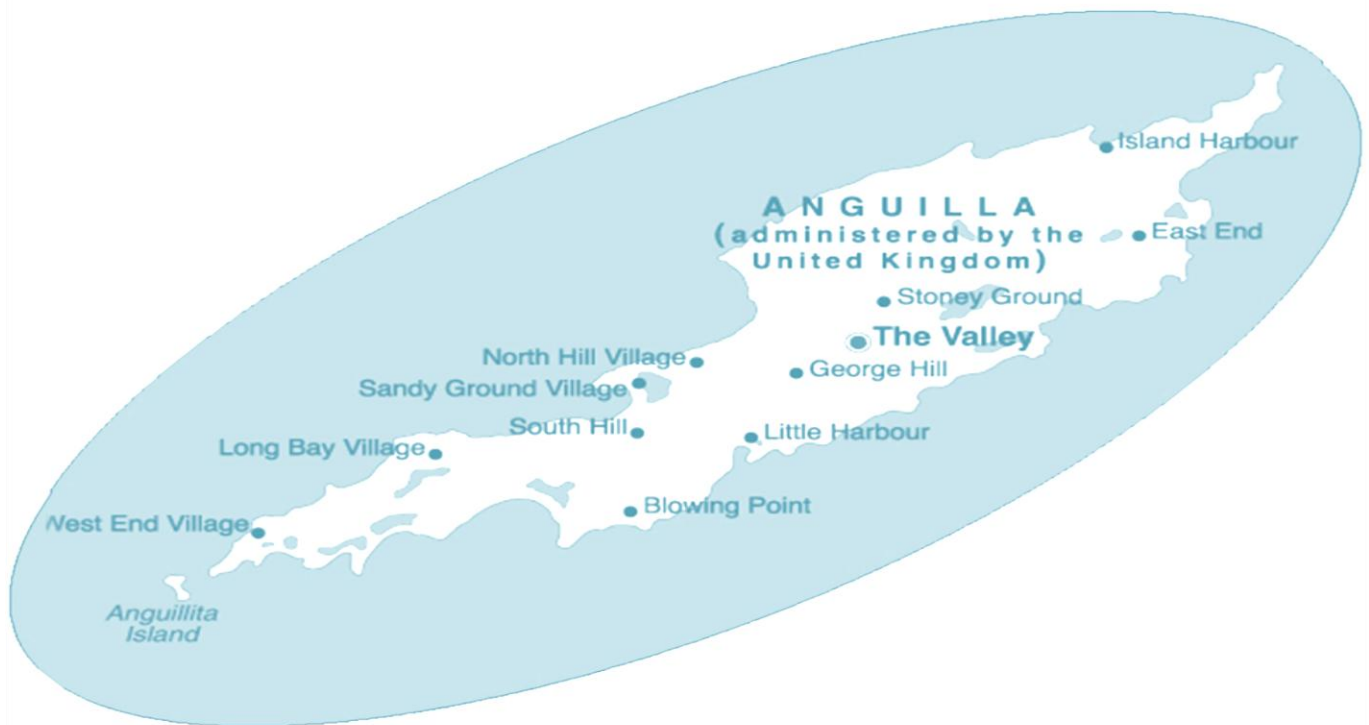


# Government of Anguilla



## 2018 ESTIMATES APPENDICES

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**GOVERNMENT OF ANGUILLA  
2018 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**

