



Budget Department – Division of Finance and the Economy

SECRETARY FOR FINANCE

CIRCULAR MEMORANDUM

No. 1 Dated March 01, 2017

DRAFT ESTIMATES OF REVENUE AND EXPENDITURE

OF

THE TOBAGO HOUSE OF ASSEMBLY

FOR THE FINANCIAL YEAR

2018

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THA (B): 1/1/3

SECRETARY FOR FINANCE AND ENTERPRISE DEVELOPMENT
CIRCULAR MEMORANDUM NO. 1

FROM: Secretary for Finance and the Economy

TO: Secretaries, Assistant Secretaries, Chief Administrator,
Administrators, Clerk of the Assembly and ALL Heads of
Divisions/Departments

DATED: 1st March, 2017

SUBJECT:

Draft Estimates of Revenue and Expenditure 2018

1. INTRODUCTION:

- 1.1 This Circular is issued pursuant to Section 41 (1) of the Tobago House of Assembly Act Number 40 of 1996 which states that, the Secretary (with responsibility for Finance) shall in each Financial Year; submit to the Assembly for its approval, Draft Estimates of Revenue and Expenditure respecting all functions of the Assembly for the next financial year.
- 1.2 The Circular provides Divisions/Departments of the Tobago House of Assembly with instructions to be followed in the preparation of Draft Estimates of Revenue and Expenditure for the accounting year 2018. Guidelines for the preparation of a review of the Public Sector Investment Programme (PSIP) to be presented to Parliament as part of the 2018 Budget are also included.

- 1.3 The responsibility for the compilation of the Draft Estimates of the Tobago House of Assembly is that of the Division of Finance and Enterprise Development.
- 1.4 You are required to ensure that your submission reaches the Division of Finance and Enterprise Development (Budget Section), and the Division of Planning and Development, Planning Department, no later than **21st April 2017**. The Estimates of Revenue and Recurrent Expenditure must be submitted in duplicate to the Finance Department (Budget Section) while the Development Programme must be submitted to the Planning Department of the Division of Planning and Development and copied to the Budget Section (Finance Department).
- 1.5 The 2018 Budget will take into consideration, but not be constrained by, the details of timing and volume as articulated in the following documents:
- 1.5.1 Review of the Comprehensive Economic Development Plan (CEDP) for Tobago 2006 – 2010; The Comprehensive Economic Development Plan, 2013 – 2017 and the CEDP Implementation Plan, 2013-2017;**
- 1.5.2 The Strategic Plan of each Division/Department.**
- 1.6 **The Comprehensive Economic Development Plan for Tobago (CEDP) 2013 – 2017 outlines strategic imperatives for sustained economic growth and development.**
- 1.6.1 Its objectives are as follows:**
- 1. A focused approach to development;**

- 2 To contribute to national development in terms of economic and social transformation, quantitatively and qualitatively;
3. To make Tobago the Capital of Paradise – clean, green, safe and serene;
4. To create employment, and income and a source of foreign exchange that is distinctive from the oil and energy led sector of Trinidad;

1.6.2 Divisions/Departments are also strongly advised to utilize their strategic review to give their budgetary activities greater focus, rationale and objectivity, and to ensure that their organisation's plan informs their budgetary proposals. The intent is:

1. To manage all resources more strategically in order to achieve greater levels of efficiency;
2. To determine what services and activities are absolutely necessary and relevant for the most efficient execution of activities within the Division;
3. Prepare budget proposals that indicate value for money concepts, expenditure and cost control consciousness, resource management and other business principles and practices that encourage effective and efficient financial management; and

4. **To focus on budgeting for the completion of programmes already under execution, before proposing new programmes.**

1.7 All Divisions/Departments, therefore, must ensure that relevant adjustments are made to their Draft Estimates in order to translate the Tobago House of Assembly's policies into deliverables.

1.8 **The importance of the Draft Estimates cannot be over emphasized. INSTRUCTIONS CONTAINED IN THIS CIRCULAR MUST BE STRICTLY ADHERED TO. If there is need for divergence, the matter should be brought to the attention of the Finance and Enterprise Division (Budget Section) in writing, before the stipulated time for submission of these Estimates.**

1.9 There continues to be instances, where Estimates reach the Finance and Enterprise Division (Budget Section) too late to permit adequate time for effective review and consultation with the relevant department/agency. Your personal attention in eliminating these constraints for the achievement of a smooth and effective budget is expected.

1.10 All Estimates must provide for the payment of Value Added Taxes.

1.11 Instructions to be followed in the preparation of the Draft Estimates for 2018, relate to the following sub-division of programmes and activities:

- 1.11.1 Revenue**
- 1.11.2 Recurrent Expenditure**
- 1.11.3 Development Programme**

1.11.4 Unemployment Relief Programme

**1.11.5 Community Based Environmental Protection and
Enhancement Programme**

2. REVENUE (APPENDICES I, II, III)

GENERAL

- 2.1 The Estimates of Revenue for 2018 should be prepared in duplicate along the lines of 2017 Estimates.
- 2.2 Each Revenue Head should be shown on a separate sheet in the form specified in Appendix I. The descriptions of the Head, Sub-Head and Item should be identical with those appearing in the Estimates for 2017 modified by such amendments as may have taken place during the course of the year. Actual Revenue figures as at 30th September, 2016 must be reconciled with the Final Accounts Section, Division of Finance and Enterprise Development.
- 2.3 Estimates should be stated to the nearest dollar and be as accurate as possible. They should be based on the latest current information of actual collections and likely trends.
- 2.4 The assumptions on which the Revised Estimates for 2017 and the Estimates for 2018 are based, should be clearly stated and supported by statistical data to facilitate analysis in the form specified in Appendix II. Full explanations should be given for the inclusion of new items and variations in the descriptions of any items or sub-items.

PROPOSALS FOR ADDITIONAL REVENUE

- 2.5 Proposals for increasing revenue from existing sources and for exploring new sources should be urgently and seriously considered and submitted under separate confidential cover.

