

Journey to Sustainable Prosperity



A healthy and wholesome Montserrat

Montserrat
Sustainable Development Plan
2008 – 2020

MONTSERRAT

SUSTAINABLE DEVELOPMENT PLAN 2008 - 2020

MONTSERRAT SUSTAINABLE DEVELOPMENT PLAN 2008 - 2020

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“A Healthy and Wholesome Montserrat...”

NATIONAL VISION

“A healthy and wholesome Montserrat, founded upon a thriving modern economy with a friendly, vibrant community, in which all our people through enterprise and initiative, can fulfill their hopes in a truly democratic and God-fearing society”

The Vision Pillars

- A stable and enlightened community that promotes integrity, accountability, inclusiveness and empowerment of the society
- A thriving and viable population
- Adequate housing for the population
- Sustainable utilization of natural resources
- A vibrant agriculture sector
- Educational opportunities increased and improved
- Adequate and affordable transportation links to and from Montserrat
- Private sector empowered to be the engine of growth
- All areas of tourism thriving (cruise, residential, hotel, sports, eco-tourism, heritage and culture)
- Economic growth leading to self sufficiency
- Total island infrastructural development
- Accessible comprehensive health care system
- Heritage and cultural resources managed and fully utilized

Our Montserrat

Foreword



Citizens, residents and friends at home and abroad, no great change can occur without a firm plan of action to guide it, and no such plan can succeed without the full and uncompromising support of all of us. For without you, no plan, no goal, no desired outcome, however lofty, will ever be achieved. That is why the Montserrat Sustainable Development Plan (SDP) 2008-2020 was created, using a process of consultation and consensus building, as the overarching planning document to guide Montserrat to a future of sustainable development.

Through crisis after crisis, past and present, economic and environmental, Montserratians as a people have done more than survive – we have triumphed through the fierce will and tenacious spirit of our people, both native and adopted. As the world sits at the cusp of change brought on by a global upheaval, we will forge a change of our own to create a better and brighter future for Montserrat.

The plan seeks to develop, through a series of strategic actions, all sectors of the Montserratian economy to place us in a state of self-sufficiency and a high degree of independence in our economic affairs.

The SDP proposes to accomplish this by focusing on developing the critical economic and social infrastructure as well as the institutional framework that will facilitate private sector growth, good governance, effective management of the risks associated with natural hazards and climate change, and the sustainable use of our natural resources. It is anticipated that by shifting the drive behind economic activity from the government into the hands of private sector, this will in turn provide jobs and opportunities not only for residents of the island but the diaspora as well, giving Montserratians longing for home a reason to return.

The Government is committed to ensuring environmental protection, which is a focal point in the SDP, so that generations to come can enjoy the splendour that is unique to Montserrat.

With good governance and consistent application of due diligence, the Government, with the help of Montserratians, young and old, of all socio-economic backgrounds, will work together to make Montserrat a viable economic and God-fearing society able to withstand any challenges and take advantage of all the opportunities that will arise as the 21st Century continues.

With God on our side and faith in our hearts we will “build a healthy and wholesome Montserrat.”

Honourable Reuben Meade
Chief Minister and Minister of Economic Development and Trade

Message from the Governor

His Excellency Mr. Peter Andrew Waterworth



The volcano has been active since 1995 and it has been an uphill struggle for Montserrat to keep its population and its economy at a viable level. During my time on this beautiful island I have come to appreciate the determination and sense of obligation that the people bring to the redevelopment of Montserrat. The Sustainable Development Plan is the tool that identifies the steps we need to take if Montserrat is to control its future.

The identification of targeted and prioritized goals is only the beginning. Words on paper alone will not reduce dependence on aid, improve the quality of social services, enhance environmental protection and ensure good and just governance on the island. Only the people working together to deliver the goals can do that.

The British Government continues to support Montserrat in its efforts to return to a position of economic self-sufficiency and prosperity. The plan is intended to support the development of an economy that is more resilient to the impacts and shocks created by the changing global economy, but we are not immune to them. The expectation of downward pressure on public finance for the foreseeable future underlines how important it will be to promote efficiencies within government and to lay increased emphasis on creation of opportunities for both residents and the diaspora through the facilitation of private sector led growth.

Government can create and maintain the institutional framework and infrastructure which will facilitate development and lead to sustainable growth. But government cannot do it alone. Everyone looking forward not back, adopting new ways not old, and taking personal responsibility have to be recurring themes if we are to develop at the pace we need. Critical responsibility also falls to the private sector to share the risks and opportunities and join in a concerted effort to deliver the wealth creation and innovation on which Montserrat depends.

Montserrat has a bright future, the time to start delivering it is now.

Peter Andrew Waterworth
Governor

Acknowledgements

The development of Montserrat Sustainable Development Plan 2008-2020 was led by the Ministry of Economic Development and Trade, with the input of a wide cross-section of our society. The work set out in the Plan has been accomplished by the willingness of many individuals and organizations to lend their time and expertise in the participation of current reality dialogues, visioning exercises, workshops and meetings. The Ministry of Economic Development and Trade wishes to acknowledge the contributions of all and to express its sincerest gratitude for all those who have helped in the process of developing the plan.

We thank all the various individuals and organizations who reviewed the Sustainable Development Plan 2008-2020 and forwarded to us, ideas, comments and suggestions; and those persons who participated in the numerous workshops and meetings, too many to list here. Your comments and suggestions were reviewed and many have been incorporated in the Plan.

The involvement of all citizens of Montserrat, old and young, at home and abroad, ensured that all major issues were effectively explored and that the strategic direction outlined in the Plan would indeed ensure – **“a healthy and wholesome Montserrat”** by 2020.

Mrs. Angela N Greenaway
Permanent Secretary Development



Acronyms

Admin	Administration Department
BNTF	Basic Needs Trust Fund
CandW	Cable and Wireless Ltd.
CARICOM	Caribbean Community
CBO	Community-based Organization
CIF	Carriage, Insurance and Freight
CSD	Community Services Department
CSME	CARICOM Single Market and Economy
CXC	Caribbean Examination Council
DFID	Department for International Development
DG	Deputy Governor
DMCA	Disaster Management Coordinating Agency
DOA	Department of Agriculture
DOE	Department of Environment
DOH	Department of Housing
DU	Development Unit
EC\$	Eastern Caribbean Dollar
ECCB	Eastern Caribbean Central Bank
ECSC	Eastern Caribbean Supreme Court
EHD	Environmental Health Department
EIA	Environmental Impact Assessment
EU	European Union
EXCO	Executive Council
FOB	Free on Board
GDP	Gross Domestic Product
GIS	Geographic Information System
GISU	Government Information Systems Unit
GIU	Government Information Unit
GOM	Government of Montserrat
HMP	Her Majesty's Prison
HU	Housing Unit
ICT	Information and Communication Technology
ILO	International Labour Organization
L&S	Lands and Survey Department
LDA	Land Development Authority
LEGCO	Legislative Council
LMIS	Labour Market Information System
MAHLE	Ministry of Agriculture, Housing, Land and Environment
MCC	Montserrat Community College
MCCI	Montserrat Chamber of Commerce and Industry
MCW	Ministry of Communication and Works
MDC	Montserrat Development Corporation
MECA	Montserrat Early Childhood Association

MNAO	Montserrat National Audit Office
MNCA	Montserrat National Consumer Association
MNT	Montserrat National Trust
MOE	Ministry of Education
MOED&T	Ministry of Economic Development and Trade
MOF	Ministry of Finance
MOH	Ministry of Health
MOU	Memorandum of Understanding
MPA	Montserrat Port Authority
MRC	Montserrat Red Cross
MSS	Montserrat Secondary School
MTB	Montserrat Tourist Board
MUL	Montserrat Utilities Limited
MYACSS	Ministry of Youth Affairs, Community Services & Sports
MVO	Montserrat Volcano Observatory
NDF	National Development Foundation
NDPRAC	National Disaster Preparedness and Response Advisory Committee
NGO	Non-governmental Organization
NYC	National Youth Council
OCM	Office of the Chief Minister
OCT	Overseas Countries and Territories
ODG	Office of the Deputy Governor
OECS	Organisation of Eastern Caribbean States
OECS-ESDU	OECS Environment and Sustainable Development Unit
OPWA	Old People's Welfare Association
PDA	Planning Development Authority
PPP	Public/Private Partnership
PPU	Physical Planning Unit
PSO	Private Sector Organization
PSRU	Public Services Reform Unit
PTA	Parent-Teacher Association
PWD	Public Works Department
RIA	Regional International Affairs Department
RMPF	Royal Montserrat Police Force
SDP	Sustainable Development Plan
SWOT	Strengths, Weaknesses, Opportunities, Threats
TU	Training Unit
UK	United Kingdom
UWI-OC	University of the West Indies Open Campus
ZJB	ZJB Radio

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EXECUTIVE SUMMARY

The Montserrat Sustainable Development Plan which was developed out of a consultative, consensus building process outlines the vision of the residents of Montserrat, the agreed core values, the development strategies which will be followed in pursuit of the vision, as well as the action plan for the first five years of the long-term planning horizon.

Vision and Core Values

The vision that will continue to guide the development of Montserrat is:

“A healthy and wholesome Montserrat, founded upon a thriving modern economy with a friendly, vibrant community, in which all our people through enterprise and initiative, can fulfill their hopes in a truly democratic and God-fearing society”

The Core Values that will form the moral foundation on which the long-term development of the island is based are:

- Respect for God, self and others
- Resourcefulness and Resilience
- Commitment to Excellence

- Transparency
- Accountability
- Integrity
- Justice and Peace
- Partnership and Participation
- Tolerance and Diversity
- Respect for the environment



Long-Term Strategy 2008 - 2020

The Strategic Goals

The strategic goals that will guide the long-term sustainable development of Montserrat over the period 2008–2020 are as follows:

1. **Economic Management** - An environment that fosters prudent economic management, sustained growth, a diversified economy and the generation of employment opportunities

2. **Human Development** - Enhanced human development and improved quality of life of all people on Montserrat
3. **Environmental Management and Disaster Mitigation** - Montserrat's natural resources conserved within a system of environmentally sustainable development and appropriate strategies for disaster mitigation
4. **Governance** –An efficient, responsive and accountable system of governance and public service
5. **Population** – A sustainable population

- A well developed and effective education and training system, that produces well-rounded, and qualified life-long learners
- Effective social protection
- Strong and caring family units and a God-fearing society

Strategic Goal 3: Environmental Management and Disaster Mitigation

- Sustainable use and management of the environment and natural resources
- Long-term improvement in the state of environmental resources
- Effective disaster mitigation, response and recovery at the national and community levels and adaptation to climate change

Strategic Goal 4: Governance

- A transparent and effective accountability framework within Government and the Public Sector
- A modernized, efficient, responsive and accountable public service
- Montserrat fully integrated into the regional and global environment.
- Effective crime and delinquency management

Strategic Goal 5: Population

- A stable and viable population, appropriate for the development needs of the island

National Outcomes

The strategic goals and national outcomes present a true picture of what Montserrat will look like by 2020. The outcomes expected by the end of the year 2020 are as outlined below:

Strategic Goal 1: Economic Management

- A stable and diversified economy with sustained economic growth
- An enabling business environment
- Appropriate high quality economic and info-communication infrastructure
- Food and energy security
- Graduation from budget support from the British Government

Strategic Goal 2: Human Development

- Access to affordable housing solutions
- A healthy population with full access to required health care



Strategic Focus

The strategic focus to be adopted by the government and people of Montserrat in pursuit of the long-term development of the island are as follows:

Strategic Goal 1: Economic Management

- Development of appropriate economic infrastructure, including transportation infrastructure and the marine and air transport arrangements necessary for the cost-effective movement of people and cargo, in the pursuit of economic growth and sustainable development
- Identification and facilitation of the development of four sectors, namely agriculture, tourism, renewable energy; mining/manufacturing (with emphasis on utilizing materials from the volcano) as economic drivers because of their potential impact on employment creation, increasing exports, multiplier effects, and long-term transformation of the economy
- Implementation of initiatives to support the strengthening and development of the private sector, including the creation of an enabling business environment
- Installation of the required Information and Communication Technology and institutional framework and facilities to efficiently and cost effectively support business activities, and generally meet the needs of the local population
- Completion of the development of a modern town centre at Little Bay to

meet the current and future needs of its targeted users.



Woodlands Beach

Strategic Goal 2: Human Development

- Creation of policies, incentives and innovative public/private partnerships, to facilitate home ownership among targeted low and middle income groups
- Promotion of health and national well-being through education, nutrition, physical exercise, sports, healthy lifestyles and engagement in cultural events
- Provision of improved access of the population to desired secondary and specialized health care through improved facilities and services, innovative public/private partnerships and negotiation of arrangements with regional governments and health facilities
- Promotion of the health, safety and well-being of the vulnerable population through the creation and implementation of required legislation, regulations, policies and cost effective programmes, within the limits of available resources

- Increasing local access to formal and informal education, and equipping institutions of learning to produce graduates that are qualified to function effectively in the job market or qualified enough to go on to further training
- Design and implementation of initiatives that will develop parenting skills, encourage the adoption of wholesome moral values, reverence for God and respect for law and order

Strategic Goal 3: Environmental Management and Disaster Mitigation

- Development of efficient and effective governance structures for environmental management and disaster mitigation, with the required legislation, policies and regulations developed and enforced
- Integration of environmental issues and disaster risk management principles into economic, social and physical planning and decision making
- Development and implementation of strategies and plans to protect and conserve biodiversity and other natural resources
- Strengthening of the capacity of the organizations with the responsibility for educating the general public and implementing and enforcing environmental management and disaster mitigation legislation, policies and plans
- Developing and implementing environmental health programmes, including integrated waste

management systems, with associated standards and regulations that will reduce the impact of waste on ecosystems

- Develop disaster mitigation and response capability by building the capacity of emergency response agencies, other state agencies and facilities, as well as capacity at the community level
- Development of Montserrat as a centre of excellence and training for the mitigation, management and coordinated response to natural hazards, and the effects of climate change
- Developing measures to adapt to climate change with a view to minimizing the impact of climate change related natural disasters through increased coping capacity at all levels within the country
- Protection and conservation of historical sites, artifacts and cultural heritage
- Education of the general public on environmental and disaster mitigation legislation, policies and plans, and how they can effectively play their part in disaster mitigation and managing our natural resources

Strategic Goal 4: Governance

- Implementation of a transparent and effective accountability framework within Government and the Public Sector

- Revision and adoption of the constitution of Montserrat and the strengthening of the administration of justice system in collaboration with the Eastern Caribbean Supreme Court
- Ensuring the full integration of Montserrat into the CARICOM and the OECS and the maximization of benefits to be derived from participating in CARICOM and the OECS
- Creating a modernized, efficient, customer friendly and performance driven Public Services using programmes drawing from lessons learnt and global best practice
- Development and implementation of strategies to reform and modernize the crime management system; manage delinquency among youths and protect our borders and territorial waters, in collaboration with CARICOM member states and other countries
- Implementation of an effective government information and communication strategy, which will result in the creation and nurturing of a holistic public communication and information system for the country
- Implementation of carefully analyzed initiatives that will encourage residents to remain in Montserrat and continue to make their contribution to its social, economic and moral development, and to challenge those who are no longer able to live permanently on island to continue to visit, network and contribute to its development.
- Creation and implementation of incentives which will encourage the desired growth of the population and the achievement of population targets.



Strategic Goal 5: Population

- Development and implementation of population, labour and immigration policies and regulations which will provide the framework for the desired growth of the population.

Medium-Term Strategy and Action Plan 2008 – 2012

Under each Strategic Goal, a number of strategies for accomplishment were formulated. Based on these strategies, a number of medium-term objectives were agreed. These medium-term objectives are designed such that their achievement over the period of 2008-2012 will contribute substantially towards the achievement of the related Strategic Goal.

In order to ensure that there is clarity as to how each medium-term objective will be achieved, a number of strategic actions were determined. The underlying rationale for the identified actions is that when they are effectively executed, the cumulative effect would be the achievement of the particular medium-term objective by December 2012.

The Medium-term Strategy and Action Plan therefore sets out the:

- Medium-term objectives under each Strategic Goal
- Strategic actions that will be implemented over the period 2008-2012 to ensure the achievement of each of the medium-term objectives
- The agencies that will play a lead or supporting role in the implementation of the strategic actions
- Strategic actions that will be given the highest priority attention over the period 2008-2012

- Quick wins, or strategic actions that will be implemented within the first two years of the plan
- Targets for each medium-term objective and strategic action

The five strategic goals and their supporting medium-term objectives are listed below.

Strategic Goal 1: Economic Management

An environment that fosters prudent economic management, sustained growth, a diversified economy and the generation of employment opportunities

Medium-Term Objectives

1. Create an environment that promotes and supports private sector-led sustainable economic activities
2. Assess and develop feasible sources of renewable energy
3. Develop and construct the physical infrastructure and transportation facilities required to facilitate tourism development, international trade and national well-being
4. Develop and implement a sustainable agro-import substitution programme to ensure food security and economic diversification
5. Develop and market the tourism product with the aim of laying the foundation for significant growth in high-yield tourism

Strategic Goal 2: Human Development

Enhanced human development and improved quality of life of all people on Montserrat.

Medium-Term Objectives

1. Improve facilities and services for better health care delivery
2. Increase access to and improve quality of formal and informal education
3. Develop and implement policies and programmes to enhance the well-being of the vulnerable population
4. Provide better housing solutions through public/private partnerships
5. Promote social integration and create a safer working environment
6. Promote health, well being and national identity through education, culture and sports
7. Establish programmes which will support the building of strong and caring family units and a God-fearing society

Strategic Goal 3: Environmental Management and Disaster Mitigation

Montserrat's natural resources conserved within a system of environmentally sustainable development and appropriate strategies for disaster mitigation

Medium-Term Objectives

1. Enhance the capacity of the Department of Environment, DMCA and other environmental management agencies and NGOs to function effectively
2. Create, enact and enforce policy and legislation to ensure effective environmental and disaster management, education, and participation in decision making
3. Strengthen national and community level capacity for mitigation, management and coordinated response to natural and technological hazards and the effects of climate change
4. Develop a comprehensive disaster management framework
5. Protect and conserve biodiversity and other natural resources
6. Develop and promote environmental health programmes to reduce health hazards
7. Identify, maintain and protect heritage sites and artifacts

Strategic Goal 4: Governance

An efficient, responsive and accountable system of governance and public service

Medium-Term Objectives

1. Develop a transparent and effective accountability framework for Government and the public sector

2. Strengthen and implement a comprehensive public information and communication strategy
3. Maximize integration of Montserrat into the regional and global environment
4. Modernize the relationship with Her Majesty's Government and strengthen the administration of the justice system
5. Modernize public administration to achieve excellence in the delivery of public services
6. Develop and implement strategies to manage crime and delinquency

Strategic Goal 5: Population

A sustainable population

Medium-Term Objectives

1. Develop and implement population, labour and immigration policies which will enhance growth of the population
2. Create initiatives to retain the current population
3. Create incentives which will facilitate the increase of the population

Programme Financing

The estimated capital cost of implementing the most critical priority programmes is in excess of EC\$ 300.0 million over the five-year period. It is expected that funding for these programmes will be sourced

externally. The bulk of the capital financing will be secured through funding programme agreements with DFID and the EU. In addition to grant financing, the Government of Montserrat (GOM) plans to:

1. Engage in a number of public-private partnerships which will amongst other things enable it to secure private sector financing and/or expertise required for infrastructural development and the delivery of Government services
2. Secure concessionary loan funding where appropriate.

The high priority programmes to be implemented are such that when those critical infrastructural and institutional investments are made, they will establish the framework for the long-term viability of Montserrat. This will move Montserrat back once and for all, to the status of not requiring budgetary aid for its economic survival.

Implementation of the Sustainable Development Plan

All internal and external stakeholders and interest groups will be expected to give their full support to the implementation of the SDP. The public sector will primarily ensure that the critical infrastructure, policies, legislations and other institutional frameworks are in place to support the development and growth of a vibrant economy. Every effort will be made to secure and effectively manage the funding and other resources required to enable the

achievement of the targets for which the public sector is responsible. The public sector will also work very closely with the CBOs, NGOs, and especially with the private sector, towards this end.

The private sector which is expected to be the engine of growth for the economy, will strengthen itself from available and needed technical assistance and also capitalize on the opportunities available to deliver high-quality goods and services in an increasingly competitive business environment.

Monitoring the Implementation of the SDP

The ongoing monitoring of the implementation of the Sustainable Development Plan (SDP) will be the responsibility of the Ministry of Economic Development and Trade (MoED&T). It will prepare semi-annual reports on the progress being made in implementing the scheduled strategic actions over the period of the Plan.

On an annual basis, a group made up of the Deputy Governor, the Financial Secretary, the Permanent Secretary Development or their representatives, and representatives of funding agencies, private sector and civil

society groups, will review in detail the progress made by the lead implementing agencies/organizations in carrying out the various components of the SDP for which they have responsibility. A progress report will then be prepared outlining the findings and recommendations.

This report will then be presented at a public meeting where the general public will be given an opportunity to be informed of the results of the review, raise their concerns, receive clarifications and make recommendations. Based on the consensus arrived at, the strategic actions, targets, performance indicators and timelines will be adjusted to ensure that the plan and the implementation targets remain realistic. This report will also be placed on the GOM website for easy access by all citizens and interested persons.

The Office of the Deputy Governor (DG) will have the responsibility of ensuring that the necessary steps are taken by government departments and agencies to enable the implementation of the strategic actions within the agreed timeframes. The Office of the DG will also have responsibility for ensuring that the approved recommendations of the SDP Review are implemented.



Construction at Little Bay

Our **Montserrat**

INTRODUCTION

National development planning has matured during the past several years as countries from all over the world have come to realize the importance of integrative national sustainable development planning. Previously the domain of economists, national development planning now involves all individuals who deal with all aspects of sustainable development – the economy, environment, social welfare and governance. Montserrat has embraced this new paradigm as the country seeks to diversify the economic base and overcome the challenges with which the country is struggling, while at the same time taking advantage of Montserrat’s very real strengths.

The Sustainable Development Plan (SDP) 2008-2020 for Montserrat was developed to provide the Government and people of Montserrat with an agreed and coherent policy framework over the twelve year period 2008-2020. The SDP is the overarching document which outlines national development priorities and provides the framework for public and private sector actions and resource allocation towards the development of the island.

The Sustainable Development Plan (SDP) for Montserrat 2008-2020 outlines the vision of the residents of Montserrat, the agreed core values, the development strategies which will be followed in pursuit of the vision, as well as

the action plan for the first five years of the long-term planning horizon.

The clearly defined goals, outcomes, and strategies, contained in the Plan are all critical for creating — *“a healthy and wholesome Montserrat”*.

The Plan also provides the Government and people of Montserrat with the framework for public and private sector participation for the development of the island over the period 2008-2020.



The Plan Development Process

The Montserrat Sustainable Development Plan 2008-2020 was developed through an extensive consensus-building process, encouraging the people of Montserrat to take ownership of the Plan. The Ministry of Economic Development and Trade formed an SDP Development Team to ensure the successful creation of the Plan.

In an effort to ensure that residents and other stakeholders of Montserrat (including overseas Montserratians) were included in the planning process, a number of stakeholder workshops including political leaders and heads of public agencies, private sector organizations and civil society groups were conducted between May and July 2007; concluding with an action planning exercise. In total, over 150 persons participated in the process. The final draft was also presented to the general public before final production. Annex I provides further details on how the Plan was developed and Annex II lists the persons who were involved in the process of developing the Plan.

Montserrat's Sustainable Development Plan 2008-2020 is a dynamic, living plan, one that will be implemented by all residents of Montserrat and one that will be continuously changed as the needs and circumstances of the country change.



Persons participating in a planning session

Structure of the Document

The document consists of five chapters and two annexes as follows:

Chapter 1 – Review and Current Reality – presents a brief review of the previous Sustainable Development Plan 2003-2007,

identifying the accomplishments and shortcomings during that period. This chapter also looks at the current economic and social environment in Montserrat. Finally, this section includes a SWOT analysis of Montserrat's strengths and weaknesses, the opportunities that could contribute to accomplishment of Montserrat's goals and threats or challenges to accomplishing these goals. These analyses provide a starting point for this Sustainable Development Plan for the years 2008 to 2020.

Chapter 2 – Vision and Long-Term Strategy

2008 - 2020 – presents the vision of Montserrat in the year 2020 and the core values which represent the principles and standards of behaviour that we wish to nurture and reinforce as we move toward achieving our vision. Chapter 2 sets out the long-term strategy for Sustainable Development Plan 2008-2020, identifying the Strategic Goals, Outcomes and areas of Focus.

Chapter 3 – Medium-Term Strategy and Action Plan

2008 - 2012 – presents the medium-term objectives the priorities and actions that need to be implemented within the first five years, in order to lay the ground work to achieve the goals for 2020. Chapter 3 also highlights some quick wins – actions that have already been implemented or will be by the end of 2009.

Chapter 4 – Implementation Framework

– presents the implementation plan for government ministries and agencies, the private sector, and civil society. This chapter identifies the roles and actions of these

entities in implementing the Sustainable Development Plan.

Chapter 5 – Monitoring Strategy – presents an outline of the process that will be used to monitor the implementation of the Sustainable Development Plan. This chapter identifies the entities responsible for

monitoring the plan as well as the method of ensuring public input in the review process.

Annex I presents the details of the process of developing the Montserrat Sustainable Development Plan. **Annex II** lists the participants in the process. **Annex III** provides detailed economic data on the balance of payments and gross domestic product for the period 2002-2008.

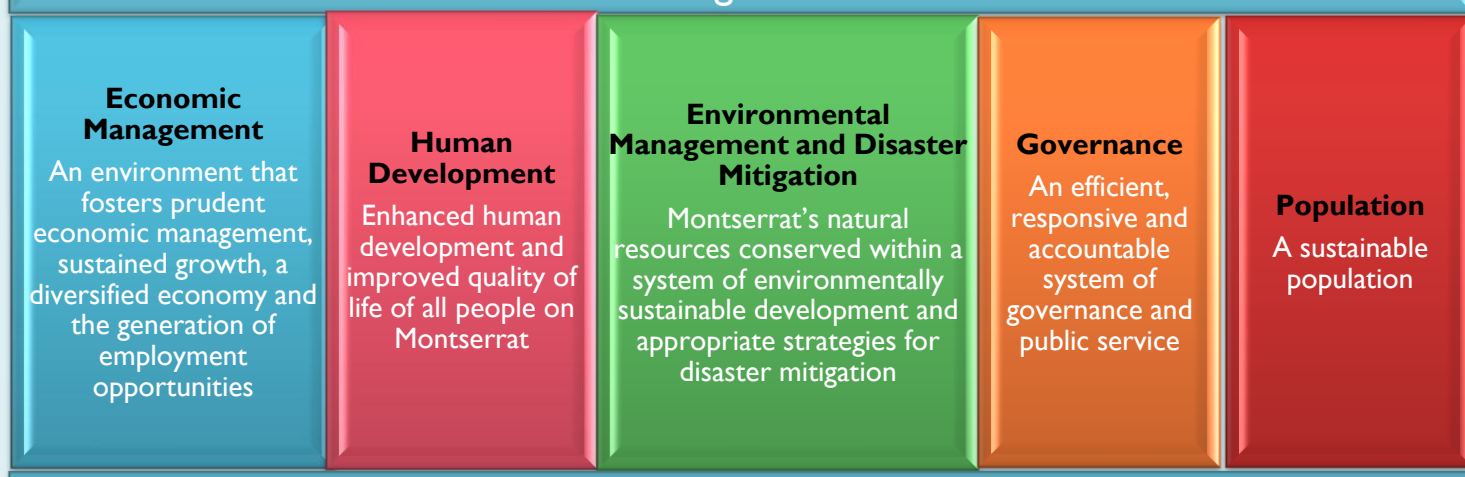


Framework for the Montserrat Sustainable Development Plan 2008-2020

The National Vision

The rebuilding of a healthy and wholesome Montserrat, founded upon a thriving modern economy with a friendly, vibrant community, in which all our people through enterprise and initiative, can fulfill their hopes in a truly democratic and God-fearing society.

Strategic Goals



National Outcomes

Cascading from the 5 Strategic Goals are the National Outcomes

The Strategic Goals, along with the National Outcomes, present a true picture of what Montserrat will look like by 2020

Medium Term Action Plan

The Medium Term Action Plan sets out: medium term objectives under each strategic goal; strategic actions for 2008 - 2012; strategic actions that will be given the highest priority; quick wins; and targets

The achievement of the medium term objectives 2008 - 2012 will contribute substantially to the achievement of the 5 Strategic Goals

Implementation and Monitoring

The implementation of the Plan will involve all stakeholders - public sector, private sector, CBOs, NGOs and the diaspora

The ongoing monitoring of the implementation of the Plan will be the responsibility of the Ministry of Economic Development and Trade



Bank of Montserrat during Construction



Bank of Montserrat today (2009)

Our Montserrat

CHAPTER 1

REVIEW AND CURRENT REALITY

Review of SDP 2003-2007

The period 2003-2007 was a very challenging one for Montserrat. Despite the challenges, however, a number of significant targets of the Sustainable Development Plan 2003-2007 were achieved. The targets achieved are presented below in relation to the stated Strategic Objectives. These achievements provide a starting point for the current period, 2008 – 2020.



Salem Early Childhood Centre

Approximately 100% of school-age children regularly attend school

Achievements during the period 2003-2007

Strategic Objective 1: To promote the retention of the present population and encourage the return of Montserradians from overseas

1. One hundred and forty (140) permanent housing solutions were provided by the government
2. The Montserrat Community College was constructed and began operation in 2005
3. The Montserrat Cultural Centre was completed, and began accommodating cultural events in December 2006
4. The John A. Osborne Airport was completed and became operational in 2005, thus enabling the recommencement of air access to the island by fixed winged aircrafts

Strategic Objective 2: To promote prudent economic management, sustained growth, a diversified economy and the generation of employment opportunities

1. Montserrat, over the period 2003-2007, remained compliant with ECCB monetary policies, and since 2001 the annual inflation rate has remained under 5%
2. Budgetary aid over the period 2002-2006 was reduced on average by 5% per annum

Strategic Objective 3: To promote human development and well-being and enhance the quality of life for all people on the island

1. The general population had access to all available health and educational services, as well as a new operating theatre, a mortuary; chronic diseases programmes were also established
2. Approximately 100% of school-age children regularly attended school
3. 85% of the vulnerable categories, in particular the elderly and the mentally challenged with no other means of support, had access to social welfare by the end of 2005

Strategic Objective 5: To improve and expand external relationships to facilitate Montserrat's integration into the regional and global environment.

