

## First Draft of the Implementation Plan for the Medium Term Development Strategy 2013-2017

The Implementation Plan for this Medium Term Development Strategy, 2013-2017 is the main element of the Strategy. All components of the Strategy were derived through the consultative process applied throughout the development stages.

The Plan remains focused upon the five long term Goals of [Prudent] Economic Management; [Enhanced] Human Development; [Sustainable] Environmental Management & [Appropriate] Disaster Mitigation [Practices]; [Good] Governance and Population [Growth]. It builds upon the progress of the 2008-2012 Medium Term Development Strategy which constituted the first stride towards Montserrat's 2020 vision. It further details the specific Objectives for each Goal; the Sub-objectives which define what strategies will be undertaken as a determination of *how* the Objectives will be achieved; the key actions that must be carried out to deliver at the Sub-objective level; the data measures (Indicators) and the performance levels (Targets).

At the strategic level, the Plan is bound by the **five year** time period for the attainment of all associated outcomes. The success of the plan hinges heavily upon the collaboration between the identified lead and support implementation partners for each Strategic Action. In this regard, there are a number of stakeholders responsible for the successful execution of the Plan: the private sector, the public sector, youth, Civil Society and donor partners.

Through the presentation of clearly articulated logical success benchmarks, the Plan seeks to ensure that progress can be monitored and evaluated against expected outcomes. The Policy and Planning Department manages the implementation process at the strategic level. This oversight role is carried out with full regard for the anticipated development aspirations of the people of Montserrat. Collaboration between implementing and monitoring agencies is pivotal to the management of the process.

This Strategy recognizes and takes active account of the strategic relationships between all facets of development planning. In particular, in this medium term, the strategic approach which was adopted captures population growth and retention aspirations as a crosscutting theme: all other Goals have been strategically focused to include activities which will result in the well-defined goal of sustainable population growth... The *'build it and they will come'* philosophy resides at the heart of this development approach. Stakeholders widely shared the view that population is a function of developments in all of the other Goals. Population Growth will come from our achievement of Prudent Economic Management, Enhanced Human Development, Sustainable Environmental Management & Appropriate Disaster Management practices and Good Governance...

## **The Process of Development for the Medium Term Development Strategy, 2013-2017**

A consistent approach was employed in the development of the Implementation Plan for this second MTDS of the 2008-2020 Sustainable Development Plan: the Advanced Participation Method of consensus building was used to facilitate the process of ensuring that the Strategy comprised only the agreed development priorities that would lead Montserrat along its Journey to Sustainable Prosperity. Experienced facilitator, (Mr.) Trevor Spence led the various stakeholders through a series of consensus building activities during the development of the MTDS.

Prior to the national consultations, the Policy and Planning Department conducted a performance review of the previous five year period. This constituted a monitoring and evaluation exercise in which the implementing agencies reported on progress achieved for their respective targets. The reference period for the review was 2008-2012.

The five year review results were shared with the stakeholders during the two-day Review Workshop (June 27th and 28th) for the purpose of validation of the information gathered. The revised data were further shared with stakeholders who represented the various Goals at four daily workshops: Economic Management (July 1st), Human Development and Population (July 2nd), Environmental Management and Disaster Mitigation (July 3rd) and Governance (July 4th).

Consultations continued with several focus group sessions: about thirteen youngsters represented their primary schools (Lighthouse Academy, St. Augustine Roman Catholic, Lookout, Brades), the Diaspora, Senior Government Officials, the Legislature, His Excellency, Governor Davis, additional private sector individuals, the Old People's Welfare Association, Montserrat Association of Retired Persons and Red Cross. The first set of key elements of the MTDS emerged from these consultations: Objectives, Sub-objectives and Strategic Actions.

Several technical sessions were held, followed by two final sessions (July 22nd).

The in-house team led by the Director, Policy and Planning (Angela M. A. Estwick), with support from Development Planner (Daniel Naku), Senior Policy Analyst (Astley Henry) and Policy and Planning Officer (Deonne Semple) undertook in-house processing of the data and from that emerged the first draft set of Objectives, Sub-Objectives, Strategic Actions, Indicators and Targets.

These are presented below after the SWOT analysis of Montserrat's development environment.

**Table 1 – CURRENT REALITY DIALOGUE BOX MTDS 2013-2017–**

<b>ACCOMPLISHMENTS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>• Completion of <b>Phase 1 Little Bay</b> Project</li> <li>• Establishment of regular <b>Ferry Service</b></li> <li>• <b>Geothermal exploration</b></li> <li>• <b>Reduction in agricultural imports</b></li> <li>• <b>Improvement in Port Development</b></li> <li>• Increase in export of <b>sand and aggregate</b></li> <li>• <b>Air Services Agreement</b></li> <li>• <b>Enabling business environment</b> - out-sourcing school buses, increase in exports of volcanic material. <b><u>This is disputed by statistics</u></b></li> <li>• <b>Economic Residency</b></li> <li>• <b>Energy policy</b> with incentives to encourage investors</li> <li>• Funding approved for hospital development</li> <li>• <b>Visiting Specialists</b> Programme</li> <li>• <b>Dental Clinic</b></li> <li>• Improved HIV testing and free testing</li> <li>• Improved and increased housing solutions</li> <li>• Housing for vulnerable people</li> <li>• Additional classroom space</li> <li>• Development of <b>Solid Waste Policy</b></li> <li>• Training of fire, rescue and emergency response</li> <li>• <b>Early Warning System</b></li> <li>• Updated aerial photography of Montserrat</li> <li>• <b>Disaster Management Training</b></li> <li>• Reduction of <b>invasive species</b></li> <li>• <b>Legislative Reform</b> (adoption of Constitutional Order)</li> <li>• Improvement in Regional Integration (OECS)</li> <li>• Labour and Immigration Code enacted</li> <li>• Greater stakeholder involvement in planning and policy development</li> <li>• Establishment of <b>a new Constitution</b></li> <li>• Efforts at <b>Public Service Reform</b></li> <li>• <b>Machine Readable Passports</b></li> <li>• <b>ICT Bill</b> which includes liberalization of ICT</li> <li>• 100% enactment of Laws that have been identified for that period</li> <li>• <b>Restructuring of the Internal Audit Department</b></li> <li>• Framework for Crime Management</li> <li>• <b>Crime reduction strategy</b></li> <li>• <b>Integrity Act</b></li> </ul>	<ul style="list-style-type: none"> <li>• Private Sector growth</li> <li>• Establish wider economic space by making Regionalism a reality</li> <li>• Geothermal development to drive economy and standard of living</li> <li>• Develop a niche Tourism Market – a unique brand of Ecotourism</li> <li>• Expand on Eco and Regional Tourism</li> <li>• Attracting new businesses</li> <li>• Access – new business in the Travel Industry</li> <li>• Exploit value chain for local fruits and vegetable</li> <li>• Reduce imports of foodstuff to get local farmers space to make money</li> <li>• Improve and expand Backyard Gardening and Greenhouses</li> <li>• Design and build a Model New Town</li> <li>• Expansion of Air Services as demand increases</li> <li>• Power Station upgrade</li> <li>• Expanding Sand Quarrying Industry</li> <li>• Leverage ICT Sector</li> <li>• Regional integration (population increase, greater skill base and marketing for Montserrat)</li> <li>• Establishment of accredited Tertiary Institutions</li> <li>• Introduce new subjects at the Secondary and Tertiary levels with the objective of enhancing Vocational and Prevocational Training</li> <li>• Improve general Healthcare provision</li> <li>• Improvements in the awareness in the need for Specialist Healthcare</li> <li>• New Hospital and new Medical School will increase access to Healthcare</li> <li>• To create and improve standards in what we produce (quality of services, food)</li> <li>• Opportunity for Diaspora to participate in Development Planning</li> <li>• Funding</li> <li>• Constitutional Order means space for reformed Governance Structure</li> <li>• Focus government's policies and priorities. <b>We have too many priorities.</b></li> <li>• Identify and capture local resources including intellectual resources</li> <li>• Streamline government processes linked to <i>One Stop Shop</i></li> <li>• Introduce equipment for Machine Readable Passports (MRPs) locally</li> <li>• To start anew – rebuild and redraft (update a series of legislation, but more generally rebuild nationally)</li> <li>• Agencies and Ministries to strengthen and build collaboration efforts</li> <li>• Reposition Montserrat</li> <li>• Access and exit Montserrat through different routes</li> <li>• Opportunity to share information through social media</li> <li>• New constitutional opportunities – <b>absence of leave to go into politics</b></li> <li>• Opportunity to build a multilingual society</li> <li>• Capacity building in the Public Service</li> </ul>

