	0
3	Internal Auditor	A11-10/B9	154,584	0	3	0	0
1	Assistant Internal Auditor	A13(A14-12)	46,428	0	1	0	0
1	Procurement Officer (pending cabinet decision)	B Misc	133,008	0	0	1	0
3	Assistant Procurement Officer (pending cabinet decision)	A11	146,673	0	0	0	3
1	Human Resource Coordinator (pending cabinet decision)	A9	51,790	0	0	0	1
105				**53**		**24**	**28**

1502 TREASURY

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Accountant General	B Misc.	122,028	1	0	0	0
2	Deputy Accountant General	B Misc.	195,672	1	0	1	0

1502 TREASURY (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Funds Management	B6	75,600	0	0	1	0
1	Senior Administrative Officer	B6	57,468	0	1	0	0
1	Internal Auditor	B6	57,468	0	1	0	0
1	Payroll Administrator	A6	57,468	1	0	0	0
1	Accountant	B9	54,744	0	1	0	0
6	Assistant Accountant	A9	310,896	0	6	0	0
12	Senior Accounting Officer	A 11	586,800	2	7	3	0
1	Administrative Secretary	A 18-13	47,676	0	1	0	0
13	Accounting Officer I	A 23-19	582,816	1	9	3	0
10	Accounting Officer II	A 23-19	372,000	0	3	7	0
11	Accounts Clerk I	A 33-29	348,876	1	5	5	0
2	Accounts Clerk II	A 33-29	54,360	0	1	1	0
1	Customer Service Representative	A 33-29	27,180	0	1	0	0
1	Senior Clerk	A 33-29	27,180	0	1	0	0
13	Junior Clerk	A 40-34	338,004	4	6	3	0
1	Records Officer	A 33-29	27,972	0	1	0	0
1	Petty Officer I	A 40-38	24,504	0	1	0	0
2	Petty Officer II (creation of 1 additional post)	A 47-38	45,048	0	0	2	0
1	Petty Officer III	A 47-42	19,584	0	1	0	0
83				**57**		**26**	**0**

1503 INLAND REVENUE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Commissioner of Inland Revenue	B.Misc.	121,020	1	0	0	0
4	Deputy Commissioner of Inland Revenue	B.Misc.	391,344	3	1	0	0
0	Tax Advisor - Inland Revenue	A.Misc.	0	0	0	0	0
5	Assistant Commissioner of Inland Revenue	B Misc.	211,536	0	3	1	1
1	Human Resource Manager	B2	73,392	0	1	0	0
1	Legal Counsel Inland Revenue	B3	97,836	0	1	0	0
3	Information Systems Analyst	B Misc	207,864	1	0	2	0
1	Objections Officer		63,252	1	0	0	0
5	Supervisor Audit	A5	289,800	0	3	2	0
2	Internal Auditor	A5	115,920	0	1	1	0
11	Senior Auditor	A9	466,344	0	7	3	1
1	Supervisor/ Information Services	A9	51,816	0	0	1	0
1	Senior Compliance Officer	A9	51,816	0	0	1	0
1	Compliance Officer I	A11	48,900	0	1	0	0
1	Compliance Officer II	A 17 -13	44,268	0	1	0	0
3	Senior Collections Officer	A9	155,448	1	2	0	0
3	Collections Officer I	A 11	146,700	1	0	2	0
8	Collections Officer II	A28-25	177,072	0	0	4	4
3	Senior Programme Monitoring Officer	A9	155,448	0	2	1	0
3	Programme Monitoring Officer	A11	146,700	0	2	1	0
2	Senior Programmer/ Analyst	A11	48,900	0	0	1	1
3	Assistant Programmer/ Analyst	A17-13	89,909	0	1	1	1
2	Senior Assistant Secretary	A11	97,800	0	1	1	0
3	Assistant Secretary	A 17-13	132,804	0	3	0	0
20	Field Auditor I	A 11	880,200	3	10	6	1
14	Field Auditor II	A 17-13	628,104	1	8	5	0
0	ADP Technician, Inland Revenue	A11	0	0	0	0	0
1	Human Resource Officer	A 17 -13	44,268	0	1	0	0
1	Supervisor - Taxpayer Services	A17-13	44,268	0	1	0	0
1	Supervisor - Filing Compliance Officer	A17-13	44,268	0	1	0	0
1	Supervisor - Data Capture & Assessment Officer	A17-13	44,268	0	0	0	1
9	Taxpayer Services Officer	A23-19	186,000	0	2	3	4
6	Filing Compliance Officer	A 23 -19	188,208	0	2	3	1
6	Data Capture Clerk & Assessment Officer	A 23-19	223,200	0	2	4	0
17	Assistant Field Auditor I	A23-19	223,200	1	1	4	11
9	Assistant Field Auditor II	A28-25	285,444	1	2	6	0
1	Head Bailiff	A24-20	36,096	1	0	0	0
0	Senior Bailiff	A33-29	0	0	0	0	0
9	Senior Clerk	A34-30	240,240	1	4	4	0
13	Junior Clerk	A40-34	322,824	2	3	8	0
1	Petty Officer Class II	A40-38	22,524	0	0	1	0
1	Chief Valuation Officer	B3	97,836	1	0	0	0
1	Property Tax Administrator	B Misc.	64,548	0	0	0	1
2	Deputy Chief Valuation Officers	A9	115,920	2	0	0	0
1	Supervisor District Revenue Officer	A17-13	44,268	0	1	0	0

1503 INLAND REVENUE (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Assistant Secretary	A17-13	44,268	0	0	1	0
2	Valuation Officer 1	B9	103,056	2	0	0	0
2	Valuation Officer 11	A20-15	86,808	2	0	0	0
1	Senior Executive Officer	A23-29	37,200	0	0	0	1
1	Executive Officer	A28-25	31,716	0	1	0	0
2	Senior Clerk	A33-29	54,336	0	0	2	0
1	Junior Clerk	A40-34	23,244	0	0	1	0
4	Assistant Valuation Officer	A26	144,384	2	0	2	0
2	Senior District Officer	A23-19	74,400	0	2	0	0
4	District Revenue Officer 1	A28-25	128,148	0	2	2	0
3	District Revenue Officer 11	A33-29	56,712	0	0	2	1
205				**100**		**76**	**29**

1504 POST OFFICE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Postmaster General	B. Misc.	73,392	1	0	0	0
1	Deputy Postmaster General	A 4	59,628	0	1	0	0
1	Assistant Postmaster	A 9	51,816	0	1	0	0
1	System Analyst Co-ordinator	B. Misc.	62,088	1	0	0	0
2	System Analyst	B 9	109,488	1	0	1	0
2	Senior Assistant Secretary	A11	97,800	0	1	1	0
3	Assistant Secretary	A 17-13	136,980	1	2	0	0
3	Senior Executive Officer	A 23-19	111,600	0	2	1	0
6	Executive Officer	A 28-25	190,296	0	6	0	0
2	Accounts Clerk I	A 28-25	63,432	1	0	1	0
7	Senior Clerk	A 33-29	190,260	2	3	2	0
22	Junior Clerk	A 40-44	552,960	4	13	5	0
4	Clerical Assistant	A 45-38	88,392	0	1	3	0
1	Postal Inspector	A 21-19	37,200	1	0	0	0
1	Sorting Office Inspector	A 23-22	33,864	0	1	0	0
1	Assistant Postal Inspector	A 26-24	30,552	1	0	0	0
1	Assistant Sorting Officer	A 26-24	31,716	1	0	0	0
4	Postal Sorter	A 29-27	117,936	3	1	0	0
12	Postal Officer	A 32-30	318,096	2	6	4	0
10	Postman I	A 35-33	269,544	0	8	2	0
17	Postman II	A 40-36	382,908	3	9	5	0
1	Petty Officer II	A 47-42	22,524	0	0	1	0
1	Petty Officer III	A 47-42	19,584	0	1	0	0
104				**78**		**26**	**0**

1505 CUSTOMS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Comptroller of Customs	B Misc	200,880	1	0	0	0
3	Deputy Comptroller of Customs	A Misc	267,804	2	1	0	0
1	Director of Research	B Misc	109,440	1	0	0	0
1	Software Engineer I	B Misc	85,404	0	1	0	0
1	Imformation Systems Analyst	B Misc	69,288	0	1	0	0
1	Systems Analyst		54,744	1	0	0	0
1	Junior Systems Analyst		47,724	0	0	0	1
14	Principal Inspector of Customs	A1 Fixed	937,440	11	2	1	0
8	Inspector of Customs	A3 Fixed	496,704	6	1	1	0
18	Principal Customs Officer	A8 Fixed	959,040	7	9	2	0
36	Senior Customs Officer	A18 (A16-A15)	1,673,040	10	18	8	0
3	Senior Customs Guard	A23 (A23 - A19)	111,600	3	0	0	0
96	Customs Officer	A28 (A26-A24)	3,318,672	30	45	21	0
31	Customs Guard	A25 (A24-A20)	96,256	9	4	18	0
1	Petty Officer Class II	A 47-42	22,524	0	0	1	0
1	Petty Officer Class III	A 47-42	19,584	0	0	1	0
		Awating Cabinet Decision					
3	Assistant Comptrollers	A Misc	212,256	0	0	3	0
5	Principal Inspector	A1 Fixed	291,900	0	0	5	0
7	Principal Customs Officer	A8 Fixed	139,356	0	0	7	0
13	Senior Customs Officer	A18 (A16-A15)	118,188	0	0	13	0
13	Senior Customs Guards	A23 (A23-A19)	409,032	0	0	13	0
10	Cashiers	A 28-25	276,480	0	0	10	0
4	Armed Security Guards	A 28-25	100,512	0	0	4	0
1	Accountant	A9	47,736	0	0	1	On secondment
1	Sr Accounts Officer	A 11	33,161	0	0	1	On secondment
1	Accounts Officer	A 18-13	30,269	0	0	1	On secondment

1505 CUSTOMS (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
2	Clerk	A 40-34	41,807	0	0	2	On secondment
1	Legal Officer	A3	54,144	0	0	1	On secondment
1	Internal Auditor	B6	50,100	0	0	1	On secondment
279				**163**		**115**	**1**

1507 DEVELOPMENT PLANNING UNIT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	93,996	0	0	0	1
1	Special Adviser, Economic Development Programme/Projects	B Misc	89,808	0	0	0	1
1	Director of Economic Policy and Planning	B Misc	122,006	0	0	0	1
1	Stretegic Development Co-ordinator	B Misc	89,800	0	0	0	1
1	Principal Assistant Secretary	A9	47,426	0	0	0	1
1	Senior Assistant Secretary	A11	48,450	0	0	0	1
2	Sector Planners	A11-10	89,544	0	0	0	2
1	Assistant Secretary	A17-13	40,536	0	0	0	1
2	Economist	A18-13	72,972	0	0	0	2
4	Research Officer	A18-13	158,928	0	0	0	4
1	Executive Secretary	A18-13	29,040	0	1	0	0
1	Senior Executive Officer	A23-19	38,472	0	0	1	0
2	Executive Officer	A28-25	58,080	0	1	0	1
4	Research Assistant	A34-32	92,400	0	0	0	4
2	Senior Clerk	A33-29	55,509	0	1	0	1
3	Junior Clerk	A40-34	67,468	0	1	0	2
1	Petty Officer Class II	A40-38	18,168	0	0	0	1
1	Petty Officer Class III	A47-42	19,577	0	1	0	0
1	Typist ll	C25-21	20,702	0	0	0	1
1	Clerical Assistant	A47-42	16,380	0	0	0	1
32				**5**		**1**	**26**

1508 STATISTICS DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director	B Misc	121,020	1	0	0	0
1	Deputy Director	B Misc	94,644	0	0	1	0
1	Human Resource Manager	B2	73,392	0	0	1	0
3	Senior Statistician	B3 (Fixed)	193,612	1	2	0	0
1	Systems Administrator	B6	54,709	0	0	1	0
9	Statistician	B9	463,606	0	4	4	1
1	Assistant Secretary	A17-13	45,197	0	1	0	0
3	Statistical Officer I	A18-13	136,980	0	2	1	0
1	Senior Executive Officer	A23-19	37,177	0	1	0	0
1	Executive Officer	A28-25	34,962	0	1	0	0
4	Statistical Officer II	A23-19	148,800	0	1	2	1
4	Statistical Officer III	A28-25	126,864	0	3	1	0
1	Senior Clerk	A33-29	27,161	0	0	1	0
1	Junior Clerk	A40-34	25,152	0	0	1	0
1	Principal Key Punch Operator	A28-25	28,812	0	1	0	0
2	Key Punch Operator I 1	A20-16	51,968	0	0	0	2
1	Key Punch Operator II	A25-21	24,065	0	0	0	1
36				**18**		**13**	**5**

1512 SOCIAL SECURITY

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of Social Security	B Misc	121,020	1	0	0	0
1	Deputy Director of Social Security	A11	97,836	1	0	0	0
2				**2**		**0**	**0**

2001 AGRICULTURE HEADQUARTERS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
2	Permanent Secretary	A Misc	187,992	1	0	0	1
1	Deputy Permanent Secretary	A Misc	70,752	0	0	0	1
1	Technical Cordinator		53,064	0	0	0	1
1	Project Coordinator	A8	48,780	1	0	0	0

2001 AGRICULTURE HEADQUARTERS (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Chief Planner	A8	48,780	0	0	0	1
2	Principal Assistant Secretary (awaiting CD for creation of 1 additional)	A9	90,336	0	2	0	0
1	Agricultural Economist	A9	45,168	0	0	0	1
2	Senior Assistant Secretary (awaiting CD for creation of 1 additional)	A11	85,272	0	1	0	1
2	Assistant Secretary	A17-13	38,604	0	2	0	0
1	Liaison Officer	B4	54,144	0	0	0	1
1	Economist I	A11	44,772	0	0	0	1
1	Economist II	A18-13	39,732	1	0	0	0
2	Graduate Assistant II	A18-13	77,568	0	0	0	2
2	Graduate Assistant		83,136		1		1
1	Documentalist	A18-13	37,836	0	0	0	1
1	Senior Executive Officer (awaiting CD for creation 1 additional)	A23-19	34,056	0	1	0	0
3	Executive Officer	A28-25	87,120	1	2	0	0
2	Research Assistant	A34-32	92,400	0	0	0	2
5	Senior Clerk (awaiting CD for creation 2 additional)	A33-29	79,920	0	3	2	0
7	Junior Clerk	A40-34	158,040	0	2	1	4
2	Petty Officer Class I (awaiting CD for creation 1 additional)	A37-34	41,870	0	0	1	1
3	Clerical Assistant	A45-38	60,678	0	3	0	0
1	Petty Officer Class III	A47-42	17,928	0	1	0	0
1	Registrar of Pesticides	A18-13	79,996	1	0	0	0
46				**23**		**4**	**19**

2002 AGRICULTURE DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of Agriculture	B Misc	79,382	1	0	0	0
1	Deputy Director of Agriculture	B5	56,628	0	0	1	0
2	Agricultural Officer	A19-13	86,775	0	1	1	0
1	Agricultural Officer	A19-15	45,183	1	0	0	0
1	Senior Forestry Officer	A9	51,800	1	0	0	0
1	Forestry Officer (awaiting CD)	A19-15	45,183	0	0	1	0
2	Forestry Assistant I (awaiting CD for additional position)	A19-15	42,011	0	0	1	1
1	Forestry Assistant III	A23-25	30.552.00	0	1	0	0
1	Forestry Assistant II (awaiting CD)	A23-25	37,200	0	0	1	0
1	Operations Manager	A9	51,528	1	0	0	0
7	Agricultural Assistant IV	A36-34	153,972	3	2	0	2
1	Senior Assistant Secretary	A11	48,900	0	1	0	0
1	Assistant Secretary	A17-13	45,660	0	0	1	0
1	Senior Executive Officer	A23-19	27,200	0	0	1	0
1	Executive Officer	A28-25	31,716	0	1	0	0
1	Senior Clerk	A33-29	27,180	0	1	0	0
7	Junior Clerk	A40-39	181,020	0	1	5	1
1	Clarical Assistant			0	1	0	0
1	Petty Officer	A40-39	19,584	0	1	0	0
33				**17**		**12**	**4**

2003 VETERINARY AND ANIMAL HUSBANDRY

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Chief Veterinary Officer (awaiting CD for salary upgrade)	B3	77,544	1	0	0	0
1	Chief Livestock Officer (awaiting CD for creation)		77,544	0	0	0	1
5	Veterinary Officer (awaiting CD for salary upgrade)	A9	207,204	1	4	0	0
1	Abattoir and Meat Market Manager	A2--15	51,816	0	1	0	0
1	Slaughterhouse Supervisor	A18-13	37,260	1	0	0	0
2	Livestock Officer	A18-13	130,608	0	2	0	0
1	Livestock Officer III	A18-13	37,836	0	0	0	1
1	Graduate Assistant	A18-13	37,836	0	0	0	1
1	Agricultural Assistant I	A19-15	37,200	0	1	0	0
2	Agricultural Assistant II	A23-20	64,832	1	0	0	1
4	Agricultural Assistant III	A29-25	168,912	1	0	0	3
2	Agricultural Assistant IV Pending CD)	A34-39	63,220	0	1	0	1

2003 VETERINARY AND ANIMAL HUSBANDRY (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
8	Animal Health Assistant	A29-25	230,832	0	1	0	7
2	Laboratory Assistant	A40-30	45,099	0	0	0	2
1	Senior Executive Officer	A23-19	34,056	0	1	0	0
1	Executive Officer	A28-25	29,040	0	1	0	0
2	Senior Clerk	A33-29	44,994	0	1	0	1
2	Junior Clerk	A40-34	39,866	0	0	0	2
1	Petty Officer Class II	A40-38	14,652	0	0	0	1
1	Petty Officer Class III	A47-42	146,367	0	0	0	1
40				**18**		**0**	**22**

2004 FISHERIES DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Chief Fisheries Officer	B Mics	67,200	1	0	0	0
1	Deputy Chief Fisheries Officer	B4	56,856	0	1	0	0
2	Senior Fisheries Officer	B7	94,872	1	0	1	0
4	Fisheries Officer	A18 - 13	158,928	3	0	1	0
2	Fisheries Assistant I	A19 - 13	73,260	1	0	1	0
2	Fisheries Assistant II	A23 - 20	64,848	0	0	2	0
2	Fisheries Assistant III	A29 -25	59,284	0	0	2	0
2	Fisheries Assistant IV	A44 -34	40,598	0	0	2	0
1	Executive Officer	A28 - 25	29,040	1	0	0	0
1	Senior Clerk	A33 - 29	24,876	0	1	0	0
3	Junior Clerk	A40 -34	67,284	0	2	1	0
1	Petty Officer III	A47 - 42	21,204	0	1	0	0
1	Assistant Secretary	A17-13	46,211	0	0	1	0
2	Cashiers	A40-34	34,385	0	0	0	2
25				**12**		**11**	**2**

2005 COTTON

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	CHIEF RESEARCH OFFICER (Awaiting Cabinet Decision)	A/B Miscellaneous	73,392	0	0	1	0
1	SENIOR RESEARCH OFFICER	A9	51,800	0	1	0	0
1	RESEARCH OFFICER	A18-13	46,414	0	1	0	0
1	ASISSTANT SECRETARY (Awaiting Cabinet	A17	44,268	0	0	1	0
1	SENIOR EXECUTIVE OFFICER (Awaiting Cabinet Decision)	A23	37,200	0	0	1	0
1	EXECUTIVE OFFICER (Awaiting Cabinet Decision)	A28	31,716	0	0	1	0
1	AGRICULTURAL ASSISTANT II	A25 (A23 - 20)	37,189	1	0	0	0
1	SENIOR CLERK	A33-29	27,180	0	1	0	0
3	JUNIOR CLERKS (Awaiting Cabinet Decision)	A40-34	25,854	0	1	2	0
1	CLERICAL ASSISTANT	A57 (A47-42)	21,412	0	1	0	0
12				**6**		**6**	**0**

2007 AGRICULTURE EXTENSION DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Chief Extension Officer	B Misc.	64,656	1	0	0	0
2	Extension Officer	A6	106,128	1	0	0	1
1	Assistant Extension Officer (awaiting	A18-13	39,396	0	0	0	1
1	Agro-Industries Extension Officer		45,168	0	0	0	1
3	Agricultural Officer (awaiting CD for creation of 2 additional posts)	A18-13	124,128	0	1	0	2
2	Executive Officer	A28-25	58,080	0	1	0	1
1	Assistant Secretary	A23-19	38,604	0	0	1	0
3	Agricultural Assistant I	A19-15	115,416	1	1	1	0
4	Agricultural Assistant II (awaiting CD for 1 additional)	A23-20	129,696	0	1	0	3
6	Agricultural Assistant III	A29-25	159,840	0	1	1	4
1	Media and Public Relations Assistant	A29-25	32,424	0	0	0	1
4	Senior Clerk	A33-29	99,504	0	3	1	0
1	Senior Executive Officer	A23-19	34,344	0	1	0	0
10	Junior Clerk	A40-39	242,640	2	3	0	5
2	Clerical Assistant	A45-38	30,756	0	0	0	2
1	Petty Officer Class II	A40-38	20,616	0	1	0	0
1	Petty Officer Class III	A47-42	17,928	0	1	0	0
44				**19**		**4**	**21**

2008 CHEMISTRY AND FOOD TECHNOLOGY DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of Analytical Services	B Misc	73,392	1	0	0	0
1	Chemist	A9	51,816	0	0	1	0
1	Chemical Analyst	A10	46,092	0	0	1	0
1	Microbiologist	A11	48,900	0	1	0	0
1	Scientific Officer	A18-13	43,404	0	1	0	0
5	Graduate Assistant	A18-13	220,596	2	3	0	0
1	Laboratory Assistant	A40-30	26,508	0	1	0	0
1	Executive Officer	A23-19	31,716	0	0	1	0
1	Senior Clerk	A33-29	26,508	0	1	0	0
1	Junior Clerk	A40-34	24,504	0	1	0	0
14				**11**		**3**	**0**

2014 Plant Protection

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Chief Plant Protection Officer	B. Misc	59,610	0	1	0	0
1	Senior Plant Protection Officer	B. Misc.	51,816	0	1	0	0
1	Plant Protection Officer	B3-1	43,404	1	0	0	0
1	Agricultural Assistant II	B6-4	37,188	0	1	0	0
1	Agricultural Assistant III	B9-7	30,545	0	0	1	0
1	Agricultural Assistant IV	C1(C2-1)	22,513	1	0	0	0
1	Agricultural Assistant IV	C2(C4-3)	23,233	0	1	0	0
1	Agricultural Assistant IV	C10-5	23,820	0	0	1	0
8				**6**		**2**	**0**

2015 Statistical Research and IT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of Statistics, Research and IT	B Misc	73,392	1	0	0	0
1	Statistician	A9	51,528	0	1	0	0
1	Statistical Officer I	A 23 (A23-19)	42,024	0	0	1	0
2	Statistical Officer II	A 29 (A28-25)	69,984	0	1	1	0
3	Statistical Officer III	A 43 (35-32)	83,304	0	0	3	0
4	Statistical Officer IV	A 48 (A40-34)	106,032	0	0	4	0
1	Systems Administrator/Analyst (Instructor)	B6	57,468	0	0	1	0
1	Computer Programmer/Anayst	B9	51,528	0	0	1	0
1	IT Technician/Instructor	A 29 (A28-25)	34,992	0	1	0	0
15				**4**		**11**	**0**

2501 HEALTH HEADQUARTERS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
2	Permanent Secretary	A Misc	215,706	1	1	0	0
1	Deputy Permanent Secretary	A Misc	81,127	0	0	1	0
1	Chief Medical Officer	B Misc	137,592	0	1	0	0
1	Deputy Chief Medical Officer	B Misc	100,908	0	1	0	0
1	Director of Infrastructural Development	A Misc	105,000	1	0	0	0
1	Director of Planning - Primary Health Care	A Misc	90,828	0	0	1	0
1	Superintendent Medical Benefit Scheme	A Misc	73,392	0	0	0	1
1	Principal Nursing Officer	A Misc	73,392	0	1	0	0
1	Director of Pharmaceutical Services	A Misc	73,392	1	0	0	0
1	Chief Nutrition Officer	A 4	59,610	0	1	0	0
1	NCD Coordinaator	A 4	59,610	0	1	0	0
1	Project Management Officer	B 4	67,200	0	1	0	0
1	Medical Director	B 4	61,976	0	0	0	1
1	Manager Port Health	B 4	62,807	1	0	0	0
1	Administrative Secretary Health Institutions	A 8	53,280	0	1	0	0
4	Principal Assistant Secretary	A 9	207,264	0	3	0	1
1	Principal Assistant Secretary - Primary Health Care (Pending Cabinet Decision)	A 9	51,816	0	0	1	0
1	Senior Planning Officer			0	0	1	0
1	Clinical Care Manager			0	0	1	0
1	Care Coordinator			0	0	1	0
1	Clinical Care Manager			0	0	1	0
1	Quality Assurance Nurse Manager		57,960	0	0	1	0

2501 HEALTH HEADQUARTERS (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
2	Quality Improvement Officer		97,800	0	0	2	0
1	Administrative Assistant	A 11	48,900	0	0	1	0
1	Human Resource Officer	A 11	48,900	0	0	1	0
2	Senior Assistant Secretary	A 11	89,544	0	1	1	0
1	Senior Assistant Secretary - Primary Health Care ((Pending Cabinet Decision)	A 11	44,772	0	0	1	0
2	Principal Pharmacists	A 8	106,710	0	1	0	1
1	Human Resource Officer	A 11	44,772	0	0	0	1
2	Research Officer	A 18-13	86,776	0	1	0	1
3	Assistant Secretary	A 17-13	132,798	0	3	0	0
3	Senior Executive Officer	A 23-19	102,168	0	3	0	0
10	Executive Officer	A 28-25	317,120	0	8	1	1
1	Secretary to CMO	A 28-26	31,654	0	0	0	1
1	Accounts Clerk	A 28-25	31,654	0	0	0	1
8	Senior Clerk	A 33-29	220,805	0	5	2	1
2	Senior Clerk Primary Health Care ((Pending Cabinet Decision)	A 33-29	27,601	0	0	1	1
9	Junior Clerk	A 40-34	238,464	0	6	3	0
1	Storekeeper	A 37-32	25,160	1	0	0	0
1	Petty Officer I	A 37-34	24,508	0	0	1	0
1	Petty Officer II	A 46-38	22,472	0	0	0	1
1	Petty Officer III	A47-42	21,373	0	0	0	1
1	Pharmacist Assstant	A 22-18	35,076	0	0	0	1
5	Domestic Aides	A 47-43	97,890	0	2	0	3
2	Nursing Assistants	A 26-24	61,992	0	0	0	2
5	Ward Assistants	A 34(A35-28)	121,320	0	0	0	5
3	Clerical Assistants	A 45-38	62,280	0	0	1	2
2	Telephone Operator	A 47-40	35,856	0	0	0	2
1	Cook I	C 28-24	22,200	0	0	0	1
1	Collections Officer II	A 34-32	24,264	0	0	0	1
1	Director; Child & Family Guidance Center	A 10	46,092	0	0	0	1
1	Asst Director Child & Family Guidance Center	A 11	44,772	0	0	0	1
2	Counsellors	A 13-12	85,008	0	0	0	2
1	Principal Pharmacist II	A 9	47,436	0	0	0	1
5	Community Nutrition Officer	A 10	251,665	0	3	2	0
1	Pharmacist I	A 11	44,772	0	0	1	0
1	Supervisor of Stores (pending CD)	A 30-27	26,988	0	0	1	0
1	Non Communicable Disease Coordinator	A 4	54,588	0	1	0	0
3	Pharmacist Technician	A 33 (A30-27)	95,017	0	2	0	1
1	Director of Planning	A Misc	72,292	0	0	0	1
1	Health Planner (Pending CD)	A 6	51,456	0	0	1	0
1	Health Planner II (Pending CD)	A 11	44,772	0	0	1	0
1	Senior Nutrition Officer	A 6	54,355	0	1	0	0
1	Wellness Coordinator		92,000	0	0	1	0
1	Matron of Institution Reform	A 3	56,856	0	0	1	0
1	Chief Pharmacist	A 6	56,190	1	0	0	0
122				**54**		**31**	**37**

2502 MEDICAL DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Medical Officer of Health	B3	72,753	0	1	0	0
1	Medical Officer of Health - Polyclinic	B3	71,855	0	1	0	0
1	Medical Officer of Institution	B4	62,087	1	0	0	0
7	Senior Medical Officer	B4	481,572	2	4	1	0
14	Medical Officer	B4	869,232	3	4	7	0
6	District Medical Officer	B4	372,521	0	3	3	0
2	Consultant Paediatrician	B-Misc	197,241	0	1	1	0
2	Consultant Physician	B-Misc	197,451	1	0	1	0
1	Consultant Psychiatrist	B-Misc	86,000	0	0	1	0
1	Consultant Physician Nephrologist & Internal Medicine	B-Misc	86,000	0	0	1	0
1	Gynaecologist/ Obstetrician	B-Misc	98,726	0	0	1	0
1	Urologist	B-Misc	98,726	0	0	1	0
1	Internist	B-Misc	98,726	0	0	1	0
1	Paediatrician	B-Misc	98,726	0	0	1	0
1	Neurosurgeon	B-Misc	98,726	0	0	1	0
1	Nuerologist Consultant	B-Misc	90,312	0	0	1	0
1	Superintendent Public Health Nurses	A2	64,537	0	1	0	0

2502 MEDICAL DIVISION (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Superintendent Public Health Nurses – Polyclinic	A2	64,537	0	0	1	0
1	Deputy Superintendent Public Health Nurses	A6	56,190	0	1	0	0
5	Public Health Nurse Supervisor	A7	273,677	0	1	4	0
8	Community Psychiatric Nurses	A10	402,660	0	2	6	0
1	Expanded Programme of Imminization Manager		64,537	0	0	1	0
2	Nurse Epidemiologist	A7	109,471	0	1	1	0
9	Family Nurse Practitioner	A8	479,410	0	1	8	0
20	Public Health Nurses	A8	1,408,750	0	7	13	0
20	District Nurse/Midwife 1	A14-13	921,120	0	17	3	0
33	District Nurse/Midwife 11	A13(A14-12)	1,432,332	0	14	18	1
20	Clinic Nurse 1	A13(A14-12)	884,520	0	0	20	0
20	Clinic Nurse 11	A16(A18-15)	867,746	0	1	19	0
34	Registered Nurse	A8	1,475,169	0	16	18	0
40	Community Health Aides	A34(A35-28)	1,086,586	0	35	5	0
15	Domestic Aide	A47-43	293,661	0	5	10	0
4	Pharmacist 1	A16-15	195,564	0	1	3	0
1	Community Nutrition Officer	A2	42,648	0	0	1	0
3	Optometrists		142,308	0	0	3	0
1	Secretary (SPHN)		25,000	0	0	1	0
1	Quality Assurance Nurse		53,268	0	0	1	0
3	Wound Care Nurse		130,162	0	0	3	0
3	Paediatric Nurse		130,162	0	0	3	0
1	Senior Dental Consultant	A30-27	53,268	1	0	0	0
8	Dental Surgeon	A9	414,401	2	6	0	0
3	Dental Assistant	A36(A33-29)	91,636	0	2	1	0
6	Senior Dental Assistant	A26(A24-20)	216,531	0	3	3	0
1	Senior Assistant Secretary	A11	48,900	1	0	0	0
1	Assistant Secretary	A17-13	42,156	0	0	1	0
1	Senior Executive Officer	A22-19	37,200	1	0	0	0
1	Executive Officer	A28-25	31,329	1	0	0	0
3	Senior Clerk	A33-29	81,540	1	1	0	1
4	Junior Clerk	A40-34	95,240	0	2	2	0
1	EPI Manager Assistant	A 27	32,796	0	0	1	0
318				**145**		**171**	**2**