Although none of the targets under this strategic objective were fully achieved, significant progress was made in two areas, these are:

1. The ongoing negotiation with the British Government to secure entrustment to enable more complete participation in CARICOM and OECS; substantial support to this end was received from CARICOM
2. Revision of the existing constitution

Strategic Objective 6: To ensure that Montserrat's development is environmentally sustainable and includes appropriate strategies for disaster mitigation

1. The National Environmental Management Strategy was completed in October 2006
2. The Department of Environment was established and a director appointed in November 2006
3. Existing pieces of environmental legislation were redrafted
4. Populations of key species were maintained or enhanced
5. Although the National Disaster Management Plan was not fully updated and completed, components of the Plan such as the evacuation plan, hurricane emergency plan and the mass casualty plan were completed

Targets to be addressed in the 2008 – 2020 Period

Despite these achievements, there were some significant targets for which the level of underachievement was of concern to some, if not all stakeholders. These targets include:

1. 5% p.a. increase in the indigenous population and an increase in total population to 6,000 by 2007

2. An increase in contribution to the GDP to 4-7% by 2007 from the tourism, banking and other financial services and communication
3. Increase in exports by 2% p.a. and an improvement in balance of trade
4. Increase of 120 new jobs p.a. and 90% of school leavers employed within 6 months of graduation
5. Gradual shift in reliance on Government Services as the lead sector in the economy

6. Perceived improvement in the business climate by 2007
7. Restructured, efficient and customer friendly public service by 2007

In the development of the Montserrat Sustainable Development Plan 2008-2020, greater attention was placed on designing appropriate strategies that will lead to the achievement of the main targets and outputs of the Plan. Additionally careful thought was also given to ensuring that the target and outputs are achievable within the constraints of the time and other required resources.



The John A. Osborne Airport – A key achievement during the 2003 – 2007 development period

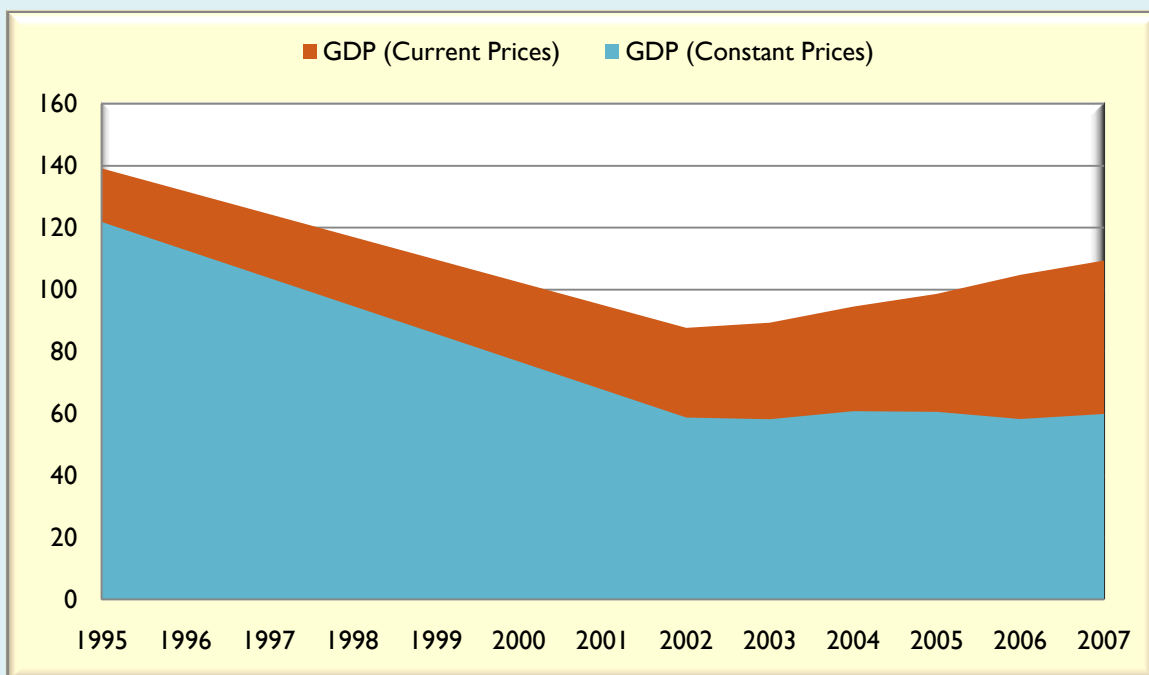
Economic and Social Review

Montserrat, a British Overseas Territory and founding member of CARICOM and the OECS, is a small island developing state. It is approximately 39 sq miles in size. However, as a result of the volcanic activities which began in 1995, the current population of approximately 5,000 is located in the northern

section of the island which is designated safe for residential, social and economic activities.

The following overview of the socio-economic performance over the period 2002-2007, highlights some of the achievements, but more so the challenges and opportunities faced by the territory during that period, as well as a number of issues that need to be addressed over the lifetime of this development plan.

Figure 1: Montserrat GDP at Current and Constant Prices



Source: Statistics Department, Ministry of Economic Development & Trade

Table 1: Montserrat GDP at Current and Constant Prices

	1995	2002	2003	2004	2005	2006	2007
GDP (Current Prices)	139.2	87.7	89.37	94.57	98.69	104.83	109.43
GDP (Constant Prices)	121.9	58.74	58.20	60.79	60.58	58.26	59.9
% Changes (current prices)		6.2	1.87	5.82	4.36	6.22	4.39
% Changes (constant prices)		3.32	(0.92)	4.45	(0.35)	(3.84)	2.82

Source: Statistics Department, Ministry of Economic Development & Trade

Figure 1 and Table 1 indicate a pattern of alternating minimal decline and growth in GDP at constant prices over the period 2002-2007, resulting in a relatively flat graph reflecting a mere 2% growth when the GDP for 2007 is compared with that of 2002. The construction sector has been the main contributor to this decline, falling from a 22.2% contribution to GDP in 2002 to a mere 11.1 % in 2007. This decline was primarily due to falling and very limited private sector activity in this area and delays in the start of a number of public sector construction/infrastructure projects. The contraction in the construction sector has also negatively impacted the wholesale and retail trade, as well as the transport sector, especially sea transport. Falling tourist arrivals, from 14,995 in 2002 to 10,449 in 2007, as well as declining visitor expenditures, have highlighted the fact that the tourism sector is performing well below its true potential.

While a few key sectors have registered negative growth, other important sectors such as real estate and housing, banking and insurance, communication and other services have experienced positive but marginal growth. In fact the Government services sector continues to be the main driver of the economy, with the government being the

largest single employer and also the major financier of the capital projects being undertaken on the island. It was estimated that government services contributed 36.7% to the GDP in 2007, compared to 32.2% in 2002. Table A in Annex III shows Montserrat's GDP by economic activity for 2002-2008.

In light of the current state of the economy, the consensus has been that the private sector must be developed and strengthened, to assume its proper role as the driver of economic growth. There has also been broad based consensus that:

- The required air and sea port facilities must be put in place to enable the effective movement of goods and people and stimulate business activities
- The necessary information and communication technology framework and infrastructure must be implemented
- The government needs to play a more deliberate role in managing the economy and creating an enabling environment for private sector development
- Renewable energy, the tourism, mining and quarrying and the agricultural (food production) sectors are to be given the highest priority

Fiscal Performance

Table 2: GOM Recurrent Revenue and Expenditures (EC\$M)

Particulars	2002	2003	2004	2005	2006	2007
Recurrent Revenue	29.43	33.95	32.75	35.51	35.29	35.71
Budgetary Aid	40.13	55.75	55.82	48.96	53.44	57.96
Total Revenue	69.56	89.70	88.57	84.47	88.73	93.67
Current Expenditures	63.97	77.89	90.12	78.88	84.33	93.13
Emergency Expenditures	1.75	12.87	13.38	5.11	7.13	6.63

Source: Ministry of Finance – Estimates of Revenue & Expenditure 2002-2008

As has been the case since 1995, Montserrat's fiscal performance has been characterized by significant fiscal deficits. The recurrent revenues have been hovering between EC\$34.0m and EC\$36.0m annually, while the current expenditures have been growing steadily, except in 2004, when it rose sharply to just over \$90.0m (see Table 2 above). To meet this shortfall, the British Government

since 1996, has been providing budgetary aid. The intent was that by 2012, there would not be much need for this type of support. However, given the present state of the economy, it is expected that this time line will have to be extended. Table B in Annex III shows Montserrat's Balance of Payments in 2002-2008.

Social Expenditures

Table 3 below indicates that recurrent GOM expenditure on education, health and social welfare, as a percentage of total recurrent expenditures, declined in 2003 and 2004 but has been on a growth path since that period. As a percentage of GDP at current prices,

education, health and social welfare expenditures have remained fairly constant between 2002 and 2006, with a notable increase in 2007. This is a reflection of Government's continued commitment to the provision of required services in the health, education and social welfare sectors.



Table 3: GOM Recurrent Education, Health and Social Welfare Expenditures

Particulars	2002	2003	2004	2005	2006	2007
Expenditure on Education (\$m)	4.85	4.98	5.04	5.61	6.66	07.78
Expenditure on Health and Social Welfare (\$m)	10.72	10.22	11.27	12.86	13.74	15.57
Total Expenditure on Education, Health and Social Welfare	15.57	15.2	16.31	18.47	20.4	23.35
Total Recurrent Expenditure (\$m)	63.97	77.89	90.12	78.88	84.33	93.18
GDP at Current Prices (\$m)	87.73	89.37	94.57	98.69	106.15	104.69

Source: Ministry of Finance – Estimates of Expenditure 2002-2008

Social Indicators

The crude birth and death rates are indicating that significant natural growth of the population is unlikely. The number of births over the period 2004-2006 (159), is actually less than the number of deaths over the same period (162). Other social indicators of note are recorded in the table below.



Table 4: Montserrat Social Indicators

Particulars	2002	2003	2004	2005	2006	2007
Crude Birth Rate	11.8	8.9	10.0	13.2	10.5	8.9
Crude Death Rate	9.6	12.3	12.0	12.3	10.1	9.1
Infant Mortality Rate	0	24.4	0	0	20.4	23.3
Maternal Death Rate	0	0	0	0	0	0
Life Expectancy at Birth- Male (Yr.)	88	76	76			
Life Expectancy at Birth- Female (yr.)	89	85	81			
Pupil teacher ratio - Primary	20	21	21	24	18	17
Pupil teacher ratio- Secondary	12	11	11	12	11	12

Source: Ministry of Education Annual Reports; Ministry of Health Statistical Report



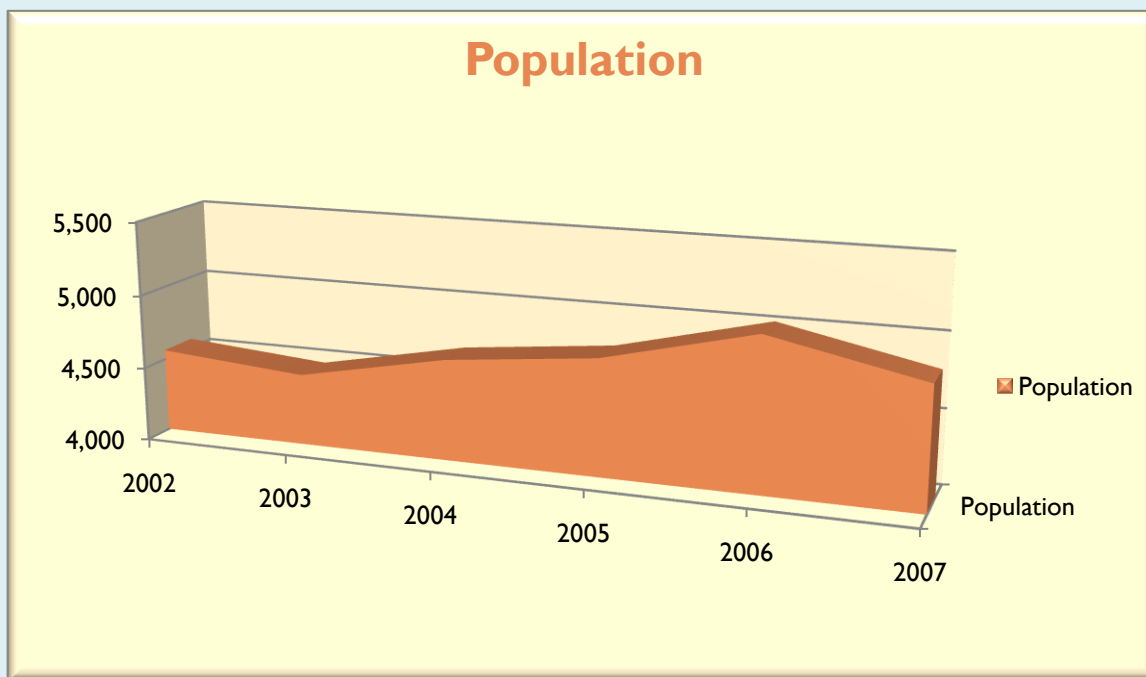
"Healthy citizens in a healthy environment"

Population and Employment

Montserrat's aging population continues to be a concern to policy makers as approximately 16% of the population is over 65 years, and the annual number of births is approximately the same as the number of deaths. Since 2005 the

population has been hovering around 4,800, peaking at just over 5,000 in March 2006 and then falling to just over 4,800 in 2007 (see Figure 2).

Figure 2: Montserrat's Population 2001 – 2007



Source: Statistics Department, Ministry of Economic Development & Trade

The decline in 2007 however, was partially due to the fact that some residents living close to the unsafe zone migrated to neighbouring islands or have returned to their home country. Despite this decline however, the population has grown by a total of 5.6% since 2002. The main contributors to this growth are

CARICOM and Dominican Republic nationals and the children born to them.

As at March 2006 the labour force stood at 3,005 and the unemployment rate at 13.7%. This represents an increase when compared with a labour force of 2,029 in 2001 and an unemployment rate of 13%.

Balance of Visible Trade

As indicated in Table 5 and Figure 3 below, the balance of visible trade continues to be in deficit as imports continue to grow, without exports registering any overall growth since 2004, until 2007, when there was a significant

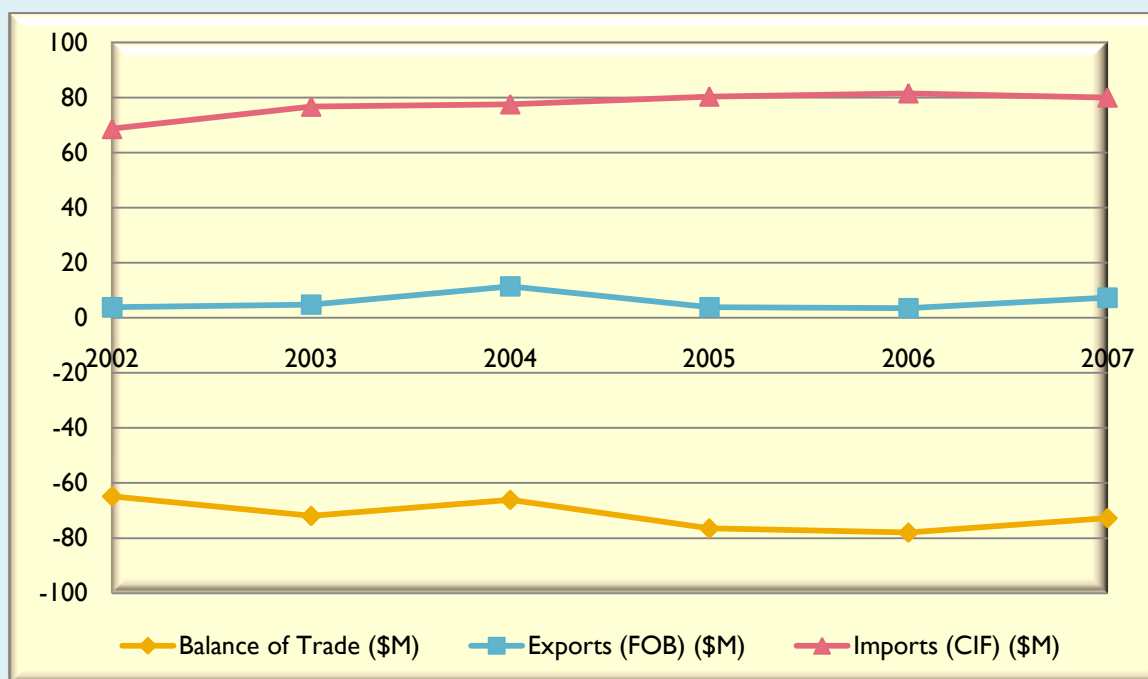
51% increase in export due primarily to the export of crude minerals (sand). These deficits in trade, however, have been partly offset by current transfers, represented largely by budgetary aid and technical assistance given to the GOM.

Table 5: Montserrat's Balance of Visible Trade

Year	2002	2003	2004	2005	2006	2007
Balance of Trade (\$m)	(64.84)	(71.94)	(66.13)	(76.47)	(78.00)	(72.74)
Exports (FOB) (\$m)	3.81	4.79	11.44	3.89	3.54	7.29
Imports (CIF) (\$m)	68.65	76.73	77.57	80.36	81.54	80.03

Source: Statistics Department, Ministry of Economic Development & Trade

Figure 3: Balance of Visible Trade



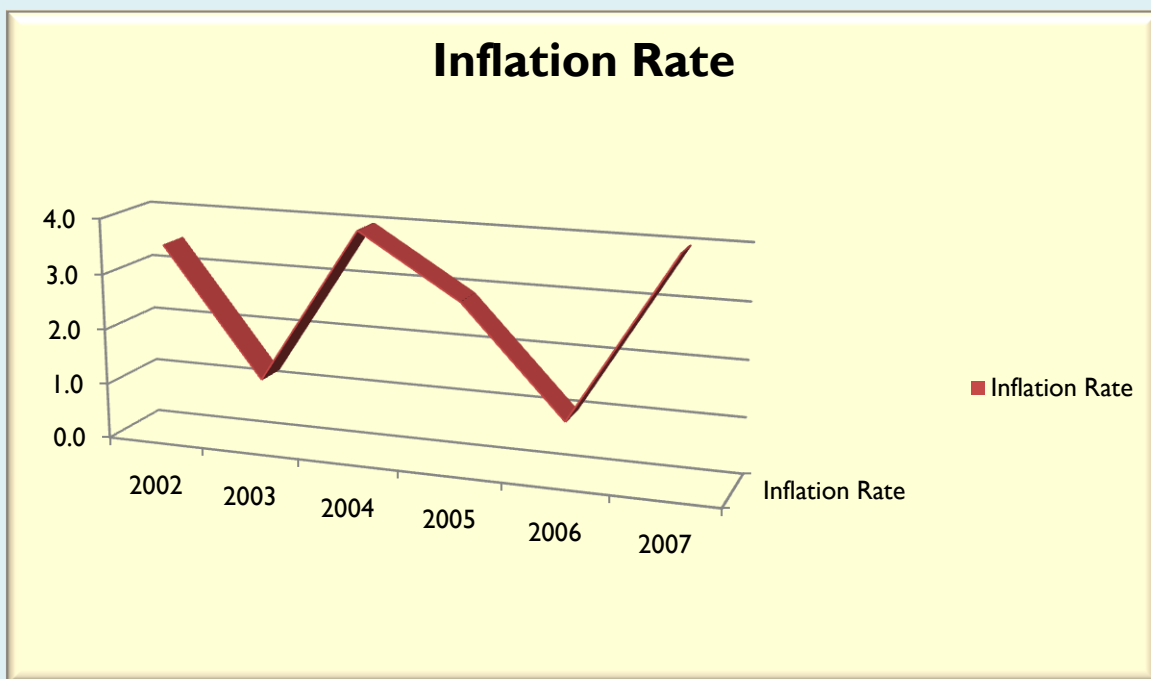
Source: Statistics Department, Ministry of Economic Development & Trade

Inflation

The inflation rate has remained under five percent over the past five years and the projections are that it will remain below 5% over the period 2008 – 2012 (see Figure 4). However, steps will be taken to ensure greater

accuracy in the measurement of price movements. This includes, updating the basic basket of goods and assigning appropriate weights to the items in the basket.

Figure 4: Inflation Rate 2002 – 2007



Source: Statistics Department, Ministry of Economic Development & Trade

Domestic Credit

The commercial banks have remained very liquid despite increases in domestic borrowing over the period 2003 to 2007. Credit to the productive sectors, however, has been almost non-existent in recent years. In fact the combined credit to the Tourism, Agriculture and Manufacturing sectors was less than EC\$150,000 in 2006. The level of credit to these sectors is somewhat reflective of the level of economic activity in them.

Approximately, seventy five percent (75%) of the credit extended by the banking sector was for personal loans. Credit for the acquisition of property, that is, for home construction and renovation and house and land purchases, accounted for the largest portion of personal loans advanced. This on average, amounts to just over 50% of loans advanced (see Table 6 below for further details). With the completion of the 60 houses at Lookout in 2007, it is anticipated that loans and advances for purchase of houses and land will increase significantly in 2008.

Table 6: Analysis of Commercial Bank Credit

	Loans and Advances by Activity	Dec. 2002	Dec. 2003	Dec. 2004	Dec. 2005	Dec. 2006	Jun. 2007
1	Agriculture and Fisheries	0.25	0.08	0.1	0.1	0	0.03
2	Manufacturing+(Mining and Quarry)	0.14	0.1	0.27	0	0	0.48
3	Construction	0.46	1.16	1.09	1.2	1.6	1.64
4	Distributive Trades	3.29	3.32	3.29	4.3	4.2	3.89
5	Tourism	0	0.01	0.03	0	0	0
	Sub- Total	4.14	4.67	4.78	5.6	5.8	6.04
6	Personal	19.14	18.85	19.84	22.8	26.2	30.91
	Acquisition of Property	13.58	14.27	14.69	15.9	17.9	20.35
	Durable Consumer Goods	0.91	0.61	0.7	1	1.4	1.92
	Other Personal	4.65	3.97	4.45	5.9	6.9	8.64
7	Other	3.16	2.23	1.91	2.1	2.9	2.75
8	Balance of Loans and Advances	26.43	25.75	26.52	30.6	35.1	39.69
	% of Total Loan to Productive Sector	15.7	18.1	18.0	18.3	16.5	15.2
	% of Total Loan to Personal	72.4	73.2	74.8	74.5	74.6	77.9
	% of Loan to Acquisition of Property	51.4	55.4	55.4	52.0	51.0	51.3

Source: Eastern Caribbean Central Bank: Aug. 07

External Debt

The outstanding public sector external debt declined from EC\$13.5m in 2002 to EC\$12.3m in 2007. The estimated debt/GDP ratio of

11.75% at the end of 2007 is well within the guidelines set by the ECCB.

SWOT Analysis of Montserrat

In the quest to formulate a new sustainable development plan in pursuit of the agreed vision, while remaining consistent with the agreed core values, a reality check was undertaken to clarify the strengths, weaknesses, opportunities and threats faced by the territory. This exercise highlighted the critical importance of harnessing the identified

strengths, systematically exploiting all available opportunities, while managing the weaknesses and minimizing the impact of the threats faced both from the external and internal environments.

Listed in Table 7 below are the main strengths, weaknesses, opportunities and threats identified during the period of national consultations in 2007



Our Montserrat

Table 7: SWOT Analysis of Montserrat

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strategic location (25 minutes from international air link) • Support of British Government • OECS and CARICOM support for full integration into regional organizations • Liquidity of banks on the island • Attractiveness and tranquillity of the island • Abundance of volcanic products and natural resources -pumice, ash, etc. • Political and macro-economic stability (low inflation, low debt, supply of foreign exchange) • Strong potential for geothermal energy exploitation • Resilience of the people • Universal access to nursery, primary and secondary education • Access to primary health care • Low crime rates/ good security at all levels • Available disaster preparedness and management skills and experience. 	<ul style="list-style-type: none"> • Small market size; small population base; parochial outlook • Weak, undercapitalized private sector; low level of economic activity • Shortage of entrepreneurial talent • Dependence on external aid and government sector for economic growth • Underdeveloped tourism products and infrastructure; weak tourism management • Inadequate management of the project cycle, especially project implementation and monitoring • Shortage of skilled labour; failure to attract, deploy and retain required skills; inadequate succession planning in the public sector • Limited housing stock • Costly telecommunication services • Inadequate and costly access to island by air and sea • Inadequate infrastructure. • Inconsistent management of economy • Low or negative economic growth • Poor secondary health-care infrastructure • Inadequate dissemination of information • Weak inter-sectoral linkages and coordination • Non-recognition/integration of non-Montserratians • Increasing burden of an aging population on social services provision
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The potential to attract tourists visiting neighbouring islands such as Antigua (over 500,000 tourists visited Antigua in 2007) • Development of an efficient and customer friendly public service through the Public Service Reform programme • Development of volcano-related economic activities (volcano-based tourism, geothermal energy, quarrying products) • Repositioning of Montserrat as a vibrant and successful economy; with a new and attractively designed town centre with modern and appropriate infrastructure • Access to regional institutions and labour pool for finance and expertise • Provision of strategic private sector development support • Liberalization of info-telecommunication sector with the aim of reducing cost and improving service • Potential to develop and market cultural heritage, including the Irish connection. • Tapping into the resources of the diaspora • Commitment to ensuring that all development activities meet sustainable development criteria • Commitment to ensuring that urban planning takes into account the likely impact of climate change 	<ul style="list-style-type: none"> • Strong regional competition for tourist and private sector investments • Tourist arrival numbers in decline • Donor confidence reduced by the slow pace of GOM delivery on project implementation commitments • Regional competition for talent, including qualified Montserratians • Lack of confidence by foreign investors • Migration/brain drain • Volcanic activity and other natural disasters – fear factors • Being able to balance budget without a large tax burden • Lack of entrustment from the British Government– to participate fully in the CSME • Lack of access to the natural/volcanic resources • Aging population/ burden on welfare system • Tensions arising among marginalised non-Montserratians. • Unstable coalition Government - stability /lifespan unsure



Artist's Impression of the new Little Bay Town Centre

Our **Montserrat**

CHAPTER 2

VISION, CORE VALUES AND LONG-TERM STRATEGY

Montserrat Vision Statement

The vision agreed to and embraced by the people of Montserrat over the last ten years is:

“A healthy and wholesome Montserrat, founded upon a thriving modern economy with a friendly vibrant community in which all our people through enterprise and initiative can fulfill their hopes in a truly democratic and God-fearing society”

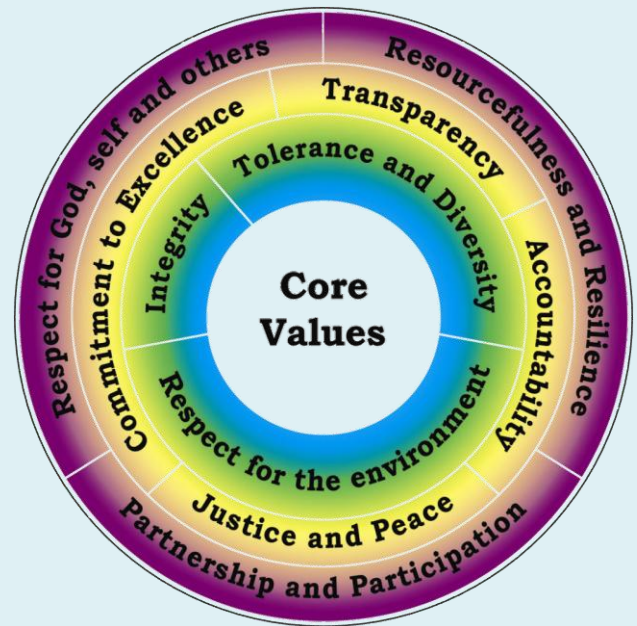
In formulating the current development plan, the participants in the strategic planning process undertook a visioning exercise to clarify their vision of for the future Montserrat. Thirteen vision pillars were developed, all of which were consistent with the agreed vision for Montserrat. These vision pillars are:

- A stable and enlightened community that promotes integrity, accountability, inclusiveness and empowerment of the society
- A thriving and viable population
- Adequate housing for the population
- Sustainable utilization of natural resources
- A vibrant Agriculture sector
- Educational opportunities increased and improved
- Adequate and affordable transportation links to and from Montserrat
- Private sector empowered to be the engine of growth
- All areas of tourism thriving (cruise, residential, hotel, sports, eco-tourism, heritage and culture)
- Economic growth leading to self sufficiency
- Total island infrastructural development
- Accessible comprehensive health care system
- Heritage and cultural resources managed and fully utilized

Core Values of Montserrat

The twenty-first century brings with it a period of unprecedented rapid change and major challenges. Therefore, it is critical in these changing times, to rediscover and reinforce the core values that have served us well over the decades and ensure that these values form the foundation on which the Montserrat Sustainable Development Plan 2008-2020 is constructed and implemented. An unwavering faith in the Almighty God is the bedrock on which the core values are founded. These values are:

- Respect for God, self and others
- Resourcefulness and Resilience
- Commitment to Excellence
- Transparency
- Accountability
- Integrity
- Justice and Peace
- Partnership and Participation
- Tolerance and Diversity
- Respect for the environment



The core values provide the critical moral framework for the creation of type of society to which the national vision refers. They also represent the principles and standards of behavior that we wish to nurture and reinforce in this and succeeding generations of the people of Montserrat.

Our Montserrat

Montserrat Long-Term Strategy



Introduction

Having developed and embraced a clear vision of the desired future for Montserrat, it is recognized that a long-term planning horizon with clearly defined goals, outcomes, and strategies, is critical for the mapping of the path towards its realization.

To this end, the long-term strategy component of the Sustainable Development Plan for Montserrat sets out the long-term strategic goals, outcomes, targets, and challenges as well as the strategic focus that will be adhered to over the period 2008 - 2020. Given the changing global environment in which we operate, it is anticipated that there will be the need for refinement of the strategies and actions over this period. The long-term goals and outcomes, however, are expected to remain relevant and important for the duration of this planning horizon.

Strategic Goals

Arising from a review of the Sustainable Development Plan 2003 - 2007 and a series of consultations, it was the consensus of the stakeholders that Montserrat should continue

with the strategic objectives in the areas of Economic Management; Human Development; Environmental Management and Disaster Mitigation; and Population in the SDP 2008-2020.