WEAKNESS	CHALLENGES
<ul style="list-style-type: none"> <li>• Affordability of Air Services</li> <li>• Deficiency in infrastructure – roads and access to the island</li> <li>• Absence of Sewage Master Plan</li> <li>• Montserrat has to take advantage of Regional Free Trade Agreements – movement of goods and people</li> <li>• Inadequate link of financial to strategic actions</li> <li>• Inadequate social policy framework</li> <li>• Inadequately skilled human resources</li> <li>• Public sector capacity building is poor</li> <li>• Not enough incentives to retain local population</li> <li>• Policy guidelines not in line with SDP (Population growth policies do not really support SDP objectives)</li> <li>• Lack of population strategic plan and policy</li> <li>• Population size</li> <li>• Education system failures – security</li> <li>• Limited educational opportunities (only to a few)</li> <li>• Shortage of practical subjects offered at MSS</li> <li>• Deficiency in Health Services – lack of availability of basic tests on-island</li> <li>• Inequity in access to dental services (only school children, old and pregnant people get free service. There is no affordable access)</li> <li>• Inadequate emergency services</li> <li>• Lack of stakeholder involvement</li> <li>• No Freedom of Information Act</li> <li>• Lags in project implementation</li> <li>• Restructuring fatigue</li> <li>• Poor interagency coordination</li> <li>• Inadequate border security</li> <li>• Insufficient ownership of the plan by Public Sector and NGOs</li> <li>• Lack of reasons to visit Montserrat (cannot attract visitors)</li> <li>• Complacency – lack of responsiveness of Public Service</li> <li>• Inadequate M&amp;E – increased requirement for reporting</li> <li>• No machines to read MRPs locally</li> <li>• Too many activities, with too limited resources in a short time frame</li> <li>• Not enough collaboration in planning. For example, in order to increase food production collaboration is necessary across sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Food Security</li> <li>• Price of fuel</li> <li>• High cost of living</li> <li>• Small market size</li> <li>• Weak Private sector</li> <li>• Population has not increased sufficiently to make Montserrat viable</li> <li>• Also aging population and mass migration of young (composition)</li> <li>• <b><u>Young people cannot communicate because they are hooked on electronic devices</u></b></li> <li>• Improvement in access to medical equipment and supplies</li> <li>• Health financing – not reclaiming costs from insurers such as Sagacor</li> <li>• Non-communicable diseases and obesity</li> <li>• Lack of resources and skilled people to deal with natural disasters</li> <li>• Insufficient systems, strategic thinking and ongoing volcanic situation creating uncertainty</li> <li>• Inadequacy of waste water treatment</li> <li>• Shifting priorities sometimes results in incomplete projects</li> <li>• DfID funding and conditions</li> <li>• Funding and demand through conditions of funding agencies</li> <li>• Lack of financial resources and technically trained persons to allow succession planning</li> <li>• Misinformation shared through social media</li> <li>• Sharing negative aspects rather than sharing achievements</li> <li>• Inadequate knowledge and interest in SDP</li> <li>• Culture is too laid back</li> <li>• Being forced to implement international regulations which have a negative impact on a small society</li> <li>• Taxation increasing travel costs (Antigua!)</li> <li>• Reliance on external partners who have their own priorities</li> <li>• Funds to identify projects and address reform</li> <li>• Sourcing and retaining suitable technical skills</li> <li>• Absence of regular checks and balances</li> <li>• Uncertainty – think and plan positively while dealing with the threat of the volcano</li> <li>• Mass transport of people to and from the island. Airport has limited capacity. How will the deep water harbor affect people travelling to and from Montserrat?</li> </ul>

# MONTSERRAT'S MEDIUM TERM DEVELOPMENT STRATEGY 2013-2017

## PRUDENT ECONOMIC MANAGEMENT

Medium Term Strategic Objective 1				
An enabling environment that promotes and supports private sector led sustainable economic activities				
Indicator(s)			Target(s)	
<ul style="list-style-type: none"> <li>Number of new businesses created per annum and in operation for more than one year in the four targeted sectors</li> </ul>			<ul style="list-style-type: none"> <li>At least one new business registered per year and in operation for more than one year in each targeted sector i.e. ICT, Tourism, Mining &amp; Quarrying &amp; Agriculture</li> </ul>	
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
1.1.1	Establishment of mechanisms to support private sector growth	Develop and implement a formal framework for the provision of business support services to new and existing businesses on Montserrat	MDC/BFF	CABSEC, FSC, OP, MoFEM, ODG
		Develop and implement a Private Sector Development Policy	OP	CABSEC, MDC
		Complete a Labour Market Survey	MCW&L	MoFEM, Statistics, MoEYS
		Develop and implement a Labour Market Strategy in response to findings of Labour Market Survey	MCW&L	CABSEC, MDC
		Develop and implement a programme to market Montserrat as a competitive business destination	MDC/TIP	MoFEM, FSC
		Develop the administrative framework for and implement the Small Business Association Act	OP	MoFEM, FSC
		Develop and implement a framework for Montserrat Investment Funding Scheme	MDC/TIP	MoFEM
		Develop and implement an Award Scheme for Innovators	MCW&L	ODG,RMPS
1.1.2	Promotion of entrepreneurship on the island	Develop and implement a formalized Young Entrepreneurs Scheme	MDC	
		Develop and implement a programme to market financial services and products	MDC/TIP	
		Promote incentives to attract investors	FSC	MDC, MoFEM
		Conduct a skills gap analysis for the financial services industry	MDC/TIP	OP
		Implement the recommendations of the skills gap analysis	FSC	MCW&L
		Develop and implement a programme to outsource ICT based services to private sector on a larger scale	FSC	MCW&L
		Develop and implement a programme to promote Eco-tourism	MoFEM	MCW&L, CABSEC/DITES
		Develop and implement a programme to promote heritage tourism	MTB	MAHLE, MDC
		Develop and implement a programme to facilitate the expansion of sand and aggregate quarrying	MNT	MTB
		Develop and implement a programme to facilitate the development of light manufacturing	MAHLE	MDC

		Develop and implement a programme to facilitate the development of sports tourism	MDC/TIP	OP
			MoEYS/SD	MTB, MDC, MCW&L