2503 CENTRAL BOARD OF HEALTH

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Chief Health Inspector	B Misc	97,821	0	1	0	0
1	Deputy Chief Health Inspector	A2	81,144	1	0	0	0
1	Liquid Waste and Complaint Officer	A2-15	52,128	0	0	0	1
5	Principal Public Health Inspector	A8	266,351	2	1	2	0
7	Senior Public Health Inspector 1	A9	362,560	0	0	1	6
1	Principal Assistant Secretary	A9	51,913	0	1	0	0
1	Asistant Secretary	A17-13	44,268	0	0	1	0
1	Senior Assistant Secretary	A11	48,891	0	1	0	0
7	Public Health Inspector 1	A15(A18-13)	303,711	0	1	0	6
7	Senior Public Health Inspector 11	A11	342,237	1	1	3	2
1	Senior Executive Officer	A23-19	35,424	1	0	0	0
1	Field Officer	A29-25	34,368	0	0	0	1
1	Store and Transport Officer	A29-25	30,552	1	0	0	0
19	Public Health Inspector 11	A33(A30-27)	559,947	2	10	7	0
3	Senior Clerk	A33-29	81,525	0	2	1	0
5	Junior Clerk	A40-34	126,547	1	2	2	0
1	Maintenance Carpenter	C23-20	23,712	0	0	0	1
1	Timekeeper	A37-34	22,872	0	0	0	1
2	Petty Officer Class 1	A37-34	45,744	0	0	0	2
1	Clerical Assistant	A45-38	19,848	0	0	0	1
5	Foreman Privy System	A40-38	97,780	0	0	0	5
5	Petty Officer Class 11	A40-38	112,564	0	2	1	2
6	Petty Officer Class 111	A47-42	117,432	0	0	1	5
83				**31**		**19**	**33**

2505 CLAREVUE PSYCHIATRIC HOSPITAL

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Superintendent	Grade A 9 Fixed	75,392	0	1	0	0

2505 CLAREVUE PSYCHIATRIC HOSPITAL (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Assistant Superintendent	Grade A 19 (A19-15)	55,424	1	0	0	0
1	Senior Assistant Secretary	Grade A 11 Fixed	48,891	1	0	0	0
1	Medical Superintendent	B Misc.	90,600	0	0	1	0
1	Snr. House Officer	Grade B 4 (Fixed)	62,088	1	0	0	0
3	House Officer	Grade B 5 (Fixed)	178,848	2	1	0	0
1	Matron	Grade A 5 (Fixed)	57,948	0	1	0	0
1	Deputy Matron	Grade A 7 (Fixed)	50,386	1	0	0	0
6	Ward Sister	Grade A 10 (Fixed)	276,552	0	1	5	0
6	Staff Nurse I	Grade A 13 (A14-12)	253,008	0	3	2	1
6	Staff Nurse II	Grade A 16 (A18-15/14-13	238,392	0	0	5	1
16	Registered Nurse	Grade A 22 (A22-18)	612,864	2	7	5	2
1	Food Service Supervisor	Grade A 22 (A22-18)	38,304	0	0	1	0
4	Nursing Assistant	Grade A 28 (A26-24)	135,408	0	2	2	0
1	Executive Officer	Grade A 29 (28-25)	31,712	0	1	0	0
1	Senior Clerk	Grade A36 (A33-29)	27,165	0	1	0	0
1	Laundry Supervisor	Grade A36 (A33-29)	31,716	1	0	0	0
1	Housekeeper	Grade A36 (A33-29)	31,716	0	1	0	0
1	Junior Clerk	Grade A 48 (40-34)	21,804	0	1	0	0
42	Ward Assistant I	Grade A 34 (A35-28)	1,166,256	16	17	9	0
5	Ward Assistant II	Grade A 34 (A35-28)	129,300	1	0	4	0
4	Cook I	Grade C 32-23	87,672	1	3	0	0
3	Cook II	Grade C 32-23	57,744	0	2	1	0
29	Domestic Aides	Grade C 32-23	567,936	0	14	15	0
1	Petty Officer III	Grade C 32-24	20,868	0	1	0	0
1	Senior Executive Officer	Grade A 23 (A23-19)	34,056	0	0	1	0
1	Assistant Secretary	Grade A 14 (A17-13)	40,536	0	0	1	0
1	Social Worker	Grade A 7 (Fixed)	54,744	0	0	1	0
1	Training Safety & Special Projects Manager	Grade A 10 (Fixed)	53,424	0	0	1	0
1	Transportation Liaison	Grade A 33 (A30-27)	27,972	0	0	1	0
1	Medical Records Clerk	Grade A36 (A33-29)	27,180	0	0	1	0
1	Maintenance Technician	Grade A36 (A33-29)	29,484	1	0	0	0
1	Medical Office Assistant	Grade A36 (A33-29)	31,716	1	0	0	0
1	Medical Records Assistant	Grade A37 (34-29)	20,916	0	0	1	0
1	Clerical Assistant	Grade A 45-36	22,524	0	0	1	0
1	Supervisor of Stores	Grade A 33 (A30-27)	31,716	1	0	0	0
1	Deputy Supervisor of Stores	Grade A 33 (A30-27)	29,040	0	1	0	0
1	Petty Officer/Driver	Grade A 45-36	25,956	0	1	0	0
1	Occupational Therapist	A7 (Fixed)	50,124	0	0	1	0
1	Storekeeper	Grade A36 (A33-29)	27,180	0	0	1	0
153				**89**		**60**	**4**

2506 FIENNES INSTITUTE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Master/Director of Fiennes *Upgrade Awaiting CD*	Bmisc	63,996	1	0	0	0
1	Matron	A5	57,960	0	1	0	0
1	Deputy Matron	A7	54,744	0	1	0	0
2	Staff Nurse I *Awaiting CD for the creation of the post	A14	92,112	0	0	0	2
1	Staff Nurse I	A14	46,056	0	0	0	1
5	Staff Nurse II	A16(18-15)	217,020	0	1	1	3
5	Registered Nurse	A22 (A22-18)	191,580	0	1	1	3
3	Nursing Assistant	A28(26 -24)	101,592	0	0	0	3
4	Ward Assistant I *Awaiting CD for Creation of Position*	A34 (A35 - 28)	126,864	0	0	0	4
29	Ward Assistants	A35-28	860,808	1	18	10	0
1	Food Service Supervisor	A22 (A22-18)	38,316	1	0	0	0
1	Supervisor of Stores	A33	29,484	0	1	0	0
1	Store Keeper	A37 (34-29)	28,068	0	0	0	1
4	Cook I	C12 (28-24)	88,560	0	2	2	0
4	Cook II	C13 (33-28)	78,336	0	2	2	0
1	Senior Assistant Secretary *Awaiting CD for Creation of Position	A11	48,900	0	0	0	1
1	Assistant Secretary	A 14 (A17-13)	44,268	1	0	0	0
1	Senior Executive Officer	A 23	34,056	0	0	0	1
1	Executive Officer	A29 (A28-25)	31,716	0	1	0	0
1	Senior Clerk	A36 (A33 -29)	27,180	0	1	0	0
4	Junior Clerk	A48 (A40 -34)	98,016	1	0	1	2
1	Petty Officer III (To be upgraded to Petty Officer II)	A57 (A 47-42)	22,525	0	1	0	0
1	Clerical Assistant	Grade A 53 (A45-38)	20,868	0	1	0	0
10	Domestic Aide *Awaiting CD for Upgrade in Salary*	A58 (A47-43)	240,000	0	7	3	0
6	Orderlies	A51 (A42-35)	128,520	3	0	3	0
90				**46**		**23**	**21**

2507 HEALTH INFORMATICS DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Statistician to upgrade to Director Health Informatics (New Post)	B Misc	50,124	0	0	0	1
1	Statistician, upgrade to Deputy Director Health Informatics (New Post)	B Misc	44,268	1	0	0	0
1	Statistician, upgrade to Health Statistician (New Post)	A 9	44,268	0	1	0	0
1	Executive Secretary (New Post)	A23-19	32,796	0	0	0	1
1	Statistical Officer I	A23-19	37,200	0	1	0	0
1	Statistical Officer II	A29-24	31,716	0	0	1	0
1	Statistical Officer III	A33-30	27,180	0	0	1	0
1	Statistical Officer IV	A39-33	23,820	1	0	0	0
1	Systems Adminsitrator/Analyst Instructor	A5	57,960	0	0	0	1
1	Computer lab Tech/Instructor	A24-15	39,096	0	0	1	0
1	Specialist Health Educator	A9	51,816	0	0	0	1
1	Health Educator Non Grad	A24-20	36,096	0	0	0	1
1	Health Education & Promotion Officer I (New Post)	A27-21	34,992	0	0	0	1
1	Health Education & Promtion Officer II (New Post)	A32-28	30,552	0	0	0	1
1	Health Education & Promotion Officer III (New Post)	A37-33	26,508	0	0	0	1
1	Epidemiological Statistician	A9	51,816	0	0	0	1
1	Epidemiological Data Clerk	A28-25	30,012	0	0	0	1
1	Monitoring and Evaluation Officer	A9	51,816	0	0	0	1
1	Monitoring and Evaluation Data Clerk	A28-25	32,796	0	0	0	1
1	Executive Officer	A28-25	32,696	0	0	1	0
1	Senior Clerk(New Post)	A29-24	29,484	0	0	1	0
1	Junior Clerk	A40-34	27,180	0	1	0	0
1	Clerical Assistant	A45-38	20,328	0	0	0	1
23				**5**		**5**	**13**

2509 AIDS SECRETARIAT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	AIDS Programme Manager	Grade A Misc.	73,382	0	1	0	0
1	Deputy AIDS Programme Manager	Grade A Fixed	51,816	1	0	0	0
1	HIV Educator/Counsellor	Grade A 14 (A17-13)	40,536	0	0	1	0
1	HIV STI Educator/Counsellor	Grade A 14 (A17-13)	45,641	0	0	1	0
1	Senior Clerk	Grade A 36 (A33-29)	27,180	0	1	0	0

2509 AIDS SECRETARIAT (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
2	Junior Clerk	Grade A48 (A40-34)	53,016	0	0	2	0
1	Clinical Care Coordinator	Grade A48 (A40-34)	105,946	0	1	0	0
1	HIV/AIDS Clinical Care Nurse 1 (awaiting Establishment Approval)	Grade A 48 (A33-29)	46,000	0	0	1	0
1	HIV/AIDS Clinical Care Nurse II (awaiting Establishment Approval)	Grade A14 (A17-13)	42,000	0	0	1	0
1	Medical Lab Technician	Grade A 48 (A40-34)	30,545	0	1	0	0
2	Lab Tecnhnologist (awaiting CD for transfer from SLBMC)	Grade A 48 (A40-34)	78,000	0	0	2	0
1	HIV Rapid Trainer and Quality Assurance Coordinator for HIV,Syphilis and Hep B&C		48,000	1	0	0	0
14				**6**		**8**	**0**

2522 ENVIRONMENT DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director	B Misc	97,821	0	1	0	0
1	Deputy Director	B4	66,069	0	1	0	0
1	Technical Coordinator	B4	66,069	0	1	0	0
1	Senior Environment Officer	B9	51,512	1	0	0	0
1	Senior Executive Officer	A23-19	37,189	0	1	0	0
5	Environment Officer	A18-13	196,980	0	0	0	5
1	Senior Clerk	A33-29	23,688	0	0	0	1
1	Junior Clerk	A40-34	20,940	0	0	0	1
12				**5**		**0**	**7**

2523 CARE Project

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	House Officer		59,501	0	0	1	0
1	Matron	B3 (fixed)	57,946	0	1	0	0
1	Project Officer		53,268	0	1	0	0
1	Operations Manager	B Misc	51,800	0	1	0	0
2	Ward Sisters	Grade A10(fixed)	100,704	0	1	1	0
2	Staff Nurse 1	A13 (A14-12)	99,648	0	0	2	0
8	Registered Nurse	A8	306,528	0	3	5	0
3	Nursing Assistant	A28 (26-24)	101,543	0	3	0	0
14	Ward Assistant	A34 (35-28)	388,752	0	4	10	0
1	Assistant Secretary	Grade A14	47,938	0	0	0	1
1	Senior Executive Officer	Grade A23	40,274	0	0	1	0
1	Executive Officer	A28-25	31,712	0	1	0	0
1	senior Clerk	Grade A8	27,180	0	1	0	0
1	Junior Clerk	A33-29	21,798	0	0	1	0
1	Store Room Clerk	A37-32	24,230	0	0	1	0
2	Cook 1	C28-24	42,912	0	0	1	1
1	cook 2	C13-(A33-28)	19,584	0	1	0	0
3	Domestic Aide	A47-43	62,604	0	1	2	0
3	Orderly		62,604	0	0	3	0
48				**18**		**28**	**2**

2524 ESTABLISHMENT DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Chief Establishment Officer	A Misc	107,796	0	1	0	0
1	Director Public Sector Transformation	A Misc	107,796	0	0	0	1
1	Deputy Chief Establishment Officer	A2	81,144	0	1	0	0
1	Human Resource Project Implementation Officer	A Misc	81,144	0	0	1	0
1	Human Resource Development Co-ordinator	A2	64,548	0	0	0	1
1	Communications Officer	A2	64,548	0	0	0	1
1	Senior Establishment Officer	A4	59,628	0	1	0	0
1	Senior System Analyst	B6	57,468	0	0	1	0
2	Establishment Officers	A6	112,416	1	0	1	0
1	System Analyst	A7	54,744	0	0	0	1
1	Senior Public Sector Strategist	A9	51,816	0	0	0	1
2	Human Resource Management Officer	A9	103,632	0	1	0	1
5	Principal Assistant Secretaries	A9	259,080	0	2	3	0
6	Senior Assistant Secretaries	A11	293,400	1	3	2	0
1	Public Sector Strategist	A11	48,900	0	0	0	1
5	Assistant Secretaries	A14(A17-13)	232,140	1	4	0	0
1	Records Officer	A14(A17-13)	46,428	0	1	0	0
12	Administrative Cadets	A15(A18-13)	557,136	2	10	0	0
6	Research Officers	A15(A18-13)	278,568	0	4	1	1
5	Senior Executive Officers	A23(A23-19)	210,120	0	4	0	1
7	Executive Officers	A29(A28-25)	244,944	0	3	3	1
7	Senior Clerks	A36(A33-29)	213,864	0	6	0	1
4	Data Entry Clerks	A36 (A33-29)	122,208	0	0	0	4
7	Junior Clerks	A48(A40-34)	185,556	0	7	0	0
1	Clerk/Receptionist	A48 (A40-34)	26,508	0	1	0	0
1	Petty Officer Class I/Driver	A47(A37-34)	26,508	1	0	0	0
1	Petty Officer Class III	A57(A47-42)	21,420	0	1	0	0
1	Director of Statistics, Research and IT	B Misc	67,200	0	0	0	1
1	Statistician	A9	47,172	0	0	0	1
1	Statistical Officer I -	A 23 (A23-19)	38,472	0	0	0	1
2	Statistical Officer II -	A 29 (A28-25)	64,056	0	0	0	2
3	Statistical Officer III -	A 43 (35-32)	76,284	0	0	0	3
4	Statistical Officer IV -	A 48 (A40-34)	97,056	0	0	0	4
1	Systems Administrator/Analyst (Instructor)	B6	52,608	0	0	0	1
1	Computer Programmer/Anayst	B9	47,172	0	0	0	1
1	IT Technician/Instructor -	A 29 (A28-25)	32,028	0	0	0	1
98				**56**		**12**	**30**

2525 TRAINING DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Chief Training Officer	A (Misc.)	81,144	0	1	0	0
1	Deputy Chief Training Officer	A2	59,100	0	0	1	0
1	Senior Training Officer	A11	48,891	0	1	0	0
2	Training Officers	A17-13	81,072	0	0	2	0
1	Executive Officer	A28-25	31,716	0	1	0	0
1	Senior Clerk	A33-29	27,165	0	0	1	0
1	Junior Clerk	A40-34	23,040	0	0	1	0
8				**3**		**5**	**0**

3001 EDUCATION HEADQUARTERS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	107,781	0	1	0	0
1	Permanent Secretary (Supernumerary)	A Misc	107,781	0	0	0	1
3	Principal Assistant Secretary	Grade A9 (fixed)	155,448	0	2	0	1
3	Senior Assistant Secretary	Grade A11	146,700	0	2	1	0
1	Financial Officer	Grade A11	62,088	0	0	1	0
1	Financial Officer I	Grade A12	53,280	0	1	0	0
2	Financial Officer II	Grade A13	48,900	0	0	1	1
3	Assistant Secretary	Grade A14 (A17-13)	132,804	0	2	1	0
1	Research Officer	Grade A18-13	43,404	0	1	0	0
2	Senior Executive Officer	Grade A23 (A23-19)	74,400	0	1	1	0
3	Executive Officer	Grade A29 (A28-25)	95,148	0	3	0	0
1	Stores Manager	38472	42,012	0	0	1	0

3001 EDUCATION HEADQUARTERS (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
8	Senior Clerk	Grade A33-29	217,440	0	4	4	0
19	Junior Clerk	Grade A8 (A40-34)	465,652	0	11	3	5
1	Clerical Assistant	Grade A53 (A45-38)	20,914	0	1	0	0
1	Records Officer	Grade A33-29	27,180	0	1	0	0
2	Petty Officer 11	Grade A40-38	47,640	0	1	1	0
1	Petty Officer 111	Grade A47-42	17,928	0	1	0	0
1	Supervisor of Stores		26,988	0	0	1	0
55				**32**		**15**	**8**

3002 ADMINISTRATION OF EDUCATION SERVICES ADMINISTRATION UNIT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of Education	B-Misc	85,404	1	0	0	0
1	Deputy Director of Education	A2	77,160	0	1	0	0
1	Assistant Director of Education Technical Vocational Education & Training	A3	74,856	0	1	0	0
1	Assistant Director of Education Planning Administration,Training & Services	A3	74,856	0	1	0	0
1	Assistant Director of Education Core Curriculum	A3	74,856	0	1	0	0
1	Education Officer - Curriculum, Science	A4	72,552	1	0	0	0
1	Assistant Director of Education Measurement & Evaluation	A3	74,856	0	1	0	0
1	Education Officers - Education Administration - Secondary Schools	A4	72,552	0	1	0	0
4	Education Officers - Education Administration - Primary Schools	A4	290,208	2	2	0	0
1	Education Officer - Curriculum, Infant Pedagogic Education	A4	72,552	0	1	0	0
1	Education Officer - Early Childhood Education & Training	A4	72,552	0	1	0	0
1	Education Officer - Curriculum, Social Science	A4	72,552	1	0	0	0
1	Education Officer - Curriculum, Mathematics	A4	72,552	0	1	0	0
1	Education Officer - Curriculum, Music	A4	72,552	0	1	0	0
1	Education Officer - Curriculum, Language Arts	A4	72,552	0	1	0	0
1	Education Officer - Education Broadcasting	A4	72,552	0	1	0	0
1	Education Officer - Curriculum, Health &	A4	66,432	0	1	0	0
1	Education Officer - Curriculum, Modern Languages	A4	66,432	1	0	0	0
1	Education Officer - Curriculum, Social Science	A4	72,552	1	0	0	0
1	Education Officer - Curriculum, Business Education	A4	72,552	0	1	0	0
1	Assistant Directorr - Measurement and Evaluation	A3	74,856	0	1	0	0
1	Education Officer - School Library Services	A4	72,552	0	1	0	0
1	Education Officer - Curriculum, Home Economics	A4	72,552	0	1	0	0
1	Education Officer - Curriculum, Craft	A3	72,552	0	0	1	0
1	Education Officer - Curriculum, Art	A4	72,552	0	1	0	0
1	Education Officer - Curriculum, Visual Art	A4	72,552	1	0	0	0
1	Education Officer - Curriculum, Agricultural Science	A4	72,552	1	0	0	0
1	Education Officer - Curriculum, Physical Education and Sports	A4	72,552	1	0	0	0
1	Education Officer - Special Needs Education	A4	72,552	0	1	0	0
1	Education Officer - Projects	A4	72,552	0	1	0	0
1	Education Officer - Industrial Technology	A4	72,552	1	0	0	0

3002 ADMINISTRATION OF EDUCATION SERVICES ADMINISTRATION UNIT (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Education Planner - Research and Training	A4	72,552	0	1	0	0
1	Education Planner- Curriculum Information Communication Technology	A4	72,552	0	0	1	0
1	Education Officer - Knowledge Management	A4	72,552	0	1	0	0
1	Education Officer - Senior Statistician	A4	72,552	0	1	0	0
1	Statistician	A17-13	48,300	0	0	1	0
1	Database Administrator	A4	56,074	0	0	1	0
3	Education Officer-Measurement and Evaluation Unit	A4	72,552	1	0	2	0
3	Education Officer-Measurement and Evaluation Officer	A4	72,552	1	0	2	0
1	Knowledge Officer - Knowledge Management Unit	A18	54,252	0	1	0	0
1	Coordinator - School Attendance Counsellors	A9 (fixed)	51,705	0	0	1	0
1	Deputy Coordinator School Attendance Counsellor	Grade A11	48,801	0	0	1	0
18	School Attendance Counsellors	A26-24	805,896	0	0	18	0
1	Psychometrist	A4	72,552	0	0	1	0
1	Psychotherapist		68,343	0	0	1	0
1	Social Worker	A4	72,552	0	1	0	0
1	Speech Therapist	A4	72,552	0	0	1	0
1	Psychologist	A4	72,552	0	0	1	0
1	Chief Executive Officer National Training Agency	A3	73,392	0	1	0	0
1	Technical Support Analyst	A23(A23-19)	37,121	0	0	0	1
1	Director of ABICE	A6	69,756	0	1	0	0
1	Quality Assurance Officer		72,000	1	0	0	0
76				**43**		**32**	**1**

3003 PRIMARY AND SECONDARY EDUCATION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
30	Principal (Primary)	A8	1,871,892	4	26	0	0
22	Principal (Secondary)	A6	901,680	7	6	0	9
8	Deputy Principal (Primary)	A9	463,680	0	4	0	4
22	Deputy Principal (Secondary)	A10	1,161,864	6	16	0	0
0	Master Teacher(Primary)	A1	62,088	0	0	0	0
11	Master Teacher(Secondary)	A1	682,968	2	9	0	0
36	Head of Department (Primary)	A1	2,235,168	4	32	0	0
93	Head of Department (Secondary)	A1	5,587,920	24	67	2	0
12	Senior Teacher(Primary)	A3	695,520	2	3	7	0
40	Senior Teacher(Secondary)	A3		7	33	0	0
38	Senior Graduate Assistant	A3	695,520	7	24	0	7
258	Graduate Assistant 1 Secondary	A4	12,197,136	25	212	21	0
119	Graduate Assistant 1 Primary	A4	4,277,280	6	113	0	0
160	Graduate Assistant 2 Secondary	A6	8,975,520	25	103	0	32
36	Graduate Assistant 2 Primary	A6	1,225,440	2	28	6	0
5	Specialist Teacher 2 Secondary	A9	195,120	2	3	0	0
6	Trained Teacher 1 Primary	A7	207,264	0	6	0	0
11	Trained Teacher 1 Secondary	A7	569,976	1	4	5	1
267	Trained Teacher 2 Primary	A11	12,296,952	29	231	0	7
147	Trained Teacher 2 Secondary	A 11	6,770,232	16	122	0	9
12	Assistant Teacher Primary	A7	488,448	0	12	0	0
14	Assistant Teacher Secondary	A14(17-13)	569,856	4	5	0	5
310	Untrained (Primary)	A26(A24-20)	11,189,760	38	126	62	84
166	Untrained (Secondary)	A26(A24-20)	5,991,936	31	79	0	56
1,823				**1,506**		**103**	**214**

3005 STATE COLLEGE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Principal	A2	83,856	0	1	0	0
1	Vice Principal	A4	77,856	0	1	0	0
1	Prinicipal Assistant Secretary	A9	51,816	0	1	0	0
1	Head of Pharmacy	A6	74,856	0	0	1	0
8	Head of Department	A6	499,136	1	5	1	1
1	Supervisor Library Service	A7	66,960	0	0	0	1

3005 STATE COLLEGE (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Head of Library Services	A6	66,960	0	0	1	0
1	Director of Student Services	A6	69,360	0	1	0	0
1	Deputy Director of Student Services	A9	62,088	0	0	1	0
1	Master Teacher	A9	62,088	0	0	0	1
15	Senior Lecturer 1	A9	931,320	2	6	2	5
24	Senior Lecturer 2	A9	1,431,072	4	10	3	7
1	Counsellor	A10	62,088	0	1	0	0
1	Registrar (Snr Assistant Secretary)	A10	48,000	0	1	0	0
51	Lecturer	A11	2,866,608	7	21	18	5
6	Senior Tutor	A14 - 12	357,768	0	1	4	1
5	Tutor	A14 - 12	281,040	0	0	5	0
1	Assistant Secretary	A16 - 15	45,660	0	1	0	0
7	Instructor	A17 - 13	322,392	0	0	2	5
5	Lab. Technician	A22 -18	227,615	2	2	0	1
1	Senior Executive Officer	A22 - 18	37,200	0	0	1	0
1	Executive Officer	A22 - 18	31,716	0	1	0	0
2	Storekeepers	A23 - 19	42,024	1	0	0	1
2	Assistant Storekeepers		55,926	0	0	2	0
4	Senior Clerk	A28 - 25	85,068	0	2	1	1
1	Secretary/Administrative Officer (School of Pharmacy) (CD Pending)	A33-29	24,000	0	0	1	0
5	Junior Clerk	A19 - 15	132,540	1	4	0	0
2	Clerical Assistant	A45-38	30,600	0	0	2	0
4	Technical Officer II	A27	179,580	2	0	0	2
4	Data Entry Clerk	A33 - 29	113,424	0	1	0	3
1	Network Administrator	A6	59,976	0	0	0	1
2	Technical Support Officer	A33 - 29	97,800	0	1	0	1
2	Librarian I	A8	106,512	0	0	1	1
1	Branch Librarian	A17-13	36,842	0	0	1	0
1	Library Assistant	A30-27	29,458	0	0	1	0
1	Accounting Manager/Programme Coordinator (awaiting CD for Creation)	A6	48,000	0	0	1	0
1	Petty Officer II	A47-42	20,616	0	1	0	0
1	Petty Officer III	A47 - 42	19,577	0	0	1	0
1	Domestic Aide	A47-42	17,928	0	1	0	0
170				**83**		**50**	**37**

3006 PUBLIC LIBRARY

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of National Library Services	B Misc	69,268	0	1	0	0
1	Deputy Director of National Library Services	A4	59,628	0	1	0	0
1	Financial Officer 1	A14 (A17-13)	53,280	0	0	0	1
1	Financial Officer	A10	44,268	0	1	0	0
3	Librarian I	A8	159,840	0	3	0	0
3	Librarian II	A10	151,020	0	2	1	0
1	Special Needs Coordinator	A17-13	35,088	0	0	0	1
6	Library Technician I	A17-13	265,608	0	0	1	5
12	Library Technician II	A23(A23-190	447,504	0	5	2	5
3	Branch Librarian	A17-13	105,264	0	0	0	3
11	Library Assistant	A33(A30-27)	326,556	1	7	2	1
6	Library Aide	A47(A37-34)	148,380	1	2	3	0
1	Automation Coordinator	A8	53,280	0	1	0	0
1	Computer Technician I	A10	50,340	0	0	1	0
3	Computer Technician II	A17-13	132,804	0	0	1	2
1	Administrative Secretary	A23(A23-19	37,190	0	1	0	0
1	Petty Officer Class I	A37-34	23,535	0	0	0	1
1	Petty Officer Class II		22,524	0	1	0	0
1	Petty Officer Class III		17,928	0	0	0	1
1	Clerical Assistant		20,316	0	1	0	0
1	Security Guard		22,524	0	1	0	0
60				**29**		**11**	**20**

3007 ANTIGUA ARCHIVES

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director	B Misc	97,836	1	0	0	0
1	Archivist	A4	69,616	0	0	1	0
1	Senior Clerk	A33-29	27,180	0	1	0	0
2	Junior Clerk	A40-34	48,528	0	1	1	0
1	Petty Officer Class I	A37-34	24,012	0	0	1	0

3007 ANTIGUA ARCHIVES (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
2	Petty Officer Class III	A47-42	19,584	0	0	1	1
1	Assistant Archivist	C8(C20-16)	27,024	0	0	1	0
1	Conservationist/Binder	C2(C4-3)	43,968	0	0	1	0
1	Assistant Records Manager	A36 (A33-29)	27,168	0	1	0	0
1	Assistant Researcher	C8(C20-16)	28,368	0	0	1	0
1	Assistant Conservationist	C7(C17-15)	28,956	0	1	0	0
1	Systems Technician	C3(C7-5)	39,912	1	0	0	0
1	Records Manager	A7 Fixed	54,756	0	1	0	0
1	Researcher	C5(C12-19)	33,708	0	1	0	0
1	Assistant Secretary (awaiting CD)	A 17-13	45,648	0	0	1	0
1	Executive Officer	A29(A28-25)	31,716	0	0	1	0
1	Senior Executive Officer (awaiting CD for creation)	A22-18	37,200	0	0	1	0
19				**8**		**10**	**1**

3008 ABICE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of ABICE (awaiting CD for creation)	A6	63,504	0	0	1	0
1	Senior Assistant Secretary (awaiting CD for creation)	A11	44,772	0	0	1	0
1	Senior Executive Officer (awaiting CD for creation)	A22-18	37,200	0	0	1	0
3				**0**		**3**	**0**

3011 SPORTS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	107,780	0	0	1	0
2	Principal Assistant Secretary	A 9 (Fixed)	103,600	0	1	0	1
1	Senior Assistant Secretary	AI1(Fixed)	48,891	0	0	1	0
1	Assistant Secretary	A14(A17-13)	44,268	0	1	0	0
1	Senior Executive Officer	A23(A23-19)	37,189	0	0	1	0
1	Executive Officer	A29(28-25)	31,712	0	0	1	0
1	Senior Clerk	A36(A33-29)	27,165	0	0	0	1
1	Petty Officer	A57(A4-42)	19,577	0	0	0	1
1	Director of Sports	A9(Fixed)	51,800	1	0	0	0
1	Assistant Director of Sports	A11(Fixed)	48,891	0	0	1	0
11				**3**		**5**	**3**

3012 NATIONAL SCHOOL MEALS PROGRAMME

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	School Meals Manager	B4	56,856	0	0	1	0
1	Senior Assistant Secretary (awaiting CD for creation)	A11	44,772	0	0	1	0
1	Accounting Officer II (Senior Executive Officer)	A23-19	34,056	0	0	1	0
1	Assistant Secretary	A14	40,536	0	0	1	0
1	Executive Officer (awaiting CD for creation)	A29	29,040	0	0	1	0
1	Senior Clerk (awaiting CD for creation)	A36	24,876	0	0	1	0
1	Senior Nutritionist		60,541	0	0	1	0
1	Nutritionist Officer		59,628	0	0	1	0
8				**0**		**8**	**0**

3015 ABIIT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Senior Assistnat Secretary	A11	44,772	0	1	0	0
1	Assistant Secretary	A14(A17-13)	41,796	0	0	1	0
1	Senior Executive Secretary	A23(A23-19)	34,056	0	0	1	0
1	Executive Officer	A29(A28-25)	29,040	0	0	1	0
1	Senior Clerk	A36(A33-29)	24,876	0	0	1	0
1	Junior Clerk	A48(A40-34)	24,264	0	0	1	0
6				**1**		**5**	**0**