STRATEGIC GOALS

1. **Economic Management** - An environment that fosters prudent economic management, sustained growth, a diversified economy and the generation of employment opportunities
2. **Human Development** - Enhanced human development and improved quality of life of all people on Montserrat
3. **Environmental Management and Disaster Mitigation** - Montserrat's natural resources conserved within a system of environmentally sustainable development and appropriate strategies for disaster mitigation
4. **Governance** - An efficient, responsive and accountable system of governance and public service
5. **Population** - A sustainable population

Additionally, it was agreed to create an expanded governance strategic objective based on a merging of the 2003-2007 strategic objectives focused on strengthening national governance, and improving and expanding external relationships.

These strategic objectives will now form the long-term strategic goals that will guide the sustainable development of Montserrat over the period 2008–2012 and beyond, to the year 2020.

National Outcomes

The National Outcomes represent a picture of what Montserrat will be by 2020. The national outcomes that will be attained by 2020 under each strategic goal are presented as follows:

Strategic Goal 1: Economic Management

1. A stable and diversified economy with sustained economic growth
2. An enabling business environment
3. Appropriate high quality economic and info-communication infrastructure
4. Food and energy security
5. Graduation from budget support from the British Government

Strategic Goal 2: Human Development

1. Access to affordable housing solutions
2. A healthy population with full access to required health care

3. A well developed and effective education and training system, that produces well-rounded, and qualified life-long learners
4. Effective social protection
5. Strong and caring family units and a God-fearing society

Strategic Goal 3: Environmental Management and Disaster Mitigation

1. Sustainable use and management of the environment and natural resources
2. Long-term improvement in the state of environmental resources
3. Hazard risk reduction and adaptation to climate change

Strategic Goal 4: Governance

1. A transparent and effective accountability framework within Government and the Public Sector
2. A modernized, efficient, responsive and accountable public service
3. Montserrat fully integrated into the regional and global environment.
4. Effective crime and delinquency management

Strategic Goal 5: Population

1. A stable and viable population, appropriate for the development needs of the island



**Montserrat SDP...creating
a sustainable future for
Montserratians**

Targets

The key targets to be achieved by year 2020 under each strategic goal are outlined in the table below:

Strategic Goal	Targets for 2020
Strategic Goal 1: Economic Management	<ul style="list-style-type: none"> ○ Government Services contributing no more than 24% of real GDP, while agriculture, tourism, mining & quarrying contribution to GDP increase by at least 100% ○ 6% growth in GDP p.a. in real terms as of 2012 ○ 60% of GOM's recurrent budget financed from revenue intake ○ Unemployment rate of less than 7% ○ 60% of national electricity requirements produced from renewable resources ○ Production of 50% of agricultural produce required for local consumption
Strategic Goal 2: Human Development	<ul style="list-style-type: none"> ○ No more than 6% of the population living below the poverty line. ○ 40% increase in the housing stock ○ Reduction in % of single parent headed households as percentage of all households with children ○ 100% increase in the range of curative and rehabilitative health care services available on island ○ 20% of the population with tertiary level certification
Strategic Goal 3: Environmental Management and Disaster Mitigation	<ul style="list-style-type: none"> ○ 10% growth in the population of endangered/protected species ○ Consistent enforcement of key elements of the environmental management strategy, policy and legislation ○ Damage caused by disasters minimized to less than 2% of GDP
Strategic Goal 4: Governance	<ul style="list-style-type: none"> ○ Full compliance of public servants and elected officials with established accountability frameworks ○ Central government agencies consistently meeting agreed service delivery targets and the needs of its customers ○ 25% reduction in the crime rate ○ Montserrat enjoying net benefits from full membership in CARICOM and the OECS
Strategic Goal 5: Population	<ul style="list-style-type: none"> ○ A population of 9,000

Long-Term Objectives – Goals, Outcomes, Challenges and Strategies

In a context of limited resources, if the goals and outcomes of this plan are to be achieved, strategic approaches will have to be adopted. To this end, a number of strategies were formulated to create the required institutional framework and maximize the utilization of Montserrat’s resources, as well as the synergies to be derived from inter-sectoral collaboration, and collaboration with other members of OECS, CARICOM and overseas countries and territories.

The strategies to be adopted to address the issues and challenges along the path towards the achievement of the national goals are outlined in the sections below.



Strategic Goal 1: Economic Management

An environment that fosters prudent economic management, sustained growth, a diversified economy and the generation of employment opportunities.

In the area of economic development and management, the overarching goal is to facilitate and promote sustained economic growth and a diversified economy in which employment opportunities are being created and the government consistently practices prudent economic management. A stable, predictable and well-managed economy, as well as adequate and reliable international and local transport and telecommunication infrastructure are therefore deemed to be critical for the sustained economic development of Montserrat.



Outcomes

- A stable and diversified economy with sustained economic growth
- An enabling business environment
- Appropriate high-quality economic and telecommunication infrastructure
- Food and energy security
- Graduation from British Government budget support

Issues and Challenges

A number of challenges are being encountered in this area. They include:

- ***Inadequate, sea port, landside, road and airport infrastructure*** – The existing port facilities are grossly inadequate; air access is limited and very costly; and the road network in the north of the island, while benefiting from some improvements, requires significant levels of investment to improve its quality and the safety for all users. By 2020, the plan is to construct modern port facilities with appropriate arrangements in place for the movement of people and goods in keeping with the long-term development needs of Montserrat. It is also planned that the main thoroughfare on the north of the island will be significantly upgraded to ensure safety and adequacy for all users.
- ***Weak private sector and low level of economic activity*** – Since the commencement of volcanic activities, the destruction of Plymouth, and the loss of most of the population, the private sector has not fully recovered. In 1994, the population of Montserrat was 10,402 and, of a total GDP of EC\$132.13m, the government services

accounted for 20%. In 2007, however, GDP at constant prices stood a mere EC\$59.9m of which Government services stood at 37%. The role of the private sector in the economy was significantly below what it used to be, thus resulting in a much lower revenue intake by the GOM and increased dependence on international aid to balance the national budget. By 2020, it is projected that the contribution of the Government Services sector will be reduced to no more than 24%, as the private sector is provided with an enabling environment and the support needed to develop and play its rightful role in the sustained growth in the economy, especially in the targeted growth sectors.

- ***Inadequate management of the GOM project cycle, especially project implementation and monitoring*** – The GOM project development, approval, implementation and monitoring system has not developed sufficiently over the years to effectively manage the design, approval and implementation of large development projects that have been undertaken. Consequently, there have been extended delays in the development, approval and implementation of these projects. In some instances, substantial cost overruns were also encountered. Within the first three years of this plan, it is expected that the management of the project cycle will be significantly improved, thus minimizing delays in implementation, wastage and cost overruns, and the maximization of value derived from money expended.

- ***Inadequate facilities for central government accommodation and the delivery of Government services*** – Much of central government administration is currently being carried out at Brades from inadequate temporary prefabricated buildings that have long outlived their useful lives. Other government facilities also require upgrading, and with the construction of a new town centre, appropriate facilities will have to be constructed to accommodate the courts, the legislature, customs and Inland Revenue services, the public library, among other government facilities. By 2020, it is expected that adequate facilities will be in place to comfortably and economically accommodate GOM staff and enhance the delivery of public services.
- ***Energy Security*** – Currently, Montserrat is totally dependent on imported fossil fuels to meet its energy needs. Additionally, the electricity generating plants and facilities in use are inappropriate and very inefficient. Studies are now being carried out to evaluate the potential for harnessing wind and geothermal energy to meet local energy needs and to generate surplus for exports.
- ***Food Security*** – Much of the food consumed locally is imported. Thus residents are at the mercy of external suppliers for even some very basic food items, which are sometimes of sub-standard quality. In 2006, of the total of 344,973 kilograms of vegetables and fresh produce utilized on island, only 13% or 45,309 kilograms were produced locally. It is critical that steps be taken to reduce the dependence on

imports for fresh produce and vegetables, as well as other basic agricultural products.

- ***Information and Communication Technology (ICT)*** – The development of the ICT sector has transformed life in Montserrat in many ways. However, ICT services are still costly and inadequate. There is the challenge to liberalize and regulate this sector so that it fulfills its potential as the basis for the transition into an information society, thereby profoundly influencing business processes as well as our social lives.

Strategic Focus

The strategies to be adopted by the government and people of Montserrat in pursuit of the economic management strategic goal are as follows:

- ***Economic infrastructure development*** - Putting in place appropriate sea, land side and airport infrastructure as well as the marine and air transport arrangements necessary for the cost-effective movement of people and cargo, and the provision of other related services in the pursuit of economic growth and sustainable development. Additionally, strategic focus will be placed on the improvement of key road networks to ensure their adequacy and the safety of their users, the provision of adequate utilities and sewerage infrastructure, as well as the provision of appropriate facilities for the accommodation of Government entities for effective service delivery.

- **Development of priority sectors** – Facilitation of the development of four sectors as economic drivers because of their potential impact on:
 - income generation and employment creation particularly among lower-income groups;
 - increasing exports and/ or import substitution
 - the long-term transformation of the economy

The four economic drivers identified are:

- **Agriculture:** The strategy to be pursued is to enhance food security, improve nutrition and reduce poverty, by becoming self-sufficient in the production of some items such as banana, plantains, eggs and goat meat, and to produce a larger percentage of the basic ground provision, fruits, vegetables and other meats required by the local population and the tourism sector.
- **Tourism and related services:** Emphasis will be placed on utilizing the volcano, as well as Montserrat's tranquility and unique natural and cultural assets in developing the tourism product. The segments of the market which will yield the highest sustainable earning to Montserrat will be targeted. Where appropriate, effort will be made to collaborate with other islands in the OECS.
- **Renewable energy:** The aim is to diversify the country's energy supply by the harnessing geothermal and wind energy for

domestic consumption, export to OECS neighbors as well as the attraction of high value-added energy-intensive business enterprises.

- **Innovative mining/manufacturing:** The focus will be on mining sand and aggregate for export and also on the usage of materials from the volcano to produce high value-added products.

- **Strengthening and development of the private sector** - Focus placed on the implementation of initiatives to support the strengthening and development of the private sector, in particular, small and medium-size enterprises in these sectors, thus enabling them to fully assume a leadership role in the process of economic growth. These initiatives will include ensuring a facilitating policy, regulatory and institutional framework for business development, facilitating increased access to capital and strengthening of investment promotion and trade facilitation. Also, a strategy of outsourcing and divestment of government activities will be pursued.
- **ICT infrastructural and institutional development** - Ensuring that the required ICT infrastructure and institutional framework and facilities are in place, that is, a facilitating legislative, policy and regulatory framework for investment and business activities, as well as appropriate facilities for the effective delivery of services to the various customers.

- *Development of town centre* – Completion of the development of a modern town centre at Little Bay with all the required infrastructure, sewage works and utilities to meet the current and future needs of its targeted users as Montserrat seeks to establish a new business, residential and civic centre.

Targets: Economic Management

- Government Services contributing no more than 24% of real GDP, while agriculture, tourism, mining & quarrying contribution to GDP increase by at least 100%
- 6% growth in GDP p.a. in real terms as of 2012
- 60% of GOM's recurrent budget financed from revenue intake
- Unemployment rate of less than 7%
- 60% of national electricity requirements produced from renewable resources
- Production of 50% of agricultural produce required for local consumption



Artist's Impression of Hotel at Little Bay

Strategic Goal 2: Human Development

Enhanced human development and improved quality of life of all people on Montserrat.

The long-term goal in human development is to enhance human development and improve the quality of life of all people in Montserrat.



Outcomes

- Access to affordable housing solutions
- A healthy population with full access to required health care
- A well-developed and effective education and training system, that produces well rounded and qualified life-long learners
- Effective social protection
- Strong and caring family units and a God-fearing society

Issues and Challenges

There are a number of challenges to achieving the outcomes under this strategic goal. These include:

- **Limited housing stock** – The destruction of most of the island's housing stock by the volcano created an immediate shortage in housing, which forced many Montserratians to migrate. Many of those who remained on island have since built or purchased homes, some with varying levels of GOM assistance. However, many are still residing in government-operated shelters intended to be temporary accommodation, or in temporary structures on lands rented by the GOM. Additionally, a number of residents, due to their salary and/or age levels, are experiencing difficulty in qualifying for mortgages required for financing the construction of their own homes. Consequently, they are now looking to the GOM to devise strategies to assist them to realize their dream of homeownership. To this end, the GOM will seek to ensure that the policy framework, government incentives and Public/Private Partnership arrangements are

in place, so that by 2020 the housing shortage and access to affordable housing solutions will be substantially addressed.

- **Inadequate secondary and tertiary health care facilities and services** – While a very effective primary health care system is in place, many residents and overseas-based Montserratians who have considered returning home, are concerned that the required quality of secondary and tertiary health care facilities and services are not yet in place on island. Accessing these services overseas is often very costly and beyond the reach of many residents. By 2020, the goal is to ensure access to required secondary and tertiary health care at affordable prices.
- **An aging population** – In March 2006, 32% of the population was in the age group 50 and over, with 14% over the 65 age group and only 31% in the 0-24 age group. An aging population places increasing pressure on the social services, especially the health services. Additionally, given the small labour force and the fact that the government is the main employer, with a non-contributory pension scheme there is the foreseeable challenge of the financing of pensions and social services to the elderly. The long-term strategy seeks to enhance the well-being of the vulnerable population and to make provision for adequate and sustainable social protection.
- **Insufficient sports and recreation facilities for the young** – While there are some sporting and recreation facilities on island, there is an

acknowledged shortage of appropriate recreation facilities for the youth in some communities. Sports is widely seen as an avenue for the harnessing and channeling of the energies and abilities of our youth and thus there is a need for deliberate emphasis on creating the infrastructure that will facilitate their development in this regard.

- ***Shortage of skilled and professional labour*** – There is a shortage of skilled labour in a number of critical areas. This is due in part to the migration of many skilled persons after the onset of volcanic activities and the limited success experienced in attracting, and/or retaining the required skills, as well as inadequate succession planning in the public sector. The challenge is to put in place effective education, training and recruitment systems that will produce the required well-rounded and competent graduates, as well as initiatives to attract, utilize and retain the skills necessary to expedite the sustained development of the island.

Strategic Focus

The strategies to be adopted over the long term for human development will be:

- ***Increased access to affordable housing***
- Creation of policies, incentives, programmes and innovative public/private partnerships, to encourage and facilitate home ownership among targeted low- and middle-income groups, especially those who are experiencing difficulties in qualifying for mortgages required for home construction. More generally, the strategy will focus on increasing the

housing stock on island to meet demand.

- ***Incorporate poverty and vulnerability reduction issues in public policy programmes*** – The strategic focus in this area is to promote the health, safety and well-being of the vulnerable population and to alleviate poverty through the creation and implementation of required legislation, regulations, policies and cost-effective programmes within the limits of available resources. It also involves expanding opportunities for the poor to engage in sustainable livelihoods, and promoting greater responsibility of families for vulnerable family members. It is anticipated that this strategy will be executed through collaboration among all the key stakeholders and interest groups in the public sector, the private sector and civil society.
- ***Improved access of the population to desired secondary and specialized health care*** – This strategy includes improving the infrastructure and services available at Glendon Hospital, the initiation of innovative public/private partnerships for the provision of selected services, and negotiation of arrangements with regional governments and health facilities to enable improved access of the population to required specialized health care. The strategy will also focus on the establishment of mechanisms for the effective and sustainable financing of health care.
- ***Promotion of health, well-being and national identity*** – The essence of this strategy is the promotion of health, well-being and national identity

through education, nutrition, physical exercise, sports, healthy lifestyles and engagement in cultural events. As a result of this approach, it is expected that by 2020, the prevalence of hypertension, diabetes, heart disease, cancer, obesity and HIV/AIDS would have begun to decline, and that there will be a greater sense of identity and national pride among Montserratians.

- ***Support towards the building strong and caring family units*** – In view of the fact that healthy and strong family units provide the context in which children can be appropriately nurtured and in which desirable values and attitudes can be passed on to the next generation, a strategic component of human development for Montserrat is the design and implementation of initiatives that will develop parenting skills, encourage the adoption of wholesome moral values, reverence for God and respect for law and order.
- ***Training and capacity development*** – The strategic focus in this area is to anticipate the demand of the labour market and facilitate the development of the desired skills, competences and work attitudes of residents of Montserrat. This will be done, firstly by strengthening the primary education system to ensure graduates are adequately prepared to move on to secondary education; secondly, by making provisions for increasing access

to formal and informal education programmes through varying modalities; and thirdly, by equipping institutions of learning to produce high school and college graduates who are qualified to function effectively in the job market, or qualified enough to pursue further training in the areas critical for Montserrat's medium- and long-term development.

- ***Social integration and an up-to-date labour market environment*** – The focus in this area is the development, implementation and evaluation of integration strategies and labour laws and regulations aimed at promoting a harmonious and equitable working environment, social integration and cohesion among native Montserratians and the various nationals of the Caribbean and other countries who are resident in Montserrat.

Targets: Human Development

- No more than 6% of the population living below the poverty line
- 40% increase in the housing stock
- Reduction in % of single-parent-headed households as percentage of all households with children
- 100% increase in the range of curative and rehabilitative health care services available on island
- 20% of the population with tertiary-level certification

Strategic Goal 3: Environmental Management and Disaster Mitigation

Montserrat's natural resources conserved within a system of environmentally sustainable development and appropriate strategies for disaster mitigation.

In light of the critical importance of the management and sustainable use of environmental and natural resources to the quality of life experienced by residents of Montserrat, as well as the potential significant negative impact of natural disasters on economic activities, infrastructure, the environment and human welfare, an important long-term goal of the people of Montserrat is to conserve the country's natural resources; and ensure that development is environmentally sustainable and that appropriate strategies for disaster mitigation are in place.



Our Montserrat

Outcomes

- Sustainable use and management of the environment and natural resources
- Long-term improvement in the state of environmental resources
- Hazard risk reduction and adaptation to climate change

Issues and Challenges

There are a number of challenges to achieving the outcomes under this strategic goal. These include:

- ***Capacity development of the Disaster Management & Coordination Agency and the Department of Environment*** – Approximately 60% of the island is now considered to be unsafe for residence and for economic, social and other activities as a result of the active Soufriere Hills volcano. Therefore, there is increasing pressure for available lands to be used for agricultural, residential and commercial activities, and hence the critical need for effective planning, conservation and sustainable use of the limited available resources. In their quest to ensure the sustainable use of these resources and the minimization of the impact of natural hazards, the government agencies that provide leadership in environmental management, disaster mitigation, and land use planning, will need to be appropriately strengthened, equipped and supported to effectively carry out their mandates. While some progress is being made in this area, there is still a need to further strengthen the capacity and/or provide adequate financing for government agencies such as the Disaster Management & Coordination Agency, the Department of Environment and the Physical Planning Unit.

- ***Threats from invasive species*** – As a result of volcanic activity in the Soufriere Hills, approximately 60% of Montserrat's forest ecosystem was destroyed. The Centre Hills now comprises the largest intact forest area remaining in Montserrat. However, the long-term ecological stability of Centre Hills is facing a significant threat as a result of the growing populations of invasive species, in particular pigs and rats. These are believed to have a potentially devastating impact on the ecology of the forest and are major predators of some native wildlife.
- ***Vulnerability to natural hazards*** – The reality of having to live with an active volcano, the annual risk of being hit by hurricanes and other natural disasters, requires that both at the community and national levels, there is the capacity to mitigate damages and loss, and to present a coordinated response to these events. This is an area where, despite our achievements to date, more work is required as Montserrat seeks to master this area and in the long run provide leadership regionally.
- ***Inadequate regulatory framework*** – The current environment is characterized by inadequate environmental policies, outdated legislation, inadequate monitoring and enforcement of existing laws and regulations, and the need for the development and implementation of management plans. These needs will have to be met if significant progress is to be made in the management of sustainable use of natural resources.

Strategic Focus

The strategies outlined below give recognition to the fact that effective environmental management and disaster mitigation in small island developing states is increasingly becoming a necessary condition for a successful economy. Thus the following strategies will be pursued.

- ***Develop efficient and effective governance structures for environmental management and disaster mitigation*** – Development and implementation of all the required legislation, policies and regulations to facilitate effective environmental management and disaster mitigation
- ***Reduce risk and losses to all forms of hazards by integration of environmental management and disaster mitigation strategies in development planning*** – Integration of environmental issues and disaster risk management principles into economic, social and physical planning as well as decision making in these areas
- ***Develop and implement strategies and plans to protect and conserve biodiversity and other natural resources*** – Developing and implementing a comprehensive framework to manage biological resources and to reverse loss of biological resources through restoration initiatives and protection from invasive species
- ***Develop capacity of key agencies*** – Strengthening of the technical, administrative and institutional capacity of the organizations with the responsibility for educating the general public and coordinating the

development and leading the implementation / enforcement of environmental management and disaster mitigation legislation, policies and plans

- ***Develop and implement environmental health programmes*** – Development and implementation of environmental health programmes, including integrated waste management systems, with associated standards and regulations that will reduce the impact of waste on ecosystems
- ***Improve emergency response capability at all levels*** – Development of disaster mitigation and emergency response and management capabilities by building capacity of the emergency response agencies¹, other state agencies and facilities, as well as at the community level
- ***Develop and promote Montserrat as a centre of excellence in disaster management*** – Development of Montserrat as a centre of excellence and training for the mitigation, management and coordinated response to natural hazards and to the effects of climate change
- ***Develop measures to adapt to climate change*** - Minimization of the impact of climate change-related natural disasters through the development of increased coping capacity at all levels within the country

¹ These agencies include: the DMCA, Royal Montserrat Defence Force, Royal Montserrat Police Force (including Fire & Rescue Services), Ministry of Health, Ministry of Communications & Works, the airport; Montserrat Port Authority, Ministry of Economic Development & Trade, the utility companies and the Red Cross.

- ***Protect and conserve historical sites and cultural heritage*** – Facilitation of the conservation and management of historical sites, artifacts and the cultural heritage of Montserrat
- ***Promote public education and action*** – Education of the general public on environmental and disaster mitigation legislation, policies and plans and how they can effectively play their part in disaster mitigation and managing our natural resources.

Targets: Environmental Management & Disaster Mitigation

- 10% growth in the population of endangered/protected species
- Consistent enforcement of key elements of the environmental management strategy, policy and legislation
- Damage caused by disasters minimized to less than 2% of GDP



Strategic Goal 4: Governance

An efficient, responsive and accountable system of governance and public service.

The strategic goal in the area of governance is to develop an efficient, responsive and accountable system of governance and public service.



Our Montserrat

Outcomes

- A transparent and effective accountability framework within Government and the Public Sector
- A modernized, efficient, responsive and accountable public service
- Montserrat fully integrated into the regional and global environment
- Effective crime and delinquency management

Issues and Challenges

- **Accountability of public servants** - The need for greater accountability at the various levels of governance in the public service is a matter of great concern for the general public and key stakeholders. This issue is now being given priority attention and will continue receiving priority attention until the objective of developing and implementing a transparent and effective accountability framework for elected officials and public sector employees is substantially achieved.
- **Inadequate public information and communication** – There is noticeable fragmentation across GOM re management of the public communication and information function. Policy coordination and implementation with respect to public communication and information is also disjointed. Additionally, the key government agencies with responsibility in this area, lack strategic and operational focus, resulting in many missed opportunities in the area of public communication and information. Therefore, there is a critical need for a carefully defined and executed public information and communication strategy.

- **Maximizing the integration of Montserrat into the regional environment** – As a founding member of CARICOM and the OECS, Montserrat seeks to deepen its integration in the region by becoming a signatory to the revised treaties of these two regional bodies, and by participating fully in their planned economic integration programmes. To do this, however, entrustment is required of the British government. Approval has not yet been secured for entrustment and it is unlikely that serious consideration will be given before 2010. Hence, there is an urgent need to take the necessary steps to meet all the anticipated requirements for entrustment, and once received, to ensure that Montserrat benefits fully from all the provisions under these treaties and regional programmes.
- **Constitutional reform** – The Montserrat constitution which has for some time now been in the process of being reformed, is yet to be finalized. The absence of a revised and adopted constitution has so far hindered the finalization of a number of matters which will be directly affected by the contents of the adopted constitution. It is therefore of critical importance that the constitutional reform process be expeditiously completed.
- **Modernizing public administration to achieve excellence in the delivery of Public Services** – The environment in which public service is now being offered has changed significantly over the last two decades. However, whilst progress was made in improving some aspects of public service delivery, it has not been fast or comprehensive

enough to cope with the increasing demands of the more informed and sophisticated customers. The public now has higher expectations as to the quality of public services and the efficiency and effectiveness with which they should be delivered. This fact has not gone unnoticed by the government, hence the growing recognition of the need to put in place a modern, efficient and customer-friendly public service, which is critical for the sustained development of the island.

- ***Management of crime and delinquency*** - The strategies in law enforcement are constantly changing through advanced technical support and legislative and procedural changes. Although Montserrat maintains a reputation as a comparatively safe place, the level of serious crimes appears to be escalating and hence it is absolutely necessary that the RMPF keep pace with these changing strategies in law enforcement. Also, there is the need to comprehensively address the growing trend of delinquency among youths; to take preemptive action to protect our borders, thereby minimizing opportunities for drug and human trafficking; and to upgrade the capacity of the RMPF to utilize modern crime-fighting techniques.

Strategic Focus

Under governance, the strategies to be adopted over the period of the plan are as follows:

- ***Implementation of Public Service accountability framework*** – The focus here is the operationalization of a

transparent and effective accountability framework within Government and the Public Sector. This will include enacting integrity legislation, strengthening the Public Accounts Committee, establishing and enforcing a performance culture in the public service, building openness and accountability into organizational principles and practices, and ensuring that all the arrangements are in place to ensure that transparency and accountability are meticulously adhered to.

- ***Implementation of a Public Information and Communication Strategy*** – Here, the focus is on the implementation of an effective public information and communication strategy which will result in the creation and nurturing of a holistic public communication and information system for the country. This system will, among other things, ensure that GOM plans, policies and programmes are effectively communicated to the general public and other stake holders.
- ***Full integration of Montserrat into CARICOM, the OECS and other regional associations*** – Strategic emphasis will be placed on ensuring the full integration of Montserrat into CARICOM and the OECS and on the maximization of benefits to be derived from this participation by ensuring that all preconditions for entrustment are met. Participation in these regional bodies will be on terms that are in the long-term interest of Montserrat, and effort will be made to ensure that all the required legislation, regulations and intuitional arrangements for engagement in regional initiatives are

in place, preferably through technical assistance from these bodies. Full participation in other regional associations such as the Overseas Countries and Territories Association will also be pursued.

- ***Constitutional Reform and modernization of the administration of justice system*** – This strategy has two main components, namely the completion of the process of revision and adoption of the constitution of Montserrat and the reform and strengthening of the administration of justice system in collaboration with the Eastern Caribbean Supreme Court.
- ***Reform and modernization of the Public service*** – The strategic focus is the establishment of a modernized, efficient, customer-friendly and performance-driven Public Service by developing and implementing programmes, all drawing on lessons learnt and global best practice, with an emphasis on:
 - Human resource management reforms
 - Modernization of ministries, institutions, legislation and regulations
 - Building of capacity of public service entities and their employees to efficiently and cost effectively implement stated mandates
 - Creating mechanisms for the efficient and effective delivery of services

- Financial management reforms
- Creating an efficient and effective regulatory environment that is responsive to change

- ***Modernization of crime management*** – In collaboration with CARICOM member states, OCTs, and local stakeholders, the GOM will develop and implement, strategies to:
 - Reform and modernize the crime management system
 - Implement collaborative programmes to manage delinquency among youths
 - Tighten border controls so as to protect our borders and territorial waters against drug trafficking, human trafficking and other illegal activities, using up-to-date and cost-effective technologies and well-trained personnel

Targets: Governance

- Full compliance of public servants and elected officials with established accountability frameworks
- Central government agencies consistently meeting agreed service delivery targets and the needs of its customers
- 25% reduction in the crime rate
- Montserrat enjoying net benefits from full membership in CARICOM and the OECS

Strategic Goal 5: Population

A sustainable population

The population strategic goal is to achieve sustainable population growth.

We will all
work
together...

"A Healthy
and
Wholesome
Montserrat"



Our Montserrat

Outcome

- A stable and viable population, appropriate for the development needs of the island

Issues and challenges

There are a number of challenges to achieving the outcomes under this strategic goal. These include:

- **Net out-migration** - The population of Montserrat was estimated at 10,324 in 1995, reflecting a continued pattern of a relatively low rate of decline annually. In that same year, volcanic activities gained momentum and by 1998, the population of Montserrat had declined to 2,726. At the end of the 1990s, the island's population was approaching 3,500. The mid to late 1990s therefore was characterized by phenomenal out-migration of more than 70% of the island's population, due to the volcanic activity on the island. Although the population rose to 5018 in 2007, this is much less than the population in 1995, reflecting the fact that most Montserratians who migrated as a result of volcanic activities have chosen not to return to Montserrat to settle.
- **Loss of Technical, Professional and Entrepreneurial Capacity** – The tremendous outward migration of Montserratians resulted in a major loss of technical, professional and entrepreneurial capacity, as many of these persons who occupied critical positions in the public and private sector migrated to the United Kingdom, North America and other islands in the Caribbean. Efforts to woo them back to date have enjoyed

very limited success. This is due in part to:

- Limited employment opportunities on island
 - Unattractive salary levels
 - Limited access to desired range and quality of health care
 - Anticipated loss of social protection benefits provided by the British Government upon returning to Montserrat
- **Population Diversity** – While limited success was enjoyed in attracting returning Montserratians, a significant number of Caribbean nationals were attracted as a result of growth in the construction sector and availability of other employment opportunities. These persons now account for over thirty percent of the existing population. This increasing mix of Caribbean nationalities and cultures has the potential to give rise to increasing tensions which, if not addressed equitably and expeditiously, could undermine social cohesion.
 - **Limited local demand for goods and services** – The small population has affected the growth of the local private sector as it can support only a small number of small and micro enterprises. The small quantities of goods imported by most of these micro/small enterprises also limits the extent to which importers can negotiate for more attractive prices.