**ANGUILLA TOURIST BOARD**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2018**

- To develop a strong digital marketing strategy to ensure a strong competitive brand in the marketplace.
  - To develop and maintain a modern and practical destination website.
  - To support the initiatives of the international media through the provision of PR content, dynamic imagery and videography to raise the profile of the destination.
  - To create awareness of the destination through marketing, partnerships, travel trade programmes/Co-op Marketing (Digital, Social, print, television & general broadcast)
  - To establish and maintain working relationships with all stakeholders (public & private sector partners as well as advertising, public relations and promotion agencies locally, regionally and internationally).
  - To represent Anguilla at in-market events & shows (Roadshows, trade and Consumer shows, dinner presentations, seminars and exhibitions)
  - To coordinate and execute direct sales initiatives to the Travel Trade and consumers.
  - To enhance the elements of the visitor experience (accommodations, transportation, entertainment, restaurants, and activities) to adequately reflect our positioning / brand as a luxury destination.
  - To focus on quality control and benchmarking, by training and developing minimum regulatory industry standards and guidelines for all tourism related stakeholders.
  - To create programmes to encourage new tourism business development and existing business enhancement (upgrades).
  - To work with local stakeholders to develop, package & market authentic Anguillian experiences.
  - To use our experience mapping tools to develop strategies and recommendations to strengthen our guests' on island experience.
  - To use communication tools to measure guest satisfaction.
  - To support local activities and projects that contribute to authentic local experiences.
  - To promote and maintain an awareness of tourism and its importance to Anguilla's economy.
- 
- To work with different ministries to develop tourism related policies to enhance the tourism product offerings, tourism related revenue collection and compliance, minimum industry standards. ensuring that our on island experiences are consistent with the ATB's Marketing initiatives.
- 
- To support access development- direct & through major hubs.
  - To conduct a needs assessment survey for the entire tourism industry.
  - Increase awareness of the Anguilla Tourist Board and its services using an intergrated PR strategy (social media, print, radio & events)
  - To create and support local marketing activities that will help to raise the profile of the Anguilla Tourist Board.
  - To enhance the capacity of the ATB to adequately execute its mandate.

<b>PERFORMANCE INDICATORS</b>	<b>2018 Estimates</b>	<b>2019 Targets</b>	<b>2020 Targets</b>
<b>Output Indicators</b>			
<b>Website</b>			
· Review Sessions - Daily review and updates to ensure all information is accurate and updated.		260	260
· Conference sessions - Weekly conference with webmaster on workings of the website.		50	25
· Number of Engagements - Liaise with stakeholders to encourage regular updated information.		12	12
<b>Digital</b>			
· Number of Creatives - Create bold and dynamic digital advertising creatives that will inspire and attract tourists to Anguilla.		12	12
· Number of sessions - Procure Digital imagery for destination promotion and awareness.		10	10
· Number of sessions - Develop digital advertising and inspiring content for social media to promote Anguilla.		156	156
· Number of activities - Create local marketing initiatives to raise the awareness of Anguilla and how it is being positioned internationally.		4	4

<b>International PR</b>			
· Number of publications - Create and disseminate prolific publications to the most influential and targeted media, travel trade and consumer channels to raise the profile of Anguilla's tourism product.	12	12	
· Number of sessions - Execute strategies for building and maintaining relationships with the travel trade market segments.	4	4	
· Number of Fams - <b>Media:</b> Will be to include a first-hand account of the Anguilla experience on island in the form of editorial coverage in major magazines; consumer-travel publications; with corresponding online coverage and social media platform postings.	15	15	
· Number of sessions - Manage the image of Anguilla as a destination to ensure a dynamic and diverse picture is delivered on the Anguilla Experience to the media, travel trade and wider tourism industry.	12	12	
<b>Trade/Consumer &amp; Roadshows</b>			
· Number of sessions per year - Represent Anguilla at various trade and consumer shows and exhibitions to increase the awareness of Anguilla's tourism.	30	30	
· Number of Activities - Participate in niche market trade and consumer shows designed to raise the destination's product offerings.	6	6	
<b>Sales, Seminars &amp; Training Presentations</b>			
· Number of sessions per year - Coordinate and execute direct sales activities to the travel trade industry (US, Canada, UK & Scandinavia, Germany, Italy, South America).	79	79	
· Number of training seminars - Develop training programmes for in-market stakeholders that provide opportunities for increased standards and sales collaboration with online travel agencies.	4	4	
· Number of reviews - Maintain the integrity of the content and information supplied in the sales presentations to the travel trade.	4	4	
<b>Relationship Building</b>			
· Number of meetings - Execute industry meetings to maintain and support the relationship between the ATB and stakeholders.	4	4	
· Number of meetings - Development of new international opportunities with industry stakeholders.	4	4	
· Number of meetings - Maintain local working relationships between the various private/public sector partners and the ATB.	4	4	
<b>Familiarization Visits</b>			
· Number of Fams - <b>Travel Trade:</b> is to increase awareness of Anguilla as an elite destination, highlighting the island as place for the travelers of various niche markets.	30	30	
<b>Tourism Awareness Projects</b>			
· Number of school tourism awareness projects / Campaigns	5	12	17
· Number of activities for school year	0	2	4
· Number of tourism action clubs	0	3	7
· Number of meetings days per month	0	1	1
· Number of tourism competitions	0	2	4
· Number of young people attending conference	0	2	5
<b>Research</b>			
· Number of data collection initiatives	0	10	10
<b>Industry Based Training</b>			
· Number of Sessions; Accommodations	0	1	3
· Number of Sessions; Attractions	0	1	3
· Number of Sessions; Restaurants	0	1	3
· Number of Sessions; Activities	0	1	3
· Number of Sessions; Tourist Guides	0	1	3
· Number of Sessions; Transportation	2	1	3
· Number of Sessions; Retail	0	1	3
· Number of Sessions: Government Departments	3	4	4
· Number of people targeted per session	30	30	30
<b>Events and Festivals</b>			
· Number of Festivals (receiving technical and financial support)	9	15	15
<b>Local Events and Festivals</b>			
· Number of Events (receiving technical and financial support)	20	25	25

