



GOVERNMENT OF MONTSERRAT

SDP PROGRESS REPORT FOR PERIOD NOVEMBER 1st 2009 – March 31st 2012

1. INTRODUCTION

In October 2009, a review was conducted to determine the progress