Medium Term Strategic Objective 2 Increased yields of food products and economic diversification				
<b>Indicator(s):</b>		<b>Target(s):</b>		
<ul style="list-style-type: none"> <li>Annual % decrease in the value of imports of selected agro-products</li> <li>Number of new agro-businesses created and in operation for more than one year</li> </ul>		<ul style="list-style-type: none"> <li>25% reduction in the value of imports of selected food crops</li> <li>3 agro related businesses created and in operation for more than one year</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
1.2.1	Development and operationalization of strategies to achieve self-sufficiency in selected food crops	Revise and implement Food Production Strategy	MAHLE/DOA	Farmers' Association, Small Business
		Review and implement recommendations for the provision of incentives to farmers (crops and livestock) and fishermen	MAHLE/ DOA	Farmers' Association, Small Business Association
		Review and implement recommendations for the provision of training to farmers and fishermen in modern agricultural and fishing techniques	MAHLE/DOA	Farmers' Association, Small Business Association
		Develop and implement a programme to promote the adoption of modern agricultural and fishing techniques	MAHLE/DOA	Farmers' Association
		Develop and implement a programme to increase involvement in backyard agro-production and sheltered production	MAHLE/DOA	Farmers' Association
1.2.2	Development and promotion of agriculture as a separate business sector	Develop and implement a marketing strategy for agricultural products	MAHLE/DOA	Farmers' Association, Small Business Association
		Develop and implement a programme to build linkages between the tourism and agriculture sectors	MAHLE/DOA	MTB
		Develop and implement selected strategies to integrate ICT into the agriculture sector	MAHLE/DOA	MCWL, Private Sector, Farmers Association

Medium Term Strategic Objective 3 Reliable and affordable air and sea access services				
Indicator(s):		Target(s):		
<ul style="list-style-type: none"> <li>Proportion of downtime to uptime</li> <li>% reduction in flight cancellations due to operational reasons</li> <li>Number of ferry cancellations due to operational reasons</li> <li>Relative regional price comparison (price per mile)</li> </ul>		<ul style="list-style-type: none"> <li>9:1 downtime to uptime ratio</li> <li>20% reduction of flight cancellations due to operational reasons</li> <li>20% reduction of ferry cancellations due to operational reasons</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
1.3.1	Improvements in services and facilities	Secure an appropriate ferry through the design and build recommendations	MCWL	DfID, MoFEM, OP
		Procure the services of a Twin Otter	MCWL	DfID, MoFEM, OP
		Develop and implement formalised agreement with Antiguan authority to manage Bryson's Pier	OP	
		Upgrade airport facilities to meet requirements for night access	MCWL	MoFEM
		Obtain licence to operate night landing	MCWL	
1.3.2	Diversification of gateways and entry and exit arrangements	Review and recommend travel tax protocol between Antiguan Government and GoM	OP	MoFEM, MCWL
		Negotiate with the Antiguan Government for the implementation of the recommendations	OP	Cabinet
		Determine feasibility of alternative air and sea gateways via St. Kitts and Guadeloupe	MCWL	MoFEM

Medium Term Strategic Objective 4 (Feasible) Sources of renewable energy exploited				
Indicator(s):		Target (s):		
<ul style="list-style-type: none"> <li>Phases completed</li> </ul>		<ul style="list-style-type: none"> <li>Completion of all exploratory phases</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
1.4.1	Development and implementation of strategies for geothermal resources exploitation	Develop and operationalize a regulatory framework for the energy sector	MCWL/MUL	MoFEM
		Complete exploration phase and commence phase 2 of Geothermal Project	MoFEM	MCWL, MDC
		Identify and secure sources of funding for future phases of geothermal development	MCWL/MUL	MoFEM

		Develop and operationalize geothermal infrastructure	MCWL	MUL
		Develop and implement a plan for sustainable use of geothermal resources	MCWL	AG

Medium Term Strategic Objective 5 Physical infrastructure and transport facilities which facilitate development, international trade and national wellbeing				
Indicator(s) • % of recommendations under TPD3 implemented		Target(s) • 60% of 2013-16 recommendations implemented		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
1.5.1	Established Port and Town Centre	Secure private sector investors for key components (Port, hotel etc.)	MDC	MoFEM, OP
		Complete the construction and commence Carr's Bay Port operations	MCWL/PWD	
		Complete and operationalize blocks 1-7 of Little Bay Town Centre	MDC	MoFEM
		Develop and enforce a maintenance and road protection programme	MCWL/PWD	RMPS
		Build and maintain utilities on the island	MUL	LIME
		Build and maintain road network	MCWL	
1.5.2	Tourism Development Plan Three implemented ( TPD 3)	Secure funding for the implementation of TDP3 including land side development	MTB	MDC/MoFEM
		Develop land side attractions to support tourism development	MTB	MDC

Medium Term Strategic Objective 6 Population growth through economic initiatives and incentives				
Indicator(s) • Number of approved applications for incentives		Target(s) • X applications approved		
Ref. No.	Sub-Objectives	Strategic Actions	Lead Agency	Support Agencies
1.6.1	Development and implementation of economic initiatives to attract population	Develop and implement a public education campaign for the Double Taxation Treaty	MoFEM	OP
		Conduct a review of the economic residency regulations and implement the recommendations	OP	MoFEM
		Review and implement a package of incentives for targeted groups (Montserratian residents, diaspora and skilled migrants)	OP	CABSEC



Medium Term Strategic Objective 7: ICT infrastructure, institutional frameworks and facilities to boost development				
Indicators(s):		Targets(s):		
• Installation of the fibre optic cable		• Fibre optic cable installed		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
1.7.1	Leverage ICT to support other areas of development focus	Commence the implementation the National ICT Policy and Plan	MCWL	DITES
		Review and implement a legislative and regulatory framework to support investment in the ICT Sector	MCWL	DITES, AG, MDC
		Reinstall fibre optic cable link	DITES	MoFEM, Private Sector
		Institute incentives to support private sector investment in the ICT Sector	MCWL	DITES, MDC, ICT Council

## ENHANCED HUMAN DEVELOPMENT

Medium Term Strategic Objective 1: Better access to and improved quality of formal and informal education				
Indicator(s):		Target(s):		
<ul style="list-style-type: none"> <li>Percentage of students obtaining five or more CSEC/CAPE passes including English and Mathematics at the secondary level</li> <li>% decrease in teachers leaving the system</li> <li>% increase in registration at tertiary institutions</li> <li>% increase in registration for life-long learning courses at MCC</li> </ul>		<ul style="list-style-type: none"> <li>75% of students obtaining five or more CSEC/CAPE passes including English and Mathematics at the secondary level</li> <li>20% increase in registration for life-long learning courses at MCC</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
2.1.1	Improved educational outcomes at all four levels	Continue to implement, monitor and report on the Educational Development Plan	MoEYS	
		Continue the review and the implementation of the early childhood programme	MoEYS	
		Conduct a review of the curriculum at the	MoEYS	

		primary level		
		Conduct a review of the curriculum at the secondary level including addressing the adequacy of technical, vocational and religious instruction	MoEYS	
		Establish and operationalize a standardised national curriculum at the primary and secondary levels	MoEYS	
		Establish and monitor educational outcome targets	MoEYS	
		Finalise review of and implement recommendations for the licensing and monitoring of tertiary institutions	MoEYS	
		Update and implement the Teachers' Handbook	MoEYS	
		Update and implement the Behaviour Management Strategy	MoEYS	
		Develop and implement programmes to support student care	MoEYS	
2.1.2	Strengthened leadership and management	Develop a programme to improve leadership and management in both the schools and ministries with focus at the middle management level	MoEYS	
		Align teacher recruitment to capitalize on the benefits of early (timing) recruitment	MoEYS	HRMU
2.1.3	Development of strategies for the professional development and retention of teachers	Continue CPD Programme	MoEYS	HRMU
		Make representation to encourage the appropriate compensation of teachers in the Government salary review process	MoEYS	HRMU
2.1.4	Educational output aligned with Montserrat's human resource needs	Develop and implement labour market strategy to respond to HR needs	MCWL	HRMU, MoEYS, MCC, UWI Open Campus
		Develop and implement a national training programme	MoEYS	HRMU
		Develop and implement a strategy for lifelong learning and skills acquisition	MoEYS	MCC, National Library
2.1.5	Improved facilities to respond to growing and changing students' needs	Determine placement needs and develop a response strategy	MoEYS	Statistics
		Source funding for and implement the placement response strategy	MoEYS	MoFEM, PWD