<b>Enhancement Projects - Eco Tourism</b>			
· Number of Boat Mooring Projects	1	1	1
· Number of Terrestrial Animal Projects	1	1	1
· Number of Marine Animal Projects	1	1	1
· Number of Natural and Eco Historical Site Projects	1	1	1
· Number of Training Courses / Seminars	1	1	1
<b>Enhancement Projects - Sports Tourism</b>			
· Number of Tourism Related Sports Events	4	5	5
· Number of Training Courses / Seminars	1	1	1
<b>Enhancement Projects - On island Promotions</b>			
· Number of Off Shore Cays	0	4	6
· Number of community development promotions	0	1	4
· Number of Training Courses / Seminars	1	1	1
<b>Enhancement Projects - Epicurean</b>			
· Number of Epicurean events held	3	4	4
· Number of Epicurean teams	1	1	1
· Number of Training Courses / Seminars	1	1	1
<b>Enhancement Projects - Historical &amp; Preservation</b>			
· Number of projects launched	0	1	1
· Number of participating partners	0	1	1
· Number of skills development sessions	0	1	1
<b>ATB Beyond Extraordinary Troupe</b>			
· Number of activities	5	5	5
· Number of participants	80	150	150
· Number of visitors participating in troupe	10	50	50
<b>Tourism Week</b>			
· Number of activities	4	5	6
· Number of attendees	150	200	250
<b>Experience Videos</b>			
· Number of Experience Videos created	8	5	5
<b>Public Relations</b>			
· Number of media impressions (radio, print, digital)	100	365	365
· Number of PR Activities	10	24	35
<b>Policy Development</b>			
· Review of tourism related policies and legislation	0	4	4
· Development and introduction of new policy recommendations	0	4	4
<b>ATB Training</b>			
· Number of personal development sessions	10	18	24
· Number of specialised training courses	0	10	10
· Number of overseas attachments	0	8	4
<b>Outcome Indicators -</b>			
· Percentage of policy recommendations adopted and implemented from the ATB		50%	55%
· Percentage increase of partners receiving tourism training Programs		60%	75%
· Percentage increase in businesses participating in Tourism Training Programs		60%	75%
· Number of people trained in customer service		120	240
· Number of young people trained in other Tourism leadership, governance and advocacy areas		30	40
· Number of new tourism business start-ups by local residents		5	5
· Number of people receiving training in tourism		350	750
· Number of schools exposed to the Hello Tourist		9	9
· Number of Festivals celebrating Anguilla's Cultural Heritage		3	3
· Development of a 3 - 5 year strategic management plan		1	1
· Number of existing polices reviewed		4	4
· Number of new polices recommended		4	4