3016 SCHOOL OF NURSING

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Principal Tutor	A4	54,588	0	0	1	0
4	Senior Sister Lecturer	A6	205,824	0	0	1	3
3	Sister Tutor	A7	138,276	0	0	2	1
1	Junior Clerk	A40-34	23,040	0	0	1	0
1	Senior Clerk	A33-29	26,928	0	1	0	0
1	Senior Executive Officer	A23-19	38,472	0	1	0	0
1	Domestic Aide	A47-43	19,577	0	1	0	0
1	Clinical Laboratory Simulator		37,836	0	0	1	0
1	Laboratary Simulation Technician		37,836	0	0	1	0
1	Petty Officer 111		19,577	1	0	0	0
15				**4**		**7**	**4**

3501 CIVIL AVIATION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	107,796	0	1	0	0
1	Technical Coordinator	B3		0	0	0	1
1	Principle Assistant Secretary	A9	51,816	0	1	0	0
1	Senior Assistant Secretary	A11	48,900	0	1	0	0
1	Assistant Secretary	A17-13	45,660	0	1	0	0
1	Research Officer	A17-13	44,268	0	0	1	0
1	Senior Executive Officer	A23-19	37,200	0	0	1	0
1	Executive Officer	A28-25	31,716	0	1	0	0
2	Senior Clerk	A33-39	54,360	0	1	1	0
3	Junior Clerk	A40-34	76,176	0	2	0	1
1	Petty Officer	A47-42	19,584	0	0	1	0
14				**8**		**4**	**2**

3502 V C BIRD INTERNATIONAL AIRPORT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Chief of Air Traffic Services	A4	92,592	0	1	0	0
1	Deputy Chief of Air Traffic Services	A5	90,924	0	1	0	0
1	Air Trafic Services Operations Officer	A5	90,924	0	1	0	0
1	Air Traffic Services Quality Assurance Officer	A5	90,924	0	0	1	0
1	Senior Air Traffic Services Training/Examining Officer	A5	90,924	1	0	0	0
2	Air Traffic Services Training/Examining Officer	A6	178,344	0	0	2	0
14	Senior Air Traffic Control Officer I	A7	1,226,232	8	4	2	0
12	Senior Air Traffic Control Officer II	A10	1,000,512	6	3	3	0
14	Air Traffic Control Officer I	A11	1,078,896	6	2	6	0
12	Air Traffic Control Officer II	A13(A14-12)	879,840	2	4	6	0
1	Air Traffic Control Officer III	A14(A17-13)	55,248	1	0	0	0
2	Air Traffic Control Assistant	A33(30-27)	78,816	1	1	0	0
10	Air Traffic Control Assistant	A20(A20-15)	372,000	3	4	3	0
7	Air Traffic Control Assistant		236,448	5	1	1	0
1	Co-ordinator Aeronautical information Services	A7	89,172	0	1	0	0
2	Aeronautical Information Services Officer I	A14(A17-13)	110,496	0	2	0	0
6	Aeronautical Information Services Officer II	A33(A30-27)	260,424	2	3	1	0
6	Aeronautical Information Services Officer III	A 32(A30-25)	236,448	1	0	5	0
94				**64**		**30**	**0**

3503 METEOROLOGICAL OFFICE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director	B Misc	81,144	1	0	0	0
1	Deputy Director	B Misc	73,392	1	0	0	0
1	Climatologist (to be renamed Senior Climatologist**)	B2	66,960	0	1	0	0
1	Information Systems Manager	B2	66,960	1	0	0	0
1	Senior Meteorologist* (CD Pending)	B2	0	0	0	1	0
1	Oceanographer*(CD Pending)	B2	0	0	0	1	0
1	Agrometeorologist*(CD Pending)	B2	0	0	0	1	0
1	Senior Project Officer*(CD Pending)	B2	0	0	0	1	0

3503 METEOROLOGICAL OFFICE (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
6	Meteorologist	B3	193,644	1	1	2	2
1	Climatologist*(CD Pending)	B3	0	0	0	1	0
1	Meteorological Research Officer	B3	66,960	0	1	0	0
1	Data Manager*(CD Pending)	B3	0	0	0	1	0
1	Weather and Climate Communication Specialist*(CD Pending)	B3	0	0	0	1	0
1	Project Officer*(CD Pending)	B3	0	0	0	1	0
4	Forecaster I	B5	238,512	3	0	1	0
1	Senior Technical Officer	B5	59,628	0	0	1	0
1	Quality Assurance and Control Officer*(CD Pending)	B5	0	0	0	1	0
3	Forecaster II	B6	172,404	0	1	1	1
1	Documentation and Training Officer*(CD Pending)	B6	0	0	0	1	0
3	Forecaster III	B7	110,496	1	1	1	0
2	Climatological Officer*(CD Pending)	B7	0	0	0	2	0
2	Senior Meteorological Officer	B7	55,248	0	0	1	1
1	Quality Management System (QMS) Officer	B7	55,248	0	1	0	0
1	Technical Officer I	B7	55,248	0	0	1	0
9	Meteorological Officer I	A9	259,080	4	0	1	4
1	Graduate Teacher Assistant II (on secondment from Min of Ed)		0	0	0	0	1
10	Meteorological Officer II	A11	440,100	2	3	4	1
1	Senior Assistant Secretary	A11	48,900	0	1	0	0
1	Technical Officer II	C Misc	48,444	0	1	0	0
1	Administrative Assistant	A 17-13	0	0	0	0	1
1	Technical Officer III	C12-9	0	0	0	0	1
4	Meteorological Officer III	A 28-25	126,864	0	1	3	0
1	Meteorological Officer IV(21000)	A 40-34	0	0	0	0	1
1	Executive Officer (27648)	A 28-25	0	0	0	0	1
1	Senior Clerk (24,876)	A 33-29	0	0	0	0	1
1	Junior Clerk	A 40-34	0	0	0	0	1
1	Petty Officer Class II/Driver	A 40-38	22,524	1	0	0	0
1	Petty Officer Class 1/Driver	A 47(A37-34)	26,508	0	0	1	0
72				**27**		**29**	**16**

4001 PUBLIC WORKS AND TRANSPORTATION HEADQUARTERS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
2	Permanent Secretary	A Misc.	107,796	1	0	0	1
1	Deputy Permanent Secretary	A Misc.	81,125	0	0	1	0
1	Administrative Officer	A5	57,938	0	0	0	1
2	Principal Assistant Secretary	A9	103,632	0	2	0	0
1	Senior Research Officer	A9	51,816	0	1	0	0
2	Senior Assistant Secretary	A 11	97,800	0	2	0	0
5	Assistant Secretary*	A17 - 13	224,100	0	3	2	0
1	Research Officer	A17 - 13	44,268	0	0	0	1
4	Senior Executive Officer*	A23 -19	148,800	1	2	0	1
6	Executive Officer *	A28 - 25	190,296	0	4	2	0
1	Supervisor of Stores	A23 - 19	37,173	0	0	1	0
6	Senior Clerk	A33 - 29	190,260	1	4	1	0
14	Junior Clerk	A40 - 34	154,404	2	5	4	3
1	Clerical Assistant	A45 - 38	20,868	0	1	0	0
1	Accommodations Officer	A23 - 19	29,471	0	0	1	0
2	Petty Officer Class I	A37 - 34	24,504	0	1	0	1
2	Petty Officer Class II	A40 - 38	22,524	0	1	0	1
4	Petty Officer Class III	A47 - 42	17,818	0	0	0	4
1	Caretaker - Clarence House	37 - 34	24,010	0	0	0	1
	*Awating CD for creation of additional posts						
57				**31**		**12**	**14**

4002 WORKS DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of Public Works	B Misc	133,260	1	0	0	0
3	Deputy Director of Public Works	B Misc	340,776	3	0	0	0
1	Head of Buildings	B Misc	96,314	0	0	1	0
1	Head of Roads	B Misc	96,324	1	0	0	0

4002 WORKS DIVISION (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled		Vacancies to be Filled	Vacancies not to be Filled
				Male	Female		
4	Engineer I	B Misc	330,240	3	0	1	0
1	Works Coordinator	B (Misc)	72,072	1	0	0	0
3	Engineer II	B 4	186,261	0	0	3	0
2	Engineer III	B 4	45,864	0	0	0	2
3	Engineering Cadet	C 20 - 16	23,530	0	0	0	3
1	Project Management Officer	B (Misc)	72,072	0	0	1	0
2	Graduate Engineer	B 9	51,500	0	0	0	2
4	Superintendent of Works	C Misc	99,288	2	0	0	2
2	Senior Surveyor	C4-3	78,720	0	1	0	1
1	Surveyor		66,595	0	0	1	0
10	Inspector of Works	C 12 -9	526,427	0	0	0	10
1	Quarry Superintendent	C12-9	58,656	0	0	1	0
1	Blaster	C2(C4-C3)	43,961	0	0	0	1
1	Electrical Inspector	C 10 - 8	52,643	0	0	0	1
3	Foreman of Works	C 20 - 16	144,472	0	0	0	3
1	Assistant Blaster	C15-11	34,105	0	0	0	1
1	Supervisor		52,643	0	0	0	1
2	Senior Executive Officer	A23-19	74,378	0	0	2	0
1	Caretaker	A47(A37-34)	24,004	0	0	0	1
1	Assistant Surveyor 1	C 2	45,768	0	0	0	1
1	Assistant Surveyor II	C 2	44,448	0	0	0	1
1	Senior GIS Technician	C Msc	43,942	0	0	0	1
1	GIS/Surveyor Technician I	C3 (C7-5)	39,902	0	0	0	1
1	GIS/Surveyor Technician II	C6 (C15-11)	31,260	0	1	0	0
1	GIS/Surveyor Technician III	C7 (C17-15)	27,619	0	0	0	1
56				**13**		**10**	**33**

4003 DESIGN AND CONTROL

Establishment	Post	Scale	Personal Emoluments	Positions Filled		Vacancies to be Filled	Vacancies not to be Filled
				Male	Female		
1	Chief Architect	B Misc.	96,324	1	0	0	0
1	Senior Architect	B 4	85,176	0	0	1	0
3	Architect	B 4	208,678	0	0	3	0
2	Engineer I	B (Misc)	82,555	0	0	2	0
3	Engineer II	B 4	216,216	1	0	2	0
3	Graduate Architect	B 9	147,145	0	0	3	0
1	Senior Quantity Suveyor	B4	85,176	0	0	1	0
1	Quantity Surveyor (Degree)	B (Misc)	78,720	0	0	1	0
1	Quantity Surveyor Technician	B9	44,580	0	0	1	0
2	Architectual Technician	C 4-3	49,644	1	0	1	0
2	Architectural Technologist (Degree)	B3	44,174	0	0	2	0
2	Draughtsman I	C Msc	34,739	0	0	1	1
3	Draughtsman II	C 4-3	72,964	1	1	1	0
3	Draughtsman III	C7-5	31,260	0	1	2	0
1	Senior Executive Officer	A 23 -19	35,704	0	0	1	0
2	Senior Engineering Assistant	C15-11	100,787	0	0	2	0
2	Field Officers	C20-16	87,175	0	0	2	0
4	Junior Clerk	A40-34	100,901	0	0	4	0
37				**6**		**30**	**1**

4004 EQUIPMENT MAINTENANCE AND FUNDING SCHEME

Establishment	Post	Scale	Personal Emoluments	Positions Filled		Vacancies to be Filled	Vacancies not to be Filled
				Male	Female		
2	Engineer I (Mechanical)	B Misc	156,000	0	0	2	0
1	Superintendent of Works	C Misc	51,156	0	0	1	0
1	Works Supervisor	C Misc	48,000	0	0	1	0
1	Senior Executive Officer	A23-19	32,424	0	1	0	0
1	Inspector of Works	C Misc	50,504	0	0	1	0
3	Senior Mechanic	C Misc	116,360	0	0	3	0
1	Senior Clerk	A33-29	24,721	0	1	0	0
3	Mechanic	C17-15	76,151	0	0	3	0
1	Storekeeper I	A28-25	27,648	0	0	1	0
1	Transport Officer	A37-32	20,936	0	0	1	0
1	Junior Clerk	A40-34	17,913	0	0	1	0
16				**2**		**14**	**0**

4501 SOCIAL TRANSFORMATION HEADQUARTERS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
2	Permanent Secretary	A Misc	197,400	0	2	0	0
2	Principal Assistant Secretary	A9	47,436	0	2	0	0
4	Senior Assistant Secretary (2 to be	A11	44,772	0	2	2	0
4	Assistant Secretary (1 to becreatedvia Cabinet Decision)	A17-13	40,536	0	2	2	0
4	Senior Executive Officer (1 to becreatedvia Cabinet Decision)	A23-19	34,056	0	3	1	0
3	Executive Officer	A28-25	87,093	0	3	0	0
5	Senior Clerk	A33-29	139,860	0	4	1	0
4	Junior Clerk (1 to becreated via Vacinet Decision)	A40-34	48,528	0	1	3	0
1	Petty Officer Class III	A47-42	17,918	0	1	0	0
1	Reasearch Officer	A18-13	39,728	0	1	0	0
1	Advisor to the Minister	A Misc	67,200	0	0	1	0
Urban Transformation							
1	Assistant Secretary	A17-13	177,072	0	0	1	0
1	Senior Executive Officer	A23-19	24,800	0	0	1	0
1	Senior Clerk	A33-29	27,180	0	0	1	0
1	Petty Officer Class III	A47-42	19,584	0	0	1	0
35				**21**		**14**	**0**

4502 BOARD OF GUARDIANS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Relieving Officer	A17-13	40,236	1	0	0	0
1	Senior Executive Officer	A23-19	38,472	0	0	1	0
1	Executive Officer	A28-25	29,040	1	0	0	0
1	Senior Clerk	A33-29	24,872	0	0	1	0
2	Junior Clerk	A40-34	42,420	0	1	0	1
1	Petty Officer Class II	A40-38	20,496	0	1	0	0
7				**4**		**2**	**1**

4503 COMMUNITY DEVELOPMENT DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director Community Development	A7	50,124	0	1	0	0
1	Deputy Director of Community Development	A23-19	44,772	1	0	0	0
1	Chief Implementation Officer	A8	48,772	0	0	1	0
1	Research & Data Collection Officer	A11	44,772	0	0	1	0
1	Project Development Officer	A11	44,772	0	0	1	0
1	Oversight Field Officer	A11	44,772	0	0	1	0
1	Senior Community Development field Officer	A14-12	42,160	0	1	0	0
3	Community Development Field Officer 1	A18-13	79,464	1	0	2	0
4	Community Development Field Officer II	A23-19	68,112	0	1	3	0
7	Community Development Field Officer III	A29-25	111,888	1	2	4	0
1	Field Officers Clerk	A28-25	29,112	0	0	1	0
3	Assistant Community Field Officer	A40-34	70,704	0	0	3	0
1	Assistant Secretary	A17-13	40,536	0	0	1	0
1	Senior Clerk	A33-29	26,640	0	0	1	0
27				**8**		**19**	**0**

4504 SUBSTANCE ABUSE PREVENTION DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Substance Abuse Prevention Officer	A4	63,996	0	0	1	0
1	Senior Drug Education Officer	A14-12	51,984	0	0	1	0
3	Addiction Counsellor (Pending Cabinet Decision)		127,908	0	0	1	2
1	Program and Planning Officer (Pending Cabinet Decision)		48,798	0	0	1	0
1	Public Relations Officer		43,550	0	0	1	0
7				**0**		**5**	**2**

4505 FAMILY AND SOCIAL SERVICES DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director		67,200	0	1	0	0
1	Deputy Director		54,588	0	1	0	0
1	Director of Socially Displaced			0	0	1	0
1	Chief Welfare Officer	A4	54,588	0	0	0	1
1	Deputy Chief Welfare Officer	A9	48,476	0	0	0	1
1	Grace Manager		56,700	0	1	0	0
1	Community and Social Services Program Officer		46,091	0	0	1	0
1	Principal Probation Office	A9	47,426	0	0	0	1
1	Chief Counsellor		54,588	0	1	0	0
1	Chief Counselling Psychologist	A4	54,588	0	0	1	0
6	Counsellors	A13	261,882	0	1	5	0
6	Senior Welfare Officers	A11	268,632	0	4	2	0
5	Senior Probation Officers	A11	223,860	2	2	1	0
1	Project and Training Officer		44,768	0	0	1	0
12	Probation Officers	A17-13	486,432	3	5	4	0
11	Welfare Officers	A15(A18-13)	410,400	0	4	6	1
5	Assistant Welfare Officers	A28-24	154,980	0	0	5	0
1	Executive Officer	A28-25	27,648	0	0	1	0
2	Senior Clerk	A33-29	49,752	0	0	1	1
2	Junior Clerks	A40-34	43,872	0	1	1	0
1	Petty Officer	A47-42	18,168	0	0	1	0
1	Research and Planning Officer	A11	44,768	0	0	1	0
1	Data and Research Officer	A15	39,728	0	0	1	0
2	Data Entry Ckerk		47,428	0	2	0	0
1	Socially Displaced Support Services Manager, Est.		47,426	0	0	1	0
1	Assistant Manager/Coordinator- Programs and Support Services Est.		44,768	0	0	1	0
1	Senior Support Services Officer, Est.		39,728	0	0	1	0
3	Support Services Officers		82,944	0	0	3	0
3	Support Programs Residential Officers,		138,273	0	0	3	0
75				**28**		**42**	**5**

4506 NATIONAL OFFICE OF DISASTER SERVICES

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director, National Office of Disaster Services	A misc	67,195	1	0	0	0
1	Deputy Director, National Office of Disaster Services	A5	52,800	1	0	0	0
1	Educator	A9	45,168	0	0	0	1
1	GIS Database Specialist	A12(A13-12)	42,504	1	0	0	0
1	Executive Officer	A28-25	29,040	0	1	0	0
1	Senior Clerk	A33-29	26,640	0	1	0	0
2	Junior Clerk	A40-34	45,648	1	0	0	1
1	Petty Officer III	A47-42	17,208	0	1	0	0
1	Project Officer		51,816	0	1	0	0
1	Logistics Officer		51,600	0	1	0	0
11				**9**		**0**	**2**

4508 DEPARTMENT OF SOCIAL RESEARCH AND PLANNING

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director-Social Policy Research and Planning	B Misc	89,580	0	1	0	0
1	Strategic Operations & Implementation Mananger	A2	65,996	0	1	0	0
1	Social Development Policy Coordinator	B Misc	59,712	0	0	0	1
1	Project Development Officer (Sustainable Development Officer)	A4	54,588	0	1	0	0
1	Chief Social Protection Officer (Social Protection Coordinator)	A4	54,588	0	1	0	0
1	Social Planner	A8	48,588	0	1	0	0
1	Monitoring and Evaluation & Communications Officer (Contract)	A8	65,208	0	1	0	0
1	Monitoring & Evaluation Officer	A8	48,780	0	1	0	0
1	Data/Information Coordinator (Contract)	B5	54,588	0	0	1	0
1	Advocacy and Training Officer		54,804	0	0	0	1
2	Senior Social Protection Officer	A9		0	0	2	0
6	Social Protection Officer	A11-10	268,632	0	2	2	2

4508 DEPARTMENT OF SOCIAL RESEARCH AND PLANNING (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
3	Financial Empowerment Officer	A11-10	127,908	0	0	2	1
1	Research Officer	A18-13	37,836	0	0	0	1
2	Social Development Programme Officer	A 18-13	82,752	0	2	0	0
2	Programme Officer	A23-19	68,112	0	1	1	0
1	Executive Officer	A28-25	29,031	0	1	0	0
1	Research Assistant	A28-25	27,648	0	0	0	1
1	Petty Officer II	A40-38	18,168	0	0	0	1
29				**13**		**8**	**8**

4509 GENDER AFFAIRS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Deputy Executive Director	A5	50,532	0	0	1	0
1	Project Officer		50,400	0	1	0	0
1	Executive Director		81,112	1	0	0	0
1	Senior Programme Officer	A10	50,532	0	0	1	0
1	Programme Officer	A13	46,428	0	0	1	0
1	Support Officer 1		30,270	0	0	1	0
1	Support Officer 2		24,767	0	0	1	0
1	Senior Executive Officer(Pending Cabinet Decision)	A23(23-19)	37,200	0	0	1	0
1	Senior Clerk(Pending Cabinet Decision)	A36(33-29)	25,164	0	0	1	0
9				**2**		**7**	**0**

4510 YOUTH AFFAIRS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of Youth Affairs (pending CD for		63,996	0	1	0	0
1	Senior Programme Officer (pending CD for		42,636	0	1	0	0
1	Deputy Director of Youth Affairs (pending CD for Upgrade)		41,052	0	0	1	0
5	Programme Officer (pending CD for creation)		79,608	0	2	3	0
1	Field Officer		23,100	0	0	0	1
2	Youth Officer III	-	52,572	0	0	0	2
2	Youth Officer II (pending CD)		55,440	0	0	1	1
4	Youth Officer I	A17-13	103,136	0	0	2	2
1	Administrative Assistant	-	27,720	0	0	0	1
1	Research Specialist (pending CD)	A29-25	39,804	0	0	1	0
1	Communication/Social Marketing Specialist (pending CD for creation)		49,444	0	0	1	0
2	Junior Clerk		22,548	0	2	0	0
22				**6**		**9**	**7**

4514 Denis Bowers Rehabilitation Centre (Formerly Boys Training School)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	*Manager	A9	51,705	1	0	0	0
1	*Deputy Manager	A11	49,897	0	0	1	0
1	*Programme Coordinator		40,034	0	0	1	0
1	*Administrative Assistant		33,790	0	0	1	0
1	*Social Worker		44,184	0	0	1	0
1	*Head of Security		41,159	0	0	1	0
1	**Counselor		47,575	0	0	1	0
1	**Administrative Assistant		33,790	0	0	1	0
1	**Assistant Secretary (AS)	A17-13	44,268	0	0	1	0
	***Cabinet Decision #106 dated 12th Februrary, 2025 ****Awaiting Cabinet Decision**						
9				**1**		**8**	**0**

5501 ATTORNEY GENERAL'S OFFICE AND LEGAL AFFAIRS HEADQUARTERS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Solicitor General	B Misc	153,780	1	0	0	0
1	Deputy Solicitor General	B Misc	133,200	0	1	0	0
1	Chief Parliamentary Counsel	B Misc	133,200	0	1	0	0
1	Senior Parliamentary Counsel	B Misc	125,724	0	0	1	0
2	Parliamentary Counsel	B Misc	235,224	1	0	1	0
1	Senior Crown Counsel I	B Misc	125,724	0	1	0	0
2	Senior Crown Counsel	B Misc	235,224	0	2	0	0
1	Crown Solicitor	B Misc	117,612	0	1	0	0
4	Crown Counsel I	B Misc	393,792	0	2	2	0
17	Crown Counsel II	B Misc	1,486,548	2	13	2	0
1	Senior Legal Drafter	B Misc	117,612	1	0	0	0
3	Legislative (Legal) Draftsperson	B Misc	262,332	1	0	2	0
1	Name Pending - Legal Assistant (Finance Release of Post Minute of 5 September 2024)	B Misc	87,444	0	0	1	0
1	Law Revision Commissioner	B Misc	117,612	0	1	0	0
1	Law Revision Assistant	Classification A	52,044	0	0	0	1
3	Legislative Assistant (CD #48 of 10 April 2018)	A28 - A25	101,700	0	1	2	0
1	Director of Law Reform/Special Legal Projects	B Misc	117,612	1	0	0	0
1	Permanent Secretary	A Misc	107,796	0	1	0	0
1	Deputy Permanent Secretary	A Misc	81,144	0	1	0	0
1	Principal Assistant Secretary	A9	51,816	0	1	0	0
2	Senior Assistant Secretary	A11	97,800	0	2	0	0
5	Assistant Secretary	A17	222,732	0	5	0	0
1	Assistant Secretary - Pending CD- **Integrity**	Classification A	45,660	0	0	1	0
2	Senior Executive Officer	A23	74,400	0	2	0	0
6	Executive Officer	A28	190,296	0	6	0	0
6	Senior Clerk	A33 - A31	164,256	0	6	0	0
1	Senior Clerk - Pending CD **Integrity**	Classification A	36,000	0	0	1	0
6	Junior Clerk	A39 - A36	145,670	0	3	3	0
1	Clerical Assistant	A44	21,972	0	1	0	0
1	Petty Officer I/Driver	A37	24,492	1	0	0	0
1	Petty Officer Class I	A34	26,508	0	1	0	0
1	Petty Officer - Pending CD **Integrity**	Classification A	24,000	0	0	1	0
1	Petty Officer Class II	A43	20,868	0	0	0	1
1	Petty Officer Class III	A45	19,578	0	1	0	0
1	Editor of Antigua and Barbuda Official Gazette		18,000	1	0	0	0
1	Investigator I - Pending CD **Integrity**	Classification A	42,000	0	0	1	0
1	Investigator II - Pending CD **Integrity**	Classification A	36,000	0	0	1	0
1	Accounts Officer - Pending CD **Integrity**	Classification A	36,000	0	0	1	0
1	Research Officer - Pending CD **Integrity**	Classification A	36,000	0	0	1	0
1	Gazette Production Supervisor - Pending CD	Classification A	38,004	0	0	1	0
1	Anti-Corruption Officer		18,000	0	1	0	0
1	Assistant to the Anti-Corruption Officer		6,000	1	0	0	0
88				**64**		**22**	**2**

5502 OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director of Public Prosecutions	B Misc.	204,336	1	0	0	0
1	Deputy Director of Public Prosecutions	B Misc.	156,000	0	0	1	0
2	Senior Crown Counsel	B Misc.	235,224	0	1	1	0
2	Crown Counsel I	B Misc.	196,896	0	1	1	0
4	Crown Counsel II	B Misc.	349,776	3	1	0	0
1	Assistant Secretary	A 17-13	44,268	0	1	0	0
1	Senior Executive Officer	A 23-19	37,200	0	1	0	0
1	Executive Officer	A 28-25	31,716	0	1	0	0
1	Senior Clerk	A 33-29	27,180	0	1	0	0
2	Junior Clerk	A 40-34	53,016	0	2	0	0
1	Petty Officer III	A 47-42	19,584	0	0	1	0
1	Petty Officer I	A 34	24,504	0	1	0	0
17				**14**		**4**	**0**

5503 PRINTING OFFICE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Government Printer	A 4-3	62,088	1	0	0	0
1	Assistant Government Printer	A 8-7	50,124	0	1	0	0
3	Supervisors	C1 (C2-1)	137,304	1	2	0	0
5	Technician I	C3 (67-5)	199,560	2	3	0	0
6	Technician II	C5 (C12-9)	205,920	3	3	0	0
8	Technician III	C8 (C20-26)	162,216	1	4	1	2
1	Proof Reader I	C10 (C20-16)	27,036	0	1	0	0
1	Proof Reader II	C10 (C28-20)	0	0	0	0	1
1	Assistant Secretary	A17-13	44,268	1	0	0	0
1	Senior Executive Officer	A23-19	0	0	0	0	1
1	Executive Officer	A29 (A28-25)	33,864	0	1	0	0
1	Senior Clerk	A36 (A33-29)	27,180	0	1	0	0
1	Junior Clerk	A48 (A40-34)	25,164	0	1	0	0
1	Clerk Typist I	A33 (A30-27)	0	0	0	0	1
1	Clerical Assistant	A53(A45-38)	0	0	0	0	1
3	Trainees	C12 (C28-24)	66,420	2	1	0	0
1	Store Clerk I	A38 (A34-30)	26,508	1	0	0	0
2	Store Clerk II	A41 (A39-31)	46,488	0	1	1	0
2	Petty Officer/Semi-Skill	A52 (A40-38)	22,524	0	1	0	1
1	Petty Officer Class. III	A57 (A47-42)	19,584	0	1	0	0
42				**33**		**2**	**7**

5504 LAND REGISTRY DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Registrar of Lands	B3	117,612	0	1	0	0
1	Deputy Registrar of Lands	B4	98,448	1	0	0	0
1	Senior Landfolio Administrator	A11-Fixed	48,900	0	1	0	0
1	Landfolio Administrator I	A14(A17-13)	44,268	1	0	0	0
2	Landfolio Administrator II	A23(A23-19)	37,200	1	1	0	0
2	Landfolio Officer I	A29(A28-25)	63,432	1	0	1	0
2	Landfolio Officer II	A36(A33-29)	49,752	0	2	0	0
2	Landfolio Technician	A48(A40-34)	48,384	0	1	1	0
1	Senior Executive Officer	A23(A23-19)	37,200	0	1	0	0
1	Junior Clerk	A48(A40-34)	26,508	0	1	0	0
1	Petty Officer III	A45-42	19,584	0	1	0	0
15				**13**		**2**	**0**

5505 INDUSTRIAL COURT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	President	B. Miscellaneous	103,200	0	1	0	0
1	Vice President	B. Miscellaneous	87,348	0	0	1	0
1	Registrar	A14(A17-13)	44,265	0	1	0	0
1	Deputy Registrar	A23(A23-19)	37,200	0	1	0	0
1	Junior Clerk	A48(A40-34)	24,504	0	1	0	0
1	Petty Officer	A57(A47-42)	19,584	0	1	0	0
1	Senior Clerk	A36(A33-29)	29,484	0	0	1	0
7				**5**		**2**	**0**

5506 HIGH COURT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Registrar	B-Misc	117,612	0	1	0	0
3	Deputy Registrar	B-Misc	342,748	1	2	0	0
1	System Administrator	B-Misc	69,268	1	0	0	0
1	Technical Support Officer	Grade A11 (fixed)	48,900	1	0	0	0
1	Court Social Worker	Grade A 8 (fixed)	53,280	0	0	1	0
1	Senior Assistant Secretary	Grade A11 (fixed)	48,891	0	1	0	0
1	Collection Officer 1	Grade A 11 (fixed)	48,900	0	1	0	0
1	Court Administrator	Grade A 9	51,816	0	1	0	0

5506 HIGH COURT (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Office Manager	Grade A 9	51,816	0	1	0	0
1	Assistant Secretary	Grade A 14 (A17-13)	45,183	0	1	0	0
1	Assistant Secretary/Office Manager	Grade A 14 (A17-13)	46,047	0	1	0	0
1	Assistant Secretary/Protocal & Communication Administrator	Grade A 14 (A17-13)	44,265	0	1	0	0
1	Assistant Secretary/ Accounts Administrator	Grade A 14 (A17-13)	44,265	0	1	0	0
1	Criminal Case Manager (Ag.)	Grade A 14 (A17-13)	43,669	0	1	0	0
1	Collection Officer	Grade A 14 (A17-13)	44,268	0	1	0	0
1	Collection Officer	Grade A 14 (A17-13)	46,428	0	0	1	0
1	Senior Executive Officer/Transcriptionist	Grade A 14 (A17-13)	42,011	0	1	0	0
2	Senior Executive Officer	Grade A 23 (A23-19)	74,400	0	2	0	0
1	Executive Officer/Transcriptionist 1	Grade A 29 (A28-25)	31,716	0	1	0	0
3	Executive Officer	Grade A 29 (A28-25)	87,120	0	3	0	0
1	Head Bailiff	Grade A 20 (A22-15)	40,688	1	0	0	0
4	Senior Bailiff	Grade A 29 (A28-25)	126,847	3	0	1	0
2	Junior Bailiff	Grade A 29 (A28-25)	52,992	2	0	0	0
10	Senior Clerk	Grade A 36(A33-29)	271,646	0	7	3	0
1	Customer Service Representive	Grade A 36(A33-29)	22,840	0	1	0	0
2	Intake Officer	Grade A 23 (A23-19)	84,048	0	0	2	0
1	IT Technician	Grade A 23 (A23-19)	42,024	0	0	1	0
1	Mediation Coordinator	Grade A 29 (A28-56)	34,992	0	0	1	0
1	Child Justice Board Coordinator	Grade A 36 (A33-29)	27,180	0	0	1	0
1	Senior Case Clerk	Grade A 36 (A33-29)	30,552	0	0	1	0
1	Records Clerk	Grade A 36 (A33-29)	30,552	0	0	1	0
1	Judcial Secretary	Grade A 48 (A40-34)	26,508	0	0	1	0
1	Judicial Case Clerk	Grade A 48 (A40-34)	23,244	0	0	1	0
11	Junior Clerk	Grade A 48(A40-34)	291,459	0	7	4	0
1	Accounts Clerk	Grade A 48 (A40-34)	26,508	0	0	1	0
1	Accounts Clerk	Grade A 48 (A40-34)	23,820	0	1	0	0
1	Petty Officer	Grade A 52 (A40-38)	23,766	0	0	1	0
1	Petty Officer II	Grade A 54 (A40-38)	22,513	0	1	0	0
2	Petty Officer III	Grade A 57 (A47-42)	35,856	1	1	0	0
69				**48**		**21**	**0**