		Determine scale of specialised facility needs and develop a response strategy (including science labs, computer rooms and special education rooms)	MoEYS	PWD
		Source funding for and implement the special facilities response strategy	MoEYS	MoFEM, MCWL/PWD
		Establish partnerships with private sector and development partners to equip and maintain these facilities	MoEYS	Private Sector, IDPs, PWD
2.1.6	Continued implementation of key programme activities of National ICT Plan related to education	Train teachers and administrative staff in the use of ICT for education enrichment (e.g. English, Mathematics, Sciences)	MoEYS	UWI, DITES, MCC
		Train students in ICT-facilitated learning (research, assignments, interactive study)	MoEYS	UWI, DITES, MCC
		Integrate ICTs into the curriculum	MoEYS	DITES, MCC
2.1.7	Support partnerships for the establishment of tertiary educational institutions	Explore appropriate tertiary options for Montserrat	OP	MDC, MoEYS, OP
		Operationalize selected tertiary programmes	MoEYS	

Medium Term Strategic Objective 2: <b>Strengthened services and facilities to improve healthcare and healthy lifestyles</b>				
<b>Indicator(s):</b>		<b>Target(s):</b>		
<ul style="list-style-type: none"> <li>% Reduction in incidence of non-communicable diseases esp. diabetes and hypertension</li> <li># of days reduction in procuring selected supplies and equipment</li> <li>Phases of completion of Glendon Hospital</li> </ul>		<ul style="list-style-type: none"> <li>x% reduction in incidence of non-communicable diseases</li> <li>x days reduction in procuring selected supplies and equipment</li> <li>Glendon Hospital completed and in operation</li> </ul>		
Ref. No..	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
2.2.1	Strengthened Health Sector Governance	Review the procurement processes for improved timeliness and technical appropriateness	MoHSS	MoFEM
		Implement the recommendations of the review	MoHSS	MoFEM
		Develop and implement Mental Health	MoHSS	SSD, MALHE/HU

Medium Term Strategic Objective 2: Strengthened services and facilities to improve healthcare and healthy lifestyles				
		Policy and Plan		
		Developed and implement National HIV/AIDS policy	MoHSS	Health Promotion Unit, NGOs
		Develop and implement Disability Policy	MoHSS	NGOs, Social Services
		Finalise and implement National Health Policy	MoHSS	
		Finalise and implement Health Sector Master Plan	MoHSS	
2.2.2	Implementation of a sustainable health sector financing model	Review insurance coverage schemes and implement recommendations	MoFEM	MoHSS, Social Security
		Review exemption categories and implement recommendations	MoHSS	SSD
		Develop and implement a viable health financing model	MoFEM	MoHSS
2.2.3	Construction and operationalization of a fit for purpose hospital	Implement plans for the construction of the hospital	PIU	MCWL, MoHSS
		Procure equipment	MoFEM	MoHSS
		Install equipment	MoHSS	PWD, DITES
		Establish and implement service delivery standards	MoHSS	
2.4	Provision of expanded acute and emergency care services	Conduct assessment to identify gaps in services and equipment needs	MoHSS	
		Implement recommendations of the assessment	MoHSS	MoFEM
2.2.5	Expanded access to tertiary healthcare	Conduct assessment to identify current and long term needs	MoHSS	
		Identify and engage suitable partners based on assessment	MoHSS	OP
		Develop MoU with appropriate partners	MoHSS	OP, MoFEM
		Develop and implement referral procedures	MoHSS	
2.2.6	Strengthened secondary healthcare	Conduct a review of the services currently available	MoHSS	
		Implement recommendations of the assessment	MoHSS	MoFEM
2.2.7	Expansion of physical well-being and healthy lifestyles programmes	Develop fitness and sports programmes to help combat lifestyle diseases	MoEYS/Sports Department	MoH

Medium Term Strategic Objective 2: <b>Strengthened services and facilities to improve healthcare and healthy lifestyles</b>				
		Seek the inclusion of healthy lifestyles activities into a national sports policy	MoHSS	MoE
		Establish the need for align of departmental budgets with associated responsibilities within the Nutrition Policy	MoHSS	All departments

Medium Term Strategic Objective 3: <b>Increased quantities, improved standards and better quality housing solutions</b>				
Indicator(s):		Target(s):		
<ul style="list-style-type: none"> <li>% Reduction in the cost of land servicing</li> <li>Increased # of housing solutions</li> <li>% reduction of homes without indoor plumbing</li> </ul>		<ul style="list-style-type: none"> <li>X% reduction in the cost of land servicing</li> <li>X# additional housing solutions</li> <li>25% reduction of homes without indoor plumbing</li> </ul>		
Ref. No..	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
2.3.1	A National Housing Strategy Adopted	Review and update National Housing Policy	MALHE/HU	
		Implement the recommendations of the updated National Housing Policy	MALHE/HU	
		Develop housing solutions to support population growth	MALHE/HU	OP
		Expand public-private partnerships for increased housing provision	MALHE	MoFEM, Private Sector
2.3.2	Improved mechanisms for land servicing	Devise and implement land serving policy	MALHE	
		Develop and implement incentives to enable more cost effective land servicing	MALHE	PPU, MoFEM
2.3.3	More appropriate housing development incentives available	Conduct a review of the mortgage assistance schemes and implement recommendations	MoFEM	MALHE, Banks, Private Sector
		Review incentives to contractors and implement recommendations	MoFEM	MALHE, Private Sector
		Conduct feasibility assessment of offering incentives to individual home-builders and	MoFEM	MALHE

Medium Term Strategic Objective 3: <b>Increased quantities, improved standards and better quality housing solutions</b>				
		implement recommendations.		
2.3.4	Improved quality of housing solutions	Incorporate minimum housing standards protocols into the revised Building Code	MALHE/PPU	HU
		Continue to disburse targeted number of home improvement grants	MALHE/HU	
		Reduce the number of homes without indoor plumbing	MALHE/HU	PWD, PIU, SSD

Medium Term Strategic Objective 4: <b>A strong, caring social fabric sustained by appropriate policies and programmes.</b>				
Indicator(s):		Target(s):		
<ul style="list-style-type: none"> <li>% Reduction in children in need of care and protection</li> <li>Reduction in number of homeless persons</li> </ul>		<ul style="list-style-type: none"> <li>% Reduction in children in need of care and protection</li> <li>Reduction in number of homeless people</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
2.4.1	Strengthened youth participation in all aspects of national life	Approve and implement National Youth Policy and Action Plan	MoEYS/Sports Department	
		Establish multipurpose sports facility/facilities	MoEYS/Sports Department	Sports Department, MCWL/PWD
		Upgrade (with agreed targets) existing sports facilities	MoE/Sports Department	MCWL/PWD
2.4.2	Expanded support for family cohesion	Conduct an assessment of the range of services available to families	SSD	Civil Society
		Implement the recommendations of the assessment	SSD	Civil Society
		Develop and implement programmes to build parenting and dispute resolution skills	SSD	Civil Society
		Offer these programmes at the community level	SSD	NGOs, Civil Society
2.4.3	Strengthened Community Development	Identify and support leaders at the community level who are able to mobilise communities	MoEYS	SSD, Youth Department NGOs,