**GOVERNMENT OF ANGUILLA**  
**2018 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**ANGUILLA TOURIST BOARD**

DETAILS OF EXPENDITURE	ACTUAL 2016 \$	APPROVED ESTIMATE 2017 \$	APPROVED ESTIMATE 2018 \$	FORWARD ESTIMATE 2019 \$	FORWARD ESTIMATE 2020 \$
<b>PERSONAL EMOLUMENTS</b>					
Salaries	738,608	709,666	1,311,664	1,170,000	1,170,000
Wages	12,884	12,000	49,886	49,886	49,886
Board Fees	57,938	68,400	77,400	68,400	68,400
Other staff costs	125,078	142,479	214,023	425,498	425,498
<b>Total Personal Emoluments</b>	<b>934,507</b>	<b>932,545</b>	<b>1,652,973</b>	<b>1,713,784</b>	<b>1,713,784</b>
<b>GOODS AND SERVICES</b>					
Local Operating Costs	360,955	331,352	342,769	871,876	871,876
Overseas Administrative Costs	1,474,135	1,371,400	2,420,219	2,816,936	2,816,936
Debt Servicing	78,104	78,104	78,104	78,104	78,104
St. Maarten Port Facility	821,144	550,000	607,012	825,849	825,849
Local Marketing	3,180,219	3,650,066	3,772,575	3,124,151	3,124,151
Overseas Marketing:					
<i>United State of America</i>	506,998	715,400	1,469,292	2,499,733	2,499,733
<i>Canada</i>	139,804	143,878	0	0	0
<i>United Kingdom</i>	444,127	434,200	295,178	853,905	853,905
<i>Puerto Rico and South America</i>	430,655	646,600	272,809	870,326	870,326
<i>Germany</i>	126,115	158,455	99,631	146,899	146,899
<i>Italy</i>	213,990	188,000	361,237	487,225	487,225
<b>Total Goods and Services</b>	<b>7,776,246</b>	<b>8,267,455</b>	<b>9,718,826</b>	<b>12,575,004</b>	<b>12,575,004</b>
<b>Total Recurrent Estimates</b>	<b>8,710,753</b>	<b>9,200,000</b>	<b>11,371,799</b>	<b>14,288,788</b>	<b>14,288,788</b>
<b>Capital Estimates</b>	-	-	-	-	-
<b>TOTAL ESTIMATES</b>	<b>8,710,753</b>	<b>9,200,000</b>	<b>11,371,799</b>	<b>14,288,788</b>	<b>14,288,788</b>
<b>FINANCING:</b>					
Government Receipts	8,486,357	8,976,734	9,300,000	9,300,000	9,300,000
Other Receipts	600,922	760,166	746,559	2,787,967	2,787,967
<b>TOTAL FINANCING</b>	<b>9,087,279</b>	<b>9,736,900</b>	<b>10,046,559</b>	<b>12,087,967</b>	<b>12,087,967</b>

ACCOUNTING OFFICER: PERMANENT SECRETARY ECONOMIC DEVELOPMENT & TOURISM

**GOVERNMENT OF ANGUILLA  
2018 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**

**ANGUILLA COMMUNITY COLLEGE**

**PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2018**

- Work with the Caribbean Development Bank and the Ministry of Education to advance the ACC/CDB Development Project
- Train non-teacher trained faculty in approaches to teaching and learning, particularly with respect to adult learners
- Implement new employee performance management system
- Widen access to ACC curriculum through the creation of alternative matriculation and foundation programming
- Provide monthly financial statements for management and board monitoring and decision making processes
- Enhance operations through implementation of Board-approved policies
- Conduct programme to sensitize community about ACC's BTEC Offerings
- Develop new strategy for teacher education given reduction in traditional pool due to increased number of teachers trained

<b>PERFORMANCE INDICATORS</b>	<b>2018 Estimates</b>	<b>2019 Targets</b>	<b>2020 Targets</b>
<b>Output Indicators</b>			
· Number of student enrolled in long-term programmes*	338	370	450
· Number of students in short courses*	211	300	325
· Number of students obtaining professional licences and certificates*	111	80	100
· Number of policies approved by the Board of Governors	3	6	6
· Number of collaborative initiatives offered( with public and private individuals and organizations)	2	5	5

\*Enrollment figures may be duplicated representing students registered in each semester

<b>Outcome Indicators</b>			
· Percentage completion of the new ACC Campus	8%	90%	100%
· Percentage change in number of students enrolled in long-term programmes		9%	22%
· Percentage change in numbers of students enrolled in short courses		42%	8%
· Percentage change in numbers of students obtaining professional licences and certificates		-28%	25%
· Percentage of faculty trained in course delivery	47%	82%	85%
· Percentage of staff receiving performance evaluations and setting goals	40%	90%	100%
· Number of Board and management meetings where montly financial statements are presented	11	11	11
· Number of primary and secondary teachers engaged in professional development courses	30	60	70
· Percentage change in number of students enrolled in BTEC Courses	10%	50%	20%

**GOVERNMENT OF ANGUILLA**  
**2018 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**THE ANGUILLA COMMUNITY COLLEGE**