5507 MAGISTRATES COURT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Chief Magistrate	B Misc	132,945	1	0	0	0
1	Senior Magistrate	B Misc	117,393	0	1	0	0
4	Magistrate	B Misc	393,792	2	1	1	0
1	Court Administrator	Technical	51,804	1	0	0	0
1	Assistant Court Administrator	Technical	48,900	1	0	0	0
1	Chief Court Clerk	A (17-13)	44,268	0	1	0	0
2	Senior Executive Officer	A (23-19)	74,400	1	1	0	0

5507 MAGISTRATES COURT (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
3	Executive Officer	A (28-25)	95,148	0	2	1	0
2	Senior Clerk	A (33-29)	49,752	0	2	0	0
1	Chief Bailiff	A (33-29)	36,096	1	0	0	0
2	Senior Bailiff	A (34-30)	63,432	2	0	0	0
2	Junior Bailiff	A (42-35)	52,992	1	1	0	0
15	Junior Clerk	A (40-34)	405,000	0	11	4	0
1	Petty Officer Class III	47-42	19,584	0	1	0	0
37				**31**		**6**	**0**

5508 LEGAL AID AND ADVICE CENTRE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director	B Misc.	117,608	0	1	0	0
1	Crown Counsel II	B Misc.	87,430	0	1	0	0
1	Paralegal/Co-ordinator	A3	62,087	0	1	0	0
1	Bailiff/Inestigator	A33-29	29,471	1	0	0	0
1	Senior Clerk	A33-29	27,165	0	1	0	0
1	Executive Officer	A33-29	31,329	0	1	0	0
1	Petty Officer III	A57 (A47-42)	19,584	0	1	0	0
1	Senior Executive Officer	A23 (23-19)	36,264	0	1	0	0
8				**8**		**0**	**0**

5509 INTELLECTUAL PROPERTY

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Registrar of Intellectul Property	B Misc	117,608	0	1	0	0
1	Deputy Registrar of Intellectual Property	B Misc	98,448	1	0	0	0
1	Assistant Registrar of Intellectual Property	B Misc	57,660	0	0	1	0
1	Patent Administrative Officer	A10	46,092	0	0	0	1
1	Senior Assistant Secretary		44,772	0	0	1	0
1	Assistant Secretary	A17-13	44,265	0	1	0	0
3	Senior Executive Officer	A23-19	111,567	0	1	2	0
1	Executive Trademarks Officer	A28-25	31,712	0	1	0	0
4	Executive Officer	A28-25	95,136		1	3	
1	Patent Administrative Officer	A 36 (A33-29)	31,712	0	0	1	0
1	Senior Commercial Compliance Officer	A 36 (A33-29)	27,165	0	1	0	0
3	Senior Trademarks Officer	A 36 (A33-29)	81,494	0	3	0	0
3	Senior Clerk	A 36 (A33-29)	81,494	0	0	3	0
1	Data Base Officer	A 26 (A33-29)	27,165	0	0	1	0
1	Junior Commmercial Compliance Officer	A 48 (A40-34)	24,491	0	0	1	0
3	Junior Trademarks Officer	A 48 (A40-34)	73,474	1	2	0	0
7	Junior Clerk	A 48 (A40-34)	171,440	0	4	3	0
2	Clerical Assistant	A 28 - 25	39,216	0	0	2	0
1	Personal Secretary	A 28 - 25	29,040	0	0	1	0
1	Petty Officer III	A 57 (A47-42)	19,577	1	0	0	0
38				**18**		**19**	**1**

5510 LABOUR

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Deputy Permanent Secetary	A-Misc.	81,144	1	0	0	0
1	Labour Commissioner	A-Misc.	73,392	0	1	0	0
1	Deputy Labour Commissioner	A-1	64,548	1	0	0	0
1	Principal Assistant Secretary	A-1	51,816	0	0	1	0
1	Assistant Labour Commissioner	A-1	48,900	0	1	0	0
1	Senior Assistant Secretary	A-1	48,900	1	0	0	0
2	Assistant Secretary	A-1	91,320	1	0	1	0
1	Senior Executive Officer	A-1	37,200	0	1	0	0
1	Executive Officer	A-1	31,716	0	1	0	0
2	Senior Clerk	B-Misc	55,536	0	2	0	0
3	Junior Clerk	B-Misc	48,720	0	2	1	0
1	Senior Labour Statistical Officer	A-Misc.	45,660	1	0	0	0
1	Senior Labour Relations Officer	A-Misc.	45,660	0	1	0	0
1	Senior Labour Inspection Officer	A-Misc.	44,268	0	1	0	0
1	Senior Labour Employment Officer	A-Misc.	44,268	0	1	0	0
1	I.L.O Desk Officer	A-Misc.	44,268	0	1	0	0

5510 LABOUR (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
6	Labour Officer 1	A33-29	190,296	0	5	1	0
5	Labour Officer 2	A-Misc.	147,420	1	2	2	0
1	Petty Officer 2	A47-41	22,524	0	1	0	0
1	Labour Coordinator	A11	48,900	0	0	1	0
1	Labour Economist	A11	48,900	0	0	1	0
1	Labour Support Officer	A11	48,900	0	0	1	0
1	OSEC Manager	A11	48,900	1	0	0	0
1	Business Specialist	A17-13	44,268	0	0	1	0
1	Career Specialist	A17-13	44,268	0	1	0	0
1	I.T Technical Officer	B6-4	57,468	0	0	1	0
1	Administrative Officer	A23-19	34,506	0	0	1	0
1	Administrative Assistant	A29-25	29,484	0	0	1	0
1	Client Service Specialist	A29-25	29,484	0	0	1	0
1	Junior Clerk	A40-34	24,900	0	0	1	0
43				**28**		**15**	**0**

5511 NATIONAL SECURITY HEADQUARTERS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	107,784	0	1	0	0
2	Principal Assistant Secretary	A 9	103,608	0	2	0	0
2	Senior Assistant Secretary	A 11	97,800	0	2	0	0
1	Assistant Secretary	A 17-13	44,268	0	1	0	0
2	Senior Executive Officer	A 23-19	74,400	0	2	0	0
2	Executive officer	A 28-25	87,432	0	2	0	0
4	Senior Clerk	A 33-29	49,752	0	1	1	2
3	Junior Clerk	A 40-44	75,436	0	3	0	0
1	Petty Officer Class II	A 40-38	22,272	0	1	0	0
1	System Analyst (Pending Cabinet Decision)			0	0	1	0
19				**15**		**2**	**2**

5512 POLICE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Commissioner of Police	UNCL	113,328	1	0	0	0
1	Forensic Crime Scene Director	B Misc.	113,328	0	1	0	0
2	Deputy Commissioner of Police	D1	198,360	2	0	0	0
5	Assistant Commissioner of Police	D2	425,100	4	0	1	0
8	Superintendent of Police	D3	653,376	5	2	1	0
18	Assistant Superintendent of Police	D4-7	1,420,632	16	1	1	0
1	Assistant Secretary	A17-13	44,268	0	1	0	0
1	Senior Executive Officer	A23-19	37,200	0	0	1	0
1	Executive Officer	A28-25	31,716	0	1	0	0
3	Senior Clerk	A33-29	81,540	1	2	0	0
3	Junior Clerk	A40-34	79,524	0	1	2	0
1	Clerical Assistant	A45-38	20,868	0	0	1	0
1	Petty Officer III	A 47-42	20,328	1	0	0	0
46				**39**		**7**	**0**

5514 FIRE BRIGADE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Deputy Commissioner of Police (Vacant)	D1	0	0	0	0	1
1	Assistant Commissioner of Police	D2	85,020	1	0	0	0
2	Superintendent of Police	D3	163,344	2	0	0	0
5	Assistant Superintendent of Police	D4-7	394,620	5	0	0	0
1	Senior Assistant Secretary	A 11	48,900	0	1	0	0
1	Assistant Secretary	A 14	45,660	0	1	0	0
1	Senior Executive Officer	A23 (23-19)	37,200	0	1	0	0
1	Senior Clerk	A (36-29)	27,180	0	1	0	0
1	Junior Clerk	A40-34	26,508	0	1	0	0
14				**13**		**0**	**1**

5515 PRISON

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Superintendent of Prison		72,528	1	0	0	0
1	Chief Officer		55,416	1	0	0	0
1	Assistant Chief Officer		50,028	0	1	0	0
1	Administrative & Training Officer		0	0	0	1	0
1	Assistant Secretary		44,268	0	0	0	1
4	Principal Officer		182,496	4	0	0	0
6	Senior Prison Officer		0	3	2	1	0
20	Senior Prison Officer (Pending Cabinet Decision)		773,280	0	0	20	0
1	Maintenance Officer		0	0	0	1	0
1	Matron		0	0	1	0	0
1	Instructor		38,220	0	0	1	0
1	Senior Executive Officer		0	0	0	1	0
1	Executive Officer		31,716	0	1	0	0
44	Junior Prison Officer		1,508,496	4	7	33	0
1	Senior Clerk		27,180	0	1	0	0
1	Junior Clerk		24,504	0	1	0	0
1	Petty Officer Class III		19,577	0	1	0	0
1	Policy Reform Assistant Coordinator		45,192	0	1	0	0
1	Rehabilitation Assistant Coordinator		45,183	0	1	0	0
89				**30**		**58**	**1**

5516 CIVIL REGISTRY

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Registrar	Grade B. Misc	117,612	0	1	0	0
1	Deputy Registrar	Grade B. Misc	98,448	1	0	0	0
1	Assistant Registrar	Grade A9 Fixed	51,816	0	1	0	0
1	Senior Assistant Secretary	Grade A11 Fixed	48,900	0	1	0	0
2	Assistant Secretary	Grade A 14 (a17-13)	88,536	0	2	0	0
1	System Analyst	Grade A 7 Fixed	50,124	0	0	1	0
1	Network Technician	Grade 23 (A23 - 19)	40,536	0	0	1	0
2	Senior Executive Officer	Grade 23 (A23 - 19)	74,400	0	2	0	0
2	Executive Officer	Grade A29 (28 - 25)	63,432	0	2	0	0
6	Senior Clerk	Grade A 36 (A33-29)	135,900	2	4	0	0
11	Junior Clerk	Grade A 48 (A40-34)	274,944	2	9	0	0
1	Petty Officer	Grade A57 (A45-42)	19,578	0	1	0	0
30				**28**		**2**	**0**

5517 ANTIGUA AND BARBUDA FORENSIC SERVICES

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Forensic Director	B Miscellaneous	113,328	1	0	0	0
1	Forensic Analyst	B Miscellaneous	81,672	0	1	0	0
2	Senior Forensic Scientist/Criminalist	B Miscellaneous	136,282	0	2	0	0
3	Junior Forensic Scientist/Criminalist	B Miscellaneous	170,064	0	0	0	3
3	Forensic Laboratory Technician	A16(A18-15/14-13)	138,168	2	0	1	0
1	Administrator	A2	64,548	0	1	0	0
1	Administrative Officer/HR Assistant	A23(23-19)	37,200	0	1	0	0
1	Accounts/Office Assistant	A23-19	42,024	0	0	1	0
1	Janitor/Cleaner	A49	19,577	0	1	0	0
14				**9**		**2**	**3**

5518 OFFICE OF THE PUBLIC TRUSTEE

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Deputy Public Trustee	B Misc.	74,232	0	0	1	0
1	Crown Counsel I	B Misc.	74,232	0	0	1	0

5518 OFFICE OF THE PUBLIC TRUSTEE (cont'd)

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Crown Counsel II	B Misc.	69,288	0	0	1	0
1	Paralegal Officer	A14 (A17-13)	46,428	0	0	1	0
1	Social Welfare Officer	A8 (Fixed)	53,280	0	0	1	0
1	Investigator/Bailiff	A36 (A33-29)	30,552	0	0	1	0
1	Senior Executive Officer (Accounts Clerk)	A23 (A23-19)	37,200	0	1	0	0
1	Executive Officer (Secretary)	A29 (A28 - 25)	31,716	0	0	1	0
1	Senior Clerk	A36 (A33-29)	27,180	0	0	1	0
1	Name Pending - Junior Clerk	A48 (A40-34)	22,524	0	0	1	0
1	Clerical Assistant (Receptionist)	A44	20,328	0	0	1	0
1	Petty Officer Class I/Driver	A47 (A37-34)	24,504	0	0	1	0
12				**1**		**11**	**0**

5519 IMMIGRATION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Executive Officer (Executive Assistant to the Chief Immigration Officer)	(A 28 - 25)	29,040	0	0	1	0
1	Assistant Secretary (Human Resource Manager to Immigration)	(A 17 - 13)	38,604	0	0	1	0
1	Principal Assistant Secretary	A19	47,436	0	0	1	0
2	Senior Clerk	(A33-29)	24,876	0	0	1	1
5				**0**		**4**	**1**

6001 OFFICE OF THE OMBUDSMAN

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Ombudsman	UNCL	111,384	0	0	1	0
1	Crown Counsel II (formerly known as Legal Officer)	B Misc	65,867	0	0	0	1
2	Investigations Officer	A3	124,176	0	1	0	1
1	Senior Assistant Investigations Officer	A11	48,891	1	0	0	0
1	Assistant Investigations Officer	A17-13	45,641	0	0	0	1
1	Research Officer	A18-13	45,641	0	1	0	0
1	Senior Executive Officer	A23-25	37,177	0	0	0	1
1	Executive Officer	A28-25	31,701	0	0	0	1
1	Senior Clerk	A33-29	25,764	0	0	1	0
1	Junior Clerk	A40-34	25,160	0	1	0	0
1	Petty Officer III	A40-38	22,513	0	1	0	0
12				**5**		**2**	**5**

8001 TOURISM HEADQUARTERS

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Permanent Secretary	A Misc	107,796	0	1	0	0
1	Deputy Permanent Secretary	A Misc	77,120	0	0	1	0
1	Director of Tourism Policy and Planning	B Misc	102,216	1	0	0	0
1	Director Agri-Tourism	B Misc	73,392	1	0	0	0
1	Sustainable Tourism Officer	B Misc	69,277	0	0	0	1
1	Statitistical Officer	B Misc	69,137	0	0	1	0
1	Tourism Analyst	B Misc	68,317	0	0	1	0
1	Principal Assistant Secretary	A 9	51,816	0	1	0	0
1	Senior Assistant Secretary	A 17 - 13	48,900	0	1	0	0
1	Assistant Secretary	A 17 - 13	44,268	0	1	0	0
1	Manager	A9	40,207	0	0	1	0
1	Librarian (Graduate)	A 18-13	40,982	0	0	0	1
1	Agro-Tourism Technical Officer		46,325	0	0	1	0
1	Agri -Tourism Officer		31,500	0	0	1	0
1	Research Officer	A 18 - 13	45,469	0	0	1	0
2	Senior Executive Officer	A 23 - 19	74,400	0	2	0	0
2	Executive Officer	A 28 - 25	63,432	0	1	1	0
2	Senior Clerk	A 33 - 29	54,360	0	1	1	0
4	Junior Clerk	A 40 - 34	98,722	0	2	2	0
1	Petty Officer Class II	A 40 - 38	22,513	0	0	0	1
1	Petty Officer Class III	A 47-42	19,145	0	0	0	1
27				**12**		**11**	**4**

9501 PUBLIC INFORMATION AND BROADCASTING

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Consultant and Special Advisor to the Minister	Uncl	94,050	0	0	0	1
1	Permanent Secretary	A Misc	107,796	0	1	0	0
2	Principal Assistant Secretary	A 9	103,632	0	2	0	0
1	Senior Assistant Secretary	A 11	49,896	0	1	0	0
1	Assistant Secretary	A 17 - 13	44,268	0	1	0	0
1	Executive Officer	A 23 - 19	34,992	0	1	0	0
1	Senior Clerk	A 33 - 29	28,344	0	1	0	0
1	Research Officer/Reporting Officer	A 15	46,428	0	0	0	1
1	Manager of Operations	A 9	51,816	0	0	0	1
1	Senior Executive Officer	A 23 - 19	32,424	0	0	0	1
2	Junior Clerk	A 40 - 34	49,245	0	0	0	2
1	Broadcasting Officer	A 28 - 25	30,192	0	0	0	1
1	Broadcasting Assistant	A 40 - 30	19,621	0	0	0	1
15				**7**		**0**	**8**

9503 TELECOMMUNICATIONS DIVISION

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Telecommunications Officer	C. Misc.	108,108	0	0	0	1
1				**0**		**0**	**1**

9504 E-GOVERNMENT

Establishment	Post	Scale	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacancies not to be Filled
1	Director, E-Government Solutions (Pending CD)	TBD	109,200	0	0	0	1
1				**0**		**0**	**1**
5,975				**3,653**		**1,491**	**832**

NON-ESTABLISHED POSITIONS - 2026

0101 OFFICE OF THE GOVERNOR GENERAL

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Private Secretary to Governor General	82,555	0	1	0	0
1	Comptroller	42,736	0	0	1	0
2	Secretary to former Governor General	88,531	0	2	0	0
3	Housekeeper	128,218	0	3	0	0
1	Communications Officer	38,017	0	1	0	0
1	Junior Clerk	25,854	0	1	0	0
1	Gardener	26,294	1	0	0	0
5	Maids	112,688	0	5	0	0
1	Cook	28,619	0	1	0	0
1	Sub Butler	28,619	0	1	0	0
1	Vehicle Maintenance	24,079	1	0	0	0
1	Handyman/Caretaker	36,072	1	0	0	0
19			**18**		**1**	**0**

0201 HOUSE OF REPRESENTATIVES

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Leader of the Opposition	82,080	1	0	0	0
1	Speaker of the House	68,400	1	0	0	0
1	Advisor to the Legislature Department	65,520	0	1	0	0
1	Deputy Speaker of the House	61,560	1	0	0	0
6	Member of Parliament	369,360	6	0	0	0
1	Unofficial Members	54,000	0	0	0	1
1	Editing Clerk	37,357	0	1	0	0
1	Administrative Secretary	48,887	0	1	0	0
1	Secretary II	31,227	0	1	0	0
4	Secretary IV	52,948	0	2	2	0
1	Secretary Leader of the Opposition	25,946	0	1	0	0
1	Personal Assistant/Secretary to the Speaker of the House of Representatives	25,946	0	0	1	0
1	Driver to Deputy Speaker of the House	22,680	1	0	0	0
1	Typist II	34,975	0	1	0	0
7	Political Aide	125,087	3	3	1	0
1	Research Officer	56,786	1	0	0	0
1	Caretaker	22,186	1	0	0	0
1	Driver/Messanger Leader of the Opposition	21,672	1	0	0	0
1	Driver/Attendant	32,671	1	0	0	0
1	Cleaner to the Leader of the Opposition	20,299	0	1	0	0
34			**29**		**4**	**1**

0202 SENATE

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	President of the Senate	47,880	0	1	0	0
1	Vice President of the Senate	41,040	1	0	0	0
1	Minority Leader/Senator	30,096	0	1	0	0
9	Senators	246,240	7	2	0	0
12			**12**		**0**	**0**

0301 CABINET

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Prime Minister	171,000	1	0	0	0

0301 CABINET (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
8	Minister	1,094,400	7	1	0	0
1	Attorney General	136,800	1	0	0	0
4	Minister of State	328,320	3	1	0	0
2	Parliamentary Secretary	68,400	0	1	1	0
16			**15**		**1**	**0**

0302 CABINET SECRETARIAT

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Office Attendant	25,584	0	1	0	0
1	Driver	21,424	0	0	1	0
2			**1**		**1**	**0**

0501 PUBLIC SERVICE COMMISSION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Cleaner	19,676	0	1	0	0
1	Substitute	2,270	0	1	0	0
2			**2**		**0**	**0**

0601 AUDIT

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
2	Cleaner	26,500	0	2	0	0
1	Substitute	2,000	0	1	0	0
3			**3**		**0**	**0**

0901 ELECTORAL COMMISSION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Chairman	84,000	1	0	0	0
1	Deputy Chairman	60,000	1	0	0	0
5	Commissioners	180,000	2	1	2	0
1	Supervisor of Election	107,592	1	0	0	0
1	Public Relations Officer	65,520	0	1	0	0
1	Human Resources and Training Officer	82,404	0	0	1	0
1	Data Processing Manager	80,788	0	1	0	0
1	Systems Analyst	54,636	0	0	1	0
1	Executive Secretary	62,400	0	1	0	0
1	Network Administrator	62,400	1	0	0	0
1	Administrative Secretary	56,688	0	1	0	0
1	Senior Assistant Secretary	48,900	0	1	0	0
1	Field Officer	41,916	0	0	1	0
1	Senior Registration Officer	43,440	0	1	0	0
1	Assistant Human ResourceTraining Officer	41,940	0	0	1	0
1	Assistant Public Relations Officer	36,000	0	0	1	0
17	Registration Officer	688,704	3	14	0	0
30	Registration Clerk	839,160	1	17	12	0
35	Scrutineers	850,920	1	31	3	0
1	Clerk/Receptionist (requires cabinet approval)	27,732	0	0	1	0
2	Data Entry Clerk	53,292	0	2	0	0
1	Accounts Clerk I	31,716	0	1	0	0
11	Accounts Clerk II	27,732	0	1	0	10
2	Office Attendant	56,424	0	1	0	1

0901 ELECTORAL COMMISSION (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Driver/Handyman	29,900	1	0	0	0
1	Security Guard	26,156	0	1	0	0
2	Cleaner	37,180	0	1	0	1
123			**88**		**23**	**12**

1001 PRIME MINISTER'S OFFICE

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Coordinator - NOCFA	102,000	0	1	0	0
1	Personal Assistants	50,000	0	0	0	1
4	Secretary, Prime Minister Secretariat	175,528	0	3	1	0
1	Secretary to Permanent Secretary	48,891	0	0	0	1
4	Secretaries	148,656	0	0	0	4
1	Implementation Coordinator	108,560	0	1	0	0
1	Assistant to Director of Communications	34,398	1	0	0	0
1	Communications Officer	54,000	0	0	0	1
2	Liason Officer	81,125	1	0	1	0
1	Community Liaison Officer	34,398	1	0	0	0
4	Junior Clerks	104,387	0	4	0	0
1	Senior Receptionist	31,481	0	1	0	0
3	Receptionist	77,105	0	3	0	0
1	Receptionist/Secretary	31,712	0	1	0	0
1	Maintenance Supervisor	41,278	1	0	0	0
1	Maintenance Officers	24,255	0	1	0	0
1	Grounds Maintenance Supervisor	24,072	0	0	1	0
3	Grounds Maintenance Officer	65,520	0	1	2	0
8	Security Guards	286,655	3	4	1	0
1	Chief of Security	49,245	0	0	1	0
1	Supervisor of Security	36,691	1	0	0	0
1	Deputy Chief of Security	43,243	1	0	0	0
1	Driver/Messenger	31,389	1	0	0	0
1	Driver	27,189	1	0	0	0
1	Clerical Assistant	25,152	0	1	0	0
1	Care Taker	22,550	0	1	0	0
3	Cleaners	56,472	0	2	1	0
1	Chief of Staff	90,110	1	0	0	0
1	Consultant	60,000	0	0	0	1
1	Development Commissioner	103,194	1	0	0	0
1	Administrative Assistant/Asst. Dev. Comm	39,312	0	1	0	0
1	House Keeper	24,000	0	0	0	1
1	Community Human Resourse Officer	34,398	0	1	0	0
1	Administrative Assistant/Events Coordinator	61,916	0	1	0	0
1	Administrative Assistant	39,312	0	1	0	0
1	Administrative Officer	45,000	0	1	0	0
1	Senior Accounts Clerk	34,398	0	1	0	0
2	Personal Assistants	90,658	1	0	0	1
1	Personal Aide	37,800	0	0	0	1
1	Special Advisor	36,000	0	0	0	1
1	Project Development Officer	60,000	0	0	0	1
1	National Security Advisor /Brigadaire	39,312	1	0	0	0
1	National Hero	96,000	1	0	0	0
1	Domestic Aide to Mr. Baldwin Spencer	32,760	0	1	0	0
1	Driver to Mr. Baldwin Spencer	41,278	1	0	0	0
1	Strategic Communications Consultant	45,864	1	0	0	0
3	Research Officer	140,796	0	2	1	0
1	Legal Research Officer (NOCFA)	55,000	0	0	1	0
1	Senior Staff Advisor	102,000	1	0	0	0
75			**52**		**10**	**13**

1008 MILITARY

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Liuentenant Colonel after 6 years	83,505	1	0	0	0
2	Lieutenant Colonel after 2 years	158,403	2	0	0	0
1	Major after 6 years	71,179	1	0	0	0
1	Major after 2 years	67,200	0	0	1	0
1	Major after 1 year	66,755	1	0	0	0
1	Major (Quartermaster) after 2 years	74,460	1	0	0	0
1	Captain Max	62,550	0	0	1	0
2	Captain after 7 years	123,742	2	0	0	0
5	Captain after 5 years	301,709	0	0	5	0
6	Captain after 4 years	355,371	5	1	0	0
1	Captain after 3 years	59,109	1	0	0	0
2	Captain on Appointment	111,931	0	0	2	0
1	Captain (Quartermaster) after 4 years	66,339	0	0	1	0
1	Captain (Quartermaster) after 3 years	65,123	0	1	0	0
4	Lieutenant Max	214,912	1	3	0	0
1	Lieutenant after 3 years	50,961	1	0	0	0
4	Lieutenant after 2 years	197,888	0	0	4	0
7	Lieutenant after 1 years	328,573	4	2	1	0
1	Lieutenant (Quartermaster) after 5 years	61,389	0	0	1	0
1	Lieutenant (Quartermaster) after 3 years	65,123	0	1	0	0
2	Lieutenant on Appointment	90,235	2	0	0	0
2	Officer Cadet 2 years	77,190	0	1	1	0
2	Officer Cadet 1 year	75,116	2	0	0	0
3	Warrant Officer 1 Class 1	163,878	1	0	2	0
5	Warrant Officer 1 Class 2	266,710	5	0	0	0
6	Warrant Officer 2 Class 1	291,073	5	0	1	0
2	Warrant Officer 2 Class 2	94,280	1	0	1	0
9	Staff Sergeant Class 1	393,017	5	1	3	0
7	Staff Sergeant Class 2	297,169	7	0	0	0
20	Sergeant Class 1	808,475	9	6	5	0
7	Sergeant Class 2	272,925	5	2	0	0
18	Corporal Class 1	659,562	10	0	8	0
22	Corporal Class 2	789,991	14	2	6	0
19	Lance Corporal Class 1	652,306	7	3	9	0
30	Lance Corporal Class 2	997,217	21	8	1	0
65	Private First Class	1,981,749	23	10	32	0
171	Private Second Class	3,221,663	88	20	63	0
63	Recruit	833,800	0	0	63	0
Civilian Staff						
1	Secretary to Chief of Defence Staff	45,405	0	1	0	0
1	Executive Secretary	45,405	0	1	0	0
2	Adminstrative Secretary	69,386	0	2	0	0
1	Office Assistant	23,142	0	1	0	0
1	Clerk Typist	25,213	0	1	0	0
1	Maintenance Contractor	96,314	1	0	0	0
1	Seamstress	35,471	0	1	0	0
1	Tailor	41,278	1	0	0	0
1	Music Director	46,272	1	0	0	0
1	Telephone Technician	15,035	1	0	0	0
1	Cook	32,760	1	0	0	0
1	Automotive Mechanic	27,125	1	0	0	0
1	Captain on Appointment	55,964	0	1	0	0
6	Lieutenant on Appointment	195,272	5	1	0	0
7		251,236	5	2	0	0
524			**313**		**211**	**0**

1010 Passport Office

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Driver/Messenge	29,871	1	0	0	0
1	Cleaner	17,909	0	1	0	0
1	Security	27,355	0	1	0	0
3			**3**		**0**	**0**

1011 ONDCP

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Director	105,600	1	0	0	0
3	Legal Counsels	290,782	2	1	0	0
2	Assistant Director	194,549	1	1	0	0
7	Managers	571,695	5	2	0	0
10	Supervisors	533,610	5	0	5	0
55	Officers	2,385,046	26	20	9	0
1	Director's Secretary	43,754	0	1	0	0
1	Administrative Assistant	37,838	0	1	0	0
2	Gardener/Handyman	56,500	1	0	1	0
1	Driver	30,944	1	0	0	0
83			**68**		**15**	**0**

1101 EXTERNAL/FOREIGN AFFAIRS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Ambassador to Japan	112,200	0	0	0	1
1	Ambassador Extraordinary & Plenipotentiary/Cuba	16,547	0	0	0	1
1	Ambasador to Mexico	36,000	0	0	1	0
10	Ambassador at Large	553,296	7	3	0	0
1	Ambassador at Large (Sports)	27,720	0	0	0	1
1	Non-Resident Ambassador to Ethiopia	48,000	0	0	0	1
1	Ambassador to ILO	60,000	1	0	0	0
1	Ambassador to CIP	60,000	1	0	0	0
1	Ambassador to ACS	36,000	1	0	0	0
1	Sr. Foreign Service Comm. & Technical Co-ordinator	55,037	0	0	0	1
1	Special Project Implementation Officer (SDG)	52,416	0	0	0	1
1	Advisor/Planning Officer	75,702	0	1	0	0
1	Executive Secretary	42,379	0	1	0	0
1	Executive Assistant	35,490	0	0	0	1
1	Foreign Affairs Officer	34,398	0	1	0	0
1	Receptionist	27,468	0	1	0	0
2	Protocol/Liaison Officer	34,398	2	0	0	0
1	Driver/Liaison Officer	32,760	1	0	0	0
1	Driver	30,215	0	0	1	0
1	Senior Liaison Officer	82,556	1	0	0	0
1	VIP Coordinator	88,134	0	0	1	0
1	Advisor	84,000	1	0	0	0
1	Legal Officer	56,190	1	0	0	0
1	Administrative Legal Assistant	45,864	0	1	0	0
3	Hospitality Officer	116,652	0	1	1	1
1	Protocol Officer	43,383	0	1	0	0
3	Protocol Officer I	109,509	0	1	2	0
5	Protocol Officer II	158,231	0	1	3	1
1	Diaspora/ ICT Officer	55,037	1	0	0	0
1	Secretary	30,000	0	1	0	0
1	Community Operations Officer	26,208	0	1	0	0
1	Public Relations Officer	22,236	0	0	0	1

1101 EXTERNAL/FOREIGN AFFAIRS (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
4	liasion Officer	96,970	1	3	0	0
1	Community Research Officer	23,588	1	0	0	0
1	Community Office Attendant	15,725	0	1	0	0
1	Cleaner	25,553	0	1	0	0
1	Lounge Attendant	23,767	0	0	1	0
58			**38**		**10**	**10**