Strategic Focus

With respect to population, the overall strategy will be the implementing of strategic initiatives that will ensure a rate of growth of

the population that will not only enable the achievement of the population targets, but also will ensure the availability of the human resources required for the development of the island in the broadest sense. More specifically, the strategies to be adopted are as follows:

- **Legislation and policy framework** – The drafting and modification of population, immigration and labour legislation and the development and implementation of population, labour and immigration policies and regulations which will provide the framework for the desired growth of the labour force and the wider population
- **Social integration strategies and programmes** – Development, implementation and regular evaluation of the effectiveness of social integration strategies and programmes, and their improvement as required. This approach is expected to

promote harmonious social integration and cohesion among the various Caribbean and other nationals and native Montserratians

- **Population retention strategy** – Implementation of carefully analyzed initiatives that will encourage residents to remain in Montserrat and continue to make their contribution to its social, economic and moral development, and to challenge those who are no longer able to live permanently on island to continue to visit, network and contribute to its development
- **Population growth strategy** - Creation and implementation of incentives which will encourage the desired growth of the population and the achievement of a population targets by 2020

Target: Population

- A population of 9,000



“By 2020...”



Our Montserrat

CHAPTER 3

MEDIUM-TERM STRATEGY AND ACTION PLAN 2008-2012

Introduction

The long-term development plan outlines a number of strategies for the accomplishment of the strategic goals and related outcomes. Aspects of these strategies will be implemented over the short term, the medium and the long term. The underlying principle is that when these strategies are successfully implemented, they will result in the achievement of the individual goals and related outcomes by 2020.

The plan for the period 2008-2012 will focus on the achievement of clearly specified medium-term objectives under each goal and these objectives are directly related to selected strategies under each goal. The achievement of the medium-term objectives will contribute substantially towards the achievement of the related strategic goal by the year 2020.

In order to ensure that there is clarity as to how each medium-term objective will be achieved, a number of strategic actions are presented for implementation over the period 2008-2012. The underlying rationale for the identified actions is that when these actions are effectively executed, the cumulative effect would be the achievement of the particular medium-term objective by December 2012.

A number of high priority strategic actions (projects and programmes) are highlighted in an effort to ensure that the most critical

strategic actions are given all the necessary support to guarantee effective achievement of the medium-term objectives by 2012. It is expected that all the key stakeholders who will play a part in implementing or facilitating the implementation of the Montserrat Sustainable Development Plan will commit to ensuring the optimal allocation of human, financial and other resources to ensure that these priorities will be met.

The target(s) for each strategic action is (are) identified and will serve as a standard against which to judge the achievement of the outputs expected. More importantly, it is intended that these targets will minimize or eliminate any difficulty in determining whether the individual medium-term objectives and actions were successfully executed.

In summary, the Medium-Term Action Plan sets out the:

1. Medium-term objectives under each Strategic Goal
2. Strategic actions that will be given the highest priority attention over the first three years, during the period 2008-2010
3. All strategic actions that will be implemented over the period 2008-

2012 to ensure the achievement of each of the medium-term objectives

4. Targets for each medium-term objective and action
5. Quick Wins – projects that will be implemented for the most part, within the first twenty four months of the plan and will benefit the wider

community and create a greater buy-in to the SDP.

6. The lead and supporting organizations responsible for the implementation of each strategic action.

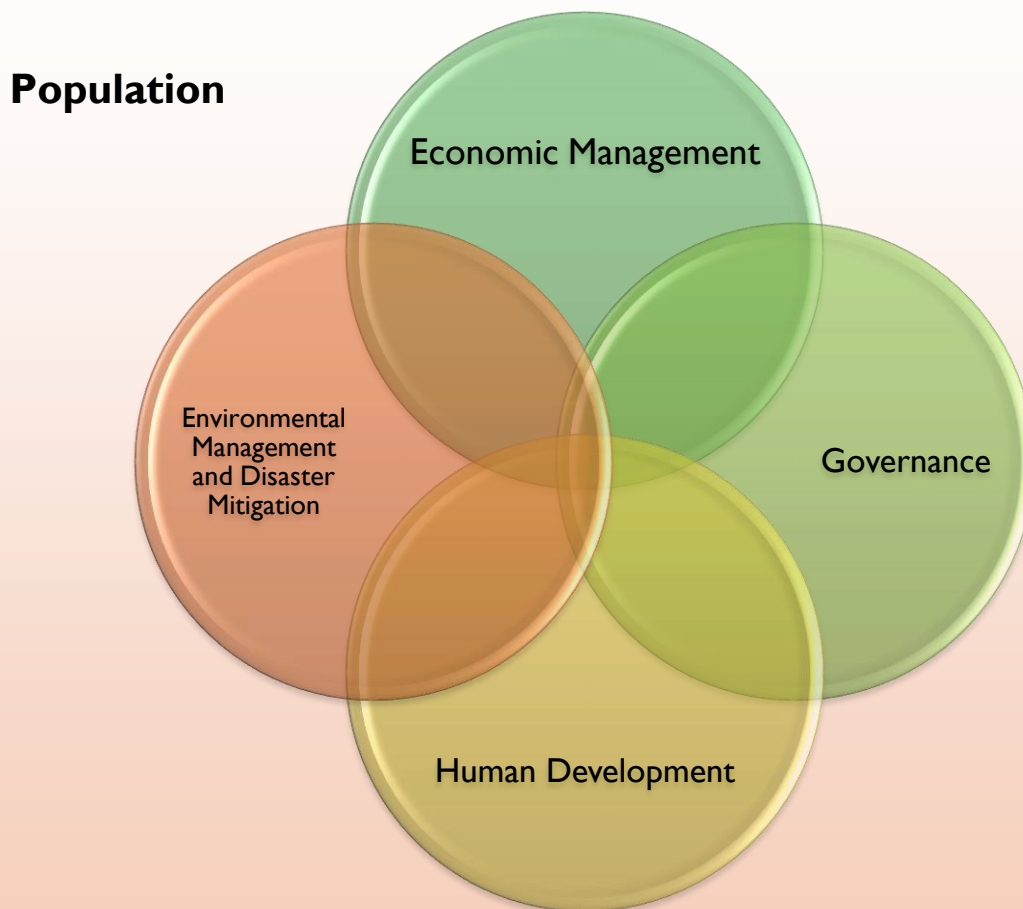
These are outlined for each strategic goal in the sections below.



Little Bay Town Centre under construction

Our Montserrat

Journey to Sustainable Prosperity



**The integration of our 5 strategic goals...
...taking us onto the path of Sustainable Prosperity**



Conducting the necessary feasibility studies and necessary piloting exercises as a basis for the exploitation of wind energy – A Medium-Term Strategic Objective under Economic Management

Our Montserrat

Strategic Goal 1: Economic Management

An environment that fosters prudent economic management, sustained growth, a diversified economy and the generation of employment opportunities



Medium-Term Strategic Objective

The overall medium-term economic management objective is to put in place most of the physical infrastructure, the legislation, policies, and institutional arrangements that will provide the framework for the development of a diversified economy, the facilitation of sustained growth, the generation of employment opportunities and the prudent management of the economy.

A number of opportunities are available to Montserrat in the economic sector. These include:

1. Putting in place modern and appropriate physical and info-telecommunication

infrastructure to meet present and future needs and to generally develop the northern section of the island

2. Developing the tourism product and capitalizing on the potential for growth in niche tourism opportunities, including volcano-based tourism
3. Conducting the necessary feasibility studies and necessary piloting exercises as a basis for the exploitation of wind energy and evaluation of geothermal energy potential
4. Expansion of mining and quarrying activities and exploration of the feasibility of piloting the manufacturing of products from volcanic ash and pumice
5. Creation of policies and regulations that facilitate sustainable private sector development

6. Strengthening of the private sector through support from the Montserrat Development Corporation
7. Attracting offshore educational facilities

With these opportunities in mind, over the medium term, the focus under this Strategic Goal will be on ensuring that the policy, regulatory and legislative framework, technical assistance, and key physical infrastructure are in place to provide an enabling environment for the diversification and development of the Private Sector. With the 'soft' and the 'hard' infrastructure substantially in place, it is anticipated that the foundation will be laid for sustained long-term growth of the economy and along with that, the creation of employment opportunities that will not only absorb nationals and non-

nationals on island, but also overseas-based Montserratians.

Medium-Term Objectives

1. Create an environment that promotes and supports private sector-led sustainable economic activities
2. Assess and develop feasible sources of renewable energy
3. Develop and construct the physical infrastructure and transportation facilities required to facilitate tourism development, international trade and national well-being
4. Develop and implement a sustainable agro-import substitution programme to ensure food security and economic diversification
5. Develop and market the tourism product with the aim of laying the foundation for significant growth in high yield tourism

Priorities in Economic Management

The strategic actions assigned the highest priority in economic management are presented in the table below.

Economic Management: Medium-Term Objectives	Priority Strategic Actions
<p>Develop and construct the physical infrastructure and transportation facilities required to facilitate tourism development, international trade and national well-being</p>	<ul style="list-style-type: none"> • Commence construction of jetty, breakwater, and fishing fleet safe harbour, and reintroduce the ferry services • Complete the Little Bay Phase I infrastructure development and commence Phase II • Improve the road network and utilities in the north of the island and complete Phase I construction of government buildings • Improve air transportation services between Montserrat and Antigua
<p>Develop and market the tourism product with the aim of laying the foundation for significant growth in high yield tourism</p>	<ul style="list-style-type: none"> • Develop the tourism product and market and exploit niche tourism opportunities, i.e. volcano tours, day tours, university/college groups, diving, bird-watching, etc

Economic Management: Medium-Term Objectives	Priority Strategic Actions
<p>Create an environment that promotes and supports private sector-led sustainable economic activities</p>	<ul style="list-style-type: none"> • Create the enabling environment for growth in business activities in the targeted sectors – tourism, energy, mining and quarrying, and agriculture • Strengthen government financial and economic planning and management systems to improve efficiency and reduce costs • Privatize traditional government services where feasible and engagement of GOM in PPPs as a means of securing private financing and expertise for the delivery of public services • Develop and implement an innovative land development policy to facilitate the Little Bay Town Centre, as well as housing, farming and commercial developments across the island • Liberalize the communication sector to improve the range, quality and price of services in this sector as well as its contribution to economic development
<p>Assess and develop feasible sources of renewable energy</p>	<ul style="list-style-type: none"> • Facilitate a geophysical survey, to ascertain sites and depth of geothermal lakes; facilitate initial drilling and testing to determine feasibility and potential • Develop the capacity of MUL to provide a reliable supply of affordable electricity utilizing renewable sources of energy where feasible
<p>Develop a sustainable agro-import substitution programme to ensure food security and economic diversification</p>	<ul style="list-style-type: none"> • Identify, promote and assist in implementing appropriate farming and fisheries technologies and systems to enable increased production of targeted import-substitution crops and products • Review and update land use policy and programmes to encourage increased production of selected crops • Provide basic farming and fisheries infrastructure including farm roads, water catchments and storage facilities, storage facilities for fishermen, and safe harbour for fishing boats

Quick Wins

- Enter into public/private partnership arrangements for the outsourcing of at least one government service by December 2009
- Complete Phase I infrastructure development at Little Bay
- Liberalize the ICT sector and implement a regulatory framework for the sector
- Complete national energy policy
- Conduct preliminary studies to ascertain geothermal energy potential.
- Reintroduce the ferry service
- Secure improved air transportation arrangements between Montserrat and Antigua by December 2009
- Promote backyard gardening
- Acquire ice-making facilities for fishermen
- Facilitate the provision of storage facilities for farmers and fishermen
- Establish a semi-intensive livestock demonstration farm
- Develop Woodlands Beach facilities
- Establish and launch a Tourism Challenge Fund

Our Montserrat

Strategic Actions and Targets – Economic Management

The table below provides the medium-term objectives under the Economic Management strategic goal and the strategic actions and targets for each objective.

ECONOMIC MANAGEMENT MEDIUM-TERM OBJECTIVE 1: Create an environment that promotes and supports private-sector led sustainable economic activities		
TARGET: At least three of the four targeted sectors experiencing real growth of 5% in their contribution to GDP in 2012		
	STRATEGIC ACTIONS	TARGETS
1.1.1	Revise and update private sector development policy and action plan	<ul style="list-style-type: none"> Private sector development policy and action plan developed by December 2010
1.1.2	Provide a one-stop shop for business promotion, development and facilitation services (MDC)	<ul style="list-style-type: none"> One-stop shop concept established and in operation by December 2010
1.1.3	Equip key public sector agencies to provide efficient business-friendly services	<ul style="list-style-type: none"> Three key GOM departments and agencies providing customer services that meet the needs of businesses (based on survey) by December 2010
1.1.4	Create an enabling environment for growth in business activities in targeted sectors – tourism, energy, mining and quarrying, and agriculture	<ul style="list-style-type: none"> Policies, incentives and institutional arrangements in place to facilitate development of businesses in targeted sectors by June 2011
1.1.5	Privatize traditional government services, where feasible, and engage GOM in PPPs as a means of securing private financing and expertise for the delivery of public services	<ul style="list-style-type: none"> Agreements finalized for the engagement of GOM in three PPP and/or privatization initiatives by December 2010 At least two other PPP or privatization initiatives finalized by GOM by 2012
1.1.6	Develop and implement an innovative land development policy to facilitate the Little Bay Town Centre, as well as housing, farming and commercial development across the island	<ul style="list-style-type: none"> Innovative land policy developed by December 2010 to enable greater ease in accessing and developing land for housing and other productive uses At least three private sector housing developments commenced by June 2012 Little Bay land policy developed and approved by December 2010
1.1.7	Liberalize the communication sector to improve the range, quality and price of services in this sector as well as its contribution to economic development	<ul style="list-style-type: none"> ICT legislation and regulatory framework developed and approved by September 2009 Licenses issued to ICT providers by December 2009
1.1.8	Strengthen government financial and economic planning and management systems to improve efficiency and reduce risks	<ul style="list-style-type: none"> Allocation of available resources to high-priority projects/programmes and target growth sectors 5% p.a. increase in revenue collection by GOM revenue agencies commencing 2011 Government agencies fully compliant with financial management and reporting regulations by 2012

		<ul style="list-style-type: none"> • Annual review and modification of the SDP as required • Poverty reduction and disaster mitigation strategies incorporated in development policies, plans and projects
1.1.9	Negotiate with funding agencies on behalf of GOM to secure the development assistance required to implement priority government projects and programmes, and manage the disbursement and use of funds	<ul style="list-style-type: none"> • Development assistance in place as required to finance the implementation of high priority government projects • Functional electronic project/programme management system in place by December 2010 • Development funds disbursed and accounted for in accordance with terms of funding agreements

ECONOMIC MANAGEMENT MEDIUM-TERM OBJECTIVE 2: Assess and develop feasible sources of renewable energy

TARGET:

MUL's generating capacity increased to adequately meet peak electricity demand without having to depend solely on fossil fuels as the energy source by December 2012

	STRATEGIC ACTIONS	TARGETS
1.2.1	Prepare an energy policy which includes incentives and targets for use of renewable energy	<ul style="list-style-type: none"> • Approved energy policy by June 2009
1.2.2	Create legislation, regulations and incentives to encourage the generation, private use and licensing of suppliers of alternative sources of energy (wind, solar and geothermal), and the sale of energy to MUL	<ul style="list-style-type: none"> • Legislation enacted and arrangements and incentives in place by June 2011
1.2.3	Design and implement public awareness campaigns for energy conservation as well as demand side management strategies	<ul style="list-style-type: none"> • Public awareness campaign launched; demand side management strategies implemented by December 2010
1.2.4	Develop the capacity of MUL to provide a reliable supply of affordable electricity utilizing renewable sources of energy where feasible	<ul style="list-style-type: none"> • Study to identify most suitable sites for wind turbines completed by December 2010 • Strategy paper and studies completed and required funding secured for the acquisition of efficient and reliable diesel generating capacity by December 2010 • MUL providing a reliable supply of electricity by December 2012
1.2.5	Facilitate a geophysical survey to ascertain sites and depth of geothermal lakes; facilitate initial drilling and testing and identify partners for the development of the geothermal plant if viable sources of geothermal energy identified	<ul style="list-style-type: none"> • Geophysical survey and geological and geothermal surface exploration conducted by December 2010 • PPP initiated by December 2012 to develop the geothermal resources of the island if geothermal energy potential is verified
1.2.6	Finalize pre-construction and installation activities for prudent exploitation of feasible sources of renewable energy	<ul style="list-style-type: none"> • Contractual arrangements for installation of renewable energy facility completed by December 2012

**ECONOMIC MANAGEMENT MEDIUM-TERM OBJECTIVE 3:
Develop and construct the physical infrastructure and transportation facilities required to facilitate tourism development, international trade and national well-being**

TARGET:

More reliable and affordable access to the island by December 2012

	STRATEGIC ACTIONS	TARGETS
1.3.1	Construct jetty, breakwater, and fishing fleet-safe harbor as well as landside developments to facilitate port expansion	<ul style="list-style-type: none"> • Land for port development secured and allocated by GOM by 2009 • Contract(s) awarded for the construction of jetty, breakwater and land side developments by September 2010 • Breakwater, jetty and landside developments 70% completed by 2012
1.3.2	Establish alternative barge ramps/ port facilities to facilitate mining activities	<ul style="list-style-type: none"> • At least one barge ramp established at an appropriate site by December 2012
1.3.3	Improve road and utilities network in the north of the island and enhance road safety for pedestrians	<ul style="list-style-type: none"> • Roadway from Salem to St. Johns improved and made safe for pedestrians by December 2012; utilities network extended to meet the needs of expanded communities
1.3.4	Establish a new air services agreement; explore the feasibility of extending the airport runway and take appropriate initial action	<ul style="list-style-type: none"> • Air services agreement in place by July 2008 • Feasibility study on the extension of the runway at John A. Osborne airport completed by June 2010
1.3.5	Promote the increased usage of the Airport by small operators, flying clubs, among other groups and explore the issue of alternative hubs	<ul style="list-style-type: none"> • 100% increase in the usage of the Airport by December 2010
1.3.6	Install all required infrastructure to facilitate the development of the Little Bay Town Centre	<ul style="list-style-type: none"> • Phase I of Little Bay Town Centre infrastructure development completed by June 2010 and Phase II 30% completed by 2012
1.3.7	Secure adequate accommodation for GOM staff and appropriate facilities for the effective delivery of Government services	<ul style="list-style-type: none"> • Completion of a 7,000 sq. ft building at Government Headquarters and a 9,600 sq. ft. building at Brades for the MCW and PWD by June 2011, and the completion of two other buildings, totaling approximately 11,750 sq. ft., by December 2012
1.3.8	Reintroduce a regular, affordable ferry service between Antigua and Montserrat	<ul style="list-style-type: none"> • Commencement of the ferry service by December 2008

**ECONOMIC MANAGEMENT MEDIUM-TERM OBJECTIVE 4:
Develop and implement a sustainable agro-import substitution programme to ensure food security and economic diversification**

TARGET:

20% reduction in imports of selected agricultural products by December 2012

	STRATEGIC ACTIONS	TARGETS
1.4.1	Develop and implement a realistic food security and agro-import substitution strategy	<ul style="list-style-type: none"> • Approved strategy and action plan developed and implemented by March 2012 and food security strategy and action plan developed by June 2010 and implemented by March 2012

1.4.2	Develop sustainable livelihoods in the agricultural sector and address issues related to loose livestock	<ul style="list-style-type: none"> • Loose and feral livestock controlled by December 2012 • Sustainable livestock and sustainable crop systems developed and piloted by 2012
1.4.3	Identify, promote and assist in implementing appropriate farming and fisheries technologies and systems to enable increased production of targeted import-substitution crops and products	<ul style="list-style-type: none"> • Appropriate farming and fisheries technologies adopted by farmers and fishers by December 2012
1.4.4	Review and update land use policy and programmes to encourage increased production of selected crops	<ul style="list-style-type: none"> • Approved land use policy in place by June 2010
1.4.5	Provide basic farming and fisheries infrastructure including farm roads, water catchments /storage facilities, storage facilities for fishermen, and safe harbour for fishing boats	<ul style="list-style-type: none"> • Basic infrastructure in place by June 2011 • Safe harbour for fishing boats in place by December 2012
1.4.6	Assist local food processors to comply with international standards for food processing and packaging	<ul style="list-style-type: none"> • Food processors in compliance with international standards for food processing and packaging by December 2012
1.4.7	Construct and ensure operation of an abattoir	<ul style="list-style-type: none"> • Construction and operation of an abattoir by December 2010
1.4.8	Provide incentives to fisher folks to adopt new fishing technologies; encourage sustainable deep-sea fishing	<ul style="list-style-type: none"> • 30% increase in fish landings by December 2012, using the total fish landed in 2006 as the base (109,000 lbs)

**ECONOMIC MANAGEMENT MEDIUM-TERM OBJECTIVE 5:
Develop and market the tourism product with the aim of laying the
foundation for significant growth in high yield tourism**

TARGET:

Tourist arrivals of 15,000 p.a. by December 2011

	STRATEGIC ACTIONS	TARGETS
1.5.1	Develop a national tourism strategy and the tourism product, utilizing the volcano, as well as alternative tourism products including nature, sports and heritage tourism	<ul style="list-style-type: none"> • National tourism strategy finalized and adopted by February 2008 • Development of existing attractions and at least two new tourism products by December 2010
1.5.2	Implement adopted recommendations of the strategic review of the tourism sector - destination and niche marketing of Montserrat; establish tourism standards and a Challenge Fund	<ul style="list-style-type: none"> • Plan developed and funding secured for implementation of adopted recommendations of the tourism sector review by June 2008 • All key strategic actions implemented by December 2011
1.5.3	Enforce the litter abatement regulation	<ul style="list-style-type: none"> • 50% reduction in the level of littering on the road from St John to Cudjoe Head
1.5.4	Establish the policy and legal framework for implementation of standards and regulations for all sectors in the tourism industry	<ul style="list-style-type: none"> • Policy and framework for implementing tourism industry standards established by December 2010 • Legislation developed by April 2011

Strategic Goal 2: Human Development

Enhanced human development and improved quality of life of all people on Montserrat



Medium-Term Strategic Objective

The overall medium-term human development objective is to formulate and commence implementation of policies, plans, programmes and standards, as well as strengthen the relevant legislation and institutions that will provide the framework for improving the quality of life for all persons resident in Montserrat.

Medium-Term Objectives

1. Improve facilities and services for better health care delivery
2. Increase access to and improve quality of formal and informal education
3. Develop and implement policies and programmes to enhance the well-being of the population with emphasis on the vulnerable population
4. Provide better housing solutions through public/private partnerships
5. Promote social integration and create a safer working environment

6. Promote health, well-being and a national identity through education, culture and sports

7. Establish programmes which will support the building of strong and caring family units and a God-fearing society

Priorities in Human Development

The strategic actions assigned the highest priority in human development are presented in the table below.

Medium-Term Objectives	Priority Strategic Actions
Provide better housing solutions through public/private partnerships	<ul style="list-style-type: none"> • Provide permanent housing solutions for the vulnerable • Replace all emergency shelters with permanent housing • Establish public /private partnerships for the provision and financing of affordable housing solutions
Promote health, well-being and a national identity through education, culture and sports	<ul style="list-style-type: none"> • Establish/improve and maintain sports facilities in three strategic locations
Establish programmes which will support the building of strong and caring family units and a God-fearing society	<ul style="list-style-type: none"> • Develop and implement family life programmes to improve the quality of life for all residents of Montserrat • Establish a family court to deal with family related problems and matters affecting children
Improve facilities and services for better health care delivery	<ul style="list-style-type: none"> • Review health financing options re health insurance and user fees, and implement appropriate recommendations. • Conduct a comprehensive assessment of infrastructural needs for Glendon Hospital • Implement initiatives to enable better access to secondary and tertiary health care in areas of greatest need.

Quick Wins

- Provide improved access to dental and ophthalmological care for all residents by December 2009
- Construct Salem Early Childhood Centre by December 2008
- Secure approval for the modification of the Social Welfare Act to facilitate the delivery of welfare benefits to those in greatest need
- Provide housing solutions for 20 vulnerable households
- Operationalize the Labour Management Information System by December 2008
- Construct change rooms and toilet facilities at the Little Bay cricket field
- Complete 23 apartments/housing units for mentally challenged and other vulnerable persons



Our Montserrat

Strategic Actions and Targets – Human Development

The table below provides the medium-term objectives under the Human Development strategic goal and the strategic actions and targets for each objective.

HUMAN DEVELOPMENT MEDIUM-TERM OBJECTIVE 1: Improve facilities and services for better health care delivery		
TARGET:		
25% increase in the range of specialized health care services available on island by December 2012		
	STRATEGIC ACTIONS	TARGETS
2.1.1	Revise confidentiality policy to be more specific to health care workers, including sanctions for breach of confidentiality	<ul style="list-style-type: none"> Revised and approved confidentiality policy by January 2010
2.1.2	Incorporate an acute care facility for the mentally ill within the national hospital compound	<ul style="list-style-type: none"> Appropriate facility for acute care patients by December 2011
2.1.3	Strengthen the human resource capacity of the Health Department	<ul style="list-style-type: none"> Staff in place to adequately deliver services by December 2012
2.1.4	Implement initiatives to ensure optimum health and quality of life for persons living with HIV/AIDS	<ul style="list-style-type: none"> National HIV/AIDS policy developed and HIV/AIDS issues included in workplace and education policies by December 2011
2.1.5	Review health financing options re: health insurance and user fees, and make appropriate recommendations	<ul style="list-style-type: none"> Health financing, medical and disability policy to meet the health financing needs of all persons in Montserrat by March 2010
2.1.6	Review mental health legislation, plan and policy to improve care of mentally-challenged individuals	<ul style="list-style-type: none"> Revised mental health legislation plan and policy by June 2010
2.1.7	Revise and implement the nutrition policy and plan	<ul style="list-style-type: none"> Nutrition policy and plan revised and made operational by December 2012
2.1.8	Conduct a comprehensive assessment of infrastructural needs for Glendon Hospital	<ul style="list-style-type: none"> Approved site/building plan by June 2009
2.1.9	Undertake a comprehensive health sector analysis and produce a strategic sector plan	<ul style="list-style-type: none"> Five-year strategic plan produced by March 2010
2.1.10	Implement initiatives to enable better access to tertiary health care in areas of greatest need	<ul style="list-style-type: none"> 40% increase in access to selected tertiary health care services by December 2010
2.1.11	Undertake an overall evaluation of liquid and solid waste management in Montserrat and develop a waste management plan	<ul style="list-style-type: none"> Plan for solid waste management developed by December 2010

HUMAN DEVELOPMENT MEDIUM-TERM OBJECTIVE 2: Increase access to and improve quality of formal and informal education

TARGETS:

75% or more of students sitting the CXC CSEC examinations passing four or more subjects at the general and technical levels

25% and 50% increase in the number of persons participating in courses offered by the Montserrat Community College by September 2010 and September 2012 (2008 as base year)

	STRATEGIC ACTIONS	TARGETS
2.2.1	Improve education infrastructure to respond to growing student population, changes to curriculum and developmental needs	<ul style="list-style-type: none"> • St John’s Day Care buildings extended by December 2009 • Salem Early Childhood Centre constructed by December 2008 • DFID-funded Look Out and Brades Primary school plant expansion completed by 2011 • BNTF-funded Brades Primary School plant expansion completed by August 2010 • ICT infrastructure upgraded, EMIS installed and teachers trained in the use of electronic management information systems by December 2010
2.2.2	Expand Guidance and Counselling System, as well as Pupil Support Services to pupils with learning and behavioural problems	<ul style="list-style-type: none"> • Pupil Support Services Unit fully established and operational by March 2009
2.2.3	Award inaugural island scholarship and grants	<ul style="list-style-type: none"> • Initial awards made in September 2010
2.2.4	Employ appropriate measures to recruit and retain sufficient numbers of qualified teachers in the profession: <ul style="list-style-type: none"> • Develop and maintain standards for teaching • Ensure compensation comparable to other occupations with similar qualifications and professional requirements • Facilitate diverse career pathways 	<ul style="list-style-type: none"> • Major compensation issues addressed by 2010 • Teacher Education programme offered at MCC by 2010
2.2.5	Determine and increase the range and number of courses offered through the MCC and UWI Open Campus to meet national training and capacity development needs and to facilitate life-long learning	<ul style="list-style-type: none"> • Key courses to be offered to meet national development needs identified by June 2008 • Programme to assist prospective students to meet course entry requirements implemented • New courses offered by September 2009 • Adult and computer literacy and language skills programmes implemented by 2009
2.2.6	Construct a National Library and Archives	<ul style="list-style-type: none"> • Contract for construction awarded by December 2011
2.2.7	Conduct a review of the primary education system and implement the recommendations.	<ul style="list-style-type: none"> • Implementation of the recommendations for the primary education system commenced by March 2010
2.2.8	Review curriculum at the secondary level to improve its relevance and appropriateness (Civics, technical, and vocational programmes, performing arts and sports, religious education)	<ul style="list-style-type: none"> • Review and upgrading of the secondary level curriculum completed by September 2011
2.2.9	Improve quality of teaching and assessment at the primary and secondary levels	<ul style="list-style-type: none"> • Improvement in reading comprehension skills in all disciplines, computational skills and research skills by July 2010

		<ul style="list-style-type: none"> • Improvement in test scores of students by July 2010
2.2.10	Produce a Master Plan for the Montserrat Secondary School at the alternate site in the north of Montserrat	<ul style="list-style-type: none"> • Land purchased by December 2010
2.2.11	Undertake an overall evaluation of the current education development plan and the preparation of the next medium-term sector plan (2010 – 2012/14)	<ul style="list-style-type: none"> • 2010- 2012/14 Education Development Plan prepared by July 2011
2.2.12	Establish partnerships with investors desirous of establishing tertiary educational institutions in Montserrat	<ul style="list-style-type: none"> • Two accredited tertiary institutions established and operationalized by December 2011

**HUMAN DEVELOPMENT MEDIUM-TERM OBJECTIVE 3:
Develop and implement policies and programmes to enhance the well-being of the vulnerable population**

TARGET:

Improved social services offered to juvenile delinquents, abused children, physically abused spouses by December 2012

	STRATEGIC ACTIONS	TARGETS
2.3.1	Implement the National Youth Policy and Action Plan	<ul style="list-style-type: none"> • At least three targeted youth programmes implemented by December 2012 • Youth award scheme developed and implemented by December 2010 • National Youth Action Plan submitted for final approval by June 2010
2.3.2	Improve the delivery of the Social Welfare Scheme	<ul style="list-style-type: none"> • Social welfare scheme upgraded and adopted within the constraints of budget by March 2009
2.3.3	Restructure, staff and equip the Community Services Department to deliver services mandated	<ul style="list-style-type: none"> • Department restructured, resourced and staffed with appropriately trained personnel by December 2010
2.3.4	Encourage Community Development and civil-society participation in decision making	<ul style="list-style-type: none"> • Community Action Plans developed for two communities by December 2010 • Two community development action plans 50% implemented by December 2012 • Two training sessions in project planning and management delivered to CBOs by June 2010
2.3.5	Develop/revise and implement disability, social welfare and other policies to address the needs of the vulnerable	<ul style="list-style-type: none"> • Policies developed in at least three key areas by September 2010 • Policies implemented in at least three key areas by September 2012
2.3.6	Improve services to the most vulnerable	<p>By December 2012:</p> <ul style="list-style-type: none"> • Child protection and juvenile programmes developed and implemented, including a young offender rehabilitation programme. • Provision of support programmes (counselling etc.) for victims and perpetrators of domestic violence • Programmes developed and implemented in the areas of social and child protection, juvenile delinquency, youth development and the mentally challenged