DETAILS OF EXPENDITURE	ACTUAL 2016	APPROVED ESTIMATES 2017	APPROVED ESTIMATES 2018	FORWARD ESTIMATE 2019	FORWARD ESTIMATE 2020
	\$	\$	\$	\$	\$
<b>Administrative Personal Emoluments</b>					
Admin Staff	1,870,712	1,783,428	1,863,551	1,863,551	1,863,551
Admin Allowances	57,655	29,184	67,200	67,200	67,200
Pension, Insurance & Social Security	161,131	188,921	184,411	184,411	184,411
Gifts and Awards	-	-	-	-	-
Other Benefits	18,312	-	-	-	-
Board of Governors Fees	167,400	167,400	167,400	167,400	167,400
Travel Allowance	9,931	3,600	6,240	6,240	6,240
<b>Total Personal Emoluments</b>	<b>2,285,142</b>	<b>2,172,533</b>	<b>2,288,802</b>	<b>2,288,802</b>	<b>2,288,802</b>
<b>Academic Expense</b>					
Faculty Expenses	342,789	644,149	612,665	612,665	612,665
Other Academic Expense	223,964	354,002	424,070	424,070	424,070
<b>Total Academic Expense</b>	<b>566,753</b>	<b>998,151</b>	<b>1,036,735</b>	<b>1,036,735</b>	<b>1,036,735</b>
<b>GOODS AND SERVICES</b>					
Overseas Travel	20,432	18,628	16,711	16,711	16,711
Communication Expense	30,641	31,390	53,721	53,721	53,721
Supplies and Material	35,830	43,237	46,516	46,516	46,516
Subscription, Periodicals and Books	2,475	2,903	972	972	972
Maintenance Expense	67,533	72,654	67,944	67,944	67,944
Occupancy Cost	495,351	503,936	517,866	517,866	517,866
Professional and Consultancy Services	74,578	40,323	40,045	40,045	40,045
Staff Development & Hosting	11,414	14,812	4,052	4,052	4,052
Advertising	59,111	34,088	141,806	141,806	141,806
Other Expenses	28,521	9,529	25,143	25,143	25,143
<b>TOTAL GOODS AND SERVICES</b>	<b>825,887</b>	<b>771,501</b>	<b>914,777</b>	<b>914,777</b>	<b>914,777</b>
<b>Other Operating Expenses</b>					
CDB Expenses	263,589	255,545	283,282	283,282	283,282
Zenaida Café	19,124	45,004	43,139	43,139	43,139
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>282,712</b>	<b>300,548</b>	<b>326,421</b>	<b>326,421</b>	<b>326,421</b>
<b>TOTAL RECURRENT ESTIMATES</b>	<b>3,960,493</b>	<b>4,242,733</b>	<b>4,566,735</b>	<b>4,566,735</b>	<b>4,566,735</b>
<b>CAPITAL EXPENDITURE</b>					
Fixed Assets	-	6,540	-	-	-
<b>TOTAL ESTIMATES</b>	<b>3,960,493</b>	<b>4,249,273</b>	<b>4,566,735</b>	<b>4,566,735</b>	<b>4,566,735</b>
<b>FINANCING</b>					
Government of Anguilla Subvention	3,115,178	3,115,178	\$3,015,178	3,015,178	3,015,178
Tuition & Fees	660,830	748,917	867,614	867,614	867,614
Other Receipts	284,226	19,125	22,005	22,005	22,005
Zenaida Café	53,372	48,900	73,600	73,600	73,600
Cash Reserves/Surplus	(153,112)	317,153	588,337	588,337	588,337
<b>TOTAL FINANCING</b>	<b>3,960,493</b>	<b>4,249,273</b>	<b>4,566,735</b>	<b>4,566,735</b>	<b>4,566,735</b>

ACCOUNTING OFFICER: PERMANENT SECRETARY EDUCATION



**GOVERNMENT OF ANGUILLA**  
**2018 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**HEALTH AUTHORITY OF ANGUILLA**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2018**