1104 TRADE AND ECONOMIC DEVELOPMENT

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Trade Coordinator NAO	97,169	1	0	0	0
1	Project and Development Officer - Office of NAO	96,315	0	1	0	0
1	Project Implementation Officer	72,236	0	0	0	1
2	Project Officers	96,314	0	0	0	2
1	Project Development and Research Officer - Office of NAO	58,968	0	1	0	0
1	Research officer NAO	45,864	1	0	0	0
1	Manager- Garment Factory (stitches 365)	65,520	1	0	0	0
1	Production Manager	36,910	0	1	0	0
1	Communications Coordinator	54,734	0	1	0	0
1	Trade Statistics Officer	43,273	0	1	0	0
1	Communications Director	68,796	0	0	1	0
1	Assistant Trade Statistic Officer	34,467	1	0	0	0
1	Junior Clerk	20,616	0	0	1	0
1	Office Attendant	21,804	0	0	1	0
1	Security Supervisor	38,400	0	0	1	0
1	Assistant Security Supervisor	30,000	0	0	1	0
4	Security Officers	96,444	1	0	3	0
1	Senior Administrative Secretary	45,864	0	1	0	0
1	Senior Executive Secretary	42,000	0	0	1	0
1	Executive Secretary (political)	45,864	0	0	1	0
1	Executive Secretary (political) stitches 365	45,864	0	1	0	0
1	Executive Officer	31,712	0	1	0	0
2	Office Clerk (stitches 365)	47,620	0	2	0	0
1	Marketing Assistant	27,165	0	1	0	0
1	Office Assistant (stitches 365)	27,165	0	0	1	0
1	Quality Control Officer/Stitches 365	36,910	0	1	0	0
6	Intermediate Machine Operatr	187,387	1	4	0	1
9	Advance Machine Operator	332,187	1	6	0	2
1	Stores Assistant	34,071	0	0	1	0
1	Operations Officer (political) stittches 365	45,864	0	0	1	0
1	Operations Officer (headquarters)	34,071	0	1	0	0
8	Machine Operator (NGMI)	295,272	2	5	0	1
1	Senior Research Analyst	62,087	0	0	1	0
1	Timekeeper (Marketing)	34,071	1	0	0	0
1	Security Driver	40,783	1	0	0	0
1	Driver	34,070	1	0	0	0
1	Groundsman	25,553	0	0	1	0
4	E-Business License Officer	132,088	0	4	0	0
1	Communications Officer	24,007	0	0	1	0
1	Advisor - Minister	96,413	0	1	0	0
1	Secretary	34,071	0	1	0	0
9	Cleaner	141,673	0	5	4	0
78			**51**		**20**	**7**

1105 INDUSTRY AND COMMERCE

No.	Position	Personal Emoluments	Positions Filled		To be Filled	Vacanies not to be Filled
			Male	Female		
2	Project Officer	98,400	0	2	0	0
1	Sectretary	36,692	0	1	0	0
1	Security Supervisor	41,933	1	0	0	0
1	Assistant Security Supervisor	32,760	1	0	0	0
1	Driver	23,810	0	0	0	1
6			**5**		**0**	**1**

1106 PRICES AND CONSUMER AFFAIRS

No.	Position	Personal Emoluments	Positions Filled		Vacancies to be Filled	Vacanies not to be Filled
			Male	Female		
1	Executive Secretary	48,020	0	1	0	0
13	Price Control Inspector	318,396	4	8	1	0
1	Senior Press Information Officer (Awaiting CD)	42,012	0	0	1	0
1	Press Information Officer	34,398	0	1	0	0
1	Typist II	23,802	0	1	0	0
1	Driver	21,937	1	0	0	0
2	Cleaner (Awaiting CD)	21,840	0	0	2	0
1	Administrative Assistant (Awaiting CD)	31,219	0	0	1	0
21			**16**		**5**	**0**

1107 BUREAU OF STANDARDS

No.	Position	Personal Emoluments	Positions Filled		Vacancies to be Filled	Vacanies not to be Filled
			Male	Female		
1	Manager, Standards Development	54,734	0	1	0	0
1	Manager, Information Services	54,734	0	1	0	0
1	Manager, Technical Services	54,734	1	0	0	0
1	Senior Standardization Officer	46,414	0	0	1	0
1	Radiation Protection Officer	46,414	0	0	1	0
1	Radiation Safety and Security Officer	43,383	1	0	0	0
1	Public Relations and Marketing Officer	43,383	0	0	1	0
2	Administrative Assistant	48,984	0	1	0	1
4	Standardization Officer	173,532	1	0	3	0
1	Secretary	26,486	0	0	1	0
5	Standards Assistant	135,825	0	4	1	0
1	Research Officer	43,383	0	0	1	0
1	Driver	25,553	1	0	0	0
1	Cleaner/Messenger	19,732	0	1	0	0
22			**12**		**9**	**1**

1108 BARBUDA ADMINISTRATIVE AND GENERAL SERVICES

No.	Position	Personal Emoluments	Positions Filled		Vacancies to be Filled	Vacanies not to be Filled
			Male	Female		
1	Aministrative Officer	52,416	0	1	0	0
1	Administrative Assistant	32,760	0	1	0	0
1	Junior Protocol Officer	24,000	1	0	0	0
3	Junior Clerk	76,368	0	3	0	0
2	Clerical Assistant	46,488	0	2	0	0
3	Liaison Officer	87,312	2	1	0	0
1	Protocol Officer	28,104	0	1	0	0
1	Driver Aid	24,000	1	0	0	0

1108 BARBUDA ADMINISTRATIVE AND GENERAL SERVICES (Cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Petty Officer	21,060	0	1	0	0
2	Watchman	47,216	2	0	0	0
1	Relief Watchman	15,652	1	0	0	0
2	Cleaner	39,728	0	2	0	0
19			**19**		**0**	**0**

1201 HOUSING, LANDS, AND URBAN RENEWAL HEADQUARTERS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Senior Administrative Assistant	45,864	0	0	1	0
2	Administrative Assistant	73,392	0	1	1	0
2	Development Consultants	65,520	2	0	0	0
1	Development Administrative Assistant	30,000	0	1	0	0
1	Planning and Logistics Officer	36,000	1	0	0	0
1	Driver/Youth Liaison Officer	27,528	0	0	1	0
1	Senior Liasison Officer	36,036	0	0	1	0
1	Liaison Officer	26,208	0	0	1	0
1	Receptionist	28,800	1	0	0	0
2	Clerical Assistant	46,488	0	1	1	0
1	Switch Board Operator	23,244	0	1	0	0
5	Junior Clerk	116,220	1	2	2	0
1	Messenger/Driver	27,156	1	0	0	0
1	Watchman/Grounsman	28,392	0	0	1	0
3	Cleaners	58,669	0	3	0	0
24			**15**		**9**	**0**

1202 LANDS DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Administrative Assistant	36,691	0	1	0	0
2	Land Assistant Officer	74,412	1	0	1	0
2	Land Inspector	47,648	0	0	2	0
1	Assistant Research Officer	27,518	0	1	0	0
3	Cleaner	69,165	0	3	0	0
2	Material Clerk	49,968	2	0	0	0
1	Junior Clerk/Secretary	23,824	0	1	0	0
2	Security	43,572	0	0	0	2
14			**9**		**3**	**2**

1203 SURVEYS DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Surveyor	57,600	1	0	0	0
2	Assistant Surveyor II	79,804	1	0	0	1
5	Surveyor Assistant B	141,960	2	1	0	2
1	Surveyor Assistant C	70,200	0	0	0	1
1	Surveyor Assistant D	20,800	0	0	0	1
4	GIS Technician	134,400	0	0	4	0
1	Assistant Lands Information Technician	26,831	0	1	0	0
2	Cleaners	39,114	0	2	0	0
4	Geospacial Information Systems Technician	144,000	0	0	3	1
21			**8**		**7**	**6**

1204 DEVELOPMENT CONTROL AUTHORITY

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Town and Country Planner (Ag)	105,946	1	0	0	0
1	Deputy Town & Country Planner	82,556	0	1	0	0
1	Physical Planner	65,520	0	1	0	0
1	Civil Engineer	61,498	1	0	0	0
4	Planning Assistant	211,905	4	0	0	0
1	Engineer Assistant	30,166	1	0	0	0
1	Senior Building Inspector	61,498	0	0	1	0
1	GIS Technician	52,980	0	1	0	0
1	GIS Assistant	39,312	1	0	0	0
12	Building Inspector	539,652	11	1	0	0
11	Junior Building Inspector	331,820	5	6	0	0
1	Building Inspector Zone Coordinator	46,065	1	0	0	0
1	Electrical Inspector	41,484	0	0	1	0
1	Draughtsman	44,973	1	0	0	0
1	Media and Graphics Officer	45,864	0	1	0	0
1	Public Relations Officer	45,864	0	1	0	0
1	IT Technician	45,864	1	0	0	0
1	Accountant	58,968	0	1	0	0
2	Accounting Officer	69,714	1	1	0	0
1	Complaint/Enforcement Supervisor	49,796	0	1	0	0
5	Complaint/Enforcement Clerk	130,647	2	2	1	0
1	Accounts Supervisor	46,956	0	1	0	0
1	Accounts Clerk	40,086	0	1	0	0
1	Administrative Assistant	32,760	0	1	0	0
1	Senior Resgistry Clerk	36,469	0	1	0	0
1	Senior Application Clerk	44,553	0	1	0	0
5	Application Clerk	130,647	1	4	0	0
2	Registry Clerk	52,259	0	2	0	0
1	Junior Clerk	23,928	0	1	0	0
2	Receptionist	47,620	0	1	1	0
2	Secretary/Typist	78,624	0	2	0	0
1	Petty Officer	22,133	1	0	0	0
3	Cleaners	58,703	0	3	0	0
1	Messesnger/Driver	24,217	1	0	0	0
1	Driver	22,176	1	0	0	0
1	Maintenance Officer	24,217	1	0	0	0
1	Advisor	48,000	1	0	0	0
2	Legal Counsel	48,000	1	1	0	0
77			**73**		**4**	**0**

1205 BLUE ECONOMY

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Administrative Field Officer	32,760	0	1	0	0
2	Field Officer	55,667	0	2	0	0
1	Technical Offcier	55,000	0	0	1	0
1	Project Development Officer	52,611	0	0	1	0
1	Assistant Partnership and Communications Officer	33,160	0	0	1	0
1	Market Research Officer	36,000	1	0	0	0
1	Graphic Designer	18,000	0	1	0	0
1	Driver/Messenger	25,200	0	0	0	1
9			**5**		**3**	**1**

1301 MINISTRY OF CREATIVE INDUSTRY AND INNOVATION HQ

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
2	Administrative Assistant	75,676	0	2	0	0
2	Accounts Clerks	55,725	0	2	0	0
1	Clerk	22,373	0	1	0	0
2	Cleaners	45,427	0	2	0	0
1	Community Laison Officer	28,847	0	1	0	0
3	Drivers	95,950	2	0	1	0
1	Executive Officer	33,848	0	1	0	0
1	Executive Secretary	46,362	0	1	0	0
1	Events/Banquet Co-ordinator	41,278	0	1	0	0
1	Implemntative/Research Officer	37,150	0	1	0	0
2	Jr. Clerks	54,486	0	2	0	0
1	Messager	19,577	0	0	1	0
1	Office Assistant	26,487	0	0	1	0
2	Janitor/Cleaner	53,475	0	1	1	0
1	Project Officer	45,405	1	0	0	0
1	Receptionist	20,543	0	0	1	0
1	Research Officer	52,973	0	1	0	0
1	Secretary to Parliamentary Secretary	32,760	0	1	0	0
1	Stadium Manager	55,037	1	0	0	0
1	Sr. Transportation Officer	31,413	1	0	0	0
27			**22**		**5**	**0**

1302 DEPARTMENT OF CREATIVE INDUSTRIES

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Snr. Handicraft Instructor	40,658	0	1	0	0
1	Diaspora Relations Consultant	52,416	1	0	0	0
1	Snr. Research Officer	33,022	0	1	0	0
1	Assistant Sculptor & Painting Artist	19,200	1	0	0	0
6	Cultural Envoy	206,388	4	1	1	0
1	Research/Communication Officer	37,838	0	0	1	0
5	Dance Instructor	138,765	3	2	0	0
3	Pan Builder	84,977	3	0	0	0
1	Executive Secretary	41,278	0	1	0	0
1	Secretary to Director of Culture	40,562	0	1	0	0
1	Director of Culture	68,796	1	0	0	0
5	Pan Instructor	160,818	4	0	1	0
3	Music Instructor	117,346	3	0	0	0
1	Administrative Personnel Manager	42,156	0	1	0	0
3	Pan Assistant	73,022	3	0	0	0
2	Goodwill Ambassador	137,592	2	0	0	0
10	Cultural Officer	253,169	3	4	3	0
1	Sr. Pan Builder/Tuner	48,584	1	0	0	0
1	Receptionist	26,208	0	1	0	0
1	Administrative Assistant	37,176	0	1	0	0
1	Deputy Director of Culture	62,899	1	0	0	0
1	Music Trainer/Songwriter	34,398	1	0	0	0
1	Pan Coordinator	47,568	1	0	0	0
1	Visual Arts Officer	34,398	0	1	0	0
1	Accounts Officer	40,212	1	0	0	0
3	Cleaner	66,731	0	3	0	0
1	Craft Instructor	32,380	0	1	0	0
1	Culinary Arts Officer	30,000	0	1	0	0
1	Music Coordinator	47,566	0	1	0	0
1	Special Events Coordinator	50,904	1	0	0	0
1	Drama Instructor	35,252	0	1	0	0

1302 DEPARTMENT OF CREATIVE INDUSTRIES (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Drama Coordinator	55,587	0	0	1	0
1	Consultant/Advisor to the Minister on Cultural Matt	96,314	0	1	0	0
2	Clerical Assistant	48,681	1	1	0	0
1	Culture Research Officer	41,278	1	0	0	0
1	Sculptor & Painting Artist	39,312	1	0	0	0
1	Talent Recruitment Officer	52,416	0	1	0	0
1	Administrative Officer	51,800	0	1	0	0
1	Handicraft Officer	32,390	0	1	0	0
1	Sr. Dance Instructor	38,526	0	1	0	0
1	Culinary Arts Officer	24,341	0	0	1	0
1	Messanger/Cleaner	22,955	0	1	0	0
1	Security Guard	25,936	1	0	0	0
1	Janitor/Cleaner	23,849	1	0	0	0
1	Secretary to Director of Festivals	32,390	0	1	0	0
2	Music Instructor	75,676	2	0	0	0
2	Accounts Clerk	81,374	0	1	0	1
1	Office Manager	68,108	0	0	0	1
1	Events Officer	41,278	1	0	0	0
2	Events Assistant	44,881	2	0	0	0
1	Events Coordinator	52,580	1	0	0	0
1	Receptionist	24,000	0	1	0	0
1	Director of Festivals	91,728	0	1	0	0
1	Cleaner	23,587	0	1	0	0
1	Assistant Office Manager	41,278	0	1	0	0
1	Office Attendant	19,566	0	1	0	0
1	PRO/Marketing Manager	61,916	1	0	0	0
1	Marketing Assistant (*corrected position)	20,639	0	1	0	0
1	Cultural Envoy	20,639	1	0	0	0
1	Clerical Assistant	32,390	0	1	0	0
1	Public Relation Officer	48,887	0	1	0	0
1	Financial Comptroller	48,157	0	1	0	0
1	Data Collector/Statistics Officer	26,486	0	0	1	0
1	Marketing Officer	41,278	0	0	1	0
1	Administrative Assistant	24,010	0	0	1	0
1	Driver (Pending approval of Cabinet / Financial Secretary)	34,522	0	0	1	0
101			**87**		**12**	**2**

1501 FINANCE HEADQUARTERS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
2	Switchboard Operator	49,032	0	2	0	0
2	Senior Clerk	55,536	0	1	0	1
6	Clerical Assistant	160,198	0	1	0	5
1	Public Relations Officer	64,476	0	1	0	0
1	Accounts Clerk	31,716	0	1	0	0
1	Junior Clerk	26,508	0	1	0	0
1	Chief of Security	54,000	1	0	0	0
1	Administrative Assistant	41,278	0	1	0	0
1	Secretary	41,278	0	0	0	1
1	Clerk/Typist	25,160	0	0	0	1
1	Receptionist	26,508	0	1	0	0
1	IT Technician	25,946	0	0	1	0
1	Driver	31,594	0	0	0	1
15	Casino Inspectors	416,085	4	8	3	0
1	Chief Casino Inspector	60,540	1	0	0	0
1	Deputy Chief Casino Inspector	45,640	0	1	0	0
1	Slot Machine Collector	41,719	1	0	0	0
1	Human Resource Manager	55,037	0	1	0	0
2	Office Attendant	45,048	0	1	1	0
9	Watchman	212,500	6	2	1	0

1501 FINANCE HEADQUARTERS (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
9	Cleaner	100,359	1	7	1	0
2	Janitor	48,359	1	1	0	0
1	Supervisor of Cleaners	21,053	0	1	0	0
1	Deputy Chief of Security	33,711	0	1	0	0
2	Liasion Officer (Political Employee)	51,720	1	1	0	0
1	Assistant Secretary (Political Employee)	24,000	1	0	0	0
1	Personal Assistant (Political Employee)	24,000	1	0	0	0
1	Branch Secretary (Political Employee)	24,000	0	1	0	0
68			**52**		**7**	**9**

1502 TREASURY

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Junior Clerk	24,264	0	0	1	0
1	Supervisor of Watchmen (creation of new post)	29,900	1	0	0	0
1	Supervisor of Cleaners	32,656	0	1	0	0
3	Watchmen	70,512	2	0	1	0
6	Cleaners	83,946	1	3	2	0
12			**8**		**4**	**0**

1503 INLAND REVENUE

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	IT Manager	111,384	1	0	0	0
2	Senior Field Auditor	103,632	0	2	0	0
3	Taxpayers Services Officer	111,600	0	3	0	0
3	Filing Compliance Officer	111,600	0	3	0	0
3	Executive Officers	95,148	0	3	0	0
3	Assistant. Field Auditor II	128,316	0	0	3	0
1	Computer Programmer	44,268	0	0	1	0
1	Executive Secretary	37,200	0	1	0	0
1	Senior Clerk	27,168	0	1	0	0
1	Junior Clerk	23,808	0	1	0	0
1	Clerical Assistant	20,328	0	1	0	0
1	Assistant Computer Programmer/Analyst	44,196	1	0	0	0
1	Assistant Valuation Officer	36,096	0	1	0	0
2	Assistant Field Auditor II	63,432	0	0	2	0
3	District Revenue Officer I	101,604	0	3	0	0
1	District Revenue Officer II	27,168	0	1	0	0
1	Accounts Clerk	24,240	0	1	0	0
2	Senior Clerk	54,336	0	2	0	0
5	Technical Assistant	143,868	4	0	1	0
4	Field Assistant I	111,660	3	0	1	0
1	Field Assistant II	27,180	0	0	0	1
1	Office Attendant	24,504	0	1	0	0
42			**33**		**8**	**1**

1504 POST OFFICE

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Clerical Typist	22,524	0	1	0	0
2	Clerical Assistant	45,048	0	1	1	0
1	Executive Officer	31,716	0	1	0	0
9	Parcel Post Attendant	223,956	1	7	1	0
2	Sorting Office Assistant	49,548	0	2	0	0
1	Security Control Officer	26,316	1	0	0	0
1	Mail Clerk	40,692	1	0	0	0

1504 POST OFFICE (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
88	Postman	1,982,112	15	62	11	0
2	Substitute Postman	45,048	0	0	2	0
1	Sub Postmaster	7,692	0	1	0	0
7	Security Guards	159,796	3	1	3	0
9	Cleaners	100,620	0	8	1	0
5	Drivers	163,540	5	0	0	0
3	Watchman	70,512	2	0	1	0
1	Receptionist/ Inquiry Clerk	22,524	0	1	0	0
1	Supervisor of Cleaners	19,292	0	1	0	0
134			**114**		**20**	**0**

1505 CUSTOMS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	IT Manager	98,280	0	0	1	0
1	System Administrator	85,176	1	0	0	0
1	Consultant	72,000	0	0	0	1
1	Software Developer - Network Administrator	68,796	1	0	0	0
1	Software Engineer II	60,000	0	0	1	0
1	IT Technician	57,789	1	0	0	0
1	IT Technician	55,037	1	0	0	0
1	Clereical Assistant	28,950	0	1	0	0
1	Binder	25,867	0	1	0	0
5	Porter	147,568	2	3	0	0
3	Bus Driver	92,118	3	0	0	0
1	Office Attendant	21,612	0	0	1	0
1	Supervisor of Cleaner	21,060	0	1	0	0
11	Cleaners	183,641	0	11	0	0
30			**26**		**3**	**1**

1507 DEVELOPMENT PLANNING UNIT

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Secretary	43,012	0	1	0	0
1	Junior Clerk	26,508	0	1	0	0
2	Cleaner	22,302	0	1	1	0
4			**3**		**1**	**0**

1508 STATISTICS DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Senior Officer Manager	40,686	0	0	0	1
1	Senior Research Officer	51,528	1	0	0	0
1	Secretary III	28,041	0	1	0	0
1	Senior Accounts Clerk	27,169	0	0	1	0
1	Statistical Officer III	31,716	0	0	0	1
3	Junior Clerk	77,587	0	0	1	2
1	Receptionist	17,548	0	0	0	1
1	Office Attendant	19,557	0	1	0	0
4	Cleaners	44,602	0	4	0	0
14			**7**		**2**	**5**

2001 AGRICULTURE HEADQUARTERS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Chief Policy and Planning Officer	90,000	0	0	0	1
1	Planning Officer	54,000	0	0	0	1
1	Assistant Planning Officer	42,000	0	0	0	1
2	Consultant	90,000	1	1	0	0
1	Project Officer	84,000	0	0	0	1
1	Special Project Officer	84,000	1	0	0	0
1	Administrative Executive Assistant	55,113	0	1	0	0
1	Agriculture Liason Officer (Barbuda)	36,000	0	0	0	1
1	Development Officer	42,000	0	0	0	1
2	Secretary	72,576	0	2	0	0
1	Graduate Assistant II	39,732	1	0	0	0
1	Communications Officer	37,800	0	1	0	0
1	Communication Assistant I	33,396	0	1	0	0
2	Communication Assistant II	29,040	0	1	1	0
1	Bulldozer Operator	49,140	1	0	0	0
1	Foreman	32,760	1	0	0	0
1	Administrative Secretary	40,950	0	0	0	1
7	Liason Officer	98,768	1	5	0	1
1	Clerk	29,040	0	1	0	0
1	Supervisor of Security	28,968	0	0	0	1
1	Senior Administrative Assistant	42,000	0	0	0	1
5	Administrative Assistant	118,980	0	5	0	0
5	Administrative Officers	150,000	0	3	0	2
3	Field Officer	79,191	2	0	0	1
1	Messenger/Driver	25,717	1	0	0	0
1	Office Attendant	19,656	1	0	0	0
1	Labourer B	18,837	1	0	0	0
1	Groundsman	22,770	1	0	0	0
7	Junior Clerk	85,104	0	6	1	0
4	Clerical Assistant	42,552	0	2	0	2
1	Receptionist	21,276	0	1	0	0
2	Security Guard	18,980	0	2	0	0
1	Security	21,786	0	1	0	0
3	Office Assistant	68,021	0	3	0	0
1	Supervisor of Cleaners	27,519	0	1	0	0
6	Cleaner	136,392	0	6	0	0
1	Accounting Officer	36,000	0	1	0	0
1	Community Development Officer	42,000	1	0	0	0
2	Personal Aide	36,000	0	2	0	0
1	Executive Officer	36,636	1	0	0	0
1	Executive Assistant	42,000	0	0	0	1
78			**60**		**2**	**16**

2002 AGRICULTURE DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Executive Officer	31,712	0	1	0	0
1	Accounts Clerk	31,702	0	1	0	0
4	Agricultural Assistant	153,888	3	0	1	0
3	Forestry Ranger	87,206	3	0	0	0
2	Data Entry Clerk.	52,270	0	2	0	0
1	Forestry Assistant IV	26,263	0	1	0	0
5	Tour Guide	119,939	2	3	0	0
3	Clerical Assistant	69,700	0	3	0	0
1	Agricultural Cadet	21,410	1	0	0	0
1	Heavy Duty Equipment Operator	68,224	0	0	1	0
1	Tractor Implement Operator	49,132	1	0	0	0
1	Tractor Operator	31,799	1	0	0	0
2	Agricultural Assistant III	68,626	0	1	0	1

2002 AGRICULTURE DIVISION (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
5	Driver/ Messenger	139,747	5	0	0	0
3	Agricultural Assistant IV	74,712	3	0	0	0
1	Agricultural Assistant IV	24,863	0	0	1	0
2	Labourer A	63,371	1	1	0	0
4	Skilled Labourer A	90,271	2	1	1	0
6	Cleaners	117,444	0	6	0	0
13	Skilled Labourer B	268,271	11	2	0	0
1	Foreman	35,774	1	0	0	0
6	Labourer B	124,357	1	0	3	2
1	Labourer C	19,855	0	1	0	0
20	Labourer D	313,178	5	6	6	3
18	Watchmen	422,426	14	2	1	1
1	Spray Operator	31,799	0	0	1	0
3	Security Supervisors	90,811	2	1	0	0
110			**88**		**15**	**7**

2003 VETERINARY AND ANIMAL HUSBANDRY

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
3	Watchman	64,395	3	0	0	0
4	Meat Market Attendant	58,668	0	3	1	0
4	Cleaner	78,228	0	4	0	0
1	Driver/Meat Handler	28,084	1	0	0	0
1	Head Herdsman	24,985	1	0	0	0
4	Labourer	83,214	3	0	1	0
1	Head Slaughterer (Awaiting Cabinet Decision)	52,693	1	0	0	0
2	Slaughterer	63,598	2	0	0	0
2	Assistant Slaughterer	84,308	2	0	0	0
5	Tractor Operator	222,875	5	0	0	0
1	Tractor / Backhoe Operator	44,575	1	0	0	0
1	Stockman	22,260	1	0	0	0
3	Tripe Cleaner	74,103	0	3	0	0
1	Operations Supervisor Abattoir / Meat Market	36,516	1	0	0	0
2	Senior Clerk	54,336	0	1	1	0
2	Junior clerk	46,488	0	1	1	0
2	Clerical Assistant	46,464	2	0	0	0
1	Agricultural Assistant III	30,552	1	0	0	0
1	Agricultural Assistant IV	24,904	0	0	1	0
1	Dog Control Manager	39,312	0	1	0	0
2	Dog Control Officer	68,808	2	0	0	0
1	Security	23,469	0	1	0	0
45			**40**		**5**	**0**

2004 FISHERIES DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	NEMMA Manager		0	0	1	0
3	Enforcement Officer	73,765	3	0	0	0
1	Plant Floor Supervisor	35,748	1	0	0	0
1	Senior Maintenance Supervisor	42,739	0	0	1	0
1	Maintenance Supervisor	33,393	1	0	0	0
3	Fisheries Cadets	66,997	2	1	0	0
1	Manager Processing Plant	53,106	1	0	0	0
2	Fisheries Complex Manager	65,898	1	1	0	0
5	Office Assistant	108,398	0	4	1	0
1	Dock Master	22,332	1	0	0	0
4	Plant Worker	94,021	1	3	0	0
4	Janitorial Cleaner	75,217	0	3	1	0

2004 FISHERIES DIVISION (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
3	Groundsman	56,413	2	0	1	0
2	Product Development Assistant	68,796	0	1	1	0
1	Driver	28,083	0	0	1	0
33			**26**		**7**	**0**

2005 COTTON

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	AGRICULTURAL ASSISTANT IV	27,182	1	0	0	0
1	AGRICULTURAL ASSISTANT IV	27,182	0	1	0	0
2	JUNIOR CLERKS	50,319	1	1	0	0
1	JUNIOR CLERK	23,233	0	1	0	0
1	TRACTOR DRIVER	44,419	1	0	0	0
1	AGRICULTURAL ASSISTANT IV	31,600	1	0	0	0
1	AGRICULTURAL ASSISTANT IV	22,870	1	0	0	0
1	AGRICULTURAL ASSISTANT IV	24,864	0	1	0	0
2	LABOURER A	43,644	0	1	0	1
1	LABOURER A	21,822	1	0	0	0
3	LABOURER A	65,586	1	2	0	0
4	LABOURER B	82,905	1	3	0	0
4	LABOURER B	82,281	1	3	0	0
2	LABOURER B	45,427	1	1	0	0
1	LABOURER B	20,740	1	0	0	0
1	DRIVER/MESSENGER	28,108	1	0	0	0
1	DATA ENTRY CLERK (Awaiting Cabinet Decision)	23,233	0	0	1	0
1	CLEANER	19,556	0	1	0	0
29			**27**		**1**	**1**

2007 AGRICULTURE EXTENSION DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
2	Agricultural Assistant I	84,014	2	0	0	0
2	Agricultural Assistant II	32,424	0	0	2	0
4	Agricultural Assistant III	122,182	2	0	2	0
2	Agricultural Ranger	54,187	1	1	0	0
3	Backyard Garden Facilitator	79,489	3	0	0	0
1	Telephone Operator/Receptionist	26,532	0	1	0	0
1	Data Processor/Collection Clerk	21,360	0	0	1	0
4	Heavy Duty Equipment Operator	249,850	1	0	3	0
1	Tractor Operator	44,575	1	0	0	0
1	Mechanic I	31,408	0	0	1	0
1	Mechanic II	25,968	0	0	1	0
1	Executive Officer	29,040	0	0	1	0
2	Senior Clerk	54,323	0	1	1	0
1	Junior Clerk	22,428	0	0	1	0
1	Poundkeeper	5,200	0	0	1	0
1	Supervisor of Watchman	11,180	1	0	0	0
2	Watchman	46,936	2	0	0	0
1	Labourer D	22,359	1	0	0	0
1	Substitute Watchman	15,000	0	0	1	0
2	Clerical Assistant	46,452	0	1	1	0
1	Cleaners	19,557	0	1	0	0
35			**19**		**16**	**0**

2008 CHEMISTRY AND FOOD TECHNOLOGY DIVISION

No.	Position	Personal Emoluments	Positions Filled		Vacancies to be Filled	Vacanies not to be Filled
			Male	Female		
5	Graduate Assistant	198,640	2	3	0	0
1	Junior Clerk	21,276	0	0	0	1
1	Laboratory Assistant	24,255	0	1	0	0
1	Laboratory Attendant	21,840	0	1	0	0
2	Cleaner	35,709	0	2	0	0
1	Messenger/Driver	24,898	1	0	0	0
2	Processing Attendant B	43,680	0	1	0	1
13			**11**		**0**	**2**

2014 Plant Protection

No.	Position	Personal Emoluments	Positions Filled		Vacancies to be Filled	Vacanies not to be Filled
			Male	Female		
1	Field Officer	27,161	0	1	0	0
3	Plant Scout Recorder	21,410	1	2	0	0
2	Plant Protection Attendant	32,760	1	1	0	0
1	Senior Clerk	27,165	0	1	0	0
1	Groundsman	28,108	0	0	1	0
1	Driver/Messenger	28,108	0	0	1	0
1	Cleaner	19,557	0	1	0	0
10			**8**		**2**	**0**

2015 Statistical Research and IT

No.	Position	Personal Emoluments	Positions Filled		Vacancies to be Filled	Vacanies not to be Filled
			Male	Female		
2	Statistical Officer III	51,708	0	2	0	0
2	Statistical Officer IV	45,025	1	1	0	0
4	Administrative Assistant	131,040	0	2	0	2
2	Secretary	65,520	0	0	0	2
2	Cleaner	39,109	0	0	1	1
1	Driver/Messenger	32,760	0	0	0	1
1	Petty Officer	23,233	0	1	0	0
1	Data Research Officer	41,278	1	0	0	0
1	Data Analyst (awaiting Cabinet Decision)	43,273	0	0	1	0
16			**8**		**2**	**6**

2501 HEALTH HEADQUARTERS

No.	Position	Personal Emoluments	Positions Filled		Vacancies to be Filled	Vacanies not to be Filled
			Male	Female		
3	Aide to Minister	87,000	1	2	0	0
2	Clerical Assistant	41,720	0	1	1	0
2	Consultant to Minister of Health	125,520	2	0	0	0
1	Chronic Disease Registrar	81,036	1	0	0	0
7	Drivers	110,915	3	1	3	0
2	Deputy Supervisor - EMS	74,290	1	1	0	0
1	Driver/Security	43,244	1	0	0	0
1	Cemetery Director	48,000	0	1	0	0
19	EMT- A	51,613	8	11	0	0
47	EMT - B	1,265,569	20	27	0	0
1	Dispatcher	24,570	0	1	0	0
1	Senior Administrative Assistant	50,400	0	1	0	0
1	Groundsman/Driver	28,980	1	0	0	0
1	IT Officer	30,000	0	0	1	0
2	IT Technician	77,822	1	1	0	0