HUMAN DEVELOPMENT MEDIUM-TERM OBJECTIVE 4: Provide better housing solutions through public/private partnerships

TARGET:

GOM in collaboration with the private sector providing 80 housing solutions

	STRATEGIC ACTIONS	TARGETS
2.4.1	Provide permanent housing for all persons living in temporary wooden shelter units	<ul style="list-style-type: none"> • Permanent housing solutions for persons in temporary units provided by December 2012
2.4.2	Complete warden support and other housing for the mentally challenged and other vulnerable groups	<ul style="list-style-type: none"> • 43 units completed by June 2011, 16 of which are for the other vulnerable groups
2.4.3	Provide home improvement grants to vulnerable households living in sub-standard conditions	<ul style="list-style-type: none"> • Ten (10) houses completed per year
2.4.4	Provide social housing solutions for vulnerable households	<ul style="list-style-type: none"> • 25 units completed by December 2012
2.4.5	Establish public/private partnership for the provision and financing of houses	<ul style="list-style-type: none"> • Land servicing policy revised by December 2009 • Housing incentive policy revised by Dec. 2009 • PPP agreements with developers for the development of affordable houses agreed by December 2009
2.4.6	Develop and adopt a legal framework for the development of the housing sector, including property management and tenancy arrangement	<ul style="list-style-type: none"> • Draft of national housing legislation and regulations prepared and submitted to Executive Council by December 2009
2.4.7	Establish minimum standards for acceptable housing	<ul style="list-style-type: none"> • Minimum standards for decent housing presented to EXCO for approval by December 2009
2.4.8	Adopt the OECS building code and modify to meet local requirements	<ul style="list-style-type: none"> • Building code adopted and modified (to include promotion of energy efficient homes) by December 2009
2.4.9	Develop a risk categorization scheme for government residential buildings and emergency shelters	<ul style="list-style-type: none"> • Government buildings and emergency shelters risk categorization scheme developed by June 2008
2.4.10	Close all emergency shelters (replace with permanent housing)	<ul style="list-style-type: none"> • All remaining volcano emergency shelters closed by June 2012
2.4.11	Review and update the physical development plan	<ul style="list-style-type: none"> • Revised physical development plan completed by December 2010
2.4.12	Develop a GIS policy and an integrated GIS system	<ul style="list-style-type: none"> • GIS policy implemented by December 2008 and an integrated GIS system in place by December 2009

HUMAN DEVELOPMENT MEDIUM-TERM OBJECTIVE 5: Promote social integration and create a safer working environment

TARGET:

Greater participation of non-Montserratians in social, economic and religious life of the Montserrat community by December 2010

	STRATEGIC ACTIONS	TARGETS
2.5.1	Review and implement social integration strategies	<ul style="list-style-type: none"> • Agreed social integration strategies implemented by December 2012 • Transparent work permit process regularized and developed by December 2010 • Participation of non-Montserratians in all aspects of community life
2.5.2	Review and/or formulate labour laws and policies	<ul style="list-style-type: none"> • Occupation health and safety guide published by December 2010 • Labour code enacted and policies approved by December 2011
2.5.3	Enhance the labour market environment through the adoption of regional accreditation standards and recruitment practices	<ul style="list-style-type: none"> • Regional accreditation standard and recruitment practices in place by December 2011
2.5.4	Develop and operationalize a labour market information system (LMIS)	<ul style="list-style-type: none"> • Functional /usable LMIS completed and installed by December 2010
2.5.5	Take the necessary steps to ensure that relevant and appropriate ILO conventions and treaties are adhered to and promoted within the labour market	<ul style="list-style-type: none"> • All relevant conventions and treaties summarized and laid before LEGCO for local acceptance; promotional plan prepared and implemented by December 2010
2.5.6	Develop and maintain sustainable schemes for welfare, pensions and social security	<ul style="list-style-type: none"> • Approved policy and action plan in place for the implementation of sustainable pensions, welfare and social security schemes by December 2009

HUMAN DEVELOPMENT MEDIUM-TERM OBJECTIVE 6: Promote health, well-being and a national identity through education, culture and sports

TARGET:

Reduction in the rate of growth of persons suffering from chronic lifestyle diseases

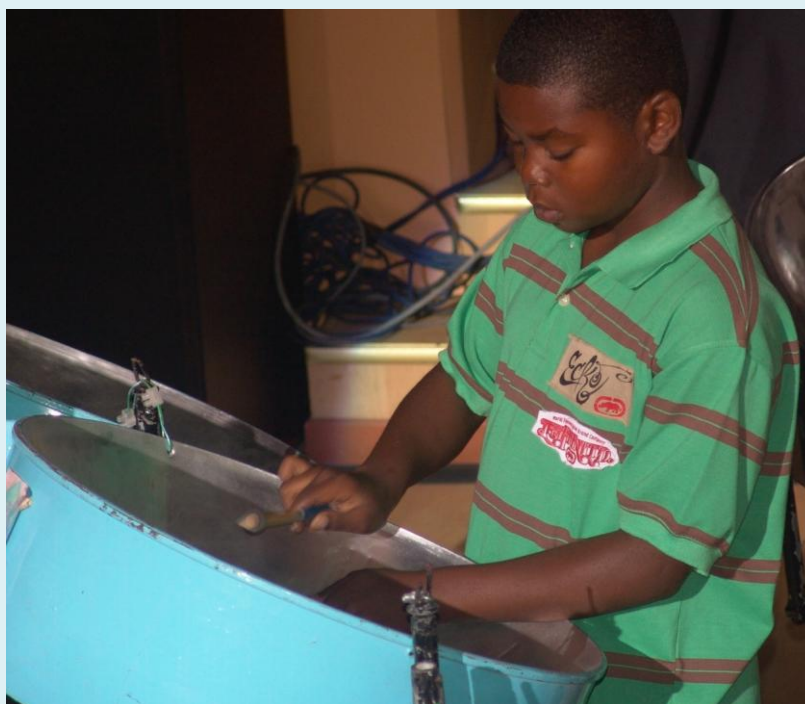
	STRATEGIC ACTIONS	TARGETS
2.6.1	Establish/improve and maintain sports facilities in three strategic locations	<ul style="list-style-type: none"> • Two sports facilities established and operationalized by December 2012
2.6.2	Develop play/recreational areas in each community, especially in newly developed areas, for all age groups	<ul style="list-style-type: none"> • At least three play areas established and maintained by 2012
2.6.3	Develop and implement fitness and sports programmes	<ul style="list-style-type: none"> • Fitness and sporting activities implemented by December 2009
2.6.4	Preserve and promote Montserrat's culture	<ul style="list-style-type: none"> • Policy and action plan on culture developed by December 2010 and implemented by 2012 • Three major cultural events organized by the private sector annually beginning 2009
2.6.5	Expand the level/content of civics in the curriculum in schools	<ul style="list-style-type: none"> • Curriculum developed and implemented in schools by 2009

2.6.6	Determine the feasibility of establishing a School of Performing Arts and Film Studies in collaboration with City University of New York and make initial preparation if found feasible	<ul style="list-style-type: none"> • Feasibility study completed by March 2009 • Decision taken on the establishment of the school by March 2009
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**HUMAN DEVELOPMENT MEDIUM-TERM OBJECTIVE 7:
Establish programmes which will support the building of strong and caring family units and a God-fearing society**

**TARGET:
15% reduction of the number of young offenders coming to the attention of the police by December 2012**

	STRATEGIC ACTIONS	TARGETS
2.7.1	Conduct study of children in the 0-8 age group to determine status and develop policies and programmes to meet critical needs	<ul style="list-style-type: none"> • Policies developed to address critical needs of children of the 0-8 age group by December 2010
2.7.2	Develop and implement family life programmes to improve the quality of life for all residents of Montserrat	<ul style="list-style-type: none"> • Implementation of family life programmes commenced by December 2010
2.7.3	Strengthen the Ecclesiastical Affairs office	<ul style="list-style-type: none"> • Ecclesiastical Affairs Office strengthened by January 2010
2.7.4	Reintroduce religious knowledge in the secondary school	<ul style="list-style-type: none"> • Religious education curriculum reintroduced by September 2009
2.7.5	Establish a family court to deal with family related problems and matters affecting children	<ul style="list-style-type: none"> • Family Court operationalized by December 2010
2.7.6	Develop and implement after school programmes for children in the villages	<ul style="list-style-type: none"> • After School programmes for children implemented by September 2010.



Strategic Goal 3: Environmental Management and Disaster Mitigation

Montserrat's natural resources conserved within a system of environmentally sustainable development and appropriate strategies for disaster mitigation



Medium-Term Strategic Objective

The medium-term environmental and disaster management objective is to formulate or strengthen and commence the implementation of legislation, regulations, policies, plans, and programmes that will provide the framework for the conservation and sustainable use of the natural resources, and the implementation of appropriate disaster mitigation strategies. The focus will also be

on strengthening the organizational and personnel capabilities of the key organizations involved in environmental management and disaster mitigation.

Medium-Term Objectives

1. Enhance the capacity of the Department of Environment, DMCA and other environmental management agencies and NGOs to function effectively
2. Create, enact and enforce policy and legislation to ensure effective

- environmental and disaster management, education, and participation in decision making
3. Strengthen national and community level capacity for mitigation, management and coordinated response to natural and technological hazards, and the effects of climate change

4. Develop a comprehensive disaster management framework
5. Protect and conserve biodiversity and other natural resources
6. Develop and promote environmental health programmes to reduce health hazards
7. Identify, maintain and protect heritage sites and artifacts

Priorities in Environmental and Disaster Management

The strategic actions assigned the highest priority in environmental and disaster management are presented in the table below:

Medium-Term Objectives	Priority Strategic Actions
Enhance the capacity of the Department of Environment, DMCA and other environmental management agencies both at the organizational and personnel levels to function effectively	<ul style="list-style-type: none"> • Conduct a comprehensive institutional capacity assessment of, and devise a capacity strengthening programme for the main environmental management and disaster mitigation agencies • Identify, recruit and train staff of the Department of Environment and the DMCA
Create, enact and enforce policies and legislation to ensure effective environmental and disaster management, education, as well as participation in decision making	<ul style="list-style-type: none"> • Enact and enforce environmental legislation and regulations to accommodate the DOE and reduce conflicts in institutional arrangements. • Review and formalize building codes. • Design and implement a comprehensive EIA process
Protect and conserve biodiversity and other natural resources	<ul style="list-style-type: none"> • Monitor and reduce the threat of invasive species • Develop and implement species and habitat action plans
Strengthen the capacity of national and community-level entities and key personnel engaged in the mitigation, management or coordinated response to natural disasters	<ul style="list-style-type: none"> • Enhance institutional support and training for comprehensive disaster management (CDM) at the regional, national and community levels. • Incorporate disaster risk management into the key sectors of national economy. • Construct appropriate multipurpose hurricane shelters
Develop a comprehensive disaster management framework	<ul style="list-style-type: none"> • Keep pace with the activities of the volcano and the technology needed to collect data required to guide decision making and minimize the risks associated with the utilization of available natural resources

Quick Wins

- Amend current environmental legislation to address institutional conflicts and enable DOE to be represented on specified boards
- Enact Environmental Management and Conservation Bill by December 2008
- Establish a multimedia centre that will allow the television media to be used for disaster mitigation and response public education programmes
- Complete the National Disaster Management Plan by December 2009
- Develop and implement species action plan for three species by December 2008
- Promulgate Food Hygiene Strategy and Legislation by June 2009 and sensitize the public
- Conduct site assessment to determine the most appropriate site for the location of the national museum, bearing in mind environmental and other factors

Our Montserrat

Strategic Actions and Targets – Environmental and Disaster Management

The table below provides the medium-term objectives under the Environmental and Disaster Management strategic goal and the strategic actions and targets for each objective.

ENVIRONMENTAL AND DISASTER MANAGEMENT MEDIUM-TERM OBJECTIVE 1 Enhance the capacity of the Department of Environment, DMCA and other environmental management agencies and NGOs to function effectively		
TARGET: Basic staffing, facilities and systems in place to enable effective execution of departmental and NGO functions in environmental management and disaster mitigation		
	STRATEGIC ACTIONS	TARGETS
3.1.1	Secure adequate facilities and equip the Department of Environment and the DMCA	• Departments equipped and fully functional by December 2010
3.1.2	Identify, recruit and train staff of the Department of Environment and the DMCA	• Required additional trained staff in place for effective operation by December 2010
3.1.3	Conduct a comprehensive institutional capacity assessment of, and devise a capacity strengthening programme for the main environmental management and disaster mitigation agencies	• Capacity strengthening programme implemented by June 2011
3.1.4	Improve data collection and management to support environmental decision making by creating a repository/data management unit	• Repository/Data Management Unit established, staffed and fully functional by 2008
ENVIRONMENTAL AND DISASTER MANAGEMENT MEDIUM-TERM OBJECTIVE 2: Create, enact and enforce policy and legislation to ensure effective environmental and disaster management, education, and participation in decision making		
TARGET: Compliance of individuals, organizations and the Government of Montserrat with key environmental management and disaster mitigation policies and legislations		
	STRATEGIC ACTIONS	TARGETS
3.2.1	Enact and enforce environmental legislation and regulations to accommodate the DOE and reduce conflicts in institutional arrangements	• Relevant legislation enacted by June 2009 and fully enforced after enactment
3.2.2	Create appropriate Environmental Advisory Council and boards as agreed under the legislation	• Council and Boards functional within six months of passing of legislation
3.2.3	Develop and implement a public participation policy and supporting mechanisms	• Public participation policy developed and implemented by December 2010 (see also Governance Action 4.2.3)
3.2.4	Develop and implement an environmental education and training programme	• Montserrat Environmental Education Project implemented by December 2009

		<ul style="list-style-type: none"> • Environmentally responsible behavior enhanced and irresponsible behaviour curtailed (verified by pre- and post-surveys) by December 2010
3.2.5	Review and formalize building codes	<ul style="list-style-type: none"> • Comprehensive building codes published (including issues related to water harvesting, use of renewable energy and natural disaster protection) by December 2010
3.2.6	Design and implement a comprehensive EIA process	<ul style="list-style-type: none"> • Compliance with terms and conditions approved for developments based on EIA studies enforced by GOM

ENVIRONMENTAL AND DISASTER MANAGEMENT
MEDIUM-TERM OBJECTIVE 3:
Strengthen national and community level capacity for mitigation, management and coordinated response to natural and technological hazards, and to the effects of climate change

TARGET:
Adoption of disaster and hazard mitigation/ management strategies by individuals, organizations, communities and the GOM by December 2010

	STRATEGIC ACTIONS	TARGETS
3.3.1	Enhance institutional support and training for comprehensive disaster management at the regional, national and community levels	<ul style="list-style-type: none"> • Improved coordination at national and community levels for disaster management by June 2009 • Institute of Disaster Management established by December 2009
3.3.2	Incorporate disaster risk management into key sectors of the national economy	<ul style="list-style-type: none"> • Hazard information and disaster risk management integrated into sectoral policies, laws, decision making, building codes, development planning and operations by December 2011
3.3.3	Enhance community resilience to mitigate and respond to the adverse effects of climate change and disasters	<ul style="list-style-type: none"> • All communities fully aware of disaster preparation and response and other related procedures including safer building techniques by December 2010
3.3.4	Construct appropriate multipurpose hurricane shelters	<ul style="list-style-type: none"> • Funding secured for building by December 2010 and construction completed by December 2012

ENVIRONMENTAL AND DISASTER MANAGEMENT
MEDIUM-TERM OBJECTIVE 4:
Develop a comprehensive disaster management framework

TARGET:
Disaster response agencies and all persons on Montserrat aware of the National Disaster Management Plan and how to respond in the event of a disaster by December 2010 (Disaster response agencies by June 2009)

	STRATEGIC ACTIONS	TARGETS
3.4.1	Review, complete and implement the National Disaster Management Plan	<ul style="list-style-type: none"> • National disaster management plan updated by December 2010 and fully operationalized by June 2011

3.4.2	Conduct public education programmes for disaster management	<ul style="list-style-type: none"> • Public’s ability to respond appropriately to disaster improved by December 2010 • Evacuation plans published by December 2009
3.4.3	Conduct training on disaster management cycle for response agencies	<ul style="list-style-type: none"> • Response agencies fully trained by May 2011
3.4.4	Keep pace with the activities of the volcano and the technology needed to collect data required to guide decision making and minimize the risks associated with the utilization of available natural resources	<ul style="list-style-type: none"> • Monitoring techniques improved by December 2009
3.4.5	Improve the early warning system	<ul style="list-style-type: none"> • Improved early warning system in place by December 2010
3.4.6	Review and present options for the management of the Montserrat Volcano Observatory	<ul style="list-style-type: none"> • Appropriate management structure in place at the MVO by December 2008

ENVIRONMENTAL AND DISASTER MANAGEMENT
MEDIUM-TERM OBJECTIVE 5:
Protect and conserve biodiversity and other natural resources

TARGET:

Strategies and plans in place to ensure the protection and conservation of the biological resources of Montserrat by December 2012

	STRATEGIC ACTIONS	TARGETS
3.5.1	Review and revise the system of protected areas and document by 2010	<ul style="list-style-type: none"> • Revised system of protected areas documented. Protected areas declared and management plans developed by December 2012
3.5.2	Identify/protect and sustainably utilize water resources	<ul style="list-style-type: none"> • Key springs protected and infrastructure in place to secure access to required water sources • Quality and size of key watersheds maintained or enhanced by 2010
3.5.3	Monitor and reduce the threat of invasive species	<ul style="list-style-type: none"> • Measures in place by December 2010 to reduce impact of invasive species
3.5.4	Develop and implement species and habitat action plans	<ul style="list-style-type: none"> • Action plans developed for five key species by June 2010; no decline in populations of those key species. • Species action plans implemented by 2012
3.5.5	Monitor and evaluate status of biodiversity	<ul style="list-style-type: none"> • Long-term monitoring programme implemented by 2009. Database updated annually
3.5.6	Monitor and evaluate status of hydro-geological conditions	<ul style="list-style-type: none"> • Database updated annually
3.5.7	Manage environmental data	<ul style="list-style-type: none"> • Environmental Stewardship Report prepared every two years, beginning 2011
3.5.8	Regulate scientific research	<ul style="list-style-type: none"> • Scientific research protocol developed and implemented by 2010 • Permit system in place • GOM retains copy of all data
3.5.9	Evaluate and mitigate impacts of climate change	<ul style="list-style-type: none"> • Adaptation and mitigation plan developed by June 2011 and implementation commenced by December 2012
3.5.10	Develop and implement a community forestry programme	<ul style="list-style-type: none"> • Number of trees planted in built-up areas increased
3.5.11	Monitor socio-economic uses of biological resources	<ul style="list-style-type: none"> • Report on socio-economic uses produced by December 2010 and every three years thereafter

3.5.12	Develop and implement soil conservation, erosion control programmes and training programmes for resource managers and users	<ul style="list-style-type: none"> • Soil conservation and erosion control practices and training programmes implemented by December 2012
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ENVIRONMENTAL AND DISASTER MANAGEMENT
MEDIUM-TERM OBJECTIVE 6:
Develop and promote environment health programmes to reduce health hazards

TARGET:
Food Hygiene Strategy, Solid Waste Management Plan and Sewage Master Plan developed by December 2010 and implemented by December 2012

	STRATEGIC ACTIONS	TARGETS
3.6.1	Develop, implement and enforce food hygiene strategy	<ul style="list-style-type: none"> • Legislation developed and enacted by December 2010 • Food hygiene strategy implemented by December 2010
3.6.2	Identify and develop suitable sites for public cemeteries	<ul style="list-style-type: none"> • Cemetery sites developed by December 2012
3.6.3	Prepare and implement a comprehensive solid waste management programme	<ul style="list-style-type: none"> • Solid waste management plan prepared by December 2010 and implemented by December 2012
3.6.4	Review and implement vector control programme	<ul style="list-style-type: none"> • Vector control programme reviewed by December 2009 and implemented by December 2012
3.6.5	Prepare a policy and legislative framework to support a sewage master plan	<ul style="list-style-type: none"> • Policy in place by 2009 • Legislation enacted by 2010

ENVIRONMENTAL AND DISASTER MANAGEMENT
MEDIUM-TERM OBJECTIVE 7:
Identify, maintain and protect heritage sites and artifacts

TARGET:
National heritage site management plans developed as well as a strategy for the collection, conservation and storage of artifacts

	STRATEGIC ACTIONS	TARGETS
3.7.1	Develop criteria for selection of heritage sites	<ul style="list-style-type: none"> • Criteria for listing heritage sites developed and adopted by Government by December 2009
3.7.2	Prepare a database of historical sites	<ul style="list-style-type: none"> • Database established by March 2010 • List of heritage sites developed
3.7.3	Develop and implement national heritage site management plans	<ul style="list-style-type: none"> • National heritage site management plans developed by 2011
3.7.4	Develop, protect and maintain at least three heritage sites	<ul style="list-style-type: none"> • At least three important heritage sites developed and maintained by December 2012
3.7.5	Conduct a feasibility study on building a model of Plymouth	<ul style="list-style-type: none"> • Size of model of Plymouth determined by December 2010. Feasibility study conducted by June 2011
3.7.6	Preserve artifacts and historical and legal documents	<ul style="list-style-type: none"> • Purpose-built facilities museum/archives constructed by December 2011 • Documents and artifacts preserved

Strategic Goal 4: Governance

An efficient, responsive and accountable system of governance and public service



Medium-Term Strategic Objective

The overall medium-term governance objective is to secure a revised constitution, and put in place legislation, regulations, institutional arrangements and bilateral and multilateral agreements that will provide the framework for greater accountability among public servants; modernize the delivery of public services; enable full participation of Montserrat in the OECS Economic Union; and facilitate the effective management of crime and delinquency.

Over the last five years, Montserrat sought to further establish itself as a truly democratic society that is fully integrated within the

English-speaking Caribbean. A number of challenges were encountered in the pursuit of this goal, but despite these challenges, there are a number of opportunities in the governance thematic area. These include:

1. The development of a transparent and effective accountability framework for both parliament and the public sector
2. Maximizing the integration of Montserrat in the regional environment through securing entrustment to more fully participate in CARICOM and the OECS
3. Modernizing the public administration to achieve excellence in the delivery of public services
4. Introduction of a public information act and the design and implementation of a comprehensive public information and communication strategy

These opportunities, if fully embraced and vigorously pursued, have the promise of ensuring the achievement of the aspirations of the people of Montserrat in the area of governance.

Medium-Term Objectives

1. Develop a transparent and effective accountability framework within Government and the Public Sector

2. Strengthen and implement a comprehensive public information and communication strategy
3. Maximize integration of Montserrat into the regional and global environment
4. Modernize the relationship with Her Majesty's Government and strengthen the administration of justice system
5. Modernize public administration to achieve excellence in the delivery of public services
6. Develop and implement strategies to manage crime and delinquency

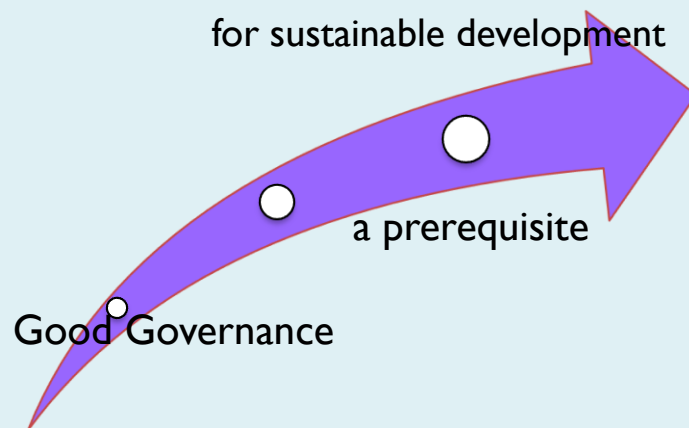
Priorities in Governance

The strategic actions assigned the highest priority in governance are presented in the table below.

Medium-Term Objectives	Priority Strategic Actions
Develop a transparent and effective accountability framework within Government and the Public Sector	<ul style="list-style-type: none"> • Enact integrity legislation • Strengthen financial governance within the Public Service
Modernize the public administration to achieve excellence in the delivery of public services	<ul style="list-style-type: none"> • Strengthen the leadership development, performance and accountability systems across the public service • Implement the public service reform programme • Enhance human resources potential through the provision of productivity and performance improvement interventions
Modernize the relationship with Her Majesty's Government and strengthen the administration of justice system	<ul style="list-style-type: none"> • Revise and adopt the constitution of Montserrat
Maximize integration of Montserrat into the regional and global environment	<ul style="list-style-type: none"> • Satisfy the requirements for OECS accession
Develop and implement strategies to manage crime and delinquency	<ul style="list-style-type: none"> • Develop and implement an appropriate multi-agency crime and delinquency management framework • Strengthen border controls • Develop and implement a youth crime prevention policy

Quick Wins

- Establish an approved code of ethics and new General Orders for Public Sector Workers by December 2009
- Approve Public Information and Communication Strategy by December 2008
- Establish protocols for measuring public participation by 2008
- Operationalize cooperation agreement with one regional government by December 2008
- All government ministries and departments develop corporate and business plans that are fully consistent with the medium-term priorities of the SDP by December 2009
- Create customer charters and clear information on requirements and procedures for accessing their services for 15 departments
- Establish communication systems and closed-circuit television system by December 2009
- Enact public financing legislation and regulations



Our Montserrat

Strategic Actions and Targets

The table below provides the medium-term objectives under the Governance strategic goal and the strategic actions and targets for each objective.

GOVERNANCE MEDIUM-TERM OBJECTIVE 1: Develop a transparent and effective accountability framework for Government and the public sector		
TARGET: Framework in place for holding civil servants and politicians accountable for the consistent and effective performance of their functions/roles		
	STRATEGIC ACTIONS	TARGETS
4.1.1	Establish a legislative reform process for outdated legislation	<ul style="list-style-type: none"> • Legislative reform process outlined and documented by September 2010 • At least five key pieces of legislation updated by 2012
4.1.2	Establish the Montserrat National Audit Office	<ul style="list-style-type: none"> • National Audit Office established by December 2010
4.1.3	Enact integrity legislation	<ul style="list-style-type: none"> • Integrity legislation enacted by December 2010
4.1.4	Introduce a Public Information Act	<ul style="list-style-type: none"> • Public information legislation enacted by December 2010
4.1.5	Strengthen internal audit process (monitoring)	<ul style="list-style-type: none"> • Study of audit requirements undertaken by June 2009 • Required auditors appointed by December 2010
4.1.6	Strengthen the observance of the rule of law and due process	<ul style="list-style-type: none"> • Standing orders updated by June 2010 • Improved methods of publishing laws and encouraging feedback by December 2010 • Ongoing training of senior public sector officers
4.1.7	Strengthen the accountability framework within which parliament operates	<ul style="list-style-type: none"> • Public Accounts Committee's mandate strengthened to ensure greater effectiveness by June 2010 • Standing orders updated by June 2010
4.1.8	Strengthen financial governance within the public services	<ul style="list-style-type: none"> • The revision of the Finance Act finalized by December 2009 • The Legislative Council and the Executive Agencies Acts amended and approved by December 2010 • Annual value for money and stewardship of resources audit conducted • Final accounts prepared by ministries and departments in accordance with the Finance Act

GOVERNANCE MEDIUM-TERM OBJECTIVE 2: Strengthen and implement a comprehensive public information and communication strategy

TARGET:

Identification and implementation of the strategic initiatives necessary to create and nurture a holistic public communication and information system for the country

	STRATEGIC ACTIONS	TARGETS
4.2.1	Revise and approve a comprehensive public information and communication strategy	<ul style="list-style-type: none"> Public information and communication strategy approved by December 2008
4.2.2	Commence the implementation of the public information and communication strategy	<ul style="list-style-type: none"> Required legal entity established to implement the GOM public information and information strategy by December 2010 Web portals established and functioning by 2010 GISU capability focused and enhanced accordingly by December 2008
4.2.3	Develop and implement a public consultation code	<ul style="list-style-type: none"> Code developed and published by June 2010
4.2.4	Establish protocols for measuring public participation	<ul style="list-style-type: none"> Protocols developed by December 2009 Public awareness of the protocols by June 2010
4.2.5	Improve access by the public to information from government agencies	<ul style="list-style-type: none"> Information required by the public more readily available from government entities as of December 2010

GOVERNANCE MEDIUM-TERM OBJECTIVE 3: Maximize integration of Montserrat into the regional and global environment

TARGET:

Approval secured for Montserrat to fully participate in the OECS Economic Union on terms favourable to the government and people of Montserrat by December 2012

	STRATEGIC ACTIONS	TARGETS
4.3.1	Satisfy the requirements for OECS accession	<ul style="list-style-type: none"> Requirements for the participation in the OECS economic union treaty finalized by December 2012
4.3.2	Maximize returns from membership of regional organizations	<ul style="list-style-type: none"> Tangible benefits of membership in OECS documented annually Increased economic and social benefits realized by December 2012
4.3.3	Create administrative framework for managing or cooperating on regional and selected international issues	<ul style="list-style-type: none"> Directorate/coordinating mechanism in place by December 2011 Diaspora inclusiveness strategy in place by December 2009
4.3.4	Structure government organizations to effectively participate in the OECS as required by agreements	<ul style="list-style-type: none"> Government entities ready for OECS economic union, including required systems, legislation, personnel and documentation by 2012
4.3.5	Strengthen bi-lateral and international relationships	<ul style="list-style-type: none"> Two cooperation agreements and/or MOUs between GOM and other regional governments signed and operationalised by June 2011

**GOVERNANCE MEDIUM-TERM OBJECTIVE 4:
Modernize the relationship with Her Majesty's Government. and strengthen
the administration of justice system**

TARGET:

Revised constitution completed and adopted by June 2010

	STRATEGIC ACTIONS	TARGETS
4.4.1	Revise and adopt the Constitution of Montserrat	<ul style="list-style-type: none"> • Constitution completed and adopted by December 2010
4.4.2	Encourage local participation in all overseas selection and recruitment of personnel and organizations to work with and for the GOM	<ul style="list-style-type: none"> • Procedures established and operationalized by March 2009
4.4.3	Explore options for self determination	<ul style="list-style-type: none"> • Options explored by December 2012
4.4.4	Establish a sustainable Legal Aid Scheme	<ul style="list-style-type: none"> • Fully operational Legal Aid Scheme in place by June 2010
4.4.5	Establish a modern integrated court system	<ul style="list-style-type: none"> • Commencement of construction of new court facilities by December 2012

**GOVERNANCE MEDIUM-TERM OBJECTIVE 5:
Modernize public administration to achieve excellence in the delivery of
public services**

TARGET:

Modernization of two ministries and selected departments to offer efficient and customer friendly services by December 2011

	STRATEGIC ACTIONS	TARGETS
4.5.1	Strengthen the leadership development, performance and accountability systems across the public service	<ul style="list-style-type: none"> • Performance management systems operationalized for senior management in the public sector by 2009
4.5.2	Improve policy coordination and planning mechanisms	<ul style="list-style-type: none"> • Procedures in place for monitoring and implementation of Executive Council's decisions by December 2008 • Improved and agreed corporate and business plans in place by December 2008
4.5.3	Implement the public service reform programme	<ul style="list-style-type: none"> • Modernization plans implemented in pilot ministries and departments by December 2011
4.5.4	Strengthen human resource management policy framework, procedures and practices	<ul style="list-style-type: none"> • Public Service legislation by December 2010 • Public Service Commission role defined and regulations agreed by December 2010 • Human resource management and development functions delegated to line ministries and departments by June 2011 • New performance management and evaluation systems rolled out by December 2010
4.5.5	Enhance human resources potential through the provision of productivity and performance improvement interventions.	<ul style="list-style-type: none"> • Revised training policy and action plan approved and implemented by December 2009 • Robust career progression and succession planning system developed by December 2010 • Key personnel trained in leadership and management by June 2009

4.5.6	Develop an e-governance policy and action plan	<ul style="list-style-type: none"> E-governance policy and facilities implemented by December 2010
4.5.7	Secure the development funding and technical assistance needed to enable the modernization of the public services and the development of the capacity for the delivery of GOM plans and programmes	<ul style="list-style-type: none"> Financing in place to enable the implementation of public service modernization and capacity strengthening programmes by June 2010

GOVERNANCE MEDIUM-TERM OBJECTIVE 6: Develop and implement strategies to manage crime and delinquency

TARGET:
15% reduction of the number of young offenders coming to the attention of the police by December 2012

	STRATEGIC ACTIONS	TARGETS
4.6.1	Develop and implement an appropriate multi-agency Crime and Delinquency Management Framework	By December 2012: <ul style="list-style-type: none"> Crime framework developed and implemented Appropriate crime and delinquency prevention strategy and action plan developed Witness protection policy and legislation enacted Adequately trained personnel in the Police and Community Services Departments to deal with youth delinquency, child abuse and domestic violence Police officers adequately trained in strategic intelligence gathering and Crime management 15% reduction in juvenile crime/incidents reported
4.6.2	Review and reform juvenile / family laws, regulations and procedures, including those related to domestic violence and child abuse	<ul style="list-style-type: none"> Laws, regulations and procedures enacted by December 2010
4.6.3	Strengthen border controls	<ul style="list-style-type: none"> Adequately trained police officers and required equipment in place (communication system, security cameras and vessel) by December 2012
4.6.4	Develop and implement initiatives to promote greater responsibility among young offenders and their parents	<ul style="list-style-type: none"> 15% reduction of the number of young offenders coming to the attention of police by December 2012
4.6.5	Develop and implement a youth crime prevention policy	<ul style="list-style-type: none"> 15% reduction of the number of young offenders coming to the attention of the police by December 2012
4.6.6	Develop and implement a crime prevention education/media strategy	<ul style="list-style-type: none"> Media strategy developed and implemented by December 2010

Strategic Goal 5: Population

A sustainable population



Medium-Term Strategic Objective

The medium-term population strategic objective is to put in place the policy framework, the incentives and basic social services to encourage persons to stay on island, overseas-based Montserratians to return home, and targeted CARICOM nationals to migrate to Montserrat.