- Implement mechanisms to ensure the financial probity of the HAA
- Develop and implement strategies to increase revenue collection
- Conduct islandwide immunization programmes targeting children 0-5 years
- Promote and improve the health of the disabled and older persons in the community
- Develop and implement mechanisms to monitor and evaluate care at the MGSCH
- Conduct mental health education programmes in pre, primary and secondary schools.
- Develop and implement comprehensive HR policies and assorted plans to more effectively deliver the highest quality HR services within the HAA
- Coordinate and monitor the development and implementation of SOP's
- Conduct HR Audit
- Improve the capacities and capabilities of HR in the HAA
- Strengthen local, regional and international partnerships/alliances to enhance training and development opportunities and minimize incidence of scarce expertise/resources
- Provide one public education programme promoting the prevention and early detection of chronic non communicable diseases per health district
- Provide one health fair with screening for diabetes, hypertension, obesity, Prostate cancer, Cervical cancer
- Implement blood bank
- Implement health care services to private nursing homes
- Commission new CT Scan
- 50% LED lighting across HAA properties
- Implement Backup generation system for clinics
- Introduction of Security systems for the clinics
- Operational Call Bell

PERFORMANCE INDICATORS	2018	Estimates	2019	Targets	2020	Targets
<b>Output Indicators</b>						
- Number of audited financial statements submitted to Exco	3		1		1	
- Number of collection plans developed	1		1		1	
- Number of children fully immunized	139		150		150	
- Number of shut-in visited						
- Number of audits conducted at the MGSCH	2		2		2	
- Number of schools visited	15		15		15	
- Number of audited HR Files	220		220		220	
- Number of staff educated about the New Employee Manual	220		220		220	
- Number of Staff Members Completing the Staff Satisfaction Survey	220		220		220	
- Number of Applications responded to	120		75		90	
- Number of Performance Management Forms completed	220		220		220	
- Number of Standard Operating Procedures Completed	27		27		27	
- Number of Staff Offered Scholarships	5		6		8	
- Number of interviews completed	30		40		40	
- CT Scan Installed and tested	1					
- Purchase and installation of LED lighting across HAA properties						
- Purchase of backup generation systems	1		1		1	
- Electronic door lock systems purchased and installed	3					
- Call Bell Equipment Purchased	1					

<b>Outcome Indicators</b>			
- Number of action plans formulated to address control weaknesses identified in the audit management letter	1	1	1
- Collection percentage of services billed increased	5%	5%	5%
- Percentage of children fully immunized	95%	95%	95%
- Percentage of shut-in visited	85%	85%	85%
- Number of tools developed	1	1	1
- Percentage of schools visited	90%	90%	90%
- Percentage of files audited	100%	100%	100%
- Percentage of staff educated about the New Employee Manual	100%	100%	100%
- Percentage of Staff Completing the Staff Satisfaction Survey	95%		
- Percentage of Applications responded to	100%	100%	100%
- Percentage of Performance Management Forms completed	100%	100%	100%
- Percentage of staff Offered Scholarships	100%	100%	100%
- Percentage of Standard Operating Procedures Completed	100%	100%	100%
- Number of education sessions per health district per year	100%	100%	100%
- Number of persons screened	40	60	80
- Percentage of times walk in donors needed for emergent transfusions	15%	10%	5%
- Number of visits to each nursing home per month	1	1	1
- CT Scan Operational and commissioned	1		
- Reduction in cost of electrical consumption	10%	10%	10%
- Number of Clinics equipped with backup power	3	4	5
- Clinics have a electronic door locks and one camera	5	5	5
- Call Bell Commissioned and operational	1		

**GOVERNMENT OF ANGUILLA**  
**2018 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**HEALTH AUTHORITY OF ANGUILLA**