2501 HEALTH HEADQUARTERS (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	IT Technician EMS	31,500	1	0	0	0
1	Janitor	20,332	0	1	0	0
1	NCD Consultant	96,000	0	1	0	0
3	Office Attendant	71,550	0	3	0	0
1	Office Assistant	22,823	0	1	0	0
2	Quality Assurance Officer	78,624	1	0	1	0
3	Public Relations Officer	129,902	1	2	0	0
1	Public Relations Officer/Communications Offier	45,864	0	1	0	0
1	Receptionist	25,340	0	1	0	0
1	Research Officer	26,487	0	1	0	0
7	Cleaner	129,315	0	7	0	0
1	Secretary	34,398	0	1	0	0
1	Secretary to Nursing Council	19,656	0	1	0	0
1	Secretary to PNO & DPS	28,895	0	1	0	0
1	Miister's Secretary	60,170	0	1	0	0
1	Secretary to CMO	34,398	0	1	0	0
1	Secretary to ABNA (part-time)	20,639	0	1	0	0
1	Secretary/Typist	24,010	0	1	0	0
1	Secretary	18,728	0	0	1	0
1	Storeroom Attendant/Assistant	22,836	1	0	0	0
1	Supervisor of Cleaners	26,831	0	1	0	0
2	Switchboard Operator/Customer Service Rep	57,658	0	2	0	0
1	Transport Officer	48,158	1	0	0	0
1	Typist/Clerical Assistant	32,760	0	1	0	0
1	Administrative Assistant to Chief Medical Officer	44,768	0	0	1	0
1	Administrative Assistant Medical Council	44,100	0	1	0	0
1	Admin Assistant to Depty PS	42,012	0	1	0	0
1	Administrative Research Officer	34,398	0	1	0	0
1	Executive Assistant	30,271	0	1	0	0
1	Environment Imp Coordinator	44,100	0	0	1	0
1	Receptionist/Aide to Env Imp Coordinator	34,398	0	1	0	0
3	Security Compliance Officer	144,474	3	0	0	0
2	Groundsman	54,854	2	0	0	0
1	Director to EMS	75,600	1	0	0	0
2	Lab Technologist	96,000	0	0	2	0
1	Secretary to Parliamentary Secretary	43,974	0	0	1	0
3	Liaison Officer	75,000	1	2	0	0
1	Liaison Officer - Health Disaster (pending CD)	37,200	0	0	1	0
1	Secretary/Admin Asst Health Disaster (Pending CD)	32,796	0	0	1	0
1	Messenger	28,228	0	1	0	0
149			**135**		**14**	**0**

2502 MEDICAL DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
4	Refractionists	108,645	2	1	1	0
1	Clinic Nurse 1	46,047	0	1	0	0
2	Clinic Nurse 11	86,766	0	2	0	0
4	Dispensary Clerk	83,328	0	1	3	0
5	Receptionists	123,833	0	4	1	0
1	Domestic Aide	25,553	0	1	0	0
1	Clerk/Typist	28,331	0	1	0	0
1	Clerical Assistant	25,867	0	0	1	0
1	Record Clerks	27,440	0	1	0	0
1	Junior Clerk	23,587	0	1	0	0

2502 MEDICAL DIVISION (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
9	Data Entry Clerks	212,285	2	4	3	0
6	Receptionist/Record Clerk	153,317	2	4	0	0
4	Receptionist	102,211	0	4	0	0
2	Clerical Assistant	55,569	1	1	0	0
16	Cleaner	452,458	0	10	6	0
12	Clinic Aide	306,634	0	12	0	0
4	Chief Créche Aides	102,211	0	1	3	0
11	Créche Aides	281,081	0	9	2	0
4	Security Officers	100,992	3	0	1	0
2	Administrative Assistant	92,856	0	0	2	0
1	Storeroom Clerk (EPI)	29,693	0	0	1	0
8	Dental Assistant	204,876	0	4	4	0
1	Secretary	30,139	0	1	0	0
1	Driver	26,175	0	0	1	0
4	Cleaners	113,115	0	0	4	0
3	Receptionist	76,658	0	0	3	0
3	Domestic Aide	58,699	0	1	2	0
20	Laundry Workers	128,786	0	18	2	0
5	Receptionist	138,268	0	4	1	0
2	Clerical Assistant	47,986	0	1	1	0
1	Clerical Assistant/Receptionist	26,891	0	1	0	0
3	Driver	82,103	3	0	0	0
20	Cleaners	511,056	0	14	6	0
1	Clinic Aide	25,553	0	1	0	0
3	Creche Aide	76,658	0	3	0	0
11	Security	277,729	7	4	0	0
2	Supervisor	73,049	2	0	0	0
1	Storeroom Clerk/ Driver	29,693	1	0	0	0
2	Groundsman	51,106	2	0	0	0
183			**135**		**48**	**0**

2503 CENTRAL BOARD OF HEALTH

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
5	District Supervisor	151,504	0	5	0	0
2	Senior Supervisor	88,839	2	0	0	0
3	Supervisor A (Solid Waste)	120,560	1	2	0	0
24	Environmental Health Aide 1	964,481	5	19	0	0
19	Environmental Health Aide 11	621,940	2	16	0	1
40	Environmental Health Aide 111	1,190,435	7	17	8	8
24	Environmental Health Aide IV	645,378	6	18	0	0
2	Secretary	79,992	0	2	0	0
1	Executive Officer	34,940	0	1	0	0
12	Clerical Assistants	360,744	1	9	2	0
4	Litter Prevention Wardens	130,935	0	0	4	0
1	Senior Mechanic	40,187	1	0	0	0
3	Junior Mechanic	88,303	3	0	0	0
1	Welder	34,299	0	0	1	0
2	Carpenter	84,606	1	0	0	1
1	Mason	34,761	1	0	0	0
2	Plumber	62,383	2	0	0	0
1	Operator C	36,013	1	0	0	0
1	Electrician	32,734	1	0	0	0
1	Supervisor B	29,693	1	0	0	0
3	Tyreman	89,078	1	0	1	1
14	Drivers	432,039	11	0	3	0
5	Liquid Waste Workers	132,961	0	0	5	0
7	Grave Diggers	188,234	7	0	0	0
3	Solid Waste Workers	80,672	1	0	2	0
7	Watchman	164,445	5	0	2	0

2503 CENTRAL BOARD OF HEALTH (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
12	Supervisor C	392,805	2	0	10	0
186	Labourer	5,004,362	60	47	79	0
386			**258**		**117**	**11**

2505 CLAREVUE PSYCHIATRIC HOSPITAL

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Chief of Psychiatry	359,544	1	0	0	0
1	Maintennance Manager	78,000	1	0	0	0
3	Clinical Psychologists	150,000	0	0	3	0
2	Counsellors	80,000	0	0	2	0
1	Quality Assurance Officer	56,856	0	0	1	0
1	Assistant Housekeeper	25,785	0	1	0	0
1	Secretary/Typist	24,898	0	1	0	0
1	Clerical Assistant	20,766	0	1	0	0
1	Receptionist	24,766	0	1	0	0
1	Accounts Clerk	25,176	0	0	1	0
5	Orderlies	97,830	1	1	3	0
22	Domestic Aide	430,452	2	18	0	2
1	Plumber Maintenance	48,268	1	0	0	0
1	Grounds Supervisor	33,836	1	0	0	0
6	Labourer	164,568	4	0	1	1
3	Groundsman	82,284	3	0	0	0
3	Security Shift Leaders (Position needs to be created)	85,854	0	0	3	0
8	Security Officers	214,640	4	4	0	0
1	Deputy Supervisor of Stores	29,470	0	1	0	0
1	Security Laision Officer	31,200	1	0	0	0
1	Field Safety & Training Officer	30,072	0	1	0	0
1	Drivers	26,030	1	0	0	0
5	Drivers Weekly	107,320	4	0	1	0
1	Assistant Therapist II	27,518	0	1	0	0
6	Domestic Aides (Kitchen)	234,792	0	3	3	0
1	Electrical Technician	27,768	0	0	1	0
1	Refrigeration Technician	29,484	0	0	1	0
1	Store Clerk	19,566	0	1	0	0
81			**58**		**20**	**3**

2506 FIENNES INSTITUTE

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Clerical Assistant	23,033	0	0	0	1
1	Barber	19,263	1	0	0	0
1	HouseKeeper	29,404	0	1	0	0
1	Assistant Housekeeper *Awaiting CD for Creation of Position*	27,766	0	0	0	1
1	Inventory Control Officer	39,312	0	1	0	0
9	Assistant Care Providers/Ward Assistants	249,897	0	9	0	0
11	Ward Assistants	305,430	3	8	0	0
1	Security Supervisor	40,570	0	0	1	0
8	Security Officer	198,202	6	2	0	0
20	Domestic Aide *Awaiting CD for Upgrade in Salary*	432,000	0	17	3	0
1	Play Therapist	19,566	0	1	0	0
1	Cleaner "B"	14,906	0	1	0	0
1	Supervisor of Drivers Awaiting CD	27,558	0	0	0	1
3	Drivers	78,880	2	0	1	0
6	Orderly	118,830	4	1	1	0

2506 FIENNES INSTITUTE (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Supervisor of Groundsmen * Awaiting CD*	27,578	0	0	0	1
4	Groundsmen/Labourer	109,708	4	0	0	0
1	Storeroom Assistant * Awaiting Cabinet Decision*	26,294	0	0	0	1
72			**61**		**6**	**5**

2507 HEALTH INFORMATICS DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Statistical Officer 1	39,408	0	1	0	0
1	Data Entry Clerk	31,260	0	0	1	0
1	Statistical Officer II	30,552	0	0	1	0
1	Statistical Officer III	29,484	0	0	0	1
2	Statistical IV	51,720	0	1	0	1
1	Driver	25,848	0	0	1	0
1	Health Educator Non. Grad (new post)	36,096	0	0	0	1
1	Senior Health Education and Promotion Officer	48,888	0	1	0	0
1	Health Education& Promotion Officer I	34,992	0	0	0	1
1	Health Education & Promotion Officer II	30,552	0	0	1	0
1	Family Life Education I	28,068	0	0	0	1
1	Family Life Educator II	27,180	0	0	0	1
1	Senior Clerk	28,344	0	1	0	0
1	Receptionist/Secretary	31,260	0	1	0	0
1	Petty Officer III	19,584	0	0	0	1
1	Cleaner	19,584	0	0	0	1
1	Driver/ Messenger	28,356	1	0	0	0
18			**6**		**4**	**8**

2509 AIDS SECRETARIAT

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Administrative Secretary	38,472	0	1	0	0
1	Receptionist	24,000	0	1	0	0
1	Messenger	20,332	0	1	0	0
1	PMTCT Coordinator	42,916	0	1	0	0
1	HIV Education Officer	24,000	1	0	0	0
1	Office Assistant	32,236	0	1	0	0
1	Cleaner	19,557	0	1	0	0
1	Driver/Porter	33,032	1	0	0	0
1	Domestic Aide	26,891	0	1	0	0
1	HIV Counsellor and Tester	23,810	0	1	0	0
1	Data Entry Clerk	23,810	0	1	0	0
1	Receptionist/ HIV Rapid Tester	27,518	0	1	0	0
1	Receptionist/HIV Rapid Tester	24,767	0	1	0	0
13			**13**		**0**	**0**

2522 ENVIRONMENT DIVISION

1	Security Manager	45,864	1	0	0	0
1	National Beautification Coordinator	48,157	0	1	0	0
1	Environment Officer	42,007	1	0	0	0
1	Technical Administrative Assistant	41,278	0	1	0	0
1	Executive Secretary	48,157	0	1	0	0
2	Junior Accounting Officer	68,796	1	1	0	0

2522 ENVIRONMENT DIVISION (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Project/Policy Development Officer	72,072	1	0	0	0
1	Assistant to MANA Project Director	34,398	1	0	0	0
1	Junior Project Accounting Officer	34,398	0	1	0	0
1	Environmental & Social Safeguard Officer	58,968	0	1	0	0
1	Data Punch Processor	38,400	0	1	0	0
1	Driver/Messager	27,518	1	0	0	0
1	Secretary	31,450	0	1	0	0
1	Game Warden (Barbuda)	24,216	1	0	0	0
1	Nursery Manager	45,864	1	0	0	0
1	Horticuralist	36,000	1	0	0	0
2	Cleaner	26,858	0	2	0	0
1	Janitor Custodian	22,657	0	1	0	0
1	Litter Cleaner	19,656	0	1	0	0
1	Horticuralist Assistant	27,518	1	0	0	0
1	Nursery Assistant	31,359	1	0	0	0
1	Part Time Nursery Assistant	22,714	1	0	0	0
5	Horticuralist Assistant	144,481	5	0	0	0
1	Barbuda Park Manager	55,037	1	0	0	0
1	Data Manager	84,000	1	0	0	0
1	Project Officer	58,968	1	0	0	0
1	Project Assistant	45,864	0	1	0	0
1	Maintenance Officer	33,022	1	0	0	0
2	Security Officer	57,216	2	0	0	0
3	Security Officer	77,962	1	2	0	0
1	Office Manager	45,864	0	1	0	0
40			**40**		**0**	**0**

2523 CARE Project

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Administrative Secretary	30,192	0	0	1	0
1	Administrative Assistant	37,189	0	1	0	0
1	Secretary/Typist	26,142	0	1	0	0
1	Receptionist	20,763	0	0	1	0
2	Clerical Assistant	41,933	0	2	0	0
17	Ward Assistant (pending CD for 10 additional)	439,522	0	7	10	0
9	Untrained Ward Assistant (pending CD for 6 additional)	200,491	0	1	8	0
15	Assistive Care Provider (pending CD for 10 additional)	335,462	0	4	11	0
1	EMT B	29,404	0	0	1	0
10	Orderly (Pending CD for 4 additional)	195,665	3	1	6	0
12	Domestic Aide (pending CD for 3 additional)	195,665	1	7	1	3
4	Bus Drivers	78,255	3	0	1	0
7	Security Officer	166,687	3	0	4	0
1	Petty Officer	20,966	0	1	0	0
2	Kitchen Aide	39,133	0	1	1	0
2	Cook II	39,133	0	1	1	0
1	Counelling Therapist	60,000	0	1	0	0
1	Dietician	50,342	0	0	1	0
1	Occupational Therapist	44,000	0	0	1	0
1	Physiotherapist	44,000	0	0	1	0
1	Special Needs Teacher	35,000	0	0	1	0
1	Special Educational Needs Teacher	56,208	0	0	1	0
92			**38**		**51**	**3**

2524 ESTABLISHMENT DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
4	Cleaner	72,176	0	4	0	0
1	Consultant to the Minister	60,000	0	0	1	0
5			**4**		**1**	**0**

2525 TRAINING DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Driver/ Office Assistant	26,000	0	1	0	0
1	Receptionist/ Messenger	18,069	0	0	1	0
1	Cleaner	14,415	0	1	0	0
3			**2**		**1**	**0**

3001 EDUCATION HEADQUARTERS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Chief of Staff Political Staff (1TBF)	66,000	0	0	1	0
1	Administrative Secretary Political Staff	27,720	0	0	1	0
1	Secretary Political Staff	27,720	0	0	1	0
1	Community Relations Officer Political Staff (1TBF)	28,980	0	0	1	0
3	Community Liason Officer (Political Staff)	130,500	0	0	3	0
1	Driver/Aide (Political Staff)	52,416	1	0	0	0
1	Secretary - UNESCO	59,606	1	0	0	0
1	Curator - Museum	50,332	0	1	0	0
1	Facility Manager	66,432	1	0	0	0
1	Computer Network Engineer	52,024	0	0	1	0
1	Project Coordinator	54,000	1	0	0	0
15	Physical Education Teacher	536,982	4	10	1	0
1	Sports Coach	36,088	0	0	1	0
21	Secretary	573,888	0	9	11	1
2	Senior Office Administrator	151,489	0	2	0	0
1	Office Administrator	29,484	0	1	0	0
1	Senior Office Assistant	29,484	0	1	0	0
1	Swithboard Operator	29,484	0	1	0	0
8	Clerical Assistant	214,200	0	3	0	5
1	Administrative Supervisor of Museum	35,407	0	0	1	0
1	Administrative Assistant (EBU)	29,484	0	1	0	0
3	Office Assistant (EBU)	58,968	1	1	1	0
8	Clerks - Museum	213,720	0	2	6	0
1	Assistant Junior Clerk	25,200	0	1	0	0
1	Assistant Store Keeper	32,760	1	0	0	0
1	Media Production Technician (EBU)	39,270	0	0	1	0
2	Media Production Technician Assistant (EBU)	60,000	0	0	2	0
1	Equipment Operator (EBU)	27,000	0	0	1	0
1	Editor (EBU)	39,600	0	0	1	0
1	Communication/Marketing Officer (EBU)	39,600	0	0	0	1
15	Office Assistants	442,260	0	9	6	0
1	Videographer/Editor	35,484	1	0	0	0
3	Security Officer	74,532	0	2	1	0
1	Supervisor of Janitor/Cleaner	29,812	0	1	0	0
9	Janitor/Custodian	186,732	0	6	3	0
9	Driver	261,763	4	0	4	1
3	Loaders	77,993	2	0	1	0
9	Maintenance/ Custodian	229,849	4	0	5	0
1	Financial Administrator	69,600	0	0	0	1
1	Executive Secretary	50,400	0	0	0	1
1	Senior officer	30,270	1	0	0	0
1	Senior Quality Assurance Officer	66,000	0	0	0	1

3001 EDUCATION HEADQUARTERS (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Senior Occupational Standards Officer	66,000	0	0	0	1
1	Senior Prior Learning, Assessment, Recognition and Apprenticeship Officer	66,000	0	0	0	1
140			**73**		**54**	**13**

3002 ADMINISTRATION OF EDUCATION SERVICES ADMINISTRATION UNIT

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Executive Director- Accreditation Board	85,824	0	1	0	0
1	Accreditation Officer- Accreditation Board	60,100	0	1	0	0
1	Financial Administrator NTA	69,600	0	1		0
1	Snr Prior Learning, Assessment, Recognition and Apprenticeship Officer NTA	60,000	1	0	0	0
1	Senior Quality Assurance Officer NTA	60,000	0	0	1	0
1	Senior Occupational Satndards Officer NTA	65,520	0	1	0	0
1	Executive Secretary NTA	45,000	0	1	0	0
6	School Maintenance Custodian	196,560	3	0	3	0
6	Supervisor - School Crossing Guards	186,909	0	4	2	0
1	Director- Confucious Centre	69,268	0	1	0	0
1	Deputy Director- Confucious Centre	59,501	0	0	1	0
3	Supervisor - School Security	88,373	2	1	0	0
5	Supervisor - School Maintenance/Custodian	155,757	4	1	0	0
3	Supervisor - Farm Attendants	103,194	2	1	0	0
11	School Attendance Counselors (Truant Officers)	372,937	4	5	2	0
15	Secretary	469,258	0	11	4	0
2	Administrative Assistant	104,832	0	2	0	0
5	Administrative Secretary	229,232	0	4	1	0
1	Communications Officer/Compliance Officer	55,561	1	0	0	0
1	Assistant Communications Officer	41,580	0	1	0	0
1	Marketing and Communications Officer	45,322	0	0	1	0
1	School Uniform Grant- Supervisor	39,214	0	1	0	0
1	School Uniform Grant-Asst. Supervisor	33,703	0	1	0	0
39	Office Assistant	4,647,483	7	26	6	0
2	Typist II	60,540	0	1	1	0
1	Visual Arts Education Assistant	26,486	1	0	0	0
95	School Crossing Guards	2,026,114	23	66	6	0
58	Farm Attendants	1,630,269	29	14	15	0
1	Cordinator of Security	52,869	0	0	1	0
1	Deputy Cordinator of School Security	45,780	0	0	1	0
29	Security Officers	671,848	17	7	5	0
1	Education System Support Assistant	30,000	0	0	1	0
16	Parent Cordinator	524,160	0	15	1	0
15	School Safety Agent	491,400	0	0	15	0
1	Special Needs C0-0rdinator	49,050	0	0	1	0
1	Special Project Consultant	61,916	0	1		0
2	Special Project Co-Ordinator	58,968	0	1	1	0
332			**263**		**69**	**0**

3003 PRIMARY AND SECONDARY EDUCATION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Principal Primary	68,460	0	1	0	0
1	Head of Department	66,960	1	0	0	0
6	Graduate Assistant II	146,340	2	3	1	0
14	Trained Teacher II (Secondary)	684,600	2	12	0	0
6	Trained Teacher	46,056	0	3	3	0

3003 PRIMARY AND SECONDARY EDUCATION (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
23	Assistant Teacher II	858,651	1	16	6	0
48	Untrained Teachers	1,815,274	12	31	5	0
1	Administration Secretary	39,434	0	0	1	0
7	Assistant Teacher	237,048	0	0	7	0
1	Senior Computer Analyst/Adjuster	37,800	1	0	0	0
3	Computer Analyst/Adjuster	103,038	1	0	2	0
1	Lab Technician	35,066	1	0	0	0
1	IT Technician	29,430	1	0	0	0
5	Graduate Assistant I	298,140	0	2	0	3
2	Technician/Lecturer	88,536	2	0	0	0
1	Graduate Teacher (Special Education)	48,900	0	1	0	0
1	Pottery Instructor	48,900	0	0	1	0
1	Industrial Art Teacher	39,408	0	0	1	0
2	Plumbing Instructor	78,816	2	0	0	0
1	Art Instructor	42,168	0	0	1	0
1	Masonary Instructor	46,242	1	0	0	0
1	Welding Instructor SPII	48,775	0	0	1	0
1	Auto Instructor	46,452	0	0	1	0
1	Electrical Instructor	35,484	0	0	1	0
1	Music Instructor	36,042	1	0	0	0
1	Teacher in Charge	42,168	0	1	0	0
2	Nurse	135,495	0	2	0	0
1	Nurse Adele School	48,900	0	1	0	0
34	Teacher's Aide	1,102,416	0	24	10	0
1	Secretary Adele	25,200	0	1	0	0
81	Secretary	2,184,343	1	65	15	0
7	School Monitors	178,852	0	2	5	0
1	Administrative Assistant	36,112	0	1	0	0
3	Research Assistant	103,076	0	1	2	0
1	Maintanance Supervisor	34,398	1	0	0	0
1	Maintanance Officer	31,600	1	0	0	0
3	Caretaker/Maintenance	94,950	3	0	0	0
2	Superviosr Caretaker/Custodian	63,000	0	0	2	0
44	School Caretaker/Custodian	1,390,400	36	0	0	8
268	School Janitor/Custodian (Primary)	6,072,055	1	267	0	0
124	School Janitor/Custodian (Secondary)	1,744,512	1	104	19	0
15	School Cleaner (Primary)	339,854	1	9	5	0
8	School Clearner (Secondary)	181,255	0	5	3	0
41	Caretaker/Custodian (Primary)	1,296,768	36	5	0	0
24	Caretaker/Custodian (Secondary)	748,346	15	2	7	0
1	School Janitor/CustodianCleaner (Simon Blvd)	20,748	0	1	0	0
6	Groundsman (Secondary)	646,617	1	0	5	0
14	Office Assistant	405,842	2	7	5	0
814			**694**		**109**	**11**

3005 STATE COLLEGE

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
12	Library Assistant	336,331	0	5	7	0
1	Facilities Manager	78,000	0	1	0	0
1	Aircraft Maintenance Instructor (1 TBF)	89,395	1	0	0	0
1	Campus Nurse	46,047	0	1	0	0
4	Senior Lecturer	241,258	0	1	3	0
2	Lecturers - Aircraft Division	97,560	0	0	2	0
1	Lecturers (Instructor)	32,760	0	0	1	0
1	Research Officer	45,864	0	0	1	0
1	Maintenance Manager	45,864	0	1	0	0
6	Maintenance Man	194,580	1	0	3	2
5	Maintenance Assistant	233,208	4	0	1	0

3005 STATE COLLEGE (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
2	Plumber	65,520	1	0	1	0
2	Electrician	65,520	0	0	2	0
2	AC Technician	65,520	0	0	2	0
1	Clerical Assistant	29,484	1	0	0	0
200	Part-time Lecturers	2,500,000	75	125	0	0
2	Data Entry Clerk	63,482	2	0	0	0
1	Administrative Secretary	47,664	0	0	1	0
2	Administrative Assistant	58,968	0	2	0	0
1	Campus Nurse	46,047	0	1	0	0
1	Quality Assurance Officer	52,416	0	0	1	0
1	Marketing/Public Relations Officer	43,038	0	1	0	0
3	Supervisor of Security	80,928	0	0	3	0
25	Security Officers	588,900	0	0	25	0
2	Receptionist	55,032	0	2	0	0
1	Secretary	32,760	0	0	1	0
2	Supervisor of Janitor/Custodian	59,623	0	2	0	0
28	Janitor/Custodian I	634,394	0	22	6	0
10	Grounds Custodian	316,004	4	0	4	2
1	Messenger/Driver	33,389	1	0	0	0
15	Office Assistant	415,851	0	11	0	4
1	Accounts Clerk	32,760	0	0	1	0
1	Secretary	32,760	0	0	1	0
4	Loaders	126,401	0	0	4	0
1	Typist II	24,487	0	0	1	0
1	Petty Officer III	19,620	0	0	1	0
1	Porter	126,402	0	0	1	0
346			**265**		**73**	**8**

3006 PUBLIC LIBRARY

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Driver	36,913	0	1	0	0
1	Grounds and Building Custodian	31,601	0	0	1	0
2	Cleaners	27,300	0	0	2	0
9	Janitor Custodian	203,913	0	9	0	0
5	Library Aide	74,725	0	3	2	0
2	Library Assistant	58,918	0	2	0	0
1	Grounds Custodian	31,601	0	1	0	0
1	Office Assistant	27,529	0	1	0	0
6	Security Officers	141,210	0	6	0	0
28			**23**		**5**	**0**

3007 ANTIGUA ARCHIVES

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Researcher	23,033	0	0	1	0
1	Conservator	24,492	1	0	0	0
1	Computer Analyst	34,356	0	0	1	0
1	Librarian	34,356	1	0	0	0
4	Office Assistant	94,808	0	2	2	0
2	Data Entry Clerk	56,688	0	0	2	0
4	Groundsman/Custodian	126,464	1	0	3	0
4	Janitor Custodian	99,320	0	0	4	0
1	Part Time Photographer	19,068	0	0	1	0
1	Driver/Loader	29,120	0	0	1	0
6	Security Officers	141,336	0	0	6	0
26			**5**		**21**	**0**

3008 ABICE

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Administrative Assistant	43,383	0	1	0	0
1	Assistant to the Director of ABICE	52,024	0	1	0	0
1	Secretary to the Director	36,000	0	0	1	0
1	Bursar	52,036	0	1	0	0
1	Senior Executive Officer	43,383	0	1	0	0
1	Carpentry Instructor	48,900	1	0	0	0
3	Cosmetology Instructor	107,993	0	2	1	0
1	Craft Instructor	44,268	1	0	0	0
1	Cultural Studies Instructor	38,303	1	0	0	0
1	Data Entry Clerk	31,699	0	1	0	0
1	Deputy Director Academics & Student Affairs	52,024	0	1	0	0
2	Student Affairs Officer	35,553	0	1	1	0
2	Drafting Instructor	80,112	2	0	0	0
1	EDPM Instructor	38,290	0	1	0	0
3	Electrical Instructor	129,101	2	0	1	0
1	Graduate Assistant I	59,628	0	1	0	0
3	Graduate Assistant II	168,624	0	3	0	0
5	Groundsman	158,115	4	0	1	0
1	Maintenance Officer	32,760	0	0	1	0
8	Janitor/Clearner	181,256	0	5	3	0
2	Joinery Instructor	80,174	1	0	1	0
1	Manicure Instructor	40,704	0	1	0	0
1	Assistant Instructor	36,096	1	0	0	0
3	Trained teacher II	146,700	1	0	2	0
4	Teacher Assistants	110,400	0	0	4	0
2	Mechanic Instructor	78,939	1	0	1	0
1	Automative Instructor	44,268	1	0	0	0
1	Office Administration Instructor	38,290	0	1	0	0
1	Principles of Accounts Instructor	40,704	0	1	0	0
1	Procurement Officer	25,855	0	0	1	0
2	Clerk	57,632	0	2	0	0
1	Public Relations Officer	44,512	0	1	0	0
1	Registrar	48,878	0	1	0	0
1	Registry Clerk	29,484	0	1	0	0
10	Security Officers	274,269	3	2	5	0
1	Supervisor of Security	39,312	0	0	1	0
1	Senior Executive Officer	43,383	0	1	0	0
1	Garment Production Intructor	38,316	0	1	0	0
2	Sewing Instructor	63,551	0	1	1	0
1	Music Instructor	37,200	1	0	0	0
1	Social Skills Instructor	59,268	1	0	0	0
1	Math Instructor	38,293	1	0	0	0
1	Masonary Instructor	54,744	1	0	0	0
1	Marketing & Public Relations Manager	56,700	1	0	0	0
1	Senior Registry Clerk	37,190	0	1	0	0
3	Plumbing Instructor	136,428	2	1	0	0
1	Shop Assistant (Electrical)	36,096	0	1	0	0
2	Refridgeration/Air Condition Instructor	81,408	2	0	0	0
1	Facilitator	58,968	1	0	0	0
1	Counsellor	49,200	0	1	0	0
1	Secretary to Counsellor Unit	28,800	0	1	0	0
1	Business Instructor (Barbuda)	44,268	0	1	0	0
1	Music Instructor	37,200	0	0	1	0
11	Secutity Guards	297,777	8	3	0	0
8	Janitor Custodians	181,255	0	7	1	0
2	Masonary Instructor	93,036	1	0	1	0
1	Student Affairs Officer	32,390	0	0	1	0
1	Job Placement Officer	37,200	0	0	1	0
1	IT Manager	54,000	0	0	1	0
1	IT Technician	28,828	0	0	1	0
1	Building Maintenance Manager	54,000	0	0	1	0
1	Junior Marketing Officer	33,600	0	0	1	0