RECOMMENDATIONS

- 2.6 Recommendations derived from an examination of ineffective or inefficient revenue items are also to be urgently and seriously considered and submitted under separate confidential cover. Your submission will be examined with a view to either abolishing the Revenue Item/Items or increasing their rates to economic levels. Please bear in mind, any legal or statutory requirements or obligations which may apply. The financial implications of both options, abolition or rate increase should be dealt with in your submission.

- 2.7 More intensive efforts are to be applied to reduce the accumulation of arrears of Revenue. The Estimates for 2018 should include a provision for such arrears as are likely to be collected during the course of the current year and during the ensuing accounting period 2018. In this respect, a separate statement in the form of Appendix III is required showing:-

- (i) **The total arrears outstanding as at 30th September, 2016;**
- (ii) **The amount of these arrears included in the Revised Estimates for 2017;**
- (iii) **The amount of these arrears which are likely to be collected during 2018 accounting year.**

- 2.8 Where there are no arrears due to be collected, this should be stated.

- 2.9 The amount of arrears collected from October 2016 to March 2017 should be stated.

RESPONSIBILITY OF COLLECTORS

- 2.10 All Collectors of Revenue and their Staff are reminded of their duty to ensure the collection of all revenues for which they are responsible. In this connection, positive measures must be taken to correct any deficiencies which may exist in the revenue collecting agencies in your respective Departments/Divisions with a view to achieving the targets set out in the Revenue Estimates.

3. RECURRENT EXPENDITURE **(APPENDICES IV – XI and XVII)**

- 3.1 The Estimates of Recurrent Expenditure for 2018 together with the projections for 2019 and 2020 should be prepared in accordance with the format and classification submitted on the forms at Appendices IV to XI and XVII.

COMPLIANCE WITH GOVERNMENT POLICIES

- 3.2 In preparing the Recurrent Estimates, Secretaries and Heads of Divisions/Departments must take into account, authoritative documents and statements issued by Government from time to time.
- 3.3 The following additional guidelines are issued for the preparation of the Draft Estimates:

ECONOMY IN PREPARATION

- 3.3.1** The first claims upon the Estimates of the Budget Year are the commitments of the previous year and these should be identified and included in the Draft Estimates under the appropriate item;
- 3.3.2** All Estimates must conform with the policies of the Executive Council of the Assembly, within the general framework of the Tobago House of Assembly Act # 40 of 1996 and the Assembly's Financial Rules, Regulations and Instructions that are in force;
- 3.3.3** All Estimates must be completely justified and based on the most economical and efficient methods of implementation. The capacity of the Divisions/Departments for implementing projects, and the timing appropriate to such implementation should also be considered;
- 3.3.4** Every effort must be made to maintain personnel requirement at a level consistent with the efficient, effective and economical administration of the Assembly's programmes. The labour force should be maintained at the level of minimum essential requirements, and non-statutory overtime should be eliminated as far as possible;
- 3.3.5** The index of Retail Prices should be used as a guide in determining the level of inflation to be applied to current levels of expenditure where appropriate;

- 3.3.6 It is the responsibility of Heads of Divisions/ Departments to ensure that inclusions/exclusions based on Executive Council decisions as well as adopted Cabinet decisions are reflected in their Draft Estimates. Where these decisions occur after the submission of Draft Estimates, the matter should be brought to the attention of the Finance Department (Budget Section).**

PROVISION FOR COMPLETED CAPITAL WORKS

- 3.4 You must ensure that provision is made under the appropriate votes to meet all Recurrent Expenditure arising from Development Programme Projects to be completed and made operational in 2017 and 2018.

ALLOCATION FOR UTILITIES AND HOUSE RATES

- 3.5 It is also your responsibility to ensure adequate provision for Water and Sewerage Rates and House Rates in respect of premises owned by the State and occupied by your Division/Department. Adequate provision must also be made to meet all payments for Electricity and Telephone Services.
- 3.6 Preparation of the Draft Estimates for 2018 and projections for 2019 and 2020 should conform to the following:

Personnel Expenditure **Monthly Rated Employees**

- 3.6.1 The Draft Estimates for 2018 should reflect the most efficient utilization of manpower. Provision for Overtime payments to salaried staff should be shown as a separate item;**

- 3.6.2 A Return of Personnel must be submitted as indicated at Appendix VII and summarized at Appendix VI. The numbers on the Establishment should be shown for each post with an explanation for differences where necessary;**
- 3.6.3 The full number of employees for 2017 and 2018 should be shown in the Establishment column, with an explanation for any variance;**
- 3.6.4 The item number on the Establishment as recorded in the Estimates of Expenditure for 2017 should be shown;**
- 3.6.5 All posts and range numbers as recorded in the Estimates of Expenditure for 2017 should be listed;**
- 3.6.6 The substantive holder should be named and monthly payments of Salary and Cost of Living Allowance indicated;**
- 3.6.7 The incremental dates of each officer must be inserted;**
- 3.6.8 Provision for 2018 should be calculated and indicated in the column provided for same;**
- 3.6.9 If a post is vacant the word “Vacant” should be written in the Column titled “Name of Substantive Holder;”**
- 3.6.10 Where a post is vacant and an individual is acting in this capacity, the provision should be calculated and indicated in the Column Vacant Post titled “With Bodies;”**

- 3.6.11** Provision should also be made for vacant posts “without bodies” where there are critical posts which are required to be filled in 2018 for the efficient operation of the Division/Department.

Daily Rated Employees

- 3.6.12** A comprehensive statement reflecting details of daily-rated employees separated in 2017 and expected to retire in 2018 and 2019 must be provided.

- 3.6.13** A return of daily-rated employees must be submitted as indicated at Appendix X and summarized at Appendix IX showing the total permanent establishment as determined in accordance with Article I. (iii) (a) of the Collective Agreement. This return should also indicate:

- the numbers of permanent and regular workers employed on the permanent establishment;
- workers with 10 years service at 31.12.93 who have been made permanent in accordance with the Special Memorandum of Agreement dated 11.12.94 between the Chief Personnel Officer and the National Union of Government and Federated Workers;
- regular workers who are being offered 10 days employment per fortnight; and
- workers who are being offered less than 10 days employment per fortnight;

- 3.6.14** The return must be consistent with the information supplied in response to Cabinet Minute No. 97 dated 11.1.96;
- 3.6.15** Adequate provision must be made for the payment of Allowances and other benefits under the respective Collective Agreements. These must be shown separately under the new sub-item 30 – Allowances - Daily Rated Workers; and 04 - Allowances – Monthly Paid Officers respectively;
- 3.6.16** The prior approval of Cabinet should be obtained for the recruitment of workers in excess of the number provided for in the Estimates (vide Cabinet Minute No. 754 dated 31st January, 1997).