It is a widely held view that Montserrat does not now have a viable population. Consequently, if Montserrat is to make significant progress economically, it must not only stem the hemorrhaging of the population, but must put in place policies and initiatives that will attract the required

number of residents with the characteristics desired. Having acknowledged the critical importance of a viable population, this sustainable development plan will lay the necessary foundation which will ensure the achievement of this important strategic objective.

Medium-Term Objectives

1. Develop and implement population, labour and immigration policies which will enhance growth of the population
2. Create initiatives to retain the current population
3. Create incentives which will facilitate the increase of the population

Priorities in Population

The strategic actions assigned the highest priority in population are presented in the table.

Medium-Term Objectives	Priority Strategic Actions
Develop and implement population, labour and immigration policies which will enhance growth of the population	<ul style="list-style-type: none">• Draft population policy and action plan, as well as required legislation• Draft / revise labour and immigration policies and legislation• Enact the new/revised population, labour and immigration legislation

Quick Win

- Introduce machine-readable passport by December 2008.

Our Montserrat

Strategic Actions and Targets – Population

The table below provides the medium-term objectives under the Population strategic goal and the strategic actions and targets for each objective.

POPULATION MEDIUM-TERM OBJECTIVE 1: Develop and implement population, labour and immigration policies which will enhance growth of the population		
TARGET: Implementation of the population, labour and immigration policies and action plans commenced by June 2011		
	STRATEGIC ACTIONS	TARGETS
5.1.1	Obtain population projections based on a range of assumptions	<ul style="list-style-type: none"> Realistic population projections developed by June 2010
5.1.2	Secure public input on population, labour and immigration policies	<ul style="list-style-type: none"> Reports on consensus arrived at through public consultation by June 2010
5.1.3	Draft population policy and action plan, as well as required legislation	<ul style="list-style-type: none"> Draft population policy and action plan developed by December 2010
5.1.4	Draft / revise labour and immigration policies and legislation	<ul style="list-style-type: none"> Draft/ or revised labour and immigration policy and legislation prepared by June 2010
5.1.5	Secure approval of policies and action plan after public presentation and input	<ul style="list-style-type: none"> Approved policies and action plan prepared by September 2010
5.1.6	Enact the new/revised population, labour and immigration legislation	<ul style="list-style-type: none"> Legislation enacted by June 2011
5.1.7	Develop and implement a public education programme on labour and immigration policies, and monitor the implementation of the policies and action plan	<ul style="list-style-type: none"> Education and awareness programme implemented by December 2011
5.1.8	Evaluate and refine national identity and citizenship framework	<ul style="list-style-type: none"> Machine-readable passport issued by December 2008 Citizenship framework rationalized by June 2009
POPULATION MEDIUM-TERM OBJECTIVE 2: Create initiatives to retain the current population		
TARGET: Reduction in the number of Montserratians migrating to the UK by December 2012		
	STRATEGIC ACTIONS	TARGETS
5.2.1	Create an environment for the development of a vibrant private sector that provides employment opportunities and scope for upward mobility	<ul style="list-style-type: none"> Ratio of jobs provided by the private sector in comparison to the public sector of 70:30 by December 2012
5.2.2	Develop sporting and recreational facilities and promote sports development and social activities for the young	<ul style="list-style-type: none"> Development of at least two new sporting/recreational facilities by 2012 30% increase in the number of annual sporting events /competitions by December 2010
5.2.3	Refine policy and legal frameworks for the control of the price of essential goods and services where feasible	<ul style="list-style-type: none"> Regulatory standards refined and relevant information made readily available to the consumers in user-friendly formats as required

5.2.4	Facilitate and promote the provision of affordable <ul style="list-style-type: none"> • tertiary medical care • tertiary education 	<ul style="list-style-type: none"> • Increase in the number of students accessing tertiary education on island by December 2010 • Improved access to tertiary health care at a more affordable price by December 2012
5.2.5	Create effective housing and housing development incentives	<ul style="list-style-type: none"> • Housing and housing development incentives approved by EXCO by September 2009 • Housing developments initiated by December 2010

POPULATION MEDIUM-TERM OBJECTIVE 3: Create initiatives which will facilitate the increase of the population

TARGET:

5% p.a. growth in population as of June 2011

	STRATEGIC ACTIONS	TARGETS
5.3.1	Promote and exploit the provisions of the double taxation treaty	<ul style="list-style-type: none"> • Double taxation treaty promotional plan implemented by December 2010
5.3.2	Negotiate indexed pension and social security payments for returning U.K. pensioners	<ul style="list-style-type: none"> • Agreement between the British Government and Government of Montserrat on indexed pension and social security payments by December 2010
5.3.3	Create housing and housing development incentives	<ul style="list-style-type: none"> • Housing and housing development incentives approved by EXCO by June 2009 • New housing developments initiated by December 2010
5.3.4	Initiate development of a golf course and driving range and develop family recreational parks	By December 2012: <ul style="list-style-type: none"> • Driving range established • Golf course site secured • At least one family recreational park created
5.3.5	Review and promote economic citizenship regulations and provisions	<ul style="list-style-type: none"> • Ten new economic citizens attracted to invest in Montserrat by 2012
5.3.6	Develop and promote a package of incentives to encourage CARICOM nationals to have their immediate family members residing with them in Montserrat	<ul style="list-style-type: none"> • Package of incentives developed by June 2011
5.3.7	Promote the establishment of medical schools and other tertiary institutions in Montserrat	<ul style="list-style-type: none"> • Two (2) accredited tertiary institution established and operationalized by December 2012
5.3.8	Develop and promote a package of incentives to encourage immediate family members of Montserratians living abroad to return and reside in Montserrat	<ul style="list-style-type: none"> • Package of incentives developed by June 2011

CHAPTER 4

IMPLEMENTATION FRAMEWORK

The medium-term objectives of the plan will be implemented over the five-year period 2008-2012. Successful execution is predicated on the full commitment and support of the political directorate, the funders and all the organizations and groups designated to play a leading or supporting role in the implementation process. Collaboration across these sectors, agencies, and interest groups will be critical.

In addition to the above, the successful implementation of the Montserrat Sustainable Development Plan requires at least four critical elements, without which the efforts poured into the planning process will fail to yield the desired dividends. These are:

1. Organizational structures and procedures in place to facilitate effective implementation of projects and programmes
2. Trained personnel to design and implement the policies, programmes and projects
3. Adequate funding to implement the policies, programmes and projects
4. An effective monitoring and evaluation system, which will inform the decision-makers at all levels as to the necessary changes to be made and actions to be taken, to ensure the effective implementation of the components of the SDP

As part of the public service reform programme now being implemented, organizational structures and business processes of some key government departments and ministries are scheduled to be modernized to facilitate the effective implementation and monitoring of the projects and programmes under the SDP. The plan however, anticipates the expeditious acquisition and organization of the required project management specialists, project accounting, engineering, procurement and contract management skills, as well as the delegation of the requisite authority, to enable the expeditious and cost effective implementation of the key SDP projects and programmes. Therefore, it is anticipated that appropriate project implementation institutional arrangements will be put in place without delay. This is a prerequisite for the achievement of the key targets and outputs of the SDP for which the Government of Montserrat is designated the lead entity. Since the private sector and other non-governmental organizations will also be expected to play critical roles in the implementation process, it is vital that they too are empowered and properly resourced to fulfill their critical responsibilities.

Monitoring and evaluation issues are addressed in Chapter 5. The issue of funding will be dealt with under a separate document which addresses programme financing and the cost of implementing the plan.

Implementation Plan for Public Sector Entities

The tables below outline the public sector entities designated to play a lead and supporting roles in the implementation of the strategic actions under each medium-term objective. The proposed implementation period is also outlined.

Strategic Goal 1: Economic Management					
Medium-Term Objective 1: Create an environment that promotes and supports private-sector led sustainable economic activities					
	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
1.1.1	Revise and update private sector development policy and action plan	MOED&T	MDC, RIA	Jan. 2008	Dec. 2010
1.1.2	Provide a one stop shop for business promotion, development and facilitation services	MDC	MOED&T, PSRU	Jan. 2008	Dec. 2010
1.1.3	Equip key public sector agencies to provide efficient business friendly services	PSRU	Departments & Ministries	Jan. 2008	Dec. 2012
1.1.4	Create an enabling environment for growth in business activities in the targeted sectors – tourism, energy, mining and quarrying, and agriculture	MDC, MOED&T	MCCI, MTB, RIA, DOA	Jan. 2008	Dec. 2011
1.1.5	Privatize traditional government services where feasible and engagement of GOM in PPPs as a means of securing private financing and expertise for the delivery of public services	MDC	MOF, ODG	Sept. 2008	Dec. 2012
1.1.6	Develop and implement an innovative land development policy to facilitate the Little Bay Town Centre, as well as housing, farming and commercial development across the island	MAHLE	MOED&T, MDC	June 2008	June 2010
1.1.7	Liberalize the communication sector to improve the range, quality and price of services in this sector as well as its contribution to economic development	MCW	GISU	March 2008	Sept. 2010
1.1.8	Strengthen government financial and economic planning and management systems to improve efficiency and reduce risks	MOF	MOED&T	March 2008	March 2011
1.1.9	Negotiate with funding agencies on behalf of the GOM to secure the development assistance required to implement priority government projects and programmes, and manage the disbursement and use of funds	MOED&T	MOF	March 2008	Sept. 2012
Medium-Term Objective 2: Assess and develop feasible sources of renewable energy					
	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
1.2.1	Prepare an energy policy which includes incentives and targets for use of renewable energy	MCW	MAHLE	Jan. 2008	June 2009

1.2.2	Create legislation, arrangements and incentives to encourage/facilitate the generation, private use and licensing of suppliers of alternative sources of energy (wind, solar and geothermal), and sale of energy to MUL	MCW	Legal, MUL	Jan. 2008	June 2011
1.2.3	Design and implement public awareness campaigns for energy conservation as well as demand side management strategies	MNCA	MOED&T	June 2008	Dec. 2012
1.2.4	Develop the capacity of MUL to provide a reliable supply of affordable electricity utilizing renewable sources of energy, where feasible	MUL	MCW	Jan. 2008	Dec. 2012
1.2.5	Facilitate a geophysical survey, to determine sites and depth of geothermal lakes; facilitate initial drilling and testing and identify partners for the development of the geothermal plant, if viable sources of geothermal energy identified	MCW	MOED&T, MOF	March 2008	Dec. 2010
1.2.6	Facilitate the installation and commissioning of a geothermal plant if energy resources are found	MCW	MOED&T	June 2010	Dec. 2012

**Medium-Term Objective 3:
Develop and construct the physical infrastructure and transportation facilities required to facilitate tourism development, international trade and national well-being**

	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
1.3.1	Construct jetty, breakwater, fishing fleet safe harbour and small craft marina as well as landside developments to facilitate port expansion	MCW	MDC, Port Authority, MOED&T	Jan. 2008	Dec. 2012
1.3.2	Establish alternative barge ramps/ port facilities to facilitate mining activities	MCW	Port Authority	March 2009	Dec. 2010
1.3.3	Improve road and utilities network in the north of the island and enhance road safety for pedestrians.	MCW	PPU	March 2008	Dec. 2012
1.3.4	Establish a new Air Services Agreement; explore the feasibility of extending the airport runway and take appropriate initial action	MCW	Airport, MOED&T, MOF	Jan. 2008	Dec. 2012
1.3.5	Promote the increased usage of the Airport by small operators, flying clubs, among other groups and explore the issue of alternative hubs	Airport	MOED&T, MTB, MCW	Jan. 2008	Dec. 2010
1.3.6	Install all required infrastructure to facilitate the development of the Little Bay Town Centre	MDC	MUL, LIME, PWD, PSOs, Cable Co.	Jan. 2008	Dec. 2012
1.3.7	Secure adequate accommodation for GOM staff and appropriate facilities for the effective delivery of Government services	ODG	PWD, PPU, MOED&T, MDC	Sept. 2008	Dec. 2012
1.3.8	Reintroduce a regular, affordable ferry service between Antigua and Montserrat	MCW	MOED&T, MTB	Jan. 2008	Dec. 2008

**Medium-Term Objective 4:
Develop and implement a sustainable agro-import substitution programme to ensure food security and economic diversification**

	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
1.4.1	Develop and implement a realistic food security and agro-import substitution strategy	DOA	MOED&T, MDC, RIA	Sept. 2008	March 2012

1.4.2	Develop sustainable livelihoods in the Agricultural sector and address issues related to loose livestock	DOA	MAHLE, DOE	Jan. 2008	Dec. 2012
1.4.3	Identify, promote and assist in implementing appropriate farming and fisheries technologies and systems to enable increased production of targeted import-substitution crops and products	DOA	MAHLE, PSOs, RIA	March 2009	Dec. 2012
1.4.4	Review and update land use policy and programmes to encourage increase in production of selected crops	MAHLE	DOE, LDA, DOA	Sept. 2008	Dec. 2010
1.4.5	Provide basic farming and fisheries infrastructure including farm roads, water catchments /storage facilities, storage facilities for fishermen, and safe harbour for fishing boats	DOA	PWD, MOED&T MAHLE	June 2009	Dec. 2012
1.4.6	Assist local food processors to comply with international standards for food processing and packaging	DOA	MAHLE, MDC, PSOs, MOED&T, EHD	Sept. 2008	Dec. 2012
1.4.7	Construct and ensure operation of an abattoir	DOA	MAHLE, DOE,PWD EHD	June 2008	Dec. 2010
1.4.8	Provide incentives to fisher folks to adopt new fishing technologies; encourage sustainable deep-sea fishing	DOA	MAHLE	March 2009	Dec. 2012

Medium-Term Objective 5:

Develop and market the tourism product with the aim of laying the foundation for significant growth in high-yield tourism

	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
1.5.1	Develop a national tourism strategy and the tourism product, utilizing the volcano, as well as alternative tourism products including nature, sports and heritage tourism	MTB	MCCI, DOE MDC, NGOs	March 2008	Dec. 2010
1.5.2	Implement adopted recommendations of the strategic review of the tourism sector - destination and niche marketing of Montserrat; establish tourism standards, and a Challenge Fund	MTB	MDC, MOED&T, DOE, MCCI	March 2008	Dec. 2010
1.5.3	Enforce the litter abatement regulation	RMPF	MTB	June 2008	Dec. 2010
1.5.4	Establish the policy and legal framework for implementation of standards for all sectors in the tourism industry	MTB	MOED&T, Legal	June 2009	April 2011

Strategic Goal 2: Human Development

Medium-Term Objective 1: Improve facilities and services for better health care delivery

	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
2.1.1	Revise confidentiality policy to be more specific to Health Care Workers, including sanctions for breach of confidentiality	MOH	Admin., Legal	Jan. 2008	Jan. 2010
2.1.2	Incorporate an acute care facility for the mentally ill within national hospital compound	MOH	PWD	Jan. 2008	Dec. 2011
2.1.3	Strengthen the human resource capacity of the Health Department	MOH, Admin.		Jan. 2008	Dec. 2012
2.1.4	Implement initiatives to ensure optimum health and quality of life for persons living with HIV/AIDS	MOH,	MOE, CSD, Labour	Sept. 2008	Dec. 2011
2.1.5	Review health financing options re: health insurance and user fees, and make appropriate recommendations	MOH	MOF	Jan. 2008	March 2010
2.1.6	Review mental health legislation plan and policy to improve care of mentally challenged	MOH	Legal	Jan. 2008	June 2010
2.1.7	Develop and implement a nutrition policy and plan	MOH	MAHLE, RIA	Jan. 2008	Dec. 2012
2.1.8	Conduct a comprehensive assessment of infrastructural needs for Glendon Hospital	MOH	PWD	Jan. 2008	June 2009
2.1.9	Undertake a comprehensive health sector analysis and produce a strategic health sector plan	MOH		Jan. 2008	March 2010
2.1.10	Implement initiatives to enable better access to tertiary health care in areas of greatest need	MOH	CSD	1 st Qtr. 2009	Dec. 2010
2.1.11	Undertake an overall evaluation of liquid and solid waste management in Montserrat	EHD	MOH, MUL- Water, DOE	Jan. 2008	Dec. 2010

Medium-Term Objective 2: Increase access to and improve quality of formal and informal education

	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
2.2.1	Improve education infrastructure to respond to growing student population, changes to curriculum and developmental needs	MOE	PWD, MOED&T, MOF	2008	2011
2.2.2	Expand Guidance and Counselling System, as well as Pupil Support Services to students with learning and behavioural problems	MOE	CSD, Admin.	2008	2010
2.2.3	Award inaugural island scholarship and grants	MOE	Admin., MOF	2008	Ongoing
2.2.4	Employ appropriate measures to recruit and retain sufficient numbers of qualified teachers in the profession: <ul style="list-style-type: none"> • Develop and maintain standards for teaching. • Ensure compensation comparable to other occupations with similar qualifications and professional requirements. • Facilitate diverse career pathways 	Admin.	MOE, MCC, MOF	2008	2010
2.2.5	Determine and increase the range and number of courses offered through the MCC and UWI Open Campus to meet national training and capacity development needs and to facilitate life-long learning	MCC, MOE, UWI-OC		2008	2010

2.2.6	Construct a National Library and Archives	Admin.	MOED&T, MOE, Public Library, PWD	2008	2012
2.2.7	Conduct a review of the primary education system and implement the recommendation	MOE		2008	March 2010
2.2.8	Review curriculum at the secondary level to improve its relevance and appropriateness (technical and vocational programmes, civics, performing arts and sports)	MOE		2008	Sept. 2011
2.2.9	Improve quality of teaching and assessment at the primary and secondary levels	MOE		2008	2010
2.2.10	Produce a Master Plan for the Montserrat Secondary School at the alternate site in the North of Montserrat	MOE	MSS, PPU, PWD	2009	2010
2.2.11	Undertake an overall evaluation of the current education development plan and the preparation of the next medium-term sector plan (2010 – 2012/14)	MOE	Admin.	2009	2011
2.2.12	Establish partnerships with investors desirous of establishing tertiary educational institutions in Montserrat	MOE	MDC, MOH, OCM	2008	2011

Medium-Term Objective 3:

Develop and implement policies and programmes to enhance the well-being of the vulnerable population

	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
2.3.1	Implement National Youth Policy and Action Plan	MYACSS	ZJB, NYC, CSD, NDF, MOE	Jan. 2008	Dec. 2012
2.3.2	Improve the delivery of the Social Welfare Scheme	CSD	MOF, MOH	Jan., 2008	March 2009
2.3.3	Restructure staff and equip the Community Services Department to deliver services mandated	MYACSS, PSRU	TU, GISU, CSD	Jan. 2008	Dec. 2010
2.3.4	Encourage Community Development and civil society participation in decision making	CSD	MOED&T, NDF, BNTF, NGOs, CBOs	Jan. 2008	Dec. 2010
2.3.5	Develop/revise and implement disability; social welfare and other policies to address the needs of all vulnerable persons and improve service delivery	MOH, MYACSS	MOE, MOED&T, CSD	Jan. 2008	Dec. 2010
2.3.6	Improve services to the most vulnerable	CSD	MOH, HU, HMP, CBOs, RMPF, MRC, OPWA	Jan. 2008	Dec. 2012

Medium-Term Objective 4:

Provide better housing solutions through public/private partnership

	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
2.4.1	Provide permanent housing for all persons living in temporary wooden shelter units	HU	MAHLE, MCW, MOED&T	Jan. 2008	Dec. 2012
2.4.2	Complete warden support and other housing for the mentally challenged and other vulnerable groups	MOH, HU	MCW, MOED&T	Jan. 2008	June 2011
2.4.3	Provide home improvement grants to vulnerable households living in substandard conditions	HU	MAHLE, MOED&T, Fin. Instit.	Jan. 2008	Dec. 2009

2.4.4	Provide social housing solutions for vulnerable households	HU		June 2008	Dec. 2012
2.4.5	Establish public/private partnership for the provision and financing of houses	MAHLE, HU	Legal, MOED&T, Fin. Inst, RIA	June 2008	Dec. 2010
2.4.6	Develop and adopt a legal framework for the development of the housing sector, including property management and tenancy arrangement	MAHLE	Legal, HU, LDA	Jan. 2008	Dec. 2010
2.4.7	Establish minimum standards for acceptable housing	MAHLE	PWD, PPU, HU	Jan. 2008	Dec. 2009
2.4.8	Adopt the OECS building code and modify to meet local requirements	MAHLE	MCW, DMCA, PDA	Jan. 2008	Dec. 2009
2.4.9	Develop a risk categorization scheme for government residential buildings and emergency shelters	PWD	DMCA, PPU, LDA	Jan. 2008	June 2008
2.4.10	Close all emergency shelters (replace with permanent housing)	HU	PWD, PPU, LDA	Jan. 2008	June 2012
2.4.11	Review and update the physical development plan	PPU	PWD, HU, GIS	June 2008	Dec. 2010
2.4.12	Develop a GIS policy and an integrated GIS system	MAHLE	GIS, PPU, Legal	Jan. 2008	Dec. 2009

Medium-Term Objective 5:

Promote social integration and create a safer working environment

	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
2.5.1	Review and implement social integration strategies	Labour	RIA	Jan. 2008	Dec. 2012
2.5.2	Review and/or formulate labour laws and policies	Labour	MOE, Legal	Jan. 2008	Dec. 2011
2.5.3	Enhance the labour market environment through the adoption of regional accreditation standards and recruitment practices	Labour	MCC, PSOs, RIA, Admin.	Jan. 2008	Dec. 2010
2.5.4	Develop and operationalize a labour market information system (LMIS)	Labour	MOED&T	Dec. 2008	Dec. 2010
2.5.5	Take the necessary steps to ensure that relevant and appropriate ILO conventions and treaties are adhered to and promoted within the labour market.	Labour	OCM, GIU	March 2008	Dec. 2010
2.5.6	Develop and maintain sustainable schemes for welfare, pensions and social security	MOF	Soc. Sec., MOH	March 2008	Dec. 2010

Medium-Term Objective 6:

Promote health, well being and national identity through education, culture and sports

	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
2.6.1	Establish/improve and maintain sports facilities in three strategic locations	MYACSS	PPU, MCW, Sports Dept., Sports Assoc.	March 2008	Dec. 2012
2.6.2	Develop play/recreational areas in each community, especially in newly developed areas, for all age groups	MYACSS	PWD, CSD, MECA, Sports Dept., Comm Assoc., NGOs	March 2008	Dec. 2012

2.6.3	Develop and implement fitness and sports programmes	MYACSS	Sports Dept., NGOs	March 2008	Dec. 2012
2.6.4	Preserve and promote Montserrat's culture	Culture	MNT	March 2008	Dec. 2012
2.6.5	Expand the level/content of civics in the curriculum in schools	MOE		March 2008	Dec. 2009
2.6.6	Determine the feasibility of establishing a School of Performing Arts and Film Studies in collaboration with City University of New York and make initial preparation if found feasible	OCM	MOE	June 2008	Dec. 2009

**Medium-Term Objective 7:
Establish programmes which will support the building of strong and caring family units and a God-fearing society**

	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
2.7.1	Conduct study of children in the 0-8 age group to determine status and develop policies and programmes to meet critical needs	MOE	NGOs	March 2008	Dec. 2010
2.7.2	Develop and implement family life programmes to improve the quality of life for all residents	MYACSS	MOE, CSD, CBOs	March 2008	Sept. 2010
2.7.3	Strengthen the Ecclesiastical Affairs office	MAHLE	Christian Council	March 2008	Jan. 2010
2.7.4	Reintroduce religious knowledge in the secondary school	MOE	MYACSS	March 2008	Sept. 2009
2.7.5	Establish a family court to deal with family related problems and matters affecting children	Legal	Registry, RMPF	March 2008	Dec. 2010
2.7.6	Develop and implement after school programmes for children in the villages	MYACSS	CBOs, PTAs, MOE	March 2008	Sept. 2010

Strategic Goal 3: Environment and Disaster Management

Medium-Term Objective 1:

Enhance the capacity of the Department of Environment, DMCA and other environmental management agencies and NGOs to function effectively

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
3.1.1	Secure adequate facilities and equip the Department of Environment and the DMCA	Admin., MAHLE, DMCA	MCW, GISU	March 2008	Dec. 2010
3.1.2	Identify, recruit and train staff of the Department of Environment and the DMCA	MAHLE, DMCA, Admin.	OECS-ESDU	2008	Dec. 2010
3.1.3	Conduct a comprehensive institutional capacity assessment of, and devise a capacity strengthening programme for, the main environmental management and disaster mitigation agencies	DOE, DMCA, PSRU	OECS-ESDU, ODG	2008	June 2011
3.1.4	Improve data collection and management to support environmental decision making by creating a repository/data management unit	DOE	MOED&T, PPU, GISU, MUL, MNT, L&S	2008	Dec. 2008

Medium-Term Objective 2:

Create, enact and enforce policy and legislation to ensure effective environmental and disaster management, education, and participation in decision making

	Strategic Actions	Lead Organization	Support Organization	Start Date	Finish Date
3.2.1	Enact and enforce environmental legislation and regulations to accommodate the DOE and reduce conflicts in institutional arrangements	MAHLE	Legal, EHD, DOE, PPU, DOA, DMCA, MUL	2008	Dec. 2010
3.2.2	Create appropriate Environmental Advisory Council and boards as agreed to under the legislation	MAHLE	DOE, DOA, PPU, NDPRAC	2008	Dec. 2010
3.2.3	Develop and implement a public participation policy and supporting mechanisms.	MAHLE, DOE	ODG, Env. Agencies	2008	Dec. 2010
3.2.4	Develop and implement an environmental education and training programme	DOE	DMCA, MAHLE, Env. NGOs, CBOs	2008	Dec. 2010
3.2.5	Review and formalize building codes	PPU	PWD, DOE	2008	Dec. 2010
3.2.6	Design and implement a comprehensive EIA process	DOE	PWD, PPU	2008	Dec. 2010

Medium-Term Objective 3:

Strengthen national and community level capacity for mitigation, management and coordinated response to natural and technological hazards, and the effects of climate change

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
3.3.1	Enhance institutional support and training for Comprehensive Disaster Management at the regional, national and community levels	DMCA	Gov. Office, OCM, ODG	Jan. 2008	Dec. 2009