		Operationalize the institutional arrangements to enable community development	ODG/HRMU	PPD, ODG
		Devise a system that facilitates the process of community action planning	MoEYS	NGOs, Civil Society
		Develop and/or upgrade play/recreational grounds and green spaces in selected communities	MoEYS/Sports Department	NGOs, CBOs
2.4.4	Strengthened frameworks for care and protection of the elderly	Develop and implement protocols for the care of the elderly	SSD	MoH, BNTF
		Review home and community care provisions and implement recommendations	SSD	MoH
		Identify and implement options for outsourcing of elderly care	SSD	MoHSS, MoFEM
		Develop and implement protocols for the regulation and monitoring of outsourced care	SSD	
		Review and develop appropriate fiduciary arrangements for the care of the elderly	AG	SSD
2.4.5	Appropriate services delivered to reduce vulnerability	Restructure and staff the Social Services Department	SSD	HRMU
		Develop and implement appropriate mechanisms to target social welfare recipients	SSD	
		Provide services to victims of domestic violence	SSD	RMPS
		Evaluate and update services for at-risk children including parenting support programme	SSD	
		Increase the coverage of the Foster Care Programme	SSD	
		Establish a place of safety for children in need of care and protection	Magistrate's Office	SSD, PIU
		Evaluate and update services for mentally challenged persons	Mental Health	SSD

2.4.6	Reduction in the number of persons without shelter	Develop and implement a strategy to reduce homelessness	SSD	
		Continue to provide social housing solutions for the vulnerable	SSD	MALHE/HU
		Provide transitional housing for ex-offenders	SSD	
2.4.7	A one-stop shop for social services developed and operationalized	Conduct a feasibility assessment of reengineering how the public accesses social services	SSD	ODG/HRMU
		Implement the recommendations of the assessment	SSD	

Medium Term Strategic Objective 5: <b>A preserved national identity</b>				
Indicator(s):		Target(s):		
<ul style="list-style-type: none"> <li>Increased number and frequency of events</li> </ul>		<ul style="list-style-type: none"> <li>X number of events per year</li> </ul>		
Ref.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
2.5.1	Montserrat's culture used as a means of promoting national identity	Adopt the National Cultural Policy and Plan	Culture Department	Private Sector, Civil Society
		Commence implementation of the National Cultural Policy Action Plan	Culture Department	Private Sector, Civil Society
		Update school curriculum with appropriate material	MoE, Culture Department	Private Sector, Civil Society
		Increase the number and frequency of private sector driven cultural events	Private Sector	Culture Department



Medium Term Strategic Objective 6: <b>A modernised labour market environment and improved social integration to support population growth</b>				
Indicator(s):		Target(s):		
<ul style="list-style-type: none"> <li>Number of matters brought to tribunal re: workplace accidents</li> <li>Labour market information system operational</li> </ul>		<ul style="list-style-type: none"> <li>X number of workplace accidents</li> <li>A labour market information system operational</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
2.6.1	Strengthened occupational health and safety	Develop and implement an occupational health and safety guide	MCWL/Labour Department	Private Sector, MCCI, Small Business Association
		Adhere to and promote relevant and appropriate ILO conventions	MCWL/Labour Department	
		Develop and action mechanisms to monitor and enforce compliance with codes and protocols	MCWL/Labour Department	
2.6.2	A labour market information system and standards established	Operationalize the Labour Market Information System	MCWL/Labour Department	
		Implement recommendations of the review	MCWL/Labour Department	
		Adopt regional accreditation standards	MoEYS	MCWL
		Explore mechanisms for local accreditation	MoEYS	MCWL
2.6.3	Maintain suitable schemes for pensions and social security	Review current pensions arrangements	MoFEM	
		Implement recommendations of the reivew		
		Develop partnerships and strategies to tackle threats to the sustainability of the Social Security Fund	Social Security	MoFEM, MoH
		Integrate Labour Code and Public Administration Act to curtail benefit fraud	AG	Social Security
		Develop a social integration strategy to increase inclusion of non-nationals in the island's social and economic life	AG	Social Security
2.6.4	Non-nationals better integrated into Montserrat's social and economic life	Review fees paid for government services to achieve equity and implement the recommendations	MCWL/Labour	
		Review the Labour Code and employment practices to achieve a fairer working environment and implement the recommendations	MoFEM MCWL/Labour	

## SUSTAINABLE ENVIROMENTAL MANAGEMENT AND APPROPRIATE DISASTER MITIGATION PRACTICES

Medium Term Strategic Objective 1: Enhanced Capacity of identified key Environmental Management and Disaster Mitigation Agencies				
Indicator(s)		Target(s)		
<ul style="list-style-type: none"> <li>Ratio of equipment procured to that requested</li> <li>Number of areas of identified training undertaken</li> </ul>		<ul style="list-style-type: none"> <li>70: 30 Ratio achieved</li> <li>70% of training areas undertaken</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
3.1.1	Key agencies staffed and equipped	Identify key agencies involved in environmental management and disaster mitigation	MALHE/DOE	ODG/DMCA
		Review current structures to align with technical needs	MALHE/DOE	ODG/DMCA
		Identify, recruit and train staff	HRMU	MALHE, ODG/DMCA
		Secure facilities and equipment	MoFEM	MALHE,ODG/DMCA
		Align succession plans with government programme	HRMU	MALHE,ODG/DMCA
		Continue to prepare District Chairpersons and communities to respond to disaster	DMCA	Civil Society, NGOs, SSD
		Design a mechanism to fully integrate first into emergency preparation and response systems	ODG/DMCA	RMPS, Fire & Rescue, Red Cross
		Develop and implement a strategy for resourcing and training first responders	DMCA	RMPS, Fire & Rescue, Red Cross
		Provide an avenue for DMCA to develop risk management capacity	BNTF	DMCA

Medium Term Strategic Objective 2: Legislation for effective environmental management and disaster mitigation enacted and enforced				
Indicator(s)		Target(s)		
<ul style="list-style-type: none"> <li>Ratio of new developments requiring EIAs to EIAs conducted</li> </ul>		<ul style="list-style-type: none"> <li>5:3 Ratio of new developments requiring EIAs to EIAs conducted</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
3.2.1	Necessary legislations and framework in place	Enact and operationalize Conservation and Environmental Management Act (CEMA)	MALHE/DoE	Office of the Attorney General
		Develop and implement regulations to enforce CEMA	MALHE/DoE	DoA/ EHD
		Finalize and seek approval for the National Environment Management Plan	MALHE/DoE	Cabinet
		Approve and operationalize the National Environment Management Plan	Cabinet	MALHE/DoE
		Review the Building Code	MALHE/PPU	HU, Private Sector
		Adopt and enforce amendments of the review	MALHE/PPU	Cabinet
		Establish the Environmental Advisory Council and Boards		
		Establish a National Environmental Information System	MALHE/PPU	Cabinet
		Build the capacity for implementing the EIA Process	MALHE/DOE	MoFEM
3.2.2	EIAs commissioned as required by the 3 <sup>rd</sup> Schedule of the Physical Planning Act	Build the capacity for enforcing EIA Process	PPU	HRMU
		Enforce the EIA process in all major developments	MALHE/DOE	HRMU
		Develop and implement a public education programme	DOE	PPU
			MALHE	Broadcasting, Media