ACCT NO	DETAILS OF EXPENDITURE	ACTUAL 2016	REVISED ESTIMATE 2017	APPROVED ESTIMATE 2017	APPROVED ESTIMATE 2018	FORWARD ESTIMATE 2019	FORWARD ESTIMATE 2020
		\$	\$	\$	\$	\$	\$
<b>PERSONAL EMOLUMENTS</b>							
310	Personal Emoluments	17,258,743	17,615,970	18,086,064	18,020,367	18,320,834	18,320,834
313	Contributing Pensions	400,231	416,570	438,075	425,968	429,249	429,245
314	Social Security Employers contribution	693,372	710,690	750,162	743,661	754,057	754,051
316	Allowances	749,142	879,300	807,958	940,994	947,994	947,994
317	Board & Committee Fees	173,115	189,540	193,860	193,860	193,860	193,860
318	Insurance Benefit Staff	930,586	1,138,180	1,196,910	1,206,240	1,215,213	1,215,213
	<b>Total Personal Emoluments</b>	<b>20,205,189</b>	<b>20,950,250</b>	<b>21,473,029</b>	<b>21,531,090</b>	<b>21,861,206</b>	<b>21,861,196</b>
<b>GOODS AND SERVICES</b>							
322	International Travel & Subsistence	155,821	150,430	146,358	153,668	153,668	153,668
324	Utilities	931,525	1,141,630	1,106,080	1,186,180	1,186,180	1,186,180
326	Communication Expenses	237,474	432,770	323,248	333,196	333,196	333,196
328	Supplies Materials	621,245	721,170	737,213	738,413	738,413	738,413
330	Medical Supplies	2,818,962	3,204,450	3,206,380	3,141,552	3,141,552	3,141,552
332	Subscription, periodicals and Books	20,080	12,330	11,000	11,000	11,000	11,000
334	Maintenance of Buildings	319,783	258,860	199,992	199,992	199,992	199,992
336	Maintenance Services	513,399	538,820	492,741	489,335	489,335	489,335
338	Operating Costs	24,154	78,420	30,000	30,000	30,000	30,000
340	Rental of Assets	29,939	35,780	32,356	32,356	32,356	32,356
344	Professional & Consultancy Fees	417,331	700,570	683,043	730,702	730,702	730,702
346	Insurance	136,022	151,230	150,000	199,000	219,000	219,000
347	Medical Protection Society	-	262,930	261,420	283,920	312,312	343,543
348	Hosting and Entertainment	23,680	62,070	50,000	40,000	40,000	40,000
350	Training	302,134	7,560	120,000	300,000	300,000	300,000
352	Advertising	15,676	26,720	16,500	26,500	26,500	26,500
353	National Programmes	9,615	13,280	28,800	20,800	30,300	30,300
	<b>Total Goods and Services</b>	<b>6,576,840</b>	<b>7,799,020</b>	<b>7,595,131</b>	<b>7,916,614</b>	<b>7,974,506</b>	<b>8,005,737</b>
<b>TRANSFERS AND SUBSIDIES</b>							
360	Retiring Benefits - Gratuities	183,398	313,980	310,436	420,410	381,566	358,936
364	Medical Treatment Overseas	20,772	13,350	6,000	6,000	6,000	6,000
	<b>Total Transfers and Subsidies</b>	<b>204,170</b>	<b>327,330</b>	<b>316,436</b>	<b>426,410</b>	<b>387,566</b>	<b>364,936</b>
<b>OTHER EXPENSES</b>							
370	Refunds	18,756	9,760	6,000	6,000	6,000	6,000
372	Claims Against Health Authority	115,212	-	75,000	75,000	75,000	75,000
374	Sundry Expenses	25,689	28,530	28,200	28,200	28,200	28,200
375	Contingencies	-	-	100,000	225,004	225,004	225,004
	<b>Total Other Expenses</b>	<b>159,657</b>	<b>38,290</b>	<b>209,200</b>	<b>334,204</b>	<b>334,204</b>	<b>334,204</b>
	<b>Total Recurrent Estimates</b>	<b>27,145,856</b>	<b>29,114,890</b>	<b>29,593,796</b>	<b>30,208,318</b>	<b>30,557,483</b>	<b>30,566,073</b>
	<b>Special Expenditure - Deferred Salary</b>	864,126	198,440	350,000	300,000	-	-
	<b>Capital Estimates</b>	730,470	779,000	1,409,612	457,505	370,000	370,000
	<b>TOTAL ESTIMATES</b>	<b>28,740,452</b>	<b>30,092,330</b>	<b>31,353,408</b>	<b>30,965,823</b>	<b>30,927,483</b>	<b>30,936,073</b>
<b>FINANCING:</b>							
	Government Subvention	16,305,643	17,062,413	16,662,408	16,662,360	16,662,360	16,662,360
	Government Capital Contribution	62,178	123,644	70,000	-	-	-
	Other Receipts	11,397,619	11,097,638	14,321,200	14,003,165	14,265,468	14,273,868
	Cash Reserves	975,012	1,808,635	299,800	300,298	-345	-155
	<b>Total Financing</b>	<b>28,740,452</b>	<b>30,092,330</b>	<b>31,353,408</b>	<b>30,965,823</b>	<b>30,927,483</b>	<b>30,936,073</b>

ACCOUNTING OFFICER: PERMANENT SECRETARY HEALTH