3.3.2	Incorporate disaster risk management into key sectors of the national economy	DMCA	OCM, MOF, MOED&T, MOH, MAHLE, MCW, LDA, PPU	Jan. 2008	Dec. 2009
3.3.3	Enhance community resilience to mitigate and respond to the adverse effects of climate change and disasters	DMCA	Disaster Response Agencies, DOE, MVO, District Dis. Committees, NGOs, CBOs	Jan. 2008	Dec. 2009
3.3.4	Construct appropriate multipurpose hurricane shelters	DMCA	PWD	March 2009	Dec. 2012

**Medium-Term Objective 4:
Develop a comprehensive disaster management framework**

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
3.4.1	Review, complete and implement the National Disaster Management Plan	DMCA	MVO, DOE, MRC, CBOs, NGOs	Jan 2008	Dec. 2010
3.4.2	Conduct public education programmes for disaster management	DMCA	Gov. Office, DOE, ZJB, Disaster Response Agencies	Jan 2008	Dec. 2009
3.4.3	Conduct training on disaster management cycle for response agencies	DMCA	Disaster Response Agencies, DOE, NGOs, CBOs	Jan 2008	Dec. 2009
3.4.4	Keep pace with the activities of the volcano and the technology needed to collect data required to guide decision making and minimize the risks associated with the utilization of available natural resources	MVO	DMCA	Jan 2008	Dec. 2009
3.4.5	Improve the early warning system	DMCA	MVO	Jan 2008	Dec. 2010
3.4.6	Review and present options for the management of the Montserrat Volcano Observatory	DMCA		Jan. 2008	Dec. 2008

**Medium-Term Objective 5:
Protect and conserve biodiversity and other natural resources**

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
3.5.1	Review and revise the system of protected areas and document by 2010	DOE	DOA, PPU, MNT, Land Owners	Jan 2008	Dec. 2012
3.5.2	Identify/protect and sustainably utilize water resources	MUL	DOE	Jan 2008	Dec. 2010
3.5.3	Monitor and reduce the threat of invasive species	DOE	DOA, EHD, Customs	Jan 2008	Dec. 2010
3.5.4	Develop and implement species and habitat action plans	DOE	DOA, MNT	Jan 2008	Dec. 2012
3.5.5	Monitor and evaluate status of biodiversity	DOE		Jan 2008	Dec. 2009
3.5.6	Monitor and evaluate status of hydro-geological conditions	MUL	DOE	Jan 2008	Dec. 2010

3.5.7	Manage environmental data	DOE	DOA, PPU, MUL	Jan 2008	Dec. 2011
3.5.8	Regulate scientific research	DOE, DOA		Jan 2008	Dec. 2010
3.5.9	Evaluate and mitigate impacts of climate change	DOE	PPU, DOA, OECS-ESDU, MUL, DMCA	Jan 2008	Dec. 2012
3.5.10	Develop and implement a community forestry programme	DOE	MNT, NGOs CBOs	Jan 2008	Dec. 2010
3.5.11	Monitor socio-economic uses of natural resources	DOA, DOE	MTB	Jan. 2009	Dec. 2009
3.5.12	Develop and implement soil conservation and erosion control programmes and training programmes for resource managers and users	DOA, DOE	OECS-ESDU	Jan. 2008	Dec. 2012

Medium-Term Objective 6:

Develop and promote environment health programmes to reduce health hazards

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
3.6.1	Develop, implement and enforce food hygiene strategy	EHD, MOH	Legal	Jan 2008	Dec. 2010
3.6.2	Identify and develop suitable sites for public cemeteries	EHD, MOH	DOE, PPU	Jan 2008	Dec. 2010
3.6.3	Prepare and implement a comprehensive solid waste management programme	EHD, MOH,	DOE, PPU, MAHLE	Jan 2008	Dec. 2010
3.6.4	Review and implement vector control programme	EHD	DOA, DOE	Jan 2008	Dec. 2009
3.6.5	Prepare a policy and legislative framework to give effect to a sewage master plan	MUL	DOE, EHD, Legal	Jan 2008	Dec. 2010

Medium-Term Objective 7:

Identify, maintain and protect heritage sites and artifacts

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
3.7.1	Develop criteria for selection of heritage sites	MNT	PPU, OCM, Culture	Jan 2008	Dec. 2009
3.7.2	Prepare a database of historical sites	MNT	DOA, DOE, PPU, Land Owners	Jan 2008	Dec. 2008
3.7.3	Develop and implement National Heritage Site Management Plans	MNT	DOA, DOE, OCM, Culture, NGOs, CBOs	Jan 2008	Dec. 2011
3.7.4	Develop, protect and maintain at least three heritage sites	OCM, Culture	DOE, MNT	Jan 2008	Dec. 2012
3.7.5	Conduct a feasibility study on building a model of Plymouth	OCM, Culture	MNT	Jan 2010	Dec. 2011
3.7.6	Preserve artifacts and historical and legal documents	MNT, Admin.	Public Library, L&S, Registry	Jan. 2008	Dec. 2011

Strategic Goal 4: Governance

Medium-Term Objective 1: Develop a transparent and effective accountability framework for Government and the public sector

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
4.1.1	Establish a legislative reform process for outdated legislation	Legal	Gov. Office	Dec. 2008	Dec. 2012
4.1.2	Establish the Montserrat National Audit Office	PSRU, MNAO		June 2009	Dec. 2010
4.1.3	Enact integrity legislation	OCM	Legal	March 2008	Dec. 2010
4.1.4	Introduce a Public Information Act	OCM-GIU	Legal	Sept. 2008	Dec. 2010
4.1.5	Strengthen internal audit process (monitoring)	MOF	Internal Audit	June 2008	Dec. 2010
4.1.6	Strengthen the observance of the rule of law and due process	Legislature, Legal		March 2008	Dec. 2012
4.1.7	Strengthen the accountability framework within which parliament operates	Legislature	Legal	March 2008	Dec. 2010
4.1.8	Strengthen financial governance within the public services	MOF, MNAO	Legal	March 2008	Dec. 2010

Medium-Term Objective 2: Strengthen and implement a comprehensive public information and communication strategy

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
4.2.1	Revise and approve a comprehensive public information and communication strategy	OCM	GIU, ZJB, GISU, ODG	March 2008	Dec. 2008
4.2.2	Commence the implementation of the public information and communication strategy	OCM	ODG, GIU, ZJB, GISU	March 2009	Dec. 2010
4.2.3	Develop and implement a public consultation code	ODG	GIU, DOE	Sept. 2008	Dec. 2010
4.2.4	Establish protocols for measuring public participation	ODG	OCM, MOED&T-Statistics	March 2008	Dec. 2008
4.2.5	Improve access by the public to information from government agencies	GIU		March 2008	Dec. 2009

Medium-Term Objective 3: Maximize integration of Montserrat into the regional and global environment

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
4.3.1	Satisfy the requirements for OECS accession	RIA	Legal, Gov. Office	March 2008	Dec. 2012
4.3.2	Maximize returns from membership of regional organizations	RIA	MOED&T, Labour, RMPF	March 2009	Dec. 2012

4.3.3	Create administrative framework for managing or cooperating on regional and international issues	RIA	MOED&T, Gov. Office, Labour	March 2008	Dec. 2011
4.3.4	Structure Government organizations to effectively participate in the OECS as required by the agreements	ODG, RIA	Legal, PSRU, RMPF, Customs, Immigration	March 2008	Dec. 2012
4.3.5	Strengthen bi-lateral and international relationships	RIA	Gov. Office	March 2008	June 2011

Medium-Term Objective 4
Modernize the relationship with Her Majesty's Government and strengthen the administration of justice system

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
4.4.1	Revise and adopt the Constitution of Montserrat	Legislature	OCM	March 2008	Dec. 2010
4.4.2	Encourage local participation in all overseas selection and recruitment of personnel and organizations to work with and for the GOM	ODG		March 2009	Dec. 2009
4.4.3	Explore options for self determination	OCM	Legal	June 2009	Dec. 2012
4.4.4	Establish a sustainable Legal Aid Scheme	Legal, Registry	Judiciary	June 2008	Dec. 2009
4.4.5	Establish a modern integrated Court System	Registry, ECSC	Legal	March 2009	Dec. 2012

Medium-Term Objective 5:
Modernize public administration to achieve excellence in the delivery of public services

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
4.5.1	Strengthen the leadership development, performance and accountability systems across the public service	ODG	Ministries and Departments	March 2008	Dec. 2010
4.5.2	Improve policy coordination and planning mechanisms	ODG	Ministries and Departments	March 2008	Dec. 2008
4.5.3	Implement the public service reform programme	PSRU	Ministries and Departments	March 2008	Dec. 2011
4.5.4	Strengthen human resource management policy framework, procedures and practices.	Admin., PSRU	Legal, GISU	March 2008	June 2011
4.5.5	Enhance human resources potential through the provision of productivity and performance improvement interventions	Admin	MOE, MCC, MOF, MOED&T, UWI-OC	June 2008	Dec. 2010
4.5.6	Develop an e-governance policy and action plan	GISU	Admin., PSRU	March 2008	Dec. 2010
4.5.7	Secure the development funding and technical assistance needed to enable the modernization of the public services and the development of the capacity for the delivery of GOM plans and programmes	MOED&T	OCM, MOF	March 2008	Dec. 2009

**Medium-term objective 6:
Develop and implement strategies to manage crime and delinquency**

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
4.6.1	Develop and implement an appropriate Multi-Agency Crime and Delinquency Management Framework	RMPF	CSD, Legal, MOE	Jan. 2008	Dec. 2012
4.6.2	Review and reform juvenile / family laws, regulations and procedures, including those related to domestic violence and child abuse	Legal, RMPF	CSD	Jan. 2008	Dec. 2010
4.6.3	Strengthen border controls	RMPF, Customs	Port Authority, Gov. Office, DOA	Jan. 2008	Dec. 2012
4.6.4	Develop and implement initiatives to promote a greater level of responsibility among young offenders as well as among their parents	RMPF, CSD		Jan. 2008	Dec. 2012
4.6.5	Develop and implement a youth crime prevention policy	RMPF	NGOs, MYACSS, CBOs, Youth Parliament	Sept. 2008	Dec. 2012
4.6.6	Develop and implement a crime prevention education/media strategy	RMPF	CBOs	March 2008	Dec. 2010

Strategic Goal 5: Population

Medium-Term Objective 1:

Develop and implement population, labour and immigration policies which will enhance growth of the population

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
5.1.1	Obtain population projections based on a range of assumptions	MOED&T - Statistics		March 2008	June 2010
5.1.2	Secure public input on population, labour and immigration policies	MOED&T, Labour, Immigration		Sept. 2008	June 2010
5.1.3	Draft population policy and action plan, as well as required legislation	MOED&T	RIA, Legal	Sept. 2008	Dec. 2010
5.1.4	Draft / revise labour and immigration policies and legislation	Labour, Immigration	MOED&T, RIA	Dec. 2008	Dec. 2009
5.1.5	Secure approval of policies and action plan after public presentation and input	Labour, Immigration	MOED&T	March 2009	March 2010
5.1.6	Enact the new/revised population, labour and immigration	Legislature		June 2009	June 2010
5.1.7	Develop and implement a public education programme on labour and immigration policies, and monitor the implementation of the policies and action plan	Labour, Immigration	ODG	Sept. 2009	Dec. 2010
5.1.8	Evaluate and refine national identity and citizenship framework	OCM	Gov. Office, Labour, Admin.	March 2008	Dec. 2010

Medium-Term Objective 2:

Create initiatives to retain the current population

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
5.2.1	Create an environment for the development of a vibrant private sector that provides employment opportunities and scope for upward mobility	MDC	MOED&T, RIA, MOF	March 2008	Dec. 2012
5.2.2	Develop sporting and recreational facilities and promote sports development and social activities for the young	Sports Dept.	PWD, MOE, Sports Assoc.	March 2008	Dec. 2012
5.2.3	Refine policy and legal frameworks for the control of the price of essential goods and services where feasible	MOED&T	Legal	June 2008	Dec. 2009
5.2.4	Facilitate and promote the provision of affordable <ul style="list-style-type: none"> • tertiary medical care • tertiary education 	MOH, MOE	RIA, OCM	June 2008	Dec. 2010
5.2.5	Create effective housing and housing development incentives	MAHLE	MDC	March 2009	Dec. 2010

Medium-Term Objective 3:

Create initiatives which will facilitate the increase of the population

	Strategic Actions	Lead Organizations	Support Organizations	Start Date	Finish Date
5.3.1	Promote and exploit the provisions of the double taxation treaty	Inland Revenue	MOED&T, OCM, RIA	March 2008	Dec. 2010
5.3.2	Negotiate indexed pension and social security payments for returning U.K. pensioners	MOF	RIA	March 2008	Dec. 2010

5.3.3	Create housing and housing development incentives	MAHLE, HU	MDC	March 2008	Dec. 2010
5.3.4	Initiate development of a golf course and driving range and develop family recreational parks	MCCI	MTB	June 2008	Dec. 2012
5.3.5	Review and promote economic citizenship regulations and provisions	MDC	Immigration, OCM, MOF	June 2008	Dec. 2012
5.3.6	Develop and promote a package of incentives to encourage CARICOM nationals to have their immediate family members residing with them in Montserrat	Immigration, RIA	Labour	June 2008	June 2011
5.3.7	Promote the establishment of medical schools and other tertiary institutions in Montserrat	MOE	MOH, OCM, MDC	June 2008	Dec. 2012
5.3.8	Develop and promote a package of incentives to encourage immediate family members of residents living abroad to return and reside on Montserrat	OCM	Immigration	June 2008	June 2011

Areas of Responsibility of Ministries/Departments/Entities in the Implementation of the Plan

The matrix below highlights the entities that will be playing critical roles in the implementation of the SDP, and the list of strategic actions these entities will either coordinate or support in each of the five strategic areas of focus of the SDP. Each strategic action is represented by a three-part number. The numbers that are in bold print and underlined, represent actions in which the respective organizations will be playing a lead role, while those in regular print represent actions in which they will be playing a supporting role. The corporate and business plans of these ministries, departments and agencies will fully outline how they plan to successfully implement these strategic actions over the period 2008-2012.

ENTITY	STRATEGIC GOALS				
	Economic Management	Human Development	Environment & Disaster Management	Governance	Population
GOVERNMENT MINISTRIES AND AGENCIES					
Governor's Office			3.3.1, 3.4.2	4.1.1, 4.3.1, 4.3.3, 4.3.5, 4.6.3	5.1.8
Office of the Deputy Governor	<u>1.3.7</u> , 1.1.5		3.1.3, 3.2.3, 3.3.1	<u>4.2.3</u> , <u>4.2.4</u> , <u>4.3.4</u> , <u>4.4.2</u> , <u>4.5.1</u> , <u>4.5.2</u> , 4.2.1, 4.2.2	5.1.7
Public Service Reform Unit	<u>1.1.3</u> , 1.1.2	<u>2.3.3</u>	<u>3.1.3</u>	<u>4.1.2</u> , <u>4.5.3</u> , <u>4.5.4</u> , 4.3.4, 4.5.6	
Administration Department		<u>2.1.3</u> , <u>2.2.4</u> , <u>2.2.6</u> , 2.1.1, 2.2.2, 2.2.3, 2.2.11, 2.5.3	<u>3.1.1</u> , <u>3.1.2</u> , <u>3.7.6</u>	<u>4.5.4</u> , <u>4.5.5</u> , 4.5.6	5.1.8
Training Unit		2.3.3			
Prison		2.3.6			
Police and Fire Departments	<u>1.5.3</u>	2.3.6, 2.7.5		<u>4.6.1</u> , <u>4.6.2</u> , <u>4.6.3</u> , <u>4.6.4</u> , <u>4.6.5</u> , <u>4.6.6</u> , 4.3.2, 4.3.4	
Immigration				4.3.4	<u>5.1.2</u> , <u>5.1.4</u> , <u>5.1.5</u> , <u>5.1.7</u> , 5.3.5, 5.3.6, 5.3.8
Disaster Management and Coordination Agency		2.4.8, 2.4.9	<u>3.1.1</u> , <u>3.1.2</u> , <u>3.1.3</u> , <u>3.3.1</u> , <u>3.3.2</u> , <u>3.3.3</u> , <u>3.3.4</u> , <u>3.4.1</u> , <u>3.4.2</u> , <u>3.4.3</u> , <u>3.4.5</u> , <u>3.4.6</u> , 3.2.1, 3.2.4, 3.4.4, 3.5.9		
Legislature				<u>4.1.6</u> , <u>4.1.7</u> , <u>4.4.1</u>	<u>5.1.6</u>
Courts – Registry		2.7.5	3.7.6	<u>4.4.4</u> , <u>4.4.5</u>	

ENTITY	STRATEGIC GOALS				
	Economic Management	Human Development	Environment & Disaster Management	Governance	Population
Legal Department	1.2.2, 1.5.4	<u>2.7.5</u> , 2.1.1, 2.1.6, 2.4.5, 2.4.6, 2.4.12, 2.5.2	3.2.1, 3.6.1, 3.6.5	<u>4.1.6</u> , <u>4.4.4</u> , <u>4.6.2</u> , <u>4.1.1</u> , 4.1.3, 4.1.4, 4.1.7, 4.1.8, 4.3.1, 4.3.4, 4.4.3, 4.4.5, 4.5.4, 4.6.1	5.1.3, 5.2.3
Office of the Chief Minister		<u>2.6.6</u> , 2.2.12, 2.5.5	<u>3.7.4</u> , <u>3.7.5</u> , 3.3.1, 3.3.2, 3.7.1, 3.7.3	<u>4.1.3</u> , <u>4.2.1</u> , <u>4.2.2</u> , <u>4.4.3</u> , 4.2.4, 4.4.1, 4.5.1, 4.5.2, 4.5.3, 4.5.7	<u>5.3.8</u> , <u>5.1.8</u> , 5.2.4, 5.3.1, 5.3.5, 5.3.7
Broadcasting - ZJB		2.3.1	3.4.2	4.2.1, 4.2.2	
Government Information Unit		2.5.5		<u>4.1.4</u> , <u>4.2.5</u> , 4.2.1, 4.2.2, 4.2.3	
Regional International Affairs Department	1.1.1, 1.1.4, 1.4.1, 1.4.3	2.1.7, 2.4.5, 2.5.1, 2.5.3		<u>4.3.1</u> , <u>4.3.2</u> , <u>4.3.3</u> , <u>4.3.4</u> , <u>4.3.5</u>	<u>5.3.6</u> , 5.1.3, 5.1.4, 5.2.1, 5.2.4, 5.3.1, 5.3.2
Ministry of Finance					
Ministry of Finance	1.1.5, <u>1.1.8</u> , 1.1.9, 1.2.5, 1.3.4	<u>2.5.6</u> , 2.1.5, 2.2.1, 2.2.3, 2.2.4, 2.3.2	3.3.2	<u>4.1.5</u> , <u>4.1.8</u> , 4.5.1, 4.5.2, 4.5.3, 4.5.7, 4.5.5	<u>5.3.2</u> , 5.2.1, 5.3.5
Government Information Systems Unit	1.1.7		3.1.1, 3.1.4	<u>4.5.6</u> , 4.2.1, 4.2.2, 4.5.4	
Internal Audit Department				4.1.5	
Customs and Excise and Inland Revenue Department			3.5.3	<u>4.6.3</u> , 4.3.4	<u>5.3.1</u>
Ministry of Economic Development and Trade - Economic & Social	<u>1.1.1</u> , <u>1.1.4</u> , <u>1.1.9</u> , 1.1.2, 1.1.6, 1.1.8, 1.2.3, 1.2.5, 1.2.6, 1.3.1, 1.3.4, 1.3.5, 1.3.7, 1.3.8, 1.4.1, 1.4.5, 1.4.6, 1.5.2, 1.5.4	2.2.1, 2.2.6, 2.3.4, 2.3.5, 2.4.1, 2.4.2, 2.4.3, 2.4.5, 2.5.4	3.3.2	<u>4.5.7</u> , 4.3.2, 4.3.3, 4.5.5, 4.5.1, 4.5.2, 4.5.3	<u>5.1.2</u> , <u>5.1.3</u> , 5.1.4, 5.1.5
Basic Needs Trust Fund		2.3.4			
Trade	<u>1.1.1</u>				<u>5.2.3</u> , 5.2.1, 5.3.1
Statistics			3.1.4	4.2.4, 4.5.3	<u>5.1.1</u>
Ministry of Agriculture, Housing, Land and Environment	<u>1.1.6</u> , <u>1.4.4</u> , 1.2.1, 1.4.2, 1.4.3, 1.4.5, 1.4.6, 1.4.7, 1.4.8	<u>2.4.5</u> , <u>2.4.6</u> , <u>2.4.7</u> , <u>2.4.8</u> , <u>2.4.12</u> , <u>2.7.3</u> , 2.1.7, 2.4.1, 2.4.3	<u>3.1.1</u> , <u>3.1.2</u> , <u>3.2.1</u> , <u>3.2.2</u> , <u>3.2.3</u> , 3.2.4, 3.3.2, 3.6.3	4.5.2, 4.5.1, 4.5.3	<u>5.2.5</u> , <u>5.3.3</u>

ENTITY	STRATEGIC GOALS				
	Economic Management	Human Development	Environment & Disaster Management	Governance	Population
Department of Agriculture	<u>1.4.1</u> , <u>1.4.2</u> , <u>1.4.3</u> , <u>1.4.5</u> , <u>1.4.6</u> , <u>1.4.7</u> , <u>1.4.8</u> , 1.1.4, 1.4.4		<u>3.5.8</u> , <u>3.5.11</u> , <u>3.5.12</u> , 3.2.1, 3.2.2, 3.5.1, 3.5.3, 3.5.4, 3.5.7, 3.5.9, 3.6.4, 3.7.2, 3.7.3	4.6.3	
Lands and Survey Department			3.1.4, 3.7.6		
Physical Planning Unit	1.3.3, 1.3.7	<u>2.4.11</u> , 2.2.10, 2.4.7, 2.4.9, 2.4.10, 2.4.12, 2.6.1	<u>3.2.5</u> , 3.1.4, 3.2.1, 3.2.2, 3.2.6, 3.3.2, 3.5.1, 3.5.7, 3.5.9, 3.6.2, 3.6.3, 3.7.1, 3.7.2		
Department of Environment	1.4.2, 1.4.4, 1.4.7, 1.5.1, 1.5.2	2.1.11	<u>3.1.3</u> , <u>3.1.4</u> , <u>3.2.3</u> , <u>3.2.4</u> , <u>3.2.6</u> , <u>3.5.1</u> , <u>3.5.3</u> , <u>3.5.4</u> , <u>3.5.5</u> , <u>3.5.7</u> , <u>3.5.8</u> , <u>3.5.9</u> , <u>3.5.10</u> , <u>3.5.11</u> , <u>3.5.12</u> , 3.2.1, 3.2.2, 3.2.5, 3.3.3, 3.4.1, 3.4.2, 3.4.3, 3.5.2, 3.5.6, 3.6.2, 3.6.3, 3.6.4, 3.6.5, 3.7.2, 3.7.3, 3.7.4	4.2.3	
Housing Unit		<u>2.4.1</u> , <u>2.4.2</u> , <u>2.4.3</u> , <u>2.4.4</u> , <u>2.4.5</u> , <u>2.4.10</u> , 2.3.6, 2.4.6, 2.4.7, 2.4.11			<u>5.3.3</u>
Geographic Information System Department		2.4.11, 2.4.12			
Ministry of Communication and Works	<u>1.1.7</u> , <u>1.2.1</u> , <u>1.2.2</u> , <u>1.2.5</u> , <u>1.2.6</u> , <u>1.3.1</u> , <u>1.3.2</u> , <u>1.3.3</u> , <u>1.3.4</u> , <u>1.3.8</u> , 1.2.4, 1.3.5	2.4.1, 2.4.2, 2.4.8, 2.6.1	3.1.1, 3.3.2	4.5.1, 4.5.2, 4.5.3	
Public Works Department	1.3.6, 1.3.7, 1.4.5, 1.4.7	<u>2.4.9</u> , 2.1.2, 2.1.8, 2.2.1, 2.2.6, 2.2.10, 2.4.2; 2.4.7, 2.4.10, 2.6.2, 2.4.11	3.2.5, 3.2.6, 3.3.4	4.5.3	5.2.2
Airport	<u>1.3.5</u> , 1.3.4				
Labour Department		<u>2.5.1</u> , <u>2.5.2</u> , <u>2.5.3</u> , <u>2.5.4</u> , <u>2.5.5</u> , 2.1.4		4.3.2, 4.3.3	<u>5.1.2</u> , <u>5.1.4</u> , <u>5.1.5</u> , <u>5.1.7</u> , 5.1.8, 5.3.6

ENTITY		STRATEGIC GOALS			
	Economic Management	Human Development	Environment & Disaster Management	Governance	Population
Ministry of Education		<u>2.2.1</u> , <u>2.2.2</u> , <u>2.2.3</u> , <u>2.2.5</u> , <u>2.2.7</u> , <u>2.2.8</u> , <u>2.2.9</u> , <u>2.2.10</u> , <u>2.2.11</u> , <u>2.2.12</u> , <u>2.6.5</u> , <u>2.7.1</u> , <u>2.7.4</u> , 2.1.4, 2.2.4, 2.2.6, 2.3.1, 2.3.5, 2.5.2, 2.6.6, 2.7.2, 2.7.6		4.5.5, 4.5.1, 4.5.2, 4.5.3, 4.6.1	<u>5.2.4</u> , <u>5.3.7</u> , 5.2.2
Public Library		2.2.6	3.7.6		
Montserrat Community College		<u>2.2.5</u> , 2.2.4, 2.5.3		4.5.5	
Montserrat Secondary School		2.2.10			
Sports Department		2.6.1, 2.6.2, 2.6.3			<u>5.2.2</u>
Department of Culture		<u>2.6.4</u>	<u>3.7.4</u> , <u>3.7.5</u> , 3.7.1, 3.7.3		
Ministry of Health		<u>2.1.1</u> , <u>2.1.2</u> , <u>2.1.3</u> , <u>2.1.4</u> , <u>2.1.5</u> , <u>2.1.6</u> , <u>2.1.7</u> , <u>2.1.8</u> , <u>2.1.9</u> , <u>2.1.10</u> , <u>2.3.5</u> , <u>2.4.2</u> , 2.1.11, 2.2.12, 2.3.2, 2.3.6, 2.5.6	<u>3.6.1</u> , <u>3.6.2</u> , <u>3.6.3</u> , 3.3.2	4.5.1, 4.5.2	<u>5.2.4</u> , 5.3.7
Community Services Development		<u>2.3.2</u> , <u>2.3.4</u> , <u>2.3.6</u> , 2.6.2, 2.1.4, 2.1.10, 2.2.2, 2.3.1, 2.3.3, 2.3.5, 2.7.2		<u>4.6.4</u> , 4.6.1, 4.6.2	
Environmental Health Department	1.4.6, 1.4.7	<u>2.1.11</u>	<u>3.6.1</u> , <u>3.6.2</u> , <u>3.6.3</u> , <u>3.6.4</u> , 3.6.5, 3.2.1, 3.5.3		
Ministry of Youth Affairs, Community Services & Sports		<u>2.3.1</u> , <u>2.3.3</u> , <u>2.3.5</u> , <u>2.6.1</u> , <u>2.6.2</u> , <u>2.6.3</u> , <u>2.7.2</u> , <u>2.7.6</u> , 2.7.4		4.6.5	
Montserrat National Audit Office				<u>4.1.2</u> , <u>4.1.8</u>	
OTHER ORGANIZATIONS					
Land Development Authority	1.4.4	2.4.6, 2.4.9, 2.4.10	3.3.2		
Montserrat Development Corporation	<u>1.1.2</u> , <u>1.1.4</u> , <u>1.1.5</u> , <u>1.3.6</u> , 1.1.1, 1.1.6, 1.3.1, 1.3.7, 1.4.1, 1.4.6, 1.5.1, 1.5.2	2.2.12			<u>5.2.1</u> , <u>5.3.5</u> , 5.2.5, 5.3.3, 5.3.7
Port Authority	1.3.1, 1.3.2			4.6.3	

ENTITY	STRATEGIC GOALS				
	Economic Management	Human Development	Environment & Disaster Management	Governance	Population
Montserrat Tourist Board	<u>1.5.1</u> , <u>1.5.2</u> , <u>1.5.4</u> , 1.1.4, 1.3.5, 1.3.8, 1.5.3		3.5.11		5.3.4
Montserrat Volcano Observatory			<u>3.4.4</u> , 3.3.3, 3.4.1, 3.4.5		
Montserrat Utilities Ltd.	<u>1.2.4</u> , 1.2.2, 1.3.6	2.1.11	<u>3.5.2</u> , <u>3.5.6</u> , <u>3.6.5</u> , 3.1.4, 3.2.1, 3.5.7, 3.5.9		
Financial Institutions		2.4.3, 2.4.5			
Planning Development Authority		2.4.8			
LIME	1.3.6				
CBOs and NGOs, Sports Associations	1.5.1	2.6.1, 2.6.2, 2.3.6, 2.3.4, 2.6.3, 2.7.1, 2.7.2, 2.7.6	3.2.4, 3.3.3, 3.4.1, 3.4.3, 3.5.10, 3.7.3	4.6.5, 4.6.6	5.2.2
Land Owners Association			3.5.1, 3.7.2		
Montserrat Chamber of Commerce and Industry	1.1.4, 1.5.1, 1.5.2				<u>5.3.4</u>
Montserrat National Trust		2.6.4	<u>3.7.1</u> , <u>3.7.2</u> , <u>3.7.3</u> , <u>3.7.6</u> , 3.1.4, 3.5.1, 3.5.4, 3.5.10, 3.7.4, 3.7.5		
National Development Foundation		2.3.1, 2.3.4			
Judiciary				4.4.4	
National Youth Council		2.3.1			
Private Sector Organizations	1.3.6, 1.4.3, 1.4.6	2.5.3			5.3.4
Parent Teacher Associations		2.7.6			
Montserrat Red Cross		2.3.6	3.4.1		
UWI Open Campus		<u>2.2.5</u>		4.5.5	
Social Security		2.5.6			
EC Supreme Court				<u>4.4.5</u>	
Montserrat Christian Council		2.7.3			
Old People's Welfare Association		2.3.6			
Montserrat National Consumer Association	<u>1.2.3</u>				
Montserrat Early Childhood Association		2.6.2			
OECS Environment and Sustainable Development Unit			3.1.2, 3.1.3, 3.5.9, 3.5.12		

ENTITY	STRATEGIC GOALS				
	Economic Management	Human Development	Environment & Disaster Management	Governance	Population
National Disaster Preparedness and Response Advisory Committee			3.2.2		
Disaster Response Agencies			3.3.3, 3.4.2, 3.4.3		
Environmental Agencies			3.2.3		

Implementation Plan for the Private Sector

A critical partner in the implementation of the SDP is the private sector. One of the most basic targets is for a shift from the public sector to the private sector as the main driver of the economic development of the island. To accomplish this, the GOM is committed to putting the institutional, legal and policy framework in place by 2012, to create the environment that will liberate and strengthen the private sector to capitalize on opportunities to invest, generate economic growth and create employment.