Medium Term Strategic Objective 3: Environmental health programmes and policies to reduce hazards implemented				
Indicator(s): • Number of policies developed and in operation		Target(s): • 4 policies developed and operationalized		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
3.3.1	Implementation of a Food Security Strategy	Develop and implement a Food Hygiene Policy	MoHSS	MALHE/EHD
		Implement the revised Food and Nutrition Policy	MoHSS	MALHE
		Develop and implement safety system for plant and animal consumption	MAHLE/DoA	DoE
		Develop and implement a public education programme	MALHE	GIU
3.3.2	Waste Management issues addressed	Review and update existing strategies/plans for waste management	MoHSS/EHD	MUL
		Develop a national plan for Waste Management	MoHSS/EHD	MoHSS
		Prepare and implement a policy and legislative framework to support a sewerage master plan	MoH/EHD	Office of the Attorney General
		Develop and implement a sewerage master plan	MoH/EHD	MUL
		Develop and implement public education programmes	MOH/EHD	GIU

Medium Term Strategic Objective 4: Preserved biodiversity, natural resources, historical sites and designated protected areas				
Indicator (s): • Number of management plans for protected areas being implemented		Target (s): • Two (2) management plans for protected areas being implemented		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
3.4.1	Development and implementation of natural resource management programmes	Finalize the development of a land use policy	MALHE/Lands & Survey Department	PPU
		Commence implementation of the finalized land use policy	MALHE/Lands & Survey Department	PPU
		Develop and implement soil conservation and erosion control programmes	MALHE/DoA	DoE
		Train Officers in soil conservation and erosion control	MALHE/DoA	HRMU/DOE
		Develop and implement strategies for selected areas for		

		biodiversity conservation	MALHE/DoE	MNT
		Develop a monitoring framework for natural resources	MALHE/DoE	Broadcasting
		Monitor and regulate scientific research on an on-going basis	MALHE/DoE	MNT/NGO's
		Continue to implement Community Forestry Programme	MALHE	MVO
		Commence the implementation of the management plan for declared protected areas	DoA	DOE
		Develop and implement public education programmes		
		Continue to identify and develop historical sites		
3.4.2	Development and protection of historical sites		MALHE/DoE	MNT
		Develop protocols for preservation and use of historical sites	MTB	MNT
			MTB	MNT

Medium Term Strategic Objective 5: Risk and loss of lives and properties from all forms of hazards reduced				
Indicator(s):		Target(s):		
• Number of mitigation strategies developed and implemented		• Two (2) mitigation strategies developed and implemented		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
3.5.1	Integration of environmental management and disaster mitigation in development planning	Sustain the integration of environmental management and disaster mitigation in all Ministerial and Departmental Plans	DMCA	Police, EHD PPU
3.5.2	Manage Physical Hazards on the island	Continue to monitor volcano activities	MVO	DMCA
		Identify and document the vulnerability of Montserrat to possible physical hazards	DMCA	MVO, RMPS
		Develop strategies to address physical hazards and integrate them into Ministerial and Departmental Plans	F&RD DMCA	EHD, PPU
		Develop and implement public education/awareness programmes	DMCA	Broadcasting

Medium Term Strategic Objective 6 A comprehensive disaster management framework developed				
Indicator(s): • Number of components within the National Disaster Management Plan implemented		Target(s) • Disaster management plan developed and being implemented		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
3.6.1	Strengthened disaster management programmes	Continue to review, update and implement the National Disaster Management Plan	ODG	DMCA, BNTF
		Continue the implementation of public education programmes on disaster management	DMCA	Broadcasting/MEDIA
		Sustain training on disaster management cycle for response agencies	DMCA	HRMU/CDEMA
		Continue to improve the Early Warning System	DMCA	MVO

Medium Term Strategic Objective 7: Measures in place for climate change adaptation measures integrated across sectors				
Indicator(s): • Number of adaptation and resilience strategies developed and being implemented		Target(s): • X adaptation and resilience strategies developed and being implemented		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
3.7.1	Increased coping capacity to adapt to climate change	Develop and implement programmes to increase resilience to climate change	ODG	MALHE/DMCA
		Develop and integrate climate change adaptation and resilience strategies in National Development Plans	ODG	MALHE/DMCA
		Develop and implement strategies to fund and operationalize the National Climate Change Adaptation Policy	MALHE	MoFEM, HRMU, DMCA
		Establish the National Climate Change Committee	MALHE	

## GOOD GOVERNANCE

Medium Term Strategic Objective 1: A Transparent and Effective Accountability Framework for the Government and the Public Sector				
<b>Indicator(s):</b> <ul style="list-style-type: none"> <li># of complaints received by the Complaints Commission</li> <li># of accountability institutions in place</li> <li>Level of public confidence in Commissions that are rolled out as a result of the Montserrat Constitution Order 2010.</li> <li>% of identified outdated legislation that have been updated</li> </ul>		<b>Target(s):</b> <ul style="list-style-type: none"> <li>Government and Public Sector publicly assessed as transparent and accountable (Survey)</li> <li>7/12 accountability institutions in place</li> <li>A high level of public confidence in Commissions rolled out (measured by the survey)</li> <li>X% of identified legislation updated</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
4.1.1	Strengthened capability within the national audit function	• Develop and enact national audit legislation	OAG	AG
		• Formalize and make operational the National Audit Office	OAG	HRMU
		• Develop and implement 'retention strategies' within the Office of the Auditor General	OAG	HRMU
4.1.2	Adoption of best practices in financial governance within the Public Service	• Establish the Executive Agencies Act	MOFEM	AG
		• Review the Procurement Regulations to align with international standards	MOFEM	AG
		• Enforce the revised Procurement Regulations to promote its integrity	MOFEM	AG
4.1.3	Continued implementation of a strong legislative framework to increase accountability	• Continue the implementation of the Legislative Reform programme	AG	
		• Fully resource the Legislative Drafting Division	AG	HRMU
		• Amend and enact the Legislative Council Act	CAB SEC	
		• Update Standing Orders	Legislature	
		• Institute training for senior staff of Commission Secretariat and Legislature	COMM SEC	HRMU
		• Convene operations of the agreed Commissions of the Constitution Order 2010	COMM SEC	ODG
4.1.4	Increased civil society and private sector involvement in development planning	• Support mechanisms for the development of capacity in civil society	NGOs	Private Sector, MoEYS
		• Develop and implement mechanisms to increase	NGOs	Private Sector,

Medium Term Strategic Objective 1: <b>A Transparent and Effective Accountability Framework for the Government and the Public Sector</b>				
		collaboration among and with civil society and the private sector in development planning		CABSEC/PPD, MDC
4.1.5	Development of a culture of accountability in civil society, the private sector and public sector	• Establish policies and legislation for the regulation of quality and standards in the private sector	OP	Trade
		• Develop a national Monitoring and Evaluation system		
		• Develop appropriate whistle blower policies	OP	
		• Operationalize whistle blower policies	OP	CAB SEC, AG