3008 ABICE (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Teacher Assistants	110,400	0	0	1	0
1	Store Record Keeper	22,800	1	0	0	0
1	Cafeteria Workers	45,314	0	0	1	0
1	Stores Manager	43,200	0	0	1	0
1	Part Time Refridgeration Instructor	35,064	0	1	0	0
1	Part Time Electrical Instructor	39,312	0	1	0	0
3	Part Time Cosmetology Instructor	36,000	0	3	0	0
1	Part Time Math Instructor	12,000	1	0	0	0
1	Part Time Masonry Instructor	35,076	0	0	1	0
1	Part Time Soap Making Instructor	12,000	0	1	0	0
2	Part Time Plumbing Instructor	24,000	0	2	0	0
1	Part Time POA	12,000	0	1	0	0
1	Part Time OA Instructor	12,000	0	1	0	0
1	Part Time Sewing Instructor	12,000	1	0	0	0
2	Part Time Electrical Instructor	12,000	0	2	0	0
2	Part Time AC/Refrigeration Instructor	12,000	0	2	0	0
1	Part Time Architectural 3D Design Instructor	12,000	0	0	0	1
1	Part Time Drafting Instructor	12,000	0	0	0	1
2	Part Time Cake & Pastry Making & Deco Instructor	24,000	1	0	1	0
1	Part Time Automotive Instructor	12,000	0	1	0	0
1	Part Time Business Instructor (Barbuda)	12,000	0	0	1	0
1	Part Time Welding Instructor	12,000	1	0	0	0
2	Part Time Math Instructor	12,000	1	0	0	1
1	Part Time Barber Instructor	12,000	0	0	1	0
1	Part Time Customer Service Instructor	12,000	1	0	0	0
1	Part Time English/ESL Instructor	12,000	0	0	1	0
1	Part Time Information Technology Instructor	12,000	0	0	1	0
1	Heavy Duty Machineray Operator Instructor	12,000	0	0	1	0
1	Agriculture Instructor	12,000	0	0	1	0
1	Massage Therapist Instructor	12,000	0	0	1	0
1	Part Time Music Instructor (awaiting CD)	12,000	0	0	0	1
1	Part Time Carpentry Instructor (awaiting CD)	12,000	0	0	0	1
1	Part Time Extracurricular Activities Instructor (awaiting CD)	12,000	0	0	0	1
1	Consumer Behaviour Protection Instructor (awaiting CD)	12,000	0	0	0	1
1	Part time Music Production Instructor	35,076	1	0	0	0
1	Shop Assistant (Electrical)	23,940	1	0	0	0
2	Welding Instructor	95,448	0	2	0	0
1	Accounts Bursar Officer I	48,731	0	1	0	0
1	Accounts Bursar Officer II	45,393	0	1	0	0
1	Accounts Assistant	27,518	0	0	1	0
1	Maintenance Officer	32,760	0	0	1	0
2	Loaders	65,312	0	0	2	0
1	Supervisor of Security	36,000	0	0	1	0
1	Messenger/Driver	32,760	0	1	0	0
1	Senior Registry Clerk	37,190	0	1	0	0
1	Junior Clerk	32,760	0	0	1	0
2	Accounts Clerk	65,520	0	1	1	0
1	Head Cook	39,181	0	1	0	0
1	Senior Cook	32,793	0	1	0	0
1	Cook 1	33,057	0	0	1	0
1	Cook 2	32,760	0	0	1	0
2	Cafeteria Workers	45,314	0	1	1	0
3	Cashier	82,800	0	0	3	0
1	Driver	36,000	0	0	1	0
1	Senior Clerk	30,030	0	0	0	1
188			**120**		**60**	**8**

3011 SPORTS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
3	Accounts Clerk	89,202	0	3	0	0
1	Advisor/Planning Officer	75,676	0	1	0	0
1	Ambassador at Large	89,435	1	0	0	0
1	Assistant Events Manager	41,278	0	1	0	0
1	Basketball Coach	33,297	0	1	0	0
1	Coach (Athletics)	34,962	0	0	0	1
13	Caretakers	414,631	0	11	2	0
2	Caretaker/Handyman	56,012	2	0	0	0
17	Cleaners	369,697	3	13	1	0
7	Coach I	322,273	5	1	1	0
12	Coach II	419,544	11	1	0	0
33	Coach III	918,782	26	6	1	0
3	Community Youth/Sports Liaison Officer	89,434	1	2	0	0
1	Consultant	52,416	1	0	0	0
1	Curator	24,255	0	0	1	0
3	Driver/Security	87,441	1	0	0	2
3	Driver/Security	92,310	2	0	0	1
2	Executive Secretary	88,740	0	2	0	0
2	Executive Officer	93,848	1	0	0	1
1	Senior Executive Officer	34,045	0	0	0	1
1	Golf Co-ordinator	47,663	1	0	0	0
1	Handyman	26,301	0	0	1	0
1	Head Groundsman	42,087	0	0	0	1
13	Groundsman	370,650	12	1	0	0
3	Janitor/Cleaner	56,865	0	3	0	0
2	Liaison Officer	78,400	1	1	0	0
1	Sports Mobilization Officer	45,405	1	0	0	0
1	National Fast Bowling Coach	67,362	1	0	0	0
1	Boxing Coach	43,383	1	0	0	0
1	National Sports Venue Maintenance Officer	31,500	0	0	0	1
1	Office Assistant	32,643	0	1	0	0
1	Office Clerk	22,373	0	0	0	1
1	Petty Officer Class III	17,916	0	0	0	1
1	P.E. Teacher	27,720	0	0	0	1
2	Physiotherapist	85,739	0	2	0	0
1	Personal Aide/Driver (Political)	36,000	1	0	0	0
3	Receptionist	63,200	0	3	0	0
1	Senior Administrator - Medical Unit	55,440	0	0	0	1
1	Rehabilitation Therapy Technician	42,007	0	1	0	0
1	Research and Implementation Officer	37,150	0	0	1	0
1	Research Officer	57,973	0	0	0	1
1	Secretary to the Director of Sports	30,270	0	1	0	0
1	Secretary to the Minister	34,650	0	0	0	1
5	Administrative Assistant	178,836	2	3	0	0
1	Administrative Sports Medical Unit	60,540	1	0	0	0
1	Secretary/Typist	30,270	0	0	0	1
1	Supervisor	24,720	0	0	0	1
1	Security	34,522	0	0	1	0
1	Security Supervisor	29,645	1	0	0	0
1	Security Guard	26,301	1	0	0	0
5	Senior Sports Coach	238,315	4	1	0	0
5	Sports Coach	198,908	3	1	1	0
1	Sports Development Co-ordinator	63,428	0	0	1	0
1	Sports Commissioner	78,624	1	0	0	0
1	Marketing Officer	36,036	0	0	1	0
1	Special Projects Planning Officer	45,405	0	0	0	1
1	Maintenance Officer	57,973	1	0	0	0
3	Maintenance Assistant	77,245	3	0	0	0
1	Special Projects Coordinator	65,520	1	0	0	0
1	Sports Mobilization Officer	45,405	1	0	0	0
2	Sports Officer	80,135	1	1	0	0
1	Sports Spanish Relations Officer	37,838	1	0	0	0

3011 SPORTS (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
4	Sports Specialist	211,892	3	1	0	0
1	Youth Programme Officer	34,398	0	1	0	0
1	Sports Youth Officer	34,650	0	0	0	1
2	Junior Clerk (formerly Accounts Clerk)	54,486	0	0	2	0
2	Clerk (BSC)	49,896	0	0	2	0
1	Clerk	32,760	0	0	1	0
1	Messenger/Driver	30,316	0	0	0	1
1	Advisor /Planning Officer	69,300	0	0	0	1
1	Project Officer	83,160	0	0	0	1
1	Sports Tourism Advisor	50,400	0	0	0	1
1	Sports Transport Manager	55,031	1	0	0	0
1	Senior Transportation Officer	31,413	0	0	0	1
1	Goodwill Ambassador	68,796	1	0	0	0
1	Administrator Project Development	37,800	0	0	0	1
1	Field Officer	27,766	1	0	0	0
1	Facility Manager	39,312	0	1	0	0
1	Assistant Facility Manager	32,760	0	1	0	0
1	Sports Commissioner	78,624	1	0	0	0
1	Branch Office Clerk (Political)	38,400	0	0	0	1
1	Aide	18,000	0	0	0	1
1	Peronal Assistant (Political)	42,000	0	0	0	1
6	Liaison Officer (Political)	202,980	3	3	0	0
1	Facility Maintenance Assistant	32,760	0	1	0	0
1	Head of Building Maintenance	44,029	1	0	0	0
1	Conference & Banquet Coordinator	41,278	0	1	0	0
1	Photographer & IT Technician	42,000	1	0	0	0
1	Manager - SVRS	66,000	1	0	0	0
1	Plummer II	32,821	1	0	0	0
1	Mechanic II	32,821	0	0	1	0
1	Electrician II	32,821	1	0	0	0
1	Attendant	26,291	0	1	0	0
1	Events Manager	60,540	0	1	0	0
1	Attendant	24,336	0	1	0	0
1	Events Manager	55,440	0	1	0	0
227			**182**		**18**	**27**

3012 NATIONAL SCHOOL MEALS PROGRAMME

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
3	Assistant Manager	181,623	0	1	2	0
1	Operation Manager	52,285	0	0	1	0
2	Coordinator NSMP	104,570	0	1	1	0
1	Despatch Manager	57,514	0	0	1	0
1	Despatch Supervisor	45,406	0	0	1	0
3	Despatch Clerks	103,194	1	0	2	0
1	Stores Manager	45,406	1	0	0	0
1	Storeroom Supervisor	45,406	1	0	0	0
1	Assistant stores Manager	45,406	1	0	0	0
1	Procurement Manager	59,533	1	0	0	0
2	Procurement Supervisor	45,406	0	1	0	1
1	Quality Assurance Officer	58,968	0	1	0	0
2	Butcher	115,026	0	0	2	0
1	Human Resouce Manager	56,348	0	1	0	0
1	Executive Chef	60,541	0	1	0	0
1	Head Chef	60,541	1	0	0	0
2	Administrative Assistant	74,300	0	2	0	0
1	Senior Head Chef	60,541	1	0	0	0
3	Maintenance Manager	145,530	0	0	1	2
1	Assistant Maintenance Supervisor	37,945	0	0	1	0

3012 NATIONAL SCHOOL MEALS PROGRAMME (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Maintenance Supervisor	45,406	0	0	1	0
6	Assistant Head Chef	345,084	3	1	2	0
13	Kitchen Supervisors	590,278	2	9	2	0
3	Senior School Meals Officer	129,732	0	1	2	0
1	Senior Event Coordinator	57,514	0	1	0	0
2	Event Coordinator	90,812	2	0	0	0
9	School Meals Officer	284,229	0	8	1	0
20	Office Assistant	558,555	0	14	4	2
3	Senior Office Assistant	99,066	1	1	1	0
39	Kitchen Assistants	1,278,927	8	31	0	0
2	Supervisor/Coordinator	82,556	2	0	0	0
21	Drivers/Delivery Stewart	591,263	15	1	5	0
6	Stores Clerk	195,328	5	1	0	0
1	Supervisor of Security	37,945	0	0	1	0
2	Security Clerks	58,968	0	0	2	0
4	Cook	126,000	0	1	2	1
4	Maintenance Assistant	1,341,793	1	2	0	1
32	Senior School Meals Assistant	944,896	1	23	7	1
2	Senior Adminstrative Assistant	90,812	0	1	0	1
89	School Meals Assistant	1,920,442	2	56	22	9
1	Sanitation Supervisor	45,406	0	1	0	0
4	Sanitation Workers	90,200	0	0	0	4
24	General Worker	617,803	3	17	4	0
3	Custodians	67,971	0	1	2	0
	Barbuda					
1	Head Chef	60,541	0	0	1	0
1	Assistant ead Chef	57,514	0	0	1	0
1	Stores Manager	45,406	0	1	0	0
1	Storeoom Supervisor	45,406	0	0	1	0
1	Kitchen Supervisor	45,406	0	1	0	0
1	School Meals Officer	31,581	0	0	1	0
4	Kitchen Assistant	131,172	0	2	2	0
3	School Meals Assistant	64,743	0	3	0	0
3	General Worker	76,659	1	1	1	0
1	Sanitation Worker	22,550	0	1	0	0
339			**240**		**77**	**22**

3015 ABIIT

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
3	Accounts Assistant	90,000	0	1	1	1
2	Accounts Clerk	52,973	0	1	1	0
1	Registrar/Admissions Office	48,887	0	1	0	0
1	Assistant Registrar	42,317	0	1	0	0
1	Marketing/Public Relations Officer	46,039	0	1	0	0
1	IT Director	84,000	0	0	0	1
1	Senior Database Developer	60,000	0	0	0	1
1	Information Security Analyst (1TBF)	52,416	0	0	1	0
1	Web App Developer (1TBF)	32,760	0	0	1	0
1	Helpdesk Support Technician (1TBF)	52,416	0	0	1	0
1	Helpdesk Facilitator	52,416	0	0	1	0
1	Senior Information Security Analyst	52,416	0	0	1	0
9	Senior Lecturer Ii	536,652	1	5	3	0
3	Lecturer	168,624	2	1	0	0
1	Senior Network Administrator	68,796	1	0	0	0
1	Receptionist/Office Assistant	29,484	0	1	0	0
1	Marketing Coordinator	34,398	0	1	0	0
1	Senior Marketing assistant	32,400	0	0	1	0
1	Executive Assistant	48,000	0	1	0	0

3015 ABIIT (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
2	Marketing Assistant	52,973	0	1	1	0
2	Gardener	55,799	2	0	0	0
2	Driver/Duty Officer	52,588	1	0	1	0
1	Repographics/Stores Clerk	20,543	0	1	0	0
1	Secretary to Head of Campus	25,855	0	0	1	0
2	IT Coordinator	68,796	0	0	2	0
45	Part-time Lecturers	704,719	28	15	2	0
1	Accounts/Bursar Officer	46,410	0	1	0	0
1	Assistant Accounts/Bursar Officer	41,242	0	1	0	0
3	Network Administrator I	156,072	2	1	0	0
1	Building/Office Manager	51,791	0	1	0	0
1	Building/Office Manager Assistant	25,225	0	0	1	0
2	Gardener/Maintenance	62,400	2	0	0	0
6	Office Assistant	176,904	1	3	2	0
9	Security Officer	193,752	3	4	2	0
6	Janitor/Cleaner	135,941	0	5	1	0
1	Head of Campus	83,856	0	1	0	0
1	Deputy Head of Campus	77,856	0	1	0	0
2	Security Officer Supervisor	72,000	2	0	0	0
1	IT Admin	28,829	0	1	0	0
1	IT Technician	26,208	1	0	0	0
1	Petty Officer	26,400	0	0	1	0
124			**96**		**25**	**3**

3016 SCHOOL OF NURSING

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	To be Filled	Vacanies not to be Filled
4	Senior Lecturer	239,872	0	0	4	0
1	Administrative Assistant	47,664	0	0	1	0
4	Janitor/Cleaner	117,620	0	1	0	3
1	Groundsman	26,891	1	0	0	0
1	Clerical Assistant	46,295	0	0	0	1
2	Data Entry Clerks	63,482	0	0	1	1
1	Cleaner	24,570	0	0	0	1
1	Labourer (1 to be filled)		0	0	0	1
3	Porters	94,801	0	0	0	3
1	Driver	33,389	0	0	0	1
1	Petty Officer	19,620	0	0	0	1
20			**2**		**6**	**12**

4001 PUBLIC WORKS AND TRANSPORTATION HEADQUARTERS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
24	Account Clerk I	653,928	0	22	2	0
23	Accounts Clerk II	416,383	0	15	8	0
12	Administrative Assistants	345,135	0	11	1	0
23	Clerical Assistant	480,482	0	20	3	0
9	Messenger/Driver	192,667	5	1	3	0
11	Drivers	285,168	8	0	3	0
1	Supervisor	40,218	0	1	0	0
9	Junior Clerk	235,166	1	8	0	0
3	Tradesman Skilled C	59,746	2	0	1	0
2	Labourer B	49,647	0	0	2	0
1	Community Liason Officer	43,898	1	0	0	0
14	Project Clerk I	392,585	0	12	2	0
1	Project Clerk II	26,912	0	0	1	0
2	Office Supervisor	73,520	0	2	0	0

4001 PUBLIC WORKS AND TRANSPORTATION HEADQUARTERS (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Research Officer	43,898	1	0	0	0
10	Secretary	348,646	0	9	1	0
1	Secretary/Registry Clerk	38,002	0	1	0	0
1	Project Officer	40,622	0	1	0	0
3	IT Technician	117,314	3	0	0	0
1	Senior Administrative Assistant	38,400	0	1	0	0
2	Pump Attendant	61,866	2	0	0	0
1	Truck Driver	29,873	0	0	1	0
1	Senior Supervisor	44,448	0	1	0	0
1	Security Guards	26,142	1	0	0	0
1	Operations Coordinator	36,691	0	1	0	0
2	Communications Officer	52,416	0	1	1	0
1	Communications Assistant	40,622	1	0	0	0
2	Admin Officer/Communications	64,542	0	2	0	0
163			**134**		**29**	**0**

4002 Works Division

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
Infrastructural Development						
1	Graduate Engineer	51,488	0	1	0	0
1	Administrative Secretary	48,585	0	0	0	1
1	Asst CommunityLiaison Officer	41,278	0	1	0	0
1	Administrative Assistant	28,895	0	1	0	0
1	Clerical Assistant	26,121	0	1	0	0
1	Timekeeper	23,654	0	1	0	0
2	Infrastructure Reporting Officer	68,796	2	0	0	0
General Buildings						
3	Superintendent	169,347	3	0	0	0
1	Project Officer	48,157	1	0	0	0
6	Inspector of Works	282,502	6	0	0	0
7	Senior Supervisor	266,688	5	1	1	0
8	Supervisor	325,960	8	0	0	0
14	Foreman Trade	431,880	12	0	2	0
20	Tradesman Skilled A	665,349	19	0	1	0
26	Tradesman Skilled B	816,936	25	0	1	0
27	Tradesman Skilled C	714,439	24	0	3	0
1	Chief Security Officer	0	0	0	1	0
1	Dep Chief of Security	0	0	0	1	0
5	Security Supervisor	123,787	3	1	1	0
205	Security Officers	4,627,133	78	101	26	0
1	Security Coordinator	52,966	1	0	0	0
1	Deputy Security Coordinator	36,010	1	0	0	0
10	Labourers	215,966	9	0	1	0
13	Semi Skilled	145,284	6	0	7	0
3	Accounts Clerk I	0	0	0	3	0
5	Accounts Clerk II	133,781	0	5	0	0
10	Project Clerk	335,965	0	10	0	0
1	Project Clerk II	0	0	0	1	0
4	Senior Timekeeper	67,232	0	2	2	0
9	Timekeeper	124,135	1	4	4	0
2	Beautification Officer	44,352	2	0	0	0
1	Drafting Trainee	30,165	1	0	0	0
1	AC Technician	24,833	0	1	0	0
35	Apprentice	564,615	20	5	10	0
3	Supervisor - Cleaner	19,255	0	1	2	0
2	Asst. Supervisor - Cleaner	29,870	0	2	0	0
54	Cleaner	628,033	0	50	4	0

General Buildings (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Chief of Occupational Safety	49,231	1	0	0	0
1	Service Coordinator	36,036	1	0	0	0
4	Superintendent of Works	115,417	2	0	2	0
0	Graduate Engineer	0	0	0	0	0
4	Inspector of Works	135,614	2	0	2	0
3	Senior Supervisor	136,578	3	0	0	0
6	Supervisor	293,800	5	1	0	0
12	Concrete Truck Driver	482,876	12	0	0	0
8	Plant Mechanic I	281,722	7	0	1	0
2	Crusher Mechanic	80,436	2	0	0	0
0	Blaster	0	0	0	0	0
1	Assistant Blaster	34,101	1	0	0	0
3	Crusher Mechanic III	59,742	3	0	0	0
3	Crusher Operator	121,273	3	0	0	0
8	Cubans	391,236	7	1	0	0
4	Foreman A	143,983	4	0	0	0
4	Foreman B	95,374	3	0	1	0
1	Foreman C	26,294	1	0	0	0
1	Foreman Patching	32,793	1	0	0	0
0	Hand Roller with Vibrator	0	0	0	0	0
14	Heavy Duty Operator A	488,959	11	0	3	0
3	Heavy Duty Operator B	116,482	3	0	0	0
3	Heavy Duty Operator C	113,387	3	0	0	0
0	15 ton & over Truck Driver	0	0	0	0	0
0	Hot Oil Operator	0	0	0	0	0
1	Mack Truck Driver	0	0	0	1	0
0	Oil Truck Operator	0	0	0	0	0
1	Liason Officer of Cubans	26,237	0	1	0	0
1	Technical Assistant	48,000	0	1	0	0
1	Infrastructure & Logistic Coordinator	66,000	1	0	0	0
1	Material Clerk	30,140	0	1	0	0
1	Batch Plant Operator	44,409	1	0	0	0
2	Operations Manager (Quarries)	156,000	2	0	0	0
1	Operations Manager	83,220	1	0	0	0
2	Project Clerk II	26,891	0	1	0	1
1	System Analyst	65,000	1	0	0	0
1	Senior Lab Technician	45,887	1	0	0	0
1	Sr Asphalt Plant Techician	0	0	0	1	0
1	Asphalt Plant Technician	45,887	1	0	0	0
2	Concrete Technician I (1 New)	44,419	1	0	1	0
6	Material's Lab Technician	185,359	3	2	1	0
1	Plant Operator	41,557	0	1	0	0
1	Plant Operator C	35,990	1	0	0	0
5	Project Clerk I	168,057	0	5	0	0
3	Accounts Clerk I	59,204	0	2	1	0
2	Accounts Clerk II	26,891	0	1	1	0
1	Clerical Assistant	26,903	0	1	0	0
2	Senior Timekeeper	53,804	0	2	0	0
1	Spreader Box Operator	22,833	1	0	0	0
6	Third Year Apprentice	134,514	6	0	0	0
2	Timekeepers	24,837	0	1	1	0
10	Tradesman Skilled A	342,223	9	1	0	0
12	Tradesman Skilled B	360,210	10	1	1	0
12	Tradesman Skilled C	268,941	8	1	3	0
13	Semi-Skilled	274,972	11	0	2	0
116	Labourer	2,748,711	109	3	4	0
2	Apprentice	44,838	2	0	0	0
1	Trainee Blaster	28,344	1	0	0	0
1	Computer Programmer	0	1	0	0	0
0	Trainee - Hot Oil Plant	0	0	0	0	0
1	Wagon Driller A	44,420	1	0	0	0
1	Senior Plant Technician	44,448	1	0	0	0

General Buildings (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Wagon Driller C	38,159	1	0	0	0
1	Assistant Surveyor I	45,791	1	0	0	0
0	Surveyor Technician	0	0	0	0	0
1	Assistant Surveyor II	30,271	1	0	0	0
2	Assistant Surveyor III	91,536	0	2	0	0
1	Surveyor Technician II	26,561	1	0	0	0
1	Surveyor & GIS Technician III	27,623	1	0	0	0
1	Technical Secretary	37,477	0	1	0	0
2	Field Assistants	53,974	2	0	0	0
0	Chainman Semi-Skilled	0	0	0	0	0
799			**700**		**97**	**2**

4003 Design and Control

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
0	Quantity Surveyor	0	0	0	0	0
0	Architectural Technician	0	0	0	0	0
0	Draftsman II	0	0	0	0	0
0	Draftsman III	0	0	0	0	0
4	Draftsman (New)	120,660	4	0	0	0
0	Apprentice	0	0	0	0	0
4			**4**		**0**	**0**

4004 EQUIPMENT MAINTENANCE AND FUNDING SCHEME

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
Workshop						
2	Superintendent of Works	0	0	0	2	0
1	Operational Manager Transportation	78,000	1	0	0	0
1	Assistant Operational Manager	69,600	1	0	0	0
0	Transport Officer	0	0	0	0	0
1	Supervisor	46,150	1	0	0	0
4	Senior Mechanic	133,344	3	0	1	0
0	Senior Auto Electrician	0	0	0	0	0
1	Batch Plant Operator	44,419	1	0	0	0
1	Plant Mechanic	40,218	1	0	0	0
2	Senior Bodyman	44,448	1	0	1	0
3	Senior Welder	133,344	3	0	0	0
0	Auto Electrician III	0	0	0	0	0
0	Bodyman I	0	0	0	0	0
1	Bodyman II	40,703	1	0	0	0
1	Tradesman A	0	0	0	1	0
1	Tradesman B	0	0	0	1	0
1	Accounts Clerk 1	33,639	0	1	0	0
5	Mechanic I	179,950	4	1	0	0
4	Mechanic II	130,989	4	0	0	0
6	Mechanic III	175,822	6	0	0	0
5	Mechanic Assistant (New)	135,957	4	0	1	0
3	Tyerman A	104,714	3	0	0	0
2	Tyreman B	27,189	1	0	1	0
2	Welder I	71,980	2	0	0	0
2	Welder II	65,486	2	0	0	0
4	Inspector of Works	187,100	4	0	0	0
3	Concrete Truck Driver	80,447	2	0	1	0
2	10 - 15 Ton Truck Driver	0	0	0	2	0
17	20 Ton Truck Driver	668,984	15	2	0	0
1	6-9 Ton Truck Driver	0	0	0	1	0

Transport

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
3	Truck Driver	92,799	3	0	0	0
1	Welder	29,992	1	0	0	0
9	Driver	230,396	7	1	1	0
8	Driver / Messenger	144,494	5	0	3	0
0	Dumper Operator	0	0	0	0	0
11	Heavy Duty Operator A	355,555	8	0	3	0
3	Heavy Duty Operator B	80,464	2	0	1	0
11	Heavy Duty Operator C	380,783	10	1	0	0
0	Hermatic Roller Operator	0	0	0	0	0
1	Heavy Duty Roller Operator	0	0	0	1	0
0	Heavy Duty Operator	0	0	0	0	0
8	Mack Truck Driver	118,056	3	0	5	0
0	Oil Truck Operator	0	0	0	0	0
1	Pick Up Driver	26,095	1	0	0	0
1	Roller Operator	0	0	0	1	0
2	Roller Operator with Vibrator	65,863	1	1	0	0
1	Semi-Skilled	24,833	1	0	0	0
0	Spray Bar Operator	0	0	0	0	0
9	Apprentice	88,605	4	0	5	0
3	Labourers	23,587	1	0	2	0
1	Generator Technician (New)	40,677	1	0	0	0
0	Water Truck Driver	0	0	0	0	0
6	30 ton Truck Driver (New)	255,840	6	0	0	0
4	Truck Trainers (New)	180,960	4	0	0	0
6	Heavy Duty Operator Trainers (New)	297,960	6	0	0	0
165			**131**		**34**	**0**

4501 SOCIAL TRANSFORMATION HEADQUARTERS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Executive Secretary	60,183	0	0	1	0
1	Senior Administrative Assistant	45,864	0	0	1	0
1	Receptionist	25,221	0	1	0	0
3	Driver	82,584	1	2	0	0
1	Driver	26,294	1	0	0	0
3	Assistants	74,300	0	3	0	0
1	Administrative Assistant	26,208	0	1	0	0
1	Operations Officer	18,000	1	0	0	0
5	Liaison Officer	47,174	0	5	0	0
1	Appraisal Officer	34,398	1	0	0	0
4	Trainer/Field Officer	106,952	1	3	0	0
1	Trainer/Field Officer	26,783	0	0	0	1
1	Supervisor	55,037	1	0	0	0
1	Implementation Officer	91,728	0	0	0	1
1	Implementation Officer	60,000	0	1	0	0
3	Secretary	70,762	1	2	0	0
1	Senior Executive Assistant	45,864	0	1	0	0
1	Consultant to Minister	32,760	0	0	0	1
1	Special Projects Coordinator	52,416	1	0	0	0
1	Clerk	23,587	0	1	0	0
1	Executive Assistant	34,398	0	1	0	0
1	Executive Assistant	24,898	0	0	0	1
1	Office Assistant	23,226	0	1	0	0
1	Communications Officer	39,240	0	0	1	0
65	Trainees	878,159	29	36	0	0
2	Cleaner	42,981	0	2	0	0
1	Public Relations Officer	41,202	0	0	0	1
1	Statistical Data Analyst II	42,510	0	0	0	1
1	Caretaker	20,348	1	0	0	0

4501 SOCIAL TRANSFORMATION HEADQUARTERS (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
2	Janitor/Cleaner	43,920	0	2	0	0
1	Director General	63,000	0	0	0	1
1	Mobolization Advocracy Liaison	42,000	0	0	0	1
1	Teacher's Aide	19,531	0	0	0	1
1	First Aide Instructor	21,269	0	0	0	1
1	Public Liaison Officer/Communication Officer	39,240	0	0	1	0
1	Director	45,963	0	0	1	0
1	Secretary	25,166	0	0	1	0
Urban Transformation						
2	Secretary	50,332	0	0	0	2
1	Director	72,000	0	0	0	1
1	Deputy Director	62,000	0	0	0	1
1	Beautification and Green Space Officer	54,000	0	0	0	1
1	Urban Design and Development	54,000	0	0	0	1
1	Rural Design and Development	54,000	0	0	0	1
1	Nursery Cordinator	54,000	0	0	0	1
1	Urban Development Officer	83,160	0	0	0	1
1	Driver	26,294	0	0	0	1
2	Beautification Supervisor	78,000	0	0	0	2
8	Beautification Attendant	239,200	0	0	0	8
136			**100**		**6**	**30**

4502 BOARD OF GUARDIANS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Appraisal Officer	31,500	1	0	0	0
1	Security Control Officer	24,021	0	1	0	0
1	Office Attendant	20,800	0	1	0	0
1	Field Office Assistant	21,840	0	1	0	0
1	Cleaner	10,235	0	1	0	0
1	Groundsman	19,032	1	0	0	0
1	Driver	22,880	1	0	0	0
7			**7**		**0**	**0**

4503 COMMUNITY DEVELOPMENT DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Project Officer	43,680	0	1	0	0
1	Administrative Assistant	41,580	0	1	0	0
1	Local Government Officer	47,389	0	1	0	0
3	Community Development Field Officer	70,764	0	3	0	0
4	Community Development Field Officer 1*	41,184	4		0	0
1	Administrative Secretary	37,145	0	1	0	0
1	Adminstrative Assistant	45,405	0	1	0	0
1	Secretary to Community Development Director	29,106	0	1	0	0
3	Community Development Field Worker	70,686	1	2	0	0
1	Community Development Field Officer III	30,546	0	1	0	0
2	District Council Officer*	69,582	0	2	0	0
1	Maintenance/Builder*	26,983	0	1	0	0
1	Community Development Driver	24,709	0	1	0	0
1	Driver/Messenger*	23,618	1		0	0
5	District Council Officer*	149,511	2	3	0	0
5	Supervisor*	142,835	1	4	0	0
1	Substitute Supervisor*	26,995	1		0	0
1	Clerk/Typist*	25,455	0	1	0	0
1	Security Control Officer/Office Assistant*	26,222	0	1	0	0
1	Office Attendant/Messenger*	23,850	0	1	0	0
2	Cook*	44,251	0	2	0	0

4503 COMMUNITY DEVELOPMENT DIVISION (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Washer*	22,126	0	1	0	0
1	Caretaker/Groundsman*	20,261	1	0	0	0
1	Petty Officer III*	19,020	1	0	0	0
1	Appraisal and Data Entry Officer	34,631	1	0	0	0
4	Cleaner*	55,216	0	4	0	0
46			**46**		**0**	**0**

4504 SUBSTANCE ABUSE PREVENTION DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
4	Drug Education Officers	74,518	0	2	2	0
6	Drug Prevention Aide	42,538	0	1	5	0
1	Administrative Assistant	33,869	0	1	0	0
1	Cleaner	14,307	0	1	0	0
1	Substitute Cleaner	3,593	0	0	1	0
13			**5**		**8**	**0**

4505 FAMILY AND SOCIAL SERVICES DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Assistant Welfare Officer	40,687	0	1	0	0
1	Chief Welfare Aide	44,223	0	1	0	0
1	Assistant Chief Welfare Aide	32,674	0	1	0	0
1	Home Manager	48,801	0	0	1	0
3	House Mothers	91,468	0	0	3	0
9	Elderly Care Supervisor	263,027	0	7	2	0
1	Secretary	37,769	0	1	0	0
2	Secretary	63,451	0	0	2	0
2	Community Liason Officer	45,460	0	1	1	0
10	Welfare Aide	244,804	0	8	2	0
1	Administrative Assistant	34,335	0	1	0	0
1	Receptionist	21,920	0	0	1	0
3	Petty Officer	58,562	0	2	1	0
1	Messenger	19,838	0	0	0	1
183	Elderly Care Assistants	4,178,420	0	136	47	0
4	Cooks	88,338	0	0	4	0
4	Drivers	104,640	0	0	2	2
4	In-House Cleaner	91,652	0	0	4	0
3	Cleaner	65,943	0	1	2	0
1	Maintainace	26,933	0	0	1	0
236			**160**		**73**	**3**