Outlined below are the strategic actions under each relevant strategic goal in which the private sector is expected to play a key role.

Strategic Goal 1: Economic Management					
	Strategic Actions	Lead Agency	Support Sector	Start Time	Finish Date
1.1.5	Privatize traditional government services where appropriate and increase GOM engagement in Public Private Partnerships	MDC	Service	Sept. 2009	Dec. 2010
1.1.6	Develop and implement and innovative land development policy to facilitate the Little Bay Town Centre, as well as housing, farming and commercial development across the island	MAHLE	Construction, Finance, Commerce	2 nd Qtr. 2008	2 nd Qtr. 2010
1.1.7	Liberalize the communication sector to improve the range, quality and price of services in this sector as well as its contribution to economic development	MCW	Telecommunications	1 st Qtr. 2008	3 rd Qtr. 2010
1.2.5	Facilitate a geophysical survey, to determine sites and depth of geothermal lakes; facilitate initial drilling and testing and identify partners for the development of the geothermal plant, if viable sources of energy identified	MCW	Energy	1st Qtr. 2008	4 th Qtr. 2010
1.2.6	Install and commission a geothermal plant if energy resources are found	MCW	Energy	2 nd Qtr. 2010	Dec. 2012
1.3.1	Construct/extend jetty; commence construction of marina and breakwater, as well as landside developments to facilitate port expansion	MCW	Quarrying, Haulage, Construction	Jan. 2009	Dec. 2012
1.3.2	Establish alternative barge ramps/ port facilities to facilitate mining activities	MCW	Construction/ engineering	1 st Qtr. 2009	Dec. 2010
1.3.4	Establish a new Air Services Agreement	MCW	Airline	Jan 2008	July 2008
1.3.5	Promote the increased usage of the Airport by small operators, flying clubs, among other groups and explore the issue of alternative hubs	Airport	Flying clubs, Airlines	June 2008	July 2010
1.3.6	Install all required infrastructure to facilitate the development of the Little Bay Town Centre	MDC	Construction	Jan. 2008	Dec. 2010
1.3.7	Secure adequate accommodation for GOM staff and appropriate facilities for the effective delivery of Government services	ODG	Construction	3 rd Qtr. 2008	Dec. 2012
1.3.8	Reintroduce a regular, affordable ferry service between Antigua and Montserrat	MCW	Sea Transport	Jan 2008	Dec 2008

Strategic Goal 1: Economic Management

	Strategic Actions	Lead Agency	Support Sector	Start Time	Finish Date
1.4.3	Identify, promote and assist in implementing appropriate farming and fisheries technologies and systems to enable production of selected / targeted import-substitution crops and products	DOA	Farming and Fishing	1 st Qtr. 2009	Dec. 2012
1.4.5	Provide basic farming and fisheries infrastructure including farm roads, water catchments /storage facilities, storage facilities for fishermen, and safe harbour for fishing boats	DOA	Construction, Agriculture	2 nd Qtr. 2009	Dec. 2010
1.4.7	Construct and ensure operation of an abattoir	DOA	Livestock Farming, Construction	2 nd Qtr. 2008	4th Qtr. 2010
1.4.8	Provide incentives to fisher folks to encourage sustainable fishing and self sufficiency in fish supplies at affordable prices	DOA	Fishing	1 st Qtr. 2009	Dec. 2010
1.5.1	Develop a national tourism strategy and the tourism product, utilizing the volcano, as well as alternative tourism products including nature, sports and heritage tourism	MTB	Tourism	1 st Qtr. 2008	Dec. 2010
1.5.2	Implement adopted recommendations of the strategic review of the tourism sector - destination and niche marketing of Montserrat; establish tourism standards, and a Challenge Fund	MTB	Tourism	1 st Qtr. 2008	Dec. 2010

Strategic Goal 2: Human Development

	Strategic Actions	Lead Agency	Support Sector	Start Time	Finish Date
2.2.6	Construct a National Library and Archives	Admin.	Construction	3 rd Qtr. 2008	Dec. 2010
2.2.12	Establish partnerships with investors desirous of establishing tertiary educational institutions in Montserrat	MOE	Private Education -	3 rd Qtr. 2008	Dec. 2010
2.4.1	Provide permanent housing for all persons living in temporary shelter	HU	Construction	Jan. 2008	Dec. 2010
2.4.2	Complete warden support and other housing for the mentally challenged and vulnerable groups	MOH, HU	Construction	Jan 2008	June 2010
2.4.3	Provide home improvement grants to vulnerable households living in substandard conditions	HU	Construction	Jan. 2008	Dec. 2010
2.4.4	Provide social housing solutions for vulnerable households	HU	Construction	June 2008	Dec. 2010
2.4.5	Establish public/private partnership for the provision and financing of affordable houses	MAHLE, HU	Construction	June 2008	Dec. 2010
2.6.1	Establish/improve and maintain recreational facilities in three strategic locations	MYACSS	Construction	1 st Qtr. 2008	4th Qtr. 2010
2.6.4	Preserve and promote Montserrat's culture	Culture	Creative Arts, Culture	1 st Qtr. 2008	4th Qtr. 2010

Strategic Goal 3: Environment and Disaster Management

	Strategic Actions	Lead Agency	Support Sector	Start Time	Finish Date
3.3.4	Construct appropriate multipurpose hurricane shelters	DMCA	Construction	1 st Qtr. 2009	Dec. 2012
3.7.4	Develop, protect and maintain at least three heritage sites	OCM, Culture	Culture/Heritage	Jan. 2008	Dec. 2010

Strategic Goal 5: Population

	Strategic Actions	Lead Agency	Support Sector	Start Time	Finish Date
5.2.1	Create an environment for the development of a vibrant private sector that provides employment opportunities and scope for upward mobility	MDC	All Sectors	1 st Qtr. 2008	4 th Qtr. 2012
5.2.2	Develop sporting and recreational facilities and promote sports development and social activities for the young	Sports Dept.	Construction, Sports Development	1 st Qtr. 2008	4 th Qtr. 2012
5.2.5	Create effective housing and housing development incentives	MAHLE	Construction	1 st Qtr. 2009	4 th Qtr. 2010
5.3.3	Create housing and housing development incentives	MAHLE	Construction	1 st Qtr. 2009	4 th Qtr. 2010
5.3.4	Initiate development of a golf course and driving range and develop family recreational parks	MCCI	Tourism, Property Development	2 nd Qtr. 2008	4 th Qtr. 2012
5.3.5	Review and promote economic citizenship regulations and provisions	MDC	Investment	2 nd Qtr. 2008	4 th Qtr. 2010
5.3.7	Promote the establishment of medical schools and other tertiary institutions in Montserrat	MOE	Private Education	2 nd Qtr. 2008	4 th Qtr. 2012

CHAPTER 5

MONITORING AND EVALUATION FRAMEWORK AND STRATEGY

The monitoring and evaluation framework was designed to provide a mechanism:

- For the lead implementing organizations, the Economic Planning Unit within the MoED&T and the multi-stakeholder Monitoring Committee to assess the achievement of the medium-term objectives, strategic actions and targets of the sustainable development plan
- To highlight the necessary corrective actions to be taken to ensure that the targets of the medium-term objectives and strategic actions are achieved within the given timeframe
- For the public to be given an opportunity to receive reports on the progress made in the implementation of the SDP, to obtain clarification from the lead organizations as to the reasons for the level of achievement, and also provide feedback to the implementers of the plan

The framework highlights the performance indicators and targets for each medium-term objective and strategic action and the lead organization for implementing the strategic actions. This will then form the basis of the monitoring of the SDP. The detailed monitoring plan is to be developed by the Economic Planning Unit within the MoED&T.

Based on reports submitted by the lead implementing agencies, discussions with them, as well as site visits, semi-annual

monitoring reports will be prepared on the progress of implementation of the SDP. This will be prepared by the Economic Planning Unit and will be forwarded to the SDP Monitoring Committee to be chaired by the Deputy Governor. The SDP Monitoring Committee will be tasked with the responsibility to ensure that all the required actions are taken to expeditiously address major stumbling blocks to the implementation of components of the SDP.

On an annual basis the SDP Monitoring Committee will conduct a detailed review of the progress made under the SDP, and prepare a report of findings and recommendations for action. This committee will consist of the Hon. Financial Secretary, Permanent Secretary – MoED&T, Director, Economic Planning, MoED&T, Deputy Governor and representatives from DFID, ECCB, the private sector, and NGOs/CBOs. The Economic Planning Unit will provide secretariat support to this committee.

After the annual review, a public presentation will be made of the findings and recommendations. The head of key implementation agencies, including non-governmental organizations, will be available at this public meeting to provide any clarification required by the public.

Following the public discussions, the findings and recommendations of the Review Committee will be adjusted and submitted to

the Executive Council for adoption. After ratification by the Executive Council, discussions will be held with the relevant organizations to agree on the implementation of the recommendations. The Deputy Governor will assume responsibility for

ensuring that the government ministries and departments take the necessary steps to implement the SDP in general and in particular, the re-recommendations of the SDP Monitoring Committee.

Our Montserrat

ANNEXES



Annex I

The Plan Development Process

The Montserrat Sustainable Development Plan 2008-2020 was developed through an extensive consensus-building process, encouraging the people of Montserrat to take ownership of the Plan.

Responsibility for developing the Plan

The Ministry of Economic Development and Trade was the Government of Montserrat’s lead agency responsible for the development of the Sustainable Development Plan (SDP) 2008-2020.

After securing Executive Council’s approval for the process and timeframe for the development of the SDP, the Ministry of Economic Development and Trade, formerly the Development Unit, created an SDP Development Team which was responsible for ensuring the timely and inclusive completion of the SDP 2008-2020.

Members of the SDP Development Team

- Albert Daley - Development Economist (Lead Person & Coordinator)
- Angela Greenaway - P.S. Development
- Joseph Irish - Senior Economist (Acting)
- Cynthia Farrell - Trade Development Officer
- Aldean Moore - Social Policy & Planning Officer
- Teresina Bodkins - Senior statistician
- Claudia Skerritt - Regional Affairs Officer
- Denzil West - Director, GIS
- Gerard Gray - Director of Environment
- Claudette Weekes - Clerk of Council

Public Participation

In an effort to ensure that residents and other stakeholders of Montserrat (including overseas Montserratians) were included in the planning process, a number of consensus-building stakeholder workshops were conducted between May and July 2007. Workshop attendees included politicians – members of the legislature and members of the youth parliament; heads and senior officers of public sector agencies; heads of private sector organizations and representatives of non-governmental and donor and community-based organizations. ***In total, well over 150 persons participated in the process.***

Workshops conducted in the SDP development process

Strategic Review Workshops Political Leaders – Government, Opposition and Youth Parliament Heads of Agencies (public, private and civil society)	May 7 & 9, 2007 May 22, 2007
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Sector Workshops – Representatives of government, business sector, NGOs and CBOs Economic Social Environment & Disaster Management Governance Focus Group – UK Diaspora DFID Workshop – DFID- UK staff with responsibility for Montserrat	 June 12, 2007 June 13, 2007 June 20, 2007 June 21, 2007 June 14, 2007 June, 2007
Strategic Action Planning Workshop	June 26 – 27, 2007

Strategic Review Workshops

A number of strategic planning workshops were conducted during the process of development of the SDP.

The first round of workshops were held with the political representatives, including the the Chief minister, other ministers of government and junior parliamentarians; and with permanent Secretaries and other senior public servants; heads of private sector and civil society umbrella organizations. The objectives of those workshops were to:

- a) Analyze the existing SDP for the achievement /non-achievement of targets.
- b) Conduct a current reality analysis as to the strengths, weaknesses, opportunities and challenges that may have influenced the implementation of the 2003-2007 SDP.
- c) Develop consensus around the Strategic Objectives (goals) and sub-objectives (medium-term objectives), that should be included in the 2008-2010 SDP, as well as the level of priority to be assigned to these objectives & sub-objectives.

The second series of four workshops, focused on each of four sectors, into which the strategic objectives fell, namely; economic, social, environmental & disaster mitigation and governance. The objectives of these workshops were to:

- a) Analyse the current SDP for its achievements/non-achievements in the sector which was the focus of the workshop.
- b) Conduct a current reality analysis as to the strengths, weaknesses faced in the sector which is the focus of the workshop, as well as the opportunities and challenges that need to be considered in the development of the new SDP.
- c) Develop consensus around the programmes and initiatives that should be included under each strategic objective in the 2008-2010 SDP.

The third series of workshops were concentrated on the development of the new SDP. The objectives of the workshops were to:

- a) Harmonize and prioritize the goals and objectives agreed at the sector workshops.
- b) Review existing vision statement and confirm the vision for the 2008-2010 SDP.

- c) Develop a three year Action Plan to be included in the SDP.
- d) Develop a one year Implementation Schedule (January-December 2008) that would “jump start” the implementation of the SDP.
- e) Confirm a stakeholder monitoring process to give oversight to the monitoring and implementation of the SDP.

Prioritization of Strategic Objectives and Sub-Objectives

The six strategic objectives from SDP 2003-2007 were used as the basis for the development of the strategic objectives for SDP 2008-2010. It was the consensus of the stakeholders that Montserrat should continue with the strategic objectives in the areas of Economic Management; Human Development; Environmental Management and Disaster Mitigation and Population in the SDP 2008-2010 (with modified wording). Additionally, it was agreed to create an expanded governance strategic objective based on a merging of the 2003-2007 strategic objectives focused on strengthening national governance, and improving and expanding external relationships. The five strategic objectives² agreed upon for SDP 2008-2010 were:

1. **Economic Management** - To create an environment that fosters prudent economic management, sustained growth, a diversified economy and the generation of employment opportunities.
2. **Human Development** - To enhance human development and improve the quality of life of all people on Montserrat.
3. **Environmental Management and Disaster Mitigation** - To conserve Montserrat’s natural resources, ensure that development is environmentally sustainable, and that appropriate strategies for disaster mitigation are in place.
4. **Governance** – To develop an efficient, responsive and accountable system of governance and public service.
5. **Population** - To achieve sustainable population growth

For each strategic objective, priority strategic sub-objectives³ were selected by the workshop participants. Some of these were from SDP 2003-2007 and some were new sub-objectives that were identified as necessary for SDP 2008-2010.

Visioning

Participants undertook a visioning exercise by responding to the focus question: **“What is your vision for the development of Montserrat by the year 2010?”**

Participants came up with 13 vision pillars, namely:

1. A stable and enlightened community that promotes integrity, accountability, inclusiveness and empowerment of the society
2. Thriving and viable population achieved
3. Adequate housing available for population
4. Sustainable utilization of natural resources attained
5. Vibrant Agriculture sector achieved

² In the finalization of SDP 2008-2020, the five strategic objectives have been restated as five strategic goals.

³ In the finalization of SDP 2008-2020, strategic sub-objectives have been restated as medium-term objectives to be achieved by 2012.

6. Education opportunities increased and improved
7. Adequate and affordable transportation links to and from Montserrat
8. Private sector empowered to be the engine of growth
9. All areas of tourism facilitated (cruise, residential, hotel, sports, eco-tourism, heritage and culture)
10. Economic growth leading to self sufficiency
11. Total island infrastructure development completed
12. Improved comprehensive health care system
13. Heritage and cultural resources managed and fully utilized

The existing vision statement developed over 10 years ago was reviewed and attempts were made to modify it. The participants however decided that a wider consultation process, including the diaspora should be undertaken to develop a new vision.

For the purposes of SDP 2008-2020, it was decided that the existing vision statement will be used. This is:

“The rebuilding of a healthy and wholesome Montserrat, founded upon a thriving modern economy with a friendly, vibrant community, in which all our people through enterprise and initiative, can fulfill their hopes in a truly democratic and God-fearing society.”

Three-Year Action Plan

An action plan was formulated to ensure achievement of the sub-objectives (objectives) identified under each of the five strategic objectives (goals). The action plan also identified the lead and supporting implementation agencies and organizations, as well as the start and end dates for the actions; and performance indicators.

To complete the development of the SDP 2008-10, the Ministry of Economic Development and Trade (MoED&T) led a process to identify gaps and issues that remained unaddressed after the completion of the action planning workshop. The Unit worked closely with the ministries and other implementing agencies to identify required actions and strategies, and other information required to ensure the completeness of the plan. Subsequent consultation with the various sectors, confirmed their acceptance of the strategic actions proposed, the timelines set, as well as organizations identified to play lead and supporting roles in the implementation of these actions.

The MoED&T also developed a Monitoring and Evaluation framework. In consultation with key stakeholders, performance targets were also developed to track the progress being made towards the achievement of the targets of the SDP.

Drafting of the SDP

The first draft of SDP 2008-2010 was compiled by the Development Economist and reviewed by the SDP Development Team and the head of organizations and government agencies with responsibility for the implementation of the strategic actions outlined in the plan. The second draft, incorporating comments from the development team and the implementing agencies was then completed for further consultation.

Between November 5 and 19, 2007 a series of town hall meetings and consultations were held with a number community based organizations and interest groups, to secure their feedback on the plan. The groups include the fishermen and farmers associations, the Montserrat Chamber of Commerce, the Land Owners Association, the Evergreen Citizens Club, the Montserrat Christian Council, St. John's Action Community Group, youth leaders and the members of the Youth Parliament, and the opposition members of the legislature. Town Hall meetings were held at St. Peters and Look Out communities on November 12 and 14, 2007 respectively.

The third draft, incorporating recommendations for improvement by community and interest groups as well as the general public, was then presented to the Executive Council for consideration and approval. The Executive Council approved the SDP at its sitting in January 2008

Revision of the time horizon for the SDP

The original timeframe for the new Sustainable Development Plan was 2008-2010. However, based on the findings of an initial review of the SDP conducted in September 2008; feedback from the political directorate, as well as discussions with other key stakeholders, the planning horizon was extended to 2020. This time frame was thought to be a more realistic period within which to accomplish the long-term goals of Montserrat. Greater emphasis was placed on developing and clarifying the long-term desired outcomes, the strategies to be adopted and the targets to be achieved over this period, to ensure realization of the five goals around which the plan was built.

Additionally, the sub-objectives (medium-term objectives) originally set for the period 2008-2010, were determined to be more likely to be achieved over a five year period, consequently, the core of the 2008-2010 plan was transformed into a medium-term strategy and action plan extending over the five year period from 2008 to 2012. The Sustainable Development Plan of Montserrat therefore has two major components, the long-term strategy covering the period 2008-2020, and the medium-term strategy and action plan, which address the first five years of the plan.

School Visioning

This document also includes visions presented by a sample of Montserrat's children. In brief visioning sessions conducted June 10-11, 2009, approximately fifty students from Montserrat Secondary School, Brades Primary School and Lookout Primary School elucidated what they wanted Montserrat and their communities to be like in the year 2020.

Annex II

Stakeholders who Participated in the Plan Development Process

NAME	ORGANIZATION
Gizelle Allen	Royal Montserrat Police Force
Ruth Allen	Montserrat Christian Council
Constanshaw Anang	Ministry of Health
Tika Aymer	Emerald Isle Optimist Club
Teresina Bodkin	Development Unit
John Bowers	Montserrat Development Corporation
Lindorna Brade	Ministry of Finance
Philip Brelsford	Public Works Department
Tina Bretton	Montserrat Property Owners
Cecil Browne	Development Unit
Claude Brown	Montserrat Farmers Association
Vernon Buffong	Rotary Club
Craig Cabey	Business person
Junita Cabey	Development Unit
Raymond Cabey	Gerald's Airport
Stedroy Cabey	Youth Parliament
Sheldon Carty	Inland Revenue
Daphne Cassell	Ministry of Education
Joseph Cassell	Montserrat Chamber of Commerce
Justin Cassell	Self-employed
Kenny Cassell	Private Sector
Norman A. M. Cassell	Gerald's Airport
Warren Cassell	Cassell & Lewis
Roslyn Cassell Sealy	Legislature
Phillip Chambers	Ministry of Finance
Rudolph Christopher	Development Unit
Bernadine Collins	Old People Welfare Association
Cheri-Ann Cooper	Montserrat Volcano Observatory
Albert Daley	Development Unit
Anne-Marie Dewar	Retired Permanent Secretary
Emile Duberry	Montserrat Water Authority
Minister Margaret Dyer-Howe	Ministry of Agriculture, Housing, Land and Environment
Rudolph Dyett	Customs and Excise
Angela Estwick	Development Unit
Cynthia Farrell	Development Unit
Easton Farrell	Legislature
Alarice C Fenton	Statistics Department
Laurine Fenton	Montserrat Development Corporation
Eudora Fergus	Montserrat National Trust
Sarita Francis	Department of Administration
Liz Gascoigne	Department for International Development
Geraldine Getre-Guest	Montserrat Property Owners
Gerard Gray	Department of Environment
Angela Greenaway	Development Unit
Lyndell Greer	Ministry of Commerce and Industry

Florence Griffiths	Montserrat Hospitality Association
Liz Harmer	Department for International Development
Dorothea Hazel	Ministry of Health
James A Hixon	Montserrat Building Society
Ann Hobson	Nursery School
Claude Hogan	Airport Services Ltd
Austin Howe	Diamond Services
Joseph Irish	Development Unit
Dulcie James	Financial Services Commission
Kay Jardine	Ministry of Health -- Community Services Department
Marcia Jeffers	Development Unit
Eula Kirnon	Lalies Day Spa
Bennett Kirwan	Royal Montserrat Police Force
Ronley Kirwan	City University, UK
Christopher King Lee	Basic Needs Trust Fund
Florence Lee	Office of Auditor General
Kenya Lee	Development Unit
Zara Lee	Youth Parliament
Dr. Lowell Lewis	Chief Minister, Office of Chief Minister
Paul Lewis	Montserrat Civil Service Association
Joseph G Lynch	Montserrat Association of Retired Persons
Phil Mason	Department for International Development
Carole McCauley	Centre Hills Project
Idabelle Meade	Ministry of Communications & Works
Jerome Meade	Physical Planning Unit
Joseph Meade	Legislature
Reuben T. Meade	Legislature
Stephen Mendes	Centre Hills Project
Aldean Moore	Development Unit
Gordon Mullings	Consultant
Alicia Nelson	The Stationery Office
William O'brian	Youth Parliament
Carlton O'Garro	Self-employed
Melissa O'Garro	Department of Agriculture
Shawn O'Garro	Montserrat Port Authority
John Osborne	Ministry of Education, Health & Labour
Michael Osborne	M S Osborne Ltd.
Janice Panton	Montserrat Government UK Office
Paul Payne	Montserrat Community College
Alwyn Panteen	Airport
Sam Rhys-Williams	Retired/ Committee for the Redevelopment of Montserrat
Lavern Rodgers	Rotaract Club of Montserrat
Yolanda Roger	Delta Petroleum
Katrina Ryan	Development Unit
Rachael A. Ryan	Ministry of Health
Melody Schroer	Green Monkey/ Montserrat Development Corporation
James Scriber Daley	Ministry of Agriculture, Housing, Land and Environment
William Shortte	Construction
Elijah Silcott	Office of the Chief Minister
Anjella Skerritt	Ministry of Health
Claudia Skerritt	Office of the Chief Minister
Eugene Skerritt	Ministry of Agriculture, Housing, Land and Environment
John Skerritt	Ministry of Finance
Sonja Smith	Montserrat Public Library

Trevor Spence	Workshop Facilitator
Daniel Sweeney	Fisherman
Alric Taylor	Montserrat Secondary School
Camille Thomas-Gerald	Public Service Reform Unit
Ian Tolan	Montserrat Community College
Horatio Tuitt	Disaster Management Coordinating Agency
Siobhan Tuitt	Youth Parliament
Astrid Wade	Cudjoe Head Community Group
Jermaine Wade	Youth Parliament
William Weekes	Self-employed
Beverly West	Social Welfare
Denzil West	Government Information System
James White Jr.	Disaster Management Coordinating Agency
Ronel White	Youth Parliament
Vanessa White	Inland Revenue
Sylvia White Gabriel	Land Development Authority
Candia Williams	Farmer
Margaret Wilson	Fisherman's Cooperative
Kamille Winspeare	Youth Parliament

Annex III

Economic Data

Table A. Gross Domestic Product by Economic Activity, at Basic Prices in Constant (1990) Prices (EC\$ M)

SECTOR	2002	2003	2004	2005	2006	2007
Agriculture	1.19	1.18	0.96	0.84	0.97	1.00
Crops	0.42	0.36	0.25	0.23	0.39	0.21
Livestock	0.49	0.51	0.43	0.18	0.18	0.49
Forestry	0.05	0.05	0.05	0.05	0.05	0.05
Fishing	0.23	0.26	0.23	0.38	0.35	0.25
Mining & Quarrying	0.05	0.05	0.09	0.17	0.64	1.66
Manufacturing	0.52	0.52	0.52	0.75	0.68	0.68
Electricity & Water	1.45	1.50	1.46	1.62	1.66	1.68
Construction	13.07	11.02	11.28	11.40	7.55	6.66
Wholesale & Retail Trade	2.92	2.82	2.83	2.91	2.86	2.68
Hotels & Restaurants	0.95	0.65	0.87	1.14	1.05	1.19
Transport	4.13	4.41	4.55	4.54	4.96	4.91
Road Transport	2.74	3.05	3.30	3.28	3.58	3.59
Sea Transport	1.23	1.25	1.13	1.08	1.04	0.95
Air Transport	0.16	0.11	0.12	0.18	0.34	0.37
Communications	4.95	4.88	4.96	4.87	4.91	5.14
Banks & Insurance	6.05	6.58	7.25	7.93	7.67	9.35
Real Estate & Housing	5.14	5.37	5.46	5.57	5.88	5.93
Government Services	18.94	19.69	20.72	19.70	20.58	21.99
Other Services	4.68	4.65	5.05	5.29	5.26	5.59
Less Imp.Service Charge	5.30	5.12	5.21	6.15	6.41	8.48
TOTAL	58.74	58.20	60.79	60.58	58.26	59.98
GROWTH RATE (%)		-0.92	4.45	-0.35	-3.84	2.96

Source: Statistics Department, Ministry of Economic Development & Trade

Table B. Montserrat's Balance of Payments: Analytical Summary (EC\$M)

	2002	2003	2004	2005	2006	2007
CURRENT ACCOUNT	(27.68)	(22.73)	(24.7)	(43.6)	(21.4)	(28.7)
GOODS AND SERVICES	(61.67)	(79.00)	(77.8)	(95.2)	(73.8)	(73.7)
GOODS	(55.19)	(61.26)	(55.3)	(65.6)	(66.9)	(62.0)
Merchandise (f.o.b)	(56.52)	(62.73)	(56.9)	(66.8)	(68.0)	(63.1)
Goods Proc. in Ports by Carriers	1.32	1.47	1.5	1.1	1.1	1.2
SERVICES	(6.48)	(17.74)	(22.5)	(29.5)	(6.9)	(11.7)
Transportation	(7.61)	(8.36)	(8.8)	(9.2)	(10.7)	(13.5)
Sea Transport	(3.47)	(4.06)	(4.2)	(4.7)	(4.7)	(5.4)
Air Transport	(4.14)	(4.30)	(4.6)	(4.5)	(6.0)	(8.1)
Other Transport	0.00	0.00	0.0	0.0	0.0	0.0
Travel	18.38	14.49	19.1	17.2	13.3	12.3
Insurance Services	(0.89)	(0.98)	(1.2)	(1.1)	(1.5)	(1.9)
Other Business Services	(1.79)	(8.25)	(14.6)	(12.0)	(1.8)	(0.8)
Government Services	(14.56)	(14.63)	(17.1)	(24.4)	(6.2)	(7.8)
INCOME	(8.26)	(3.26)	(9.6)	(8.5)	(6.3)	(10.7)
Compensation of Employees	0.00	(0.58)	(2.3)	(2.0)	0.0	(1.6)
Investment Income	(8.26)	(2.68)	(7.2)	(6.5)	(6.3)	(9.2)
CURRENT TRANSFERS	42.25	59.53	62.7	60.0	58.6	55.7
General Government	48.25	64.76	68.1	66.8	65.7	63.1
Other Sectors	(6.01)	(5.23)	(5.4)	(6.7)	(7.0)	(7.4)
CAPITAL & FIN. ACCOUNT	27.62	16.48	27.3	23.8	13.1	26.7
CAPITAL ACCOUNT	34.41	38.79	32.0	9.1	4.9	13.7
CAPITAL TRANSFERS	34.41	38.79	32.0	9.1	4.9	13.7
Acquisition & Disposition of Non-Produced Non-Fin. Assets	0.00	0.00	0.0	0.0	0.0	0.0
FINANCIAL ACCOUNT	(6.79)	(22.31)	(4.6)	14.7	8.2	13.0
Direct Investment	1.73	5.62	6.3	2.2	7.4	17.6
Portfolio Investment	(0.57)	0.22	0.1	(0.3)	0.2	0.1
Other Investment	(7.95)	(28.15)	(11.1)	12.9	0.7	(4.7)
Public Sector Long-Term Loans	(5.17)	(1.97)	(0.5)	(0.5)	(0.5)	(1.0)
Commercial Banks	(1.00)	(25.03)	(12.6)	7.8	(1.0)	(1.7)
Other Assets	(0.67)	0.64	2.6	(5.7)	(7.6)	(10.5)
Other Liabilities	(1.12)	(1.79)	(7.1)	33.6	19.8	10.2
NET ERRORS & OMISSIONS	3.08	8.85	(0.63)	(1.24)	(8.26)	3.13
OVERALL BALANCE	3.02	2.60	(3.9)	2.5	1.8	(0.3)
FINANCING	(3.02)	(2.60)	3.9	(2.5)	(1.8)	0.3
Change in Arrears	1.49	0.00	0.0	0.0	0.0	0.0
Change in Gov. Foreign Assets	0.63	(0.37)	0.9	(2.9)	(0.1)	0.1
Change in Imputed Reserves	(5.15)	(2.23)	3.1	0.4	(1.6)	0.2

Source: Statistics Department, Ministry of Economic Development & Trade

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