Medium Term Strategic Objective 2: <b>A Reliable and Comprehensive Public Information System</b>				
<b>Indicators(s):</b>		<b>Target(s):</b>		
<ul style="list-style-type: none"> <li>The Freedom of Information legislation enacted</li> <li>Public information entity approved</li> </ul>		<ul style="list-style-type: none"> <li>The Freedom of Information Act operationalized</li> <li>Public information entity established and operationalized</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
4.2.1	Roll-out of the Public information and communication strategy	• Establish a legal mechanism to implement the GoM public information and communication strategy	CAB SEC/Broadcasting	AG, HRMU
		• Establish the recommended broadcasting entity	CAB SEC/Broadcasting	Cabinet
		• Staff and operationalize the entity	CAB SEC/Broadcasting	HRMU
4.2.2	Improved access to information	• Enact the Freedom of Information Act	CAB SEC	AG, Broadcasting
		• Develop and enforce the Freedom of Information Regulations	CAB SEC	AG, Broadcasting
		• Develop and implement a public education campaign for the Freedom of Information Act	CAB SEC	AG, Broadcasting



Medium Term Strategic Objective 3: An Efficient and Effective Public Service				
Indicator(s):		Target(s):		
<ul style="list-style-type: none"> <li>Performance of selected services against service standards</li> <li>% Reduction in grievance complaints received by HRMU</li> <li># of identified on-line services available</li> <li>Length of time taken to fill a vacancy</li> </ul>		<ul style="list-style-type: none"> <li>90% achievement of service standards for selected services</li> <li>20% reduction in grievance complaints</li> <li>X of the Y identified online services available</li> <li>Vacancies filled in 90 days</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
3.3.1	A strengthened policy and legislative framework for human resource management	<ul style="list-style-type: none"> <li>Enact and operationalize the Public Administration Act</li> </ul>	ODG	AG, HRMU
		<ul style="list-style-type: none"> <li>Embed the Performance Management System into all ministries and departments</li> </ul>	HRMU	All Ministries
		<ul style="list-style-type: none"> <li>Expand the Performance Management System to include an appropriate system for recognition and awards</li> </ul>	HRMU	All Ministries
		<ul style="list-style-type: none"> <li>Delegate the selected human resource management and development functions to line ministries and departments</li> </ul>	ODG	HRMU, All Ministries
3.3.2	Learning and development programmes consolidated to support delivery of public services	<ul style="list-style-type: none"> <li>Continue to implement the leadership and management development programme</li> </ul>	HRMU	ODG, All Ministries
		<ul style="list-style-type: none"> <li>Introduce and action a core skills development programme</li> </ul>	HRMU	ODG, All Ministries
		<ul style="list-style-type: none"> <li>Adopt and implement the National Training Policy</li> </ul>	HRMU	ODG, All Ministries
		<ul style="list-style-type: none"> <li>Implement succession planning strategies in selected ministries</li> </ul>	HRMU	ODG, All Ministries
3.3.3	Increased interagency coordination	<ul style="list-style-type: none"> <li>Implement annual customer service training</li> </ul>	HRMU	All Ministries
		<ul style="list-style-type: none"> <li>Develop Customer Charters/Service Level Agreements for selected ministries and departments</li> </ul>	HRMU	All Ministries
		<ul style="list-style-type: none"> <li>Introduce and action the 'Systems and Process Re-engineering' programme</li> </ul>	HRMU	All Ministries
		<ul style="list-style-type: none"> <li>Develop and implement a public relations/stakeholder engagement programme</li> </ul>	HRMU	All Ministries
		<ul style="list-style-type: none"> <li>Centralize key and related services</li> </ul>	HRMU	All Ministries
		<ul style="list-style-type: none"> <li>Implement the E-Governance policy and action plan</li> </ul>	DITES	Broadcasting

Medium Term Strategic Objective 3: An Efficient and Effective Public Service				
3.3.4	Internal audit function fully operational	• Staff the internal audit office	MOFEM	HRMU
		• Develop and implement systems to carry out the internal audit functions	MOFEM	HRMU
		• Develop toolkits to support the internal audit functions	MOFEM	HRMU

Medium Term Strategic Objective 4 Montserrat's Increased Participation in the Regional and Global Environment				
<b>Indicator(s):</b>		<b>Target(s):</b>		
<ul style="list-style-type: none"> <li># of entrustments secured</li> <li># of institutional arrangements in place to operationalize agreements acceded to by Montserrat</li> </ul>		<ul style="list-style-type: none"> <li>X No. of entrustments secured</li> <li>Montserrat is a full participating member of more than X of Y regional and or international treaties and agreements proposed over 2013-17</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
4.4.1	Provisions in place to increase Montserrat's participation in the regional and global organizations	• Seek endorsement of entrustments from the UK Government for Montserrat's accession to additional regional and international treaties	OP	DFID/GO
		• Accede to relevant treaties in the OECS, CARICOM/CSME	OP	
		• Enact local legislation and procedures to fulfill obligations of regional and international agreements.	OP	AG
		• Align resources to fulfil regional and international obligations	OP	HRMU
		• Sign and operationalize two co-operation agreements and/or MoUs between GoM and other regional governments	OP	
		• Develop and activate mechanism s for re-inclusion in donor financed projects. (Treaty of Chaguaramas)	OP/MoFEM	
		• Purchase and install technology for Machine Readable Travel Documents (MRTDs)	RMPS	MoFEM

Medium Term Strategic Objective 5: Public Order and Safety				
Indicator(s):		Target(s):		
<ul style="list-style-type: none"> <li>% reduction in offences reported</li> <li># of rehabilitation programmes available</li> <li># of rehabilitation programmes accessed</li> </ul>		<ul style="list-style-type: none"> <li>10% reduction in offences reported</li> <li>X rehabilitation programmes available</li> <li>X rehabilitation programmes accessed</li> </ul>		
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
4.5.1	Widening the scope of crime management strategies	<ul style="list-style-type: none"> <li>Develop and implement strategies to build information sharing between agencies</li> </ul>	RMPS	SSD, Media, NGOs
		<ul style="list-style-type: none"> <li>Develop and implement a youth crime management policy and action plan</li> </ul>	RMPS	SSD, NGOs, Youth Department
		<ul style="list-style-type: none"> <li>Increase community policing initiatives</li> </ul>	RMPS	NGOs
		<ul style="list-style-type: none"> <li>Develop and implement a public education and awareness programme</li> </ul>	RMPS	
4.5.2	Increasing human resource capability in crime fighting	<ul style="list-style-type: none"> <li>Review and adjust the RMPS recruitment policy to enable selection of more mature candidates</li> </ul>	RMPS	HRMU
		<ul style="list-style-type: none"> <li>Implement mentorship and training programme for officers at all levels</li> </ul>	RMPS	HRMU
4.5.3	Strengthened marine and land based interdiction	<ul style="list-style-type: none"> <li>Review and update Maritime Legislation</li> </ul>	RMPS	OG, AG
		<ul style="list-style-type: none"> <li>Procure security equipment for land, air and sea interdiction</li> </ul>	RMPS	OG, AG
		<ul style="list-style-type: none"> <li>Grow the human resource capability of the Marine Department</li> </ul>	RMPS	OG, AG
		<ul style="list-style-type: none"> <li>Continue regional and international security collaboration</li> </ul>	RMPS	OG, AG
		<ul style="list-style-type: none"> <li>Install electronic surveillance systems</li> </ul>	RMPS	OG, AG
4.5.4	Ex-offenders successfully reintegrated into society	<ul style="list-style-type: none"> <li>Develop and implement protocols and programmes for the successful reintegration of ex-offenders into society</li> </ul>	HMP	SSD, NGOs
		<ul style="list-style-type: none"> <li>Build the capacity of volunteers and prison wardens to work with offenders to reduce recidivism</li> </ul>	HMP	

Medium Term Strategic Objective 6:

**A More Robust Justice System**

Medium Term Strategic Objective 6: <b>A More Robust Justice System</b>				
<b>Indicators(s):</b>			<b>Target(s):</b>	
<ul style="list-style-type: none"> <li># of persons supported under the Legal Aid Scheme</li> <li>Phases of court construction project completed</li> </ul>			<ul style="list-style-type: none"> <li>X persons received support under the Legal Aid Scheme</li> <li>Court facilities constructed</li> </ul>	
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
4.6.1	Improvement of facilities and institutional arrangements for the administration of justice	<ul style="list-style-type: none"> <li>Establish and implement a Legal Aid Scheme</li> </ul>	AG	Bar Association Registry/Supreme Court, Magistrate's Court
		<ul style="list-style-type: none"> <li>Construct purpose built Court facilities</li> </ul>	AG	ECSC, MOFEM Registry/ Supreme Court, Magistrate's Court
		<ul style="list-style-type: none"> <li>Develop and implement Witness Protection Policy and program</li> </ul>	RMPS	
		<ul style="list-style-type: none"> <li>Develop and enact Witness Protection legislation</li> </ul>	ODPP	AG
		<ul style="list-style-type: none"> <li>Implement regulations for the Criminal Procedure Code</li> </ul>	ODPP	RMPS, Registry/Supreme Court
		<ul style="list-style-type: none"> <li>Review and implement juvenile and family laws, regulations and procedures in line with international requirements</li> </ul>	Magistrate's Court	RMPS, Social Services

Medium Term Strategic Objective 7:

**Clear and Comprehensive Policies for Population Growth**

Medium Term Strategic Objective 7: <b>Clear and Comprehensive Policies for Population Growth</b>				
<b>Indicator(s):</b>			<b>Target(s):</b>	
<ul style="list-style-type: none"> <li># of new policies developed and being implemented</li> <li># of existing policies implemented</li> </ul>			<ul style="list-style-type: none"> <li>X new policies developed and being implemented</li> <li>X existing incentives implemented</li> </ul>	
Ref. No.	Sub-objectives	Strategic Actions	Lead Agency	Support Agencies
4.7.1	Development of enabling policies for population growth	<ul style="list-style-type: none"> <li>Develop and implement a Population Policy and action plan</li> </ul>	OP	PPD, AG, Montserrat UK

				Office
		• Develop and implement a Migration Policy and action plan	OP	PPD, AG, Montserrat UK Office
		• Continue to develop and implement incentives to support population growth	OP	MoFEM
		• Review existing immigration legislation and policies	OP	AG
		• Implement recommendations of the review of immigration legislation and policies	OP	RMPS
		• Develop and implement a public education and awareness programme	OP	Broadcasting

## ***Development Planning Concepts used in the Montserrat Medium Term Development Strategy 2013- 2017***

### **GOALS:**

...a long term, time bound, desirable socio-economic condition (end state), focused on national development. It is considered to be a practical/realistic end state taking into account the strengths, weaknesses, opportunities and challenges of Montserrat as a developing Caribbean country. Upon accomplishment, the Goals should reflect the Vision.

### **STRATEGIC OBJECTIVES:**

...very focused, specific, measurable, achievable and time bound outcomes which respond to a developmental need; Strategic Objectives occur together or sequentially to achieve the Goal. They constitute the 'what will be achieved' in relation to the Goal.

### **SUB- OBJECTIVES:**

...a set of deliberate strategies or guidelines, which map out how the Strategic Objective will be achieved and by when. These constitute the 'how will it be achieved' in relation to the Goal.

### **STRATEGIC ACTIONS:**

...the most important, preselected activities that constitute a plan to ensure that the Sub- objectives are achieved within a timeframe.

### **INDICATORS:**

...quantitative (qualitative) data measure which can suitably represent the state of performance (relevant to the objective), at any point in time.

### **TARGETS:**

...a level of performance towards which we are striving and which can be measured.

## ACRONYMNS

CAB SEC	Cabinet Secretariat
CARICOM	Caribbean Community
CBO	Community Based Organisation
CSME	CARICOM Single Market and Economy
DfID	Department for International Development
DMCA	Disaster Management Coordination Agency
DoA	Department of Agriculture
DoE	Department of Environment
DYAS	Department of Youth and Sports
ECSC	Eastern Caribbean Supreme Court
EHD	Environmental Health Department
EIA	Environment Impact Assessment
F&RS	Fire & Rescue Services
GIS	Geographic Information System
GoM	Government of Montserrat
HMP	Her Majesty's Prison
HRMU	Human Resources Management Unit
HU	Housing Unit
ICT	Information & Communication Technology
ILO	International Labour Organization
L&SD	Lands & Survey Department
LIME	Land, Information, Mobile and Entertainment
LMIS	Labour Market Information System
MALHE	Ministry of Agriculture, Lands, Housing & Environment
MCC	Montserrat Community College
MCCI	Montserrat Chamber of Commerce and Industry
MCW&L	Ministry of Communications, Works & Labour
MDC	Montserrat Development Cooperation
MNAO	Montserrat National Audit Office
MNT	Montserrat National Trust
MoEYS	Ministry of Education Youth & Sports
MoFEM	Ministry of Finance & Economic Management
MoHSS	Ministry of Health & Social Services
MoU	Memorandum of Understanding
MRC	Montserrat Red Cross
MSS	Montserrat Secondary School
MTB	Montserrat Tourist Board
MUL	Montserrat Utilities Limited
MVO	Montserrat Volcano Observatory
NGO	Non-Governmental Organisation

ODG	Office of the Deputy Governor
OECS	Organisation of Eastern Caribbean States
OP	Office of the Premier
OPWA	Old People's Welfare Association
PIU	Project Implementation Unit
PPD	Policy & Planning Department
PPP	Public/Private Partnership
PPU	Physical Planning Unit
PWD	Public Works Department
RMPS	Royal Montserrat Police Services
SD	Sports Department
SSD	Social Services Department
UWI-OC	University of the West Indies Open Campus



<b>Our Proud Sponsors of the SDP MTDS 2013-2017 QUIZ</b>
<b>Alford Dyett Associates</b>
<b>Arvin's Supermarket</b>
<b>Ashok's</b>
<b>Bank of Montserrat Ltd</b>
<b>BBC Radio and TV</b>
<b>Beni's</b>
<b>Camisha Villa in Lookout</b>
<b>Caribbean Cable Communications</b>
<b>Chit Chat Snackette</b>
<b>Econ Trade Corporation</b>
<b>Emerald Rose</b>
<b>Engineering Design &amp; Construction Ltd (Dion Weekes)</b>
<b>Fitzroy Buffonge</b>
<b>Herman Sergeant</b>
<b>Honourable Charles Kirnon</b>
<b>Honourable Charles Kirnon</b>
<b>Honourable Colin Riley</b>
<b>Honourable Jermaine Wade</b>
<b>Honourable Joseph Farrell</b>
<b>Honourable Leader of the Opposition, Donaldson Romeo</b>
<b>Honourable Parliamentary Secretary, David Osborne</b>
<b>Honourable Premier, Reuben T Meade</b>
<b>Honourable Victor James Snr.</b>
<b>LIME</b>
<b>MNI Networks</b>
<b>MNI Networks Ltd.</b>
<b>MonTobacco</b>
<b>Nadine's Grocery</b>
<b>NAGICO/Judith Greer and Associates</b>
<b>Nigel Osborne of M S Osborne's Ltd</b>
<b>Royal Bank of Canada</b>
<b>The Stationery Office</b>
<b>Tina's Restaurant</b>
<b>Victor's Grocery</b>