Overtime

- 3.7 No provision should be made for overtime, except where the Division/ Department is required in its normal course of business to function outside the normal working hours.
- 3.8 Provisions for overtime expenditure must be shown separately for Daily Rated Workers under the sub-item 29 – Overtime Daily Rated Workers and for Monthly Paid Officers under sub-item 03 Overtime – Monthly Paid Officers.

GUIDELINES FOR PREPARATION OF
EXPLANATION SHEETS

- 3.9 Estimates for each sub-item must be submitted in accordance with the format at Appendix V, giving full details in support of the figures used.
- 3.10 In completing Appendix V, the following columns must be inserted:-
- 3.10.1 The column for the 2016 Actual Expenditure. The figures inserted must agree with the Financial Statements/Appropriation Accounts to 30th September, 2016;**
 - 3.10.2 The column for the 2017 Approved Estimates of Expenditure;**
 - 3.10.3 The 2017 Supplementaries, Variations or Transfers;**
 - 3.10.4 Expenditure including Commitments to 31st March, 2017 should show the projected expenditure for the current budgetary period. In cases, where the expenditure for the half-year to 31st March is not a reliable guide to the probable total expenditure for the year, a suitable explanation to support the expected expenditure must be furnished;**
 - 3.10.5 The 2017 Projected Expenditure - this should show the status of the approved allocations as at 31st March, 2017 taking into consideration any virements, transfers or supplementary allocations;**

- 3.10.6** **Draft Estimates 2018 - an explanation should be provided for any change proposed under an item and/or sub-item of expenditure. It should not be confined to a mere statement, that a larger or smaller amount is required, but should provide adequate justification, setting out the principal reasons for any proposed variation from the provision for the year 2017;**

- 3.10.7** **Where changes in the Estimates as compared with those for previous years arise out of matters requiring specific authority, the reference number, the date and the source of such authority should in every case be quoted in the explanation sheets.**

- 3.10.8** **Include an increase and/or decrease column;**

- 3.10.9** **Give explanations for variations between Revised 2017 and Estimates for 2018 figures and**

- 3.10.10** **Include also two (2) columns giving projections for 2019 and 2020.**

MINOR EQUIPMENT PURCHASES

- 3.11 Requests for Minor Equipment should be supported by the following.
(See Appendix XI.)

- 3.11.1** **Item and Sub-Item**

- 3.11.2** **Requirement in order of priority**

3.11.3 Number or quantity required including unit and total cost

3.11.4 Adequate justification including the purpose for which the items are needed, the alternative method used in their absence and their costs, their estimated life span and the period of training necessary for stated numbers of personnel in their use and maintenance.

OTHER EXPENDITURE

3.12 Known and approved contractual obligations and commitments represent a first claim upon expenditure in the Budget year 2018. Consequently, they must be provided for in the Draft Estimates with explanations as to the amounts due to be met in that year. These obligations and commitments may include sums in respect of services rendered or goods purchased in the previous year. In such instances, the sums due must be identified and appropriate explanations given for the carry-over into the budget year.

3.13 The Draft Estimates are to be prepared on the distinct understanding that there will be no supplementary Estimates or appropriation or upward amendment of the Estimates. Where it becomes necessary, and authority is given for priorities to be altered by the inclusion in the Estimates of new or expanded services, these are to be provided for at the sacrifice of services bearing the lowest priority.

REVOTES

3.14 Special care must be taken to ensure that provisions are made in the Draft Estimates for any necessary revotes of expenditure of a non-recurring

nature. However, if provision has been made in 2017 or a previous year for machinery or equipment etc. and a delivery date beyond 30th September, 2018 has been given, a token vote only should be included.

- 3.15 The Finance Department (Budget Section) should be informed if provision for a revote has been omitted from the Draft Estimates because it was anticipated that payment would have been made in 2017, but in fact was not made.

4. DEVELOPMENT PROGRAMME EXPENDITURE
(APPENDICES XII - XVI)

GENERAL

- 4.1 Detailed proposals for capital works to be executed in 2018 should be submitted to the Planning Department of the Office of the Chief Secretary and copied to the Finance Department (Budget Section).
- 4.2 The information required for the analysis of the investment proposals is set out in the following paragraphs. It is extremely important that this information be provided by Divisions/Departments in the required format as this will assist the Planning Department, Division of Planning and Development and the Ministry of Finance in finalizing their recommendations.

Allocation of Funds

- 4.3 With respect to the appropriation of funds for projects to be executed in 2018, the following order of priority will apply.

- 4.3.1 commitments arising from activities completed prior to 2018;
- 4.3.2 projects for which funding is available from international lending agencies (including counterparts funding requirements);
- 4.3.3 capital projects funded entirely from the Consolidated Fund or the Assembly Fund for which contracts have been awarded, tenders have been received or tenders have been invited;
- 4.3.4 continuing projects in which all the preliminary activities prior to the start of physical construction (e.g. feasibility studies, pre-engineering and engineering designs, architectural designs, securing of sites, etc) have been completed;
- 4.3.5 pre-investment activities in respect of new projects

4.4 In reviewing submissions for the inclusion of **new projects**, the highest priority will be accorded to those proposals which facilitate the upgrading of the infrastructural base to provide a platform for self-sustained growth, employment creation and upgrading and extension of the social services in an efficient manner.

DOCUMENTATION OF INVESTMENT

PROPOSALS

(a) Continuing Projects

4.5 For each project which is submitted for consideration, the following

supporting information should be summarized and presented in the format as specified:-

- 4.5.1 a schedule of payments due in 2018 for activities completed prior to October 1st, 2016, or scheduled for completion in 2017. Appendix XIV;**
- 4.5.2 proposed implementation plans and quarterly cash flow projections must be provided for projects and programmes that are proposed to be implemented from 2018-2020 as outlined at Appendix XV;**
- 4.5.3 gantt charts outlining the proposed implementation plan should be submitted in lieu of Appendix XV;**
- 4.5.4 a schedule of the main activities to be undertaken in 2018 together with the projected monthly expenditure associated with each activity;**
- 4.5.5 a comprehensive achievement report on the progress of each project as at March 31st, 2017 should be submitted using the form at Appendix XVI.**

- 4.6 Every effort should be made to settle all accounts for 2017 and previous years before the close of the financial year on September 30th, 2017, since payment of 2017 accounts in 2018 will reduce the funding available for new and continuing projects in 2018.

- 4.7 In cases where continuing projects have experienced delays in completion Divisions/Departments must submit an explanation for the delays with their submission, and proposals for rectifying problems encountered or terminating the project where deemed necessary.

(b) New Projects

- 4.8 Based on project ideas emanating from various sources, Divisions/Departments are required to:

- **screen project ideas and select the most suitable ones for more detailed development;**
- **prepare project documents for those projects proposed for funding; and**
- **submit the project documents to the Department of Planning, Division of Planning and Development for general analysis.**

- 4.9 Individual project proposals must be consistent with the strategic plans of the respective Divisions/Departments.

- 4.10 In order to facilitate an assessment of the viability of new projects proposals, submissions should be presented in accordance with the project documentation outline, which is shown at Appendix XIII. In so doing, care must be exercised to specifically address the following issues.

- **A definition of the problem or opportunity which the project addresses;**

- **An ample description of the scope of the project;**
- **Any relevant alternative solutions identified and explored;**
- **Justification of the technical solution being proposed;**
- **The output of the project in terms of goods and services;**
- **The manpower requirements for the project and any foreseeable constraints.**
- **A description of the environmental impact (if any) together with details of mitigation measures being proposed.**
- **Full and reliable capital and recurrent cost estimates (with explanations of their derivations).**
- **Expected benefits (quantified as far as possible);**
- **Proposed implementation arrangements and time frames for project/programme completion;**
- **Status of project preparation.**

4.11 New projects should be presented in a log frame format, where such capabilities exist in the Division/Department. Otherwise the outline which is shown at Appendix XIII should be followed

- 4.12 You may, therefore, contact the Planning Department for any assistance in the presentation of projects.
- 4.13 Formal feasibility studies will be required for project proposals with an estimated initial capital cost, which exceeds **Ten million dollars (\$10 M)**.
- 4.14 The results of the feasibility studies are not essential at the time of submission of the Estimates of Expenditure for inclusion in the Budget. However, this information should be submitted as soon as it becomes available in the future. Should consultants be required for the preparation of the studies, the Department of Planning, Division of Planning and Development is prepared to explore with your Division/Department, possible sources of financing for these costs.
- 4.15 The Planning Department, Division of Planning and Development will work closely with Divisions/Departments in screening proposals and developing the necessary pre- investment documentation for acceptable projects.

Additional Information - All Projects

- 4.16 Where architectural, engineering or other consultants have been engaged to provide services required for the development and execution of projects, such consultants should be called upon to supply the required cost estimates and implementation schedules.
- 4.17 Where services are being provided by the Division of Infrastructure and Public Utilities or some other Agency, you should ensure that such Division or Agency is approached in time for the relevant information to

be provided to you for inclusion in your Draft Estimates.

- 4.18 **Divisions/Departments and Executing Agencies are asked to note that the adequacy of the documentation presented will be a major consideration in the selection of the projects which will comprise the 2018 Public Sector Investment Programme.**

- 4.19 You are also advised to seek assurances that there is sufficient capacity to implement the works.

EXCLUSION OF RECURRENT ITEMS

- 4.20 Efforts to ensure that the funds available for Capital Expenditure purposes are not diverted to funding recurrent activities will be intensified. In this connection, Divisions/Departments are requested to ensure that in 2018, provision is made under the appropriate recurrent votes to finance all activities of a recurrent nature now funded from Development Programme Votes.
- 4.21 Where projects scheduled for completion in 2017 and 2018 will give rise to Recurrent Expenditure in 2018, the necessary steps should be taken by your Division/Department to have provision made for such expenditure included in the 2018 Recurrent Estimates.

Manpower Constraints

- 4.22 Your submission should also include a report on any manpower constraints which affect the ability of your Division to properly formulate and implement projects.

Review of the Public Sector Investment Programme 2017

- 4.23 Effective 1993, the Report on the Annual Development Programme was replaced by a Review of the Public Sector Investment Programme (PSIP). This report will be prepared by the (Planning Department) Division of Planning and Development and submitted for the approval of the Executive Council before transmission to the Ministry of Finance for inclusion as part of Public Sector Investment Programme (PSIP) to be submitted to Parliament.
- 4.24 Heads of Divisions/Departments are therefore asked to submit a report on the status of the projects under their respective Heads for which funds have been appropriated.
- 4.25 With respect to each project or group of projects, the report should be submitted using the format as at Appendix XVI.
- 4.26 Heads of Divisions/Departments should check and verify the accuracy of all information.

4.27 Criteria for Exclusion of Projects/Programmes for the PSIP

- **Annual/Legacy (long –standing) projects:** Multi-year programmes and projects for which there are no discernible end-dates and which are deemed to be ‘annual’;
- **Recurrent activities:** Recurrent cost such as maintenance,

salaries and operational costs, should be transferred to the Recurrent Budget;

- **Duplication of projects within and among Divisions and Departments:** Request for funding for similar activities should be made under the appropriate Budget and not both the PSIP and the Recurrent Budget. Further, for those Ministries and Department that have similar projects with funding, the most logical agency that should request and receive funding would be determined. This approach would serve to institutionalise the concept of shared priorities and cross-cutting interventions among Divisions and Departments. While this would encourage inter-divisional collaboration a single agency will be identified to be responsible for project execution and receipt of funding;
- **Lack of readiness for implementation:** Projects and programmes which lack critical elements necessary for their start-up and/or continuation of implementation would not be considered for funding in the PSIP. Such elements may include the lack of a comprehensive project proposal, Executive Council approval, Feasibility Study or Statutory Approvals (Certificate of Environmental Clearance (CEC), Town and Country Planning Division (TCPD) approval, etc. Such projects must first satisfy these major requirements and may then be resubmitted for consideration for funding in the future;
- **Institution with revenue-earning potential:** Institutions which are able to finance their own projects (either through their own revenue streams or through privately secured loans/grants), would not be funded under the PSIP; and

- **Inadequacy of project documentation (Adherence to the Call Circular):** Proper project documentation as well as regular progress reports as requested in the Call Circular, are required to make a reasonable assessment of the Divisions'/Departments' progress and their requests for funding. Requests which are not supported by proper documentation will not be considered for funding in the PSIP.

4.28

Criteria for Inclusion of Projects/Programmes in the PSIP

- **Projects that Make a Difference:** Projects and Programmes that have a high impact or 'make a difference' would be given priority consideration for funding in the PSIP. High impact projects are those that are regarded as having the greatest potential in contributing to attaining the strategic objectives. These types of projects must intrinsically have the characteristics of:
 - Visibility (where a large number of stakeholders will benefit directly from the outcome of the project)
 - Community building (projects that will improve the quality of life of the community and its environment)
- **Employment Creating Initiatives:** Projects/Programmes that lead to the creation of jobs on a sustained basis during both the implementation and operational phases would be given priority consideration for inclusion in the PSIP.
- **Revenue-Generating Initiatives:** Projects/Programmes that lead to the creation of new sources of revenue will be accorded high priority in the PSIP.

4.29

5. OFFICERS RESPONSIBLE IN THE DIVISION OF FINANCE
AND THE ECONOMY AND PLANNING DEPARTMENT


Mrs. Andy Clarke-Maxwell - **Senior Project Analyst (Ag)**

Telephone Nos. **660-7925/635-0578/660-7063**

The Department of Finance (Budget Section) is responsible for the preparation of the Recurrent Estimates and for the compilation of both Recurrent and Capital Estimates. All enquiries should be addressed to the following officers:

<u>NAMES</u>	<u>POSTS</u>	<u>TELEPHONE #</u>
Ms. Shelly Trim	Budget Analyst IV (Ag.)	639 – 4412 Ext. 4100
Ms. Cheryl-Ann Joseph	Budget Analyst III (Ag.)	PBX Ext. 4107
Ms. Lois Jordan-Baptiste	Budget Analyst II (Ag.)	PBX Ext. 4102
Ms. Geraldine Baird	Financial Analyst	PBX Ext. 4110
Mrs. Juliet Mitchell-Dumas	Monitoring Officer	PBX Ext. 4108
Ms. Jodie Sergeant	Accounting Support Officer	PBX Ext. 4106

- 6.1 Heads of Divisions/Departments are again reminded of their responsibility to ensure that discussions are held with the Secretary for the respective Divisions. **ALL** Estimates are to be approved by the Secretaries **BEFORE** submission to the Budget Section and Planning Department on or before **21st April 2017.**
- 6.2 Follow up visits would be made to your Divisions by the above-mentioned Officers to ensure that adequate advice and assistance are conveyed in these exercises.
- 6.3 Your compliance with the above instructions will be greatly appreciated.


 Secretary for Finance and the Economy
 Tobago House of Assembly

APPENDIX I

DRAFT ESTIMATES OF REVENUE FOR 2018

MINISTRY/DEPARTMENT.....

RECEIVER OF REVENUE.....

DATE OF COMPLETION.....

HEAD OF REVENUE.....

PREPARED BY

Sub-Head/Item/Sub-Item of Revenue	Actual Revenue 2016	2017				2018 Estimates	Explanations for variances between Revised Estimates 2017 and Estimates for 2018
		Approved Estimates	Actual Revenue Oct - Mar (a)	Projected Revenue April - Sept. (b)	Revised Estimates (a) + (b)		

Note: To return to Permanent Secretary, Ministry of Finance (Budget Division) not later than 21st April, 2017.

APPENDIX II

ESTIMATES OF REVENUE FOR 2018

MINISTRY/DEPARTMENT..... RECEIVER OF REVENUE..... DATE OF COMPLETION.....

HEAD OF REVENUE..... PREPARED BY

Sub-Head/Item/Sub-Item of Revenue	2017 Revised Estimates	Assumption for Revised Estimates	2018 Estimates	Assumption for Estimates
<u>FOR EXAMPLE</u>	\$		\$	
(i) 01/FP1/004 Laboratory Fees				(i) No. of Laboratories (ii) fees charged per laboratory and/or per service (iii) any other charges under the item (iv) Total
(ii) 01/TP2/006 Renewal of Examiner Certificate Fee				(i) No. of Examiners (ii) Renewal Fee (iii) Any other pertinent data (iv) Total
(iii) 01/NS3/003 Miscellaneous				(i) Identify types of revenue collected (ii) Give data re all types (iii) Total

APPENDIX III

DRAFT ESTIMATES OF REVENUE FOR 2018

MINISTRY/DEPARTMENT.....

RECEIVER OF REVENUE.....

DATE OF COMPLETION.....

HEAD OF REVENUE.....

PREPARED BY

Sub-Head/Item/Sub-Item of Revenue	Total Arrears of Revenue as at 30/9/2016	Arrears included in Revised Estimates 2017	Arrears collected Oct. 01, 2016 to Mar. 31, 2017	Arrears Estimated to be collected Apr. 01 to Sept. 30, 2017	Arrears Estimated to be collected during 2018	Remarks
	\$	\$	\$	\$	\$	

APPENDIX IV
(Specimen)
SUMMARY - DRAFT ESTIMATES 2018
Head/Division

	1	2	3	4	5	6	7
	Actual Expenditure 2016	2017 Estimates			Projected Expenditure 2017	Draft Estimates 2018	Increase/ Decrease 6-5
		Original	Supplementaries and Transfers	Revised 2+3			
PERSONNEL EXPENDITURE							
Salaries and COLA Wages and COLA etc.							
GOODS AND SERVICES							
Travelling and Subsistence Uniforms Electricity etc.							
MINOR EQUIPMENT PURCHASES							
Vehicles Office Equipment etc.							
CURRENT TRANSFERS & SUBSIDIES							
TOTAL							

APPENDIX V

(Specimen)

**Recurrent Expenditure - Explanation Sheet 2018 Estimates
Projections for 2019 and 2020**

HEAD

	1	2	3	4	5	6	7	8	9	10	11	12	
Subhead/Item	Actual Expenditure 2016	2017 Estimates					Draft Estimates 2018	Increase (Decrease) 7-6	Explanation of variances between Projected Expenditure 2017 and Columns 9 & 10		Projections		For use by Ministry of Finance
		Original	Virements Supplementaries and Transfers	Revised 2+3	Expenditure Including Commitments to 31.3.2017	Projected Expenditure 2017			Original Estimates 2017 (6-2)	Draft Estimates 2018 (7-6)	2019	2020	
<u>01 - PERSONNEL EXPENDITURE</u>													
001 - General Admin													
01 - Salaries & COLA	500,000	520,000	10,000	530,000	130,000	525,000	560,000	35,000	55,000 - Vacant Post filled	55,000 to cater for posts to be filled	550,000	550,000	
TOTAL Gen. Admin.	500,000	520,000	10,000	530,000	130,000	525,000	560,000	35,000			550,000	550,000	
<u>02 - GOODS AND SERVICES</u>													
001 - General Admin.													
13 – Maintenance of Vehicles	100,000	140,000	(25,000)	115,000	30,000	118,000	150,000	12,000	(\$22,000) Additional Vehicle was acquired In 1999/2000	32,000 Maintenance cost of vehicles to be acquired See Appendix B for details	150,000	150,000	
17 - Training	40,000	50,000	-	50,000	10,000	30,000	35,000	5,000	(-20,000)	\$5,000 See Appendix E for details	35,000	35,000	
Total Gen. Admin.	140,000	190,000	(25,000)	165,000	40,000	148,000	185,000	17,000			185,000	185,000	

**APPENDIX VI
(Specimen)
SUMMARY**

RETURN OF PERSONNEL 2018

Divisions	Establishment		Monthly Payments		Provision in Estimates 2018 (Inclusive of COLA)			Remarks
	2017	2018	Salary	Cola	Post with Substantive Holder	Vacant Posts		
						With Bodies	Without Bodies	
DIVISION A	260	255	800,000	12,750	8,640,000	576,000	192,000	
DIVISION B	25	26	74,000	1,300	831,312	54,246	18,072	
GRAND - TOTAL								

Division refers to the item in Estimates

APPENDIX VII
(Specimen)
RETURN OF PERSONNEL - 2018

Establishment		Item No.	Post	Range	Name of Substantive Holder	Incremental Date	Monthly payments		Provision in Estimates 2018 (Inclusive of COLA)			
							Salary	Cola	Post with Substantive Holder	Vacant Posts		Remarks
2017	2018									With bodies	Without bodies	
<u>DIVISION A</u>												
4	4	16	Administrative Officer II	46 D	1) John Lewis	1.1	4,913/5,029	50	*** 60000		-	F. Mohammed, Administrative Assistant Post vacant with effect from November 1998 to be filled by 1st October, 2000
					2) Vacant		4,796	50	-	58,152	-	
					3) Vacant		4,796	50			58,152	
					4) Vacant		-	-	-	-	-	
2	3	19	Clerk II	20 C	1) Russel Rogbit	1.1	3,276	50	39,912	-	-	Retirement of K. Solomon with effect from July 20, 1994.
					2) Wahid King		2,748/2,837	50	*** 33,777	-	-	
					3) Sharon Bruce		2,748	50	-	33,576	-	
2	1	20	Clerk 1	14	Vacant		2,178	50	-	26,736	-	Post created with effect from January 22, 1998 for a period of 3 years Cabinet Minute No.
												J. Jones temporary appointment with effect from June 30, 1998.
TOTAL												

*Where post is vacant also include in the Remarks Column:

Date of Vacancy

Reason/s for Vacancy e.g. retired or promoted

Last substantive or temporary/acting incumbent

** Critical posts which are required to be filled in 2018 for the efficient operation of the Division.

*** Salary computed with effect from 1st October, 2017 to 31st December, 2017 at lower rate and with effect from 1st January 2018 to 30th September, 2018 at higher rate.

APPENDIX VIII
(Specimen)
RETURN OF PERSONNEL 2018
(OFFICERS ON CONTRACT)

Sub-Head/Item/Sub-Item	Position	Name of Holder	Monthly Payments					Total for year	*Contract Gratuity Payable in 2018 \$	Remarks
			Salary \$	Travelling \$	Housing \$	NIS \$	Other \$			
02 - GOODS & SERVICES 001 - General Administration 16 - Contract Employment	Director	Richard John	15,000	1,500	1,000	197		212,364	108,000	On contract for 3 years wef. 1/10/2013-30/09/2016 Gratuity 20% gross salary Executive Council minute No - Dated -
	Project Implementation officer	Vacant	12,000	1,200	-	197		160,764	Nil	Post created by Executive Minute No. - dated (Post advertised Interviews to be held shortly)
	Human Resource Manager	Teddy Singh	8,000	1,000	-	197		110,364	-	On contract for 3 years wef. 1/10/2013-30/09/2016 Gratuity 20% gross salary Executive Council minute No - Dated -
	TOTAL		35,000	3,700			-	483,492	108,000	

\$

DRAFT ESTIMATES: CONTRACT
EMPLOYMENT

483,492

* DRAFT ESTIMATES: CONTRACT
GRATUITY-

108,000

APPENDIX IX
(Specimen)
SUMMARY

RETURN OF DAILY-RATED EMPLOYEES 2018

DIVISION.....

	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
Divisions	PERMANENT ESTABLISHMENT			Number of Posts Utilised <						

APPENDIX X

(Specimen)

RETURN OF DAILY-RATED EMPLOYEES - 2018

DIVISION.....

	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Divisions	Occupation	Grade	PERMANENT ESTABLISHMENT			Number of Posts Utilised (5+6)	ADDITIONAL WORKERS			Total (9+10)	Total No. of Workers employed (7+8+11)	Annual Wages Cost (Wages and COLA only)
			Total Number of Approved Posts	Workers Employed			PERMANENT WORKERS	OTHER REGULAR WORKERS				
				Permanent	Regular			Fmly, Regular Workers with 10 yrs. Service as at 31/12/93	Workers employed 10 days Per Fortnight			
DIVISION A	Foreman	1	6	5	1	6	1	-	-	-	7	\$ 558,740
							-	-	-	-	1	62,660
	Mechanic	4	2	-	1	1	-	-	-	-		
	Chargehand	6	4	4	-	4	-	-	-	-	4	217,360
	Female Labourers	9	2	2		2					2	93,600

APPENDIX XI
(Specimen)

MINOR EQUIPMENT PURCHASES - DRAFT ESTIMATES 2018

MINISTRY/DEPARTMENT/BOARD
DIVISION:

ITEM AND SUB-ITEM	REQUIREMENT (IN ORDER OF PRIORITY)	NO. REQ'D	UNIT COST	TOTAL COST	REMARKS	FOR USE BY MINISTRY OF FINANCE
001 - GENERAL ADMIN						
01 - Vehicles (Replacement)	Four Wheel Drive Pick-up	1	295,000	295,000	To Transport workmen and materials to worksite. Indicate whether Board of Survey has been completed.	
02 - Office Equipment	1) Photocopier	2	100,000	100,000		
	2) Computers	4	10,000	40,000		
03 - Furniture and Furnishings	1) Stenographer/ Typist chairs	5	900	4,500	Replacement of defective chairs	
04 - Other Minor Equipment	Air Conditioning Unit	2	12,000	24,000	To replace non-functioning units	
SUB-TOTAL				463,500		
PLUS VAT				69,525		
GRAND TOTAL				533,025		

APPENDIX XII

DEVELOPMENT PROGRAMME ESTIMATES 2018 (WITH PROJECTIONS FOR 2019 AND 2020)

HEAD - MINISTRY OF:

To be completed and returned to the Administrator-Division of Planning no later than April 21, 2017

Sub-Head Item No.	Programme/Project	2016 Actual Expenditure	2017 Approved Estimates	2017 Revised Estimates	2018 Estimates (Year 1)	Explanations	Projections			
							2019	Explanations	2020	Explanations
		\$	\$	\$	\$		\$		\$	

APPENDIX XIII
Development Programme Draft Estimates - 2018

DATA ELEMENTS	PROJECT TYPE	
	COMMERCIAL	NON-COMMERCIAL
1 INTRODUCTION: a statement regarding the development of the project idea indicating the particular problem to be solved or opportunity to be embraced; the potential for contribution to higher level policy objectives as stated in the Medium Term Policy Framework (MTPF); and previous initiatives, if any, and results and any existing documentation.		
Background and History	x	x
Macro Economic Considerations	x	x
Sector Analysis	x	x
Beneficiaries	x	x
Previous Initiatives	x	x
2 THE PROJECT: the precise definition of the outputs, (goods, services or qualitative improvements), and expected outcomes which will contribute to the national and/or sectoral objectives defined at Section 1 above.		
Objectives/rationale	x	x
Outputs/targets	x	x
Project Description/Scope	x	x
Major Components	x	x
Capital Cost and Financing	x	x
3 DEMAND ANALYSIS: a statement regarding market size (number of beneficiaries), structure and orientation (domestic or export) for the goods, services etc. defined at 2 above; the extent to which the project expects to satisfy this demand; distribution channels/issues; pricing policy; and the need for Government subsidy, if any.		
Market Structure/Area of Influence	x	x
Export Potential	x	x
Price/Tariff Policy	x	x
Demand Projections	x	x

DATA ELEMENTS	PROJECT TYPE	
	COMMERCIAL	NON-COMMERCIAL
<p>4 TECHNICAL ASPECTS: an examination of the scale, layout and location of the physical facilities; general description of the technology to be used including types of equipment and processes where applicable; and the appropriateness to local conditions of the technical standards to be adopted. The conclusions of this Section must be consistent with the demand projections stated at 3 above.</p> <p>Location and Site Selection</p> <p>Technology/Process Selection</p> <p>Design Analysis/Least Cost analysis</p> <p>Plant Layout and Process Flow</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>
<p>5 INPUT REQUIREMENTS: a detailed assessment of the human and raw material requirements necessary to sustain the projected level of operations, auxiliary materials and utilities, etc. The conclusions of this section must be consistent with the lower of the estimates stated at Sections 3 and 4 above.</p> <p>Raw Materials</p> <p>Utilities/Energy Sources</p> <p>Ancillary equipment</p> <p>Personnel</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>
<p>6 IMPLEMENTATION: a summary implementation plan setting out what is to be done, when, by whom, at what cost, and a procurement plan including procurement packages and the procurement methods proposed. Information regarding the nature and function of the temporary management organization structure to supervise/coordinate implementation should also be included.</p> <p>Work Breakdown Structure</p> <p>Project Management/Supervision</p> <p>Implementation Schedule</p> <p>Procurement Plan</p> <p>Quarterly Disbursement Schedule</p> <p>Project Termination Plan</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>

DATA ELEMENTS	PROJECT TYPE	
	COMMERCIAL	NON-COMMERCIAL
7 OPERATION: a statement of the level of production/operation to be achieved during the operating phase; and the arrangements for ongoing management for ensuring accountability and the requirements for reporting. The proposed level of activity must be consistent with the lowest of the estimates at Sections 3, 4 and 5 above.		
Production Programme/Output	X	X
Maintenance	X	X
Working Capital	X	X
Organization and Management	X	X
Operating Cost	X	X
Reporting Relationships/Accountability	X	X
8 ENVIRONMENTAL IMPACT ASSESSMENT: a statement of the policy legal and administrative framework within which physical and social environmental issues are addressed; potential project impacts; alternative approaches considered; mitigation measures; and a monitoring plan. This should take into account the nature and level of activity proposed in Sections 3, 4, 5 and 6 above.		
Physical	X	X
Biological	X	X
Social	X	X
Mitigation Measures	X	X
9 FINANCIAL ANALYSIS: a detailed examination of the capital cost estimates; the engineering and other data on which they are based; and the adequacy of the allowances for physical contingencies and expected price increases during implementation. The incremental additions to cost during operation and the level of debt service obligations must also be addressed. Where feasible, Cost Benefits or Least Cost/Cost effectiveness criteria should also be applied.		
Historical Financial Performance	X	X
Financial Projections and Underlying Assumptions	X	X
Internal Rate of Return	X	X
Financing Plan/Sources and Uses	X	X
Risk and Sensitivity Analysis	X	X
10 ECONOMIC ANALYSIS: a review of the costs and benefits of the project from the national/sectoral perspective, incorporating the identification and quantification of external costs and benefits in a "with project" and "without project" scenario.		
Justification	X	X
Economic Costs	X	X
Economic benefits	X	X
Economic Rate of Return	X	X
Distributional Impact	X	X

* A commercial project is one whose output is sold directly, with expectation that revenues be sufficient to cover full costs and achieve an acceptable rate of return.

(\$000\$)

Project Name-_____

[illegible]

APPENDIX XV

IMPLEMENTATION PLAN AND PROJECTED CASH FLOW (2018-2020)

Project No:

Project Name:

.	Main Activities/Inputs	Plan	2018					2019					2020					Grand Total
			Q1	Q2	Q3	Q4	Sub-Total	Q1	Q2	Q3	Q4	Sub-Total	Q1	Q2	Q3	Q4	Sub-Total	
A		Implementation																
		Cash Flow																
B		Implementation																
		Cash Flow																
C		Implementation																
		Cash Flow																
D		Implementation																
		Cash Flow																
E		Implementation																
		Cash Flow																
F		Implementation																
		Cash Flow																
G		Implementation																
		Cash Flow																
H		Implementation																
		Cash Flow																
J		Implementation																
		Cash Flow																
K		Implementation																
		Cash Flow																
L		Implementation																
		Cash Flow																
M		Implementation																
		Cash Flow																

Implementation Plan - period of implementation to be indicated by shading the relevant Quarters.

Cash Flow Plan - proposed expenditure to be shown by inserting the amounts in the relevant Quarters.

APPENDIX XVI

ACHIEVEMENT REPORT OF PROGRAMME/PROJECT AS AT MARCH 31st / June 30th, 2017

Head - Ministry/Agency[illegible]

APENDIX XVII
RECURRENT EXPENDITURE DRAFT ESTIMATES 2018
EXPLANATION SHEET
DIVISION

Details of Request				AMOUNT	Remarks / Justification
SUB-HEAD: 01 PERSONNEL EXPENDITURE				\$	
<u>SUB-ITEM: 06 Remuneration to Board & Commission Members</u>					Board appointed for 3 years w.e.f 01/10/2013
Chairman:	Remuneration	10000 x 12		120,000	
	Travel allowance-	1000 x 12		12,000	
Deputy Chairman	Remuneration	7500 x 12		90,000	
	Travel allowance-	750 x 12		9,000	
Members (5)	Remuneration	5000 x 12 x 5		300,000	
	Travel allowance-	500 x 12 x 5		30,000	
Draft Estimates 2018				561,000	
SUB-HEAD: 02 - GOODS AND SERVICES					
<u>SUB – ITEM: 01 Travelling</u>					
No. of Travelling Posts	Filled	Vacant	To be Filled 2018		
Director-	Commutated allowances	2750 x 12		33,000	New rate approved from \$1,500 to \$2,750 from 1/01/2011
Dep. Director, Sr. Accountant-	Commutated Allowance	2750 x 12 x 2		66,000	
Airfare to Trinidad		300 x 4		1,200	
Hotel accommodation – Trinidad		1000 x 4		4,000	Director proposes to visit Trinidad every quarter
Draft Estimates 2018				104,200	
04 – Electricity	Average Monthly Payment	3000 x 12		36,000	Offices in two(2) floors of Building located at # 12 Main Street
05 - Telephone	Monthly Changes	5000 x 12		60,000	
	Monthly Internet Service	2000 x 12		24,000	Rental and calls for PBX system and 5 Direct lines
	Average Monthly mobile services	1000 x 12		12,000	
Draft Estimates 2018				96,000	Cellular phones assigned to 4 officers
08 – Rent/Lease – Office Accommodation & Storage	Monthly Rate	6000 x 12		72,000	Building located at # 12 Main Street
				24,000	Parking provided for 4 officer
	Car park	2000 x 12		96,000	
12					
Draft Estimates 2018					
16 – Contract Employment	See Return of Personnel			483,492	Executive Council Minute #
23 Fees	Legal Fees			24,000	Average amount paid to Legal Firms
	Annual Licences & Technical Support			8,000	
Draft Estimates 2018				32,000	

**APPENDIX XVII CONTD.
RECURRENT EXPENDITURE DRAFT ESTIMATES 2018
EXPLANATION SHEET
DIVISION**

Details of Request			AMOUNT	Remarks / Justification
28 Other Contracted Services x 150 days	Scavenging	5000 per day	750,000	Cabinet Minute #
	Repairs to Roads and Bridges	16000	192,000	CTB Approval
x 12			24,000	Contract Details
	Management Contracts	2000	6,000	
x 12			972,000	
	Cable Television Services	500		
x 12				
Draft Estimates 2018				
37 - Janitorial Services – 12	Head & Sub-Offices	9000 x	108,000	Contract with MTS for 3 years from 1/01/2013
			66,000	Contract with Amalgamated Security for 3 years from
43 – Security Services – 12	Head Office	5500 x	38,400	1/10/2013
			104,400	Contract with Amalgamated Security for 3 years for 1/01/2013
	Sub-Offices	3200 x		
12				
Draft Estimates 2018				
61 – Insurance 18,000	Annual Insurance Premium		18,000	Insurance for equipment due 30 th April
			32,000	Insurance for building due 31 st August
	Annual Insurance Premium		50,000	
32,000				
Draft Estimates 2018				