4506 NATIONAL OFFICE OF DISASTER SERVICES

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Public Relations Officer	47,250	0	1	0	0
1	Secretary/Administrator	35,364	0	1	0	0
1	Telecommunications Officer	41,223	1	0	0	0
1	Stores Assistant	21,600	0	1	0	0
1	Receptionist	21,600	0	1	0	0
1	Relief Manager	27,972	0	0	0	1
1	Senior Facilitator	24,948	0	1	0	0
1	Driver	25,061	1	0	0	0
1	Telephone Operator	18,598	0	1	0	0

4506 NATIONAL OFFICE OF DISASTER SERVICES (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Janitor/Cleaner	20,947	0	1	0	0
1	Project Officer	47,666	0	0	1	0
11			**9**		**1**	**1**

4508 DEPARTMENT OF SOCIAL RESEARCH AND PLANNING

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Appraisal Officer	34,398	0	0	0	1
1	GIS Officer	44,973	0	0	0	1
4	Data Entry Clerk	77,687	0	3	1	0
1	Field/ Office Assistant	23,850	0	1	0	0
1	Office Assistant	23,850	0	1	0	0
1	Driver	24,985	1	0	0	0
1	Messenger	17,640	0	1	0	0
10			**7**	**1**	**2**	

4509 DIRECTORATE OF GENDER AFFAIRS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Executive Secretary	34,398	0	1	0	0
1	Development Officer	32,444	0	1	0	0
1	Supervisor of SARC	46,428	0	1	0	0
2	Programme Officer	103,423	0	2	0	0
5	Support Officer II	145,793	0	5	0	0
2	Support Officer I	94,938	0	2	0	0
1	Programme Officer 1	54,600	0	0	1	0
1	Resident Counselor	56,700	0	0	1	0
1	Driver	18,684	0	0	1	0
2	Messenger/Cleaner	41,200	0	2	0	0
17			**14**		**3**	**0**

4510 YOUTH AFFAIRS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Youth Coordinator and Mobilisation Officer	44,183	0	1	0	0
1	Youth Programme and Protocol Officer	34,335	0	1	0	0
1	Programme Officer I	45,558	0	0	1	0
1	Programme Officer II	36,624	0	0	1	0
1	Programme Officer	36,624	0	0	0	1
1	Janitor/Cleaner	20,821	0	0	0	1
2	Programme Assistants	23,544	1	1	0	0
1	Project Development Officer	47,611	0	1	0	0
1	Executive Assistant	34,398	0	1	0	0
10			**6**		**2**	**2**

4514 Denis Bowers Rehabilitation Centre (Formerly Boys Training School)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Facility Manager	49,891	0	1	0	0
1	Matron	30,489	0	1	0	0
1	Social Activity Coordinator	30,000	0	1	0	0
15	Juvenile Detention Officers	482,235	0	6	9	0
2	Washer	44,168	0	1	1	0
2	Cook	56,580	0	2	0	0

4514 Denis Bowers Rehabilitation Centre (Formerly Boys Training School) (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
2	Maintenance	63,220	1	0	1	0
5	Kitchen Attendants	82,439	0	3	2	0
2	Gardner	56,584	0	0	2	0
2	Clerk/typist	46,066	0	2	0	0
4	Shift Leader	101,370	1	1	2	0
5	Drivers	99,735	4	0	1	0
1	Petty Officer	19,520	0	1	0	0
1	Store Keeper	28,340	0	1	0	0
2	Security Supervisor	55,200	0	0	2	0
8	Securty Officer	192,000	0	0	8	0
1	Line Chef	32,400	0	0	1	0
1	Groundsman	28,292	0	1	0	0
1	Counselor	48,157	0	1	0	0
2	Janitor/Cleaner	44,168	0	0	2	0
1	Supervisor	29,459	0	1	0	0
60			**29**		**31**	**0**

4516 Department of Youth Education Empowerment Program

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	**Director	73,392	1	0	0	0
1	Secretary	37,740	0	1	0	0
1	Librarian/Office Assistant	25,221	0	1	0	0
1	Cleaner/Janitor	23,587	0	1	0	0
1	***Cleaner	22,320	0	1	0	0
2	***Securtiy Officer	30,000	1	1	0	0
1	***Security Supervisor	34,800	1	0	0	0
1	Childcare Provider	20,160	0	1	0	0
1	***Receptionist	30,000	0	1	0	0
1	***Childcare Assistant	20,160	0	1	0	0
23	*Tutors		8	15	0	0
1	****Security Officer		0	0	1	0
1	****Office Assistant		0	0	1	0
1	****Petty Officer		0	0	1	0
1	*Counselor		0	1	0	0
1	****Marketing and Communication Officer		0	0	1	0
1	****Grounds and Maintenance Officer		0	0	1	0

* Tutors paid at $70.00 per hourly at an hourly rate monthly. (Stipend)
** Cabinet Decision #18 dated 21st May, 2025
***Cabinet Decision #38 dated 10th July, 2025
****Subject to Cabinet Approval

40			**35**		**5**	**0**

5501 ATTORNEY GENERAL'S OFFICE AND LEGAL AFFAIRS HEADQUARTERS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Legal Research Officer	87,444	0	0	0	1
1	Judicial Research Officer	87,430	0	1	0	0
1	Legislative Drafter	87,444	0	0	0	1
1	Legal Research Officer - Int. Law	87,444	0	0	0	1
1	Legislative Review Officer	39,312	0	1	0	0
1	Marriage Co-ordinator	57,941	0	1	0	0
1	Chairman - Integrity	52,800	1	0	0	0
1	Secretary - Integrity	52,800	0	0	0	1
2	Members Integrity	79,200	2	0	0	0
5	Cleaners	71,789	0	5	0	0
1	Supervisor (Cleaners)	26,831	0	1	0	0

5501 ATTORNEY GENERAL'S OFFICE AND LEGAL AFFAIRS HEADQUARTERS (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Secretary - AG Chambers	48,158	0	1	0	0
1	Administrative Secretary	41,278	0	1	0	0
1	Administrative Assistant	34,398	1	0	0	0
1	Executive Assistant	34,398	0	1	0	0
1	Community Relation Officer 1	41,278	0	1	0	0
1	Liaison Officer	30,000	1	0	0	0
1	Technical Support Officer	48,900	1	0	0	0
1	Driver	28,137	1	0	0	0
1	Junior Clerk (Law Revision Unit)	24,492	0	0	0	1
1	Junior Clerk	32,760	0	1	0	0
1	Communications Officer	48,158	0	1	0	0
1	Executive Officer	32,760	0	1	0	0
1	Receptionist	34,398	0	1	0	0
7	Data Entry Clerks	192,633	0	5	2	0
1	Driver - Pending CD - Integrity	24,000	0	0	1	0
1	Security	4,800	1	0	0	0
1	Implementation Coordinaton Officer	59,221	1	0	0	0
3	Non Legal Members (Bar Asso Disciplinary Committee)	27,000	1	2	0	0
1	Secretary (Bar Assoc Disciplinary Committee)	6,000	0	1	0	0
1	Senior Legal Consultant	114,280	0	0	0	1
1	Legal Consultant	131,040	0	0	0	1
1	Chairman (Copyright Tribunal)	9,000	1	0	0	0
1	Deputy Chairman (Copyright Tribunal)	6,000	1	0	0	0
3	Members (Copyright Tribunal)	18,000	3	0	0	0
1	Secretary (Copyright Tribunal)	9,000	0	0	1	0
1	Chairman (Criminal Record (Rehabilitation of Offenders) Committee)	18,000	0	1	0	0
1	Commissioner of Police (Criminal Record (Rehabilitation of Offenders) Committee)	12,000	0	0	1	0
1	Labour Commissioner (Criminal Record (Rehabilitation of Offenders) Committee)	12,000	0	0	1	0
1	Director of Social Services (Criminal Record (Rehabilitation of Offenders) Committee)	12,000	0	0	1	0
1	Probation Service Supervisor (Criminal Record (Rehabilitation of Offenders) Committee)	12,000	0	0	1	0
1	Secretary - (Criminal Record (Rehabilitation of Offenders) Committee)	12,000	0	1	0	0
1	Consultant (Law Reform Unit)	48,600	0	1	0	0
58			**43**		**8**	**7**

5503 PRINTING OFFICE

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Driver/Messenger	28,137	1	0	0	0
3	Janitor	44,898	0	3	0	0
1	Substitute Janitor	7,484	0	0	0	1
5			**4**		**0**	**1**

5505 INDUSTRIAL COURT

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
7	MEMBERS	210,000	4	3	0	0
1	Receptionist	27,518	0	1	0	0

5505 INDUSTRIAL COURT (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Secretary/Typist	25,153	0	1	0	0
1	Junior Clerk	26,142	0	0	1	0
10			**9**		**1**	**0**

5506 HIGH COURT

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Kitchen Attendant	25,553	0	1	0	0
1	Janitor/Cleaner	33,116	1	0	0	0
2	Cleaners	22,301	0	2	0	0
1	Substitute Cleaner	40,976	0	0	0	1
1	Substitute Kitchen Attendant	46,800	0	0	0	1
1	Substiture Janitor/Cleaner	1,166	0	0	0	1
2	Junior Clerk	49,337	0	2	0	0
1	Customer Service Representative	22,840	0	1	0	0
2	Data Entry Clerk	55,037	0	2	0	0
12			**9**		**0**	**3**

5507 MAGISTRATES COURT

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	IT Specialist	57,552	1	0	0	0
1	Data Entry Clerk	27,528	0	1	0	0
1	Receptionist	22,848	0	1	0	0
1	Janitor/Supervisor	19,032	0	1	0	0
8	Cleaner	99,476	0	8	0	0
12			**12**		**0**	**0**

5508 LEGAL AID AND ADVICE CENTRE

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Legal Clerk/Information Officer	40,242	1	0	0	0
1			**1**		**0**	**0**

5509 INTELLECTUAL PROPERTY

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Information Technology Consultant	63,000	1	0	0	0
1	Commerce & Intellectual Technical/Legal Officer	63,432	1	0	0	0
2			**2**		**0**	**0**

5510 LABOUR

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Legal Consultant	63,432	1	0	0	0
1	Communication Officer	54,387	0	0	1	0
1	Senior Labour Communication Officer	52,973	0	1	0	0
1	Coordinator N.W.E.P	46,438	0	0	1	0
4	Data Entry Clerk	110,160	0	3	1	0
1	Receptionist	31,647	0	1	0	0

5510 LABOUR (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Welfare Officer	34,335	0		1	
9	Junior Clerk	228,309	3	4	2	0
1	Executive Secretary	33,367	0	1	0	0
1	Administrative Secretary	32,760	0	1	0	0
9	Labour Inspector	221,013	0	3	6	0
1	Labour Support Officer	51,819	0	0	1	0
2	Labour Officer	55,038	0	1	1	
4	Clerical Assistant	91,475	0	3	1	0
1	Switch board Operator	24,010	0	1	0	0
1	Petty officer/Office Assistant	22,277	0	1	0	0
1	Labour Officer 1 - Barbuda Affairs	41,228	1		0	0
1	Labour Officer 2 - Barbuda Affairs	33,678	0	1	0	0
1	Hearing Officer	20,639	1	0	1	0
1	Human Resource Consultant	72,072	0	1	0	0
13	Accounts Clerk	315,373	0	11	1	0
3	Driver/Messanger	83,081	1	0	2	0
3	Cleaner	56,147	0	3	0	0
62			**43**		**19**	**0**

5511 NATIONAL SECURITY HEADQUARTERS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Information Technology Consultant (vacant)	72,000	0	0	1	0
1	Receptionist/Typist	27,516	0	1	0	0
1	Receptionist	27,516	0	1	0	0
1	Driver/Messenger	27,516	1	0	0	0
1	Supervisor of Cleaners (vacant)	16,760	0	0	1	0
3	Cleaners	62,400	0	2	1	0
1	Substitute Cleaner	3,724	0	0	1	0
1	Administrative Assistant (Vacant)	37,800	0	0	1	0
1	Care and Support Officer (vacant)	51,560	0	0	1	0
1	Victim Care Co-ordinator (vacant)	24,000	0	0	1	0
1	Human Resources Specialist	78,624	0	1	0	0
1	Clerical Assistant (Vacant)	23,328	0	0	1	0
2	Executive Assistant	76,404	0	2	0	0
1	Executive Secretary	61,272	0	1	0	0
1	I T Technician	24,000	1	0	0	0
1	Policy RESEARCH AND DEVELOPMENT Coordinator	65,520	0	0	1	0
1	Policy Research and Development Officer	46,200	0	0	1	0
1	Project Research Oficer	38,604	0	0	1	0
1	Director of Projects	75,600	0	0	1	0
1	Senior Assistant Project Officer	42,636	0	0	1	0
1	Project Assistant	42,156	0	1	0	0
1	Director of Antigua and Barbuda Trafficking in Persons Prevention Unit	82,560	1	0	0	0
1	Executive Assistant	52,416	0	1	0	0
1	Administrative Assistant	32,760	0	1	0	0
27			**14**		**13**	**0**

5512 POLICE

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Mental Health Counselor (See C/D # 77/2022)	85,176	0	1	0	0
2	Criminologist	101,664	0	0	2	0
1	Forensic Specialist (Vacant)	70,800	0	0	1	0

5512 POLICE (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Forensic Analyst (See CD #29 0f 2022)	56,352	0	0	1	0
1	Forensic Technician (See CD#30 of 2022)	52,416	0	1	0	0
1	Band Instructor	24,348	0	0	1	0
1	Instructor/Tailor	48,000	1	0	0	0
3	Data Entry Clerk	70,776	0	3	0	0
2	Tailor (CD#68/2022 & 47/2022)	65,520	1	0	1	0
1	Driver/Messenger (Pending Cabinet Decision)	25,220	0	0	1	0
2	Supervisor of Cleaner	42,796	0	2	0	0
5	Labourer	109,200	1	0	4	0
1	Janitor / Cleaner	20,800	0	1	0	0
25	Cleaner	413,400	0	21	4	0
31	Inspector of Police	2,246,904	26	5	0	0
31	Senior Sergeant	1,843,260	26	5	0	0
50	Sergeant	2,888,136	32	17	1	0
173	Corporal	8,568,540	122	45	6	0
381	Constable	16,753,296	272	74	35	0
713			**656**		**57**	**0**

5513 POLICE TRAINING SCHOOL

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Head Cook	20,592	0	1	0	0
2	Assistant Cooks	40,560	0	1	1	0
4	Cooks	78,418	1	3	0	0
1	Labourer (vacant)	20,800	0	0	1	0
1	Driver	27,560	0	0	1	0
9			**6**		**3**	**0**

5514 FIRE BRIGADE

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
6	Inspector of Police	433,812	5	1	0	0
6	Senior Sergeant of Police	382,080	6	0	0	0
20	Sergeant of Police	909,552	15	1	4	0
70	Corporal of Police	3,411,432	56	11	3	0
150	Police Constable	3,717,288	71	17	62	0
3	Cleaner	49,452	0	3	0	0
255			**186**		**69**	**0**

5515 PRISON

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Operations Officer	62,568	1	0	0	0
2	Prison Nurse	92,050	0	1	1	0
1	Prison Nurse on Call	46,025	0	0	1	0
1	Agricultural Officer	36,062	0	0	1	0
1	Counsellor	30,000	0	0	1	0
66	Junior Prison Officer @ $32,568.00 P.A	2,149,488	19	24	23	0
32	Junior Prison Officer @ $33,600.00 P.A	1,075,200	11	5	16	0
2	Driver/Messenger	54,736	2	0	0	0
1	Driver/Tractor Operator	38,480	1	0	0	0
1	Senior Accounts Clerk	27,780	0	1	0	0
3	Staff Cook for Officers	19,557	0	1	2	0
111			**66**		**45**	**0**

5516 CIVIL REGISTRY

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Registration clerk	23,580	0	1	0	0
1	Photography and customer service Clerk	23,580	1	0	0	0
1	Receptionist	23,580	0	1	0	0
2	Office Attendants(Cleaners)	47,160	0	2	0	0
1	Maintenance Officer	25,200	0	0	1	0
6			**5**		**1**	**0**

5518 OFFICE OF THE PUBLIC TRUSTEE

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Public Trustee	87,338	0	1	0	0
1	Janitor	7,862	0	0	1	0
1	Cleaner	33,116	0	0	1	0
1	Substitute Cleaner	14,191	0	0	1	0
4			**1**		**3**	**0**

5519 IMMIGRATION DEPARTMENT

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Legal Consultant	117,608	0	1	0	0
1	Chief Immigration Officer	101,818	0	1	0	0
2	Deputy Chief Immigration Officer	157,248	1	0	1	0
5	Senior Immigration Officer (Grade 1)	354,643	0	5	0	0
6	Senior Immigration Officer (Grade II)	389,248	2	2	2	0
14	Senior Immigration Officer (Grade III)	829,083	4	10	0	0
58	Immigration Officer (Grade IV)	2,871,365	17	31	10	0
158	Junior Immigration Officers (Grade V)	6,408,859	48	99	11	0
29	Data Clerks	762,948	2	25	2	0
6	Drivers	157,851	6	0	0	0
6	Messengers/Cleaners	117,340	0	6	0	0
286			**260**		**26**	**0**

6001 OFFICE OF THE OMBUDSMAN

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Substitute Cleaner	1,500	0	0	1	0
1	Driver/Handyman	27,355	1	0	0	0
1	Substitute Driver/Handyman	2,700	0	1	0	0
3			**2**		**1**	**0**

8001 TOURISM HEADQUARTERS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Assistant Project Coordinator	56,347	1	0	0	0
1	Air Services Development Consultant	50,400	0	0	0	1
1	Ports Security Advisor	37,800	0	0	0	1
2	Secretary	104,259	0	1	1	0
1	Executive Secretary	52,416	0	1	0	0
1	Administrative Assistant	27,518	0	0	1	0
1	Clerical Assistant	23,469	0	1	0	0
1	Driver/Security	42,378	1	0	0	0
1	Driver/Assistant Supervisor of Security	29,514	1	0	0	0
1	Chief of Security	45,405	0	0	1	0

8001 TOURISM HEADQUARTERS (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Messenger/Office Attendant	27,518	0	1	0	0
5	Liaison Officer (Political)	65,520	3	1	0	1
1	Senior Liason Officer	41,278	1	0	0	0
1	Office Attendant	34,398	0	1	0	0
1	Park Security	30,270	1	0	0	0
1	Security/Office Attendant	35,774	1	0	0	0
1	Tourism Hospitality Officer I	0	0	0	0	1
1	Tourism Hospitality Officer II	29,781	0	1	0	0
9	Security Officer	231,240	2	5	0	2
1	Supervisor of Cleaners	31,152	0	1	0	0
5	Cleaner	55,752	0	5	0	0
2	In-House Cleaner	39,113	0	2	0	0
1	Gardener	29,812	1	0	0	0
1	Beautification Project Coordinator	55,037	0	0	0	1
1	Senior Tourism Officer	50,400	0	0	0	1
1	Tourism Officer	41,278	0	1	0	0
1	Tourism Officer, Administrative	55,037	0	1	0	0
1	Tour Guide/Driver	27,972	0	0	0	1
1	Sustainable Tourism Officer I	41,278	0	1	0	0
1	Sustainable Tourism Officer II	34,020	0	0	0	1
2	Sports Tourism Officer	74,300	1	1	0	0
1	Tourism Investment Officer	110,250	0	0	0	1
3	Research Officer	151,860	0	2	0	1
1	Statistics Officer I	38,657	0	1	0	0
1	Statistics Officer II	35,381	0	1	0	0
1	Receptionist/Clerk	0	0	0	0	1
2	Data Entry Clerk I	66,594	0	2	0	0
2	Data Entry Clerk II	61,091	0	2	0	0
1	Data Entry Clerk III	30,545	0	1	0	0
1	Senior Statistical Officer	48,432	1	0	0	0
5	Technical Officer	185,749	0	2	0	3
1	Tourism Community Relations Officer I	55,037	1	0	0	0
1	Tourism Community Relations Officer II	45,864	1	0	0	0
1	Driver/Tour Guide	32,444	1	0	0	0
1	Tour Guide	32,390	0	0	0	1
1	Public Relations Officer	46,410	0	1	0	0
1	Coordinating Officer	63,000	0	0	0	1
1	Coordinator Online Marketing Unit	48,157	0	0	0	1
1	Tourism Consultant (Contract Officer)	72,000	0	0	0	1
1	Environment and Hotel Standards Officer	55,037	0	0	1	0
1	Tourism Standards Officer	61,916	0	1	0	0
1	Management Instructor	56,700	0	0	0	1
1	Senior Tourism Education and Awareness Officer	61,916	0	1	0	0
1	Community Education and Training Officer	78,264	0	0	0	1
6	Taxi Dispatcher	179,071	0	6	0	0
2	Taxi Dispatcher Coordinator	99,066	1	0	0	1
1	Computer Technician	45,405	1	0	0	0
1	Driver/Aide	45,864	1	0	0	0
1	Ports Security Advisor	37,800	0	0	0	1
2	Driver	67,272	2	0	0	0
1	Community Development Officer	24,000	1	0	0	0
1	Supervisor	43,243	0	1	0	0
1	Director of Special Events, Promotion and Protocol	96,314	0	1	0	0
1	Cruise Liasion Officer	32,307	1	0	0	0
1	Product Development Officer	98,378	0	1	0	0
1	Hospitality Management Officer	82,555	1	0	0	0
1	Marine Development Officer	55,037	1	0	0	0
1	Policy and Projects Specialist	96,888	0	1	0	0
2	Quality Assurance Officer II	123,833	0	2	0	0

8001 TOURISM HEADQUARTERS (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Director of Urban Development and City Renewal	108,000	1	0	0	0
1	Entrepreneurial Development Officer	131,040	0	0	0	1
1	Tourism Health Consultant	96,000	0	0	1	0
1	Coordinator of Policy Coomunications	65,520	0	1	0	0
1	Messenger/Driver	41,278	1	0	0	0
109			**79**		**5**	**25**

8009 Beach Safety and Security Unit

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Manager	55,037	1	0	0	0
1	Assistant Manager	52,285	0	1	0	0
3	Beach Liaison Officer	155,371	2	0	1	0
2	Technical Trainer	88,059	2	0	0	0
7	Supervisor Beach Security	279,312	5	1	1	0
6	Senior Lifeguard	239,410	5	1	0	0
1	Junior Clerk	31,784	0	1	0	0
37	Lifeguard	1,299,495	21	4	12	0
29	Beach Control Officer	699,863	1	14	14	0
87			**59**		**28**	**0**

9501 PUBLIC INFORMATION AND BROADCASTING HQ

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Executive Administrative Officer	48,157	0	1	0	0
1	Project Field Officer	44,100	1	0	0	0
1	Project Officer	31,500	1	0	0	0
1	Supervisor of Accounts	41,841	0	1	0	0
2	Accounts Clerk II	63,292	0	2	0	0
3	Accounts Clerk III	82,555	0	3	0	0
1	Director of Operations	61,916	0	1	0	0
1	Information and Communications Officer	48,157	0	1	0	0
2	Driver/Messenger	46,452	0	2	0	0
1	Petty Officer	22,510	0	1	0	0
3	Driver	46,645	2	0	1	0
5	Janitor/Cleaner	107,436	0	5	0	0
1	Administrative Assistant	48,667	0	0	0	1
23			**21**		**1**	**1**

9502 INFORMATION TECHNOLOGY

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Director	144,472	1	0	0	0
1	Manager Network & Cloud Services (Pending Cabinet Decision)	108,000	0	0	1	0
1	Manager Software Application Development (Pending Cabinet Decision)	108,000	0	0	1	0
1	Manager System integration (Pending Cabinet Decision)	108,000	0	0	1	0
1	Manager Software Application Development (Pending Cabinet Decision)	108,000	0	0	1	0
1	Manager Technical Support	108,000	0	0	0	1
2	Network Engineer	144,871	1	1	0	0
2	Network Technician	110,074	1	1	0	0
1	Network Technician	64,779	1	0	0	0

9502 INFORMATION TECHNOLOGY (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Network Security Specialist	75,676	1	0	0	0
1	Data Center Project Manager (CD needed)	90,000	1	0	0	0
2	Software Programmer/Developer	110,074	1	1	0	0
1	Internet Engineer	72,649	0	1	0	0
1	Web Developer II	41,278	0	1	0	0
1	Director's Secretary	41,278	0	1	0	0
1	Lead network/IT Technician (Pending Cabinet Decision)	60,000	0	0	1	0
2	Senior System Administrators (Pending Cabinet Decision)	156,000	0	0	2	0
2	Cloud Support Technicians (pending Cabinet Decision)	120,000	0	0	2	0
3	Junior System Administrators (Pending Cabinet Decision)	120,000	1	0	2	0
1	Technical Support Lead (pending CD)	55,035	0	0	0	1
3	Hardware Technician II	90,811	3	0	0	0
4	Hardware Technician III	137,592	3	1	0	0
2	Hardware Technician IV	50,304	2	0	0	0
1	Supervisor, Customer Support	52,973	0	1	0	0
5	Customer Support Agents	220,216	0	5	0	0
1	Client Services Supervisor (pending transfer to ITC)	55,037	0	1	0	0
1	Operations Supervisor (pending transfer to ITC)	90,811	0	0	0	1
44			**30**		**11**	**3**

9503 TELECOMMUNICATIONS DIVISION

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Telecommunications Consultant	108,000	1	0	0	0
1	Technical Service Consultant	90,000	1	0	0	0
2	Telecommunications Engineer	110,074	2	0	0	0
1	Senior Technical Officer	0	0	0	1	0
1	Compliance and Accounting Officer	37,769	0	1	0	0
1	E911 Operator Supervisor	68,796	1	0	0	0
5	E911 Operator/Dispatcher	275,184	3	2	0	0
4	E911 Operator/Dispatcher Level I	165,110	1	3	0	0
1	E911 Operator/Dispatcher	151,200	1	0	0	0
1	E911 Operators	55,037	0	1	0	0
18			**17**		**1**	**0**

9504 E-Government

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Director, e-Government	98,280	0	1	0	0
1	Administrative Assistant	42,000	0	0	1	0
1	Manager, e-Government Solutions & Innovation (pending CD for upgrade)	72,072	0	0	1	0
2	Project Managers	96,000	0	0	2	0
2	Project Officers	78,624	0	1	1	0
1	Manager, Business & Data Analysis	82,555	0	1	0	0
2	Business Analyst (pending CD for upgrade)	96,000	0	0	2	0
2	Data Analyst (pending CD for upgrade)	96,000	0	0	2	0
1	Supervisor, Customer Support	52,973	0	1	0	0
5	Customer Support Agents	220,216	0	5	0	0
1	Client Services Supervisor (pending re-designation within ITC Department)	55,037	0	1	0	0

9504 E-Government (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Operations Supervisor (pending re-designation within ITC Department)	90,811	0	1	0	0
1	Manager, Digitization	72,072	0	1	0	0
1	Supervisor, Digitization (pending CD for upgrade)	50,400	0	0	1	0
48	Data Entry Clerks	1,320,883	3	35	10	0
1	Manager, ICT Training & Development (pending CD for upgrade)	72,072	0	0	1	0
2	Training Coordinator (pending CD for upgrade)	96,000	0	0	2	0
1	Training Clerks (pending CD for upgrade)	30,000	0	0	1	0
74			**50**		**24**	**0**

9505 Cybersecurity

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Director of Cybersecurity	103,194	0	1	0	0
1	CIRT Manager	69,600	1	0	0	0
3	Cyber Analyst	162,000	2	0	1	0
2	Cyber Incident Investigator	88,800	0	1	1	0
1	Administrative Assistant (pending CD for creation)		0	0	1	0
1	Digital Forensic Analyst (pending CD for creation)		0	0	1	0
9			**5**		**4**	**0**

9506 Public Information and Broadcasting

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	General Manager	108,000	0	1	0	0
1	Director, News, Sports & Current Affairs	96,000	1	0	0	0
1	Director, Programming	96,314	0	1	0	0
1	Director, Government Information Services	84,000	1	0	0	0
1	Director, Technical Services	96,314	1	0	0	0
1	Director, Business Development	75,600	0	0	1	0
2	Deputy Director, News & Sports	138,072	1	1	0	0
1	Communications Director	75,675	1	0	0	0
1	Deputy Director, Technical Services	65,520	1	0	0	0
1	Audio Visual Manager	61,916	1	0	0	0
1	Senior Manager Radio Production	68,108	0	1	0	0
1	Senior Manager Radio Programming	61,916	1	0	0	0
1	Head of Sports	55,036	1	0	0	0
2	Digital Photographer/ Graphic Designer	91,032	1	1	0	0
1	Manager - Television Production	55,032	0	1	0	0
1	Sales Manager	55,032	0	1	0	0
1	Senior Sports Reporter	51,597	1	0	0	0
1	Audio Visual Specialist	49,795	1	0	0	0
1	Producer GMAB	48,156	0	1	0	0
2	Current Affairs Producers	88,200	0	0	2	0
2	Senior Technician	83,268	2	0	0	0
1	Technician	34,392	1	0	0	0
1	Senior Editor	44,100	1	0	0	0
4	Master Controller	192,624	2	1	1	0
1	Sports Reporter	45,864	1	0	0	0
1	Operations Supervisor	45,864	1	0	0	0
3	Technicians	75,660	1	2	0	0
2	Audio Technicians	79,077	1	1	0	0

9506 Public Information and Broadcasting (cont'd)

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
2	Operator 1	75,600	1	0	1	0
13	Operator 2	550,272	9	1	3	0
5	Operator 3	86,652	1	2	2	0
1	Senior Television Operator	45,396	1	0	0	0
2	Senior News Reporter/Producer	106,968	0	2	0	0
9	News Reporters	338,904	1	4	4	0
1	News Reporter/on-Air Host	38,520	0	0	1	0
2	Announcer 1	68,784	1	1	0	0
1	Announcer 2	30,948	1	0	0	0
3	Announcer 3	86,652	1	2	0	0
2	Production Assistant	55,344	0	2	0	0
1	Stores Clerk	34,392	0	1	0	0
1	TV/Radio Host	37,800	0	0	1	0
1	Accounting/ Credit Collections Officer	48,156	0	1	0	0
3	Sales Clerks	94,932	1	2	0	0
1	Senior News/Sports Reporter	44,028	1	0	0	0
3	Producer	178,452	1	2	0	0
1	Receptionist	21,960	0	1	0	0
1	Traffic Secretary	22,983	0	0	1	0
1	Social Media Content Manager	54,000	0	1	0	0
1	Manager GIS Programming	60,000	0	1	0	0
1	Supervisor of Drivers	40,560	1	0	0	0
2	Driver	55,200	2	0	0	0
1	Administrative Assistant	36,000	0	0	0	1
1	Floor Manager	42,000	0	0	1	0
1	Janitor Cleaner	19,776	0	1	0	0
99			**80**		**18**	**1**

9507 Energy Desk

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Director	90,000	0	0	1	0
1	Policy Officer	72,000	0	0	1	0
1	Energy Offier	68,796	1	0	0	0
1	Energy Offier1	57,600	0	0	0	1
1	Energy Offifer II	52,416	1	0	0	0
2	Project Officer	75,312	0	1	1	0
1	Administrative Assistant	30,000	0	0	1	0
8			**3**		**4**	**1**

9508 GIS

No.	Position	Personal Emoluments	Positions Filled Male	Positions Filled Female	Vacancies to be Filled	Vacanies not to be Filled
1	Director - GIS	84,000	0	0	0	1
1	Information Officer	60,000	0	0	0	1
1	Information Assistant	27,516	0	0	0	1
1	Executive Assistant - Director GIS	30,000	0	0	0	1
2	Camera Operator	84,000	0	0	0	2
2	Editor	96,000	0	0	0	2
2	Graphic Designer	96,000	0	0	0	2
1	Administrative Assistant	30,000	0	0	0	1
1	Reporter	42,000	0	0	0	1
2	Production Assistant	64,800	0	0	0	2
14			**0**		**0**	**14**
9,323			**7,168**		**1,821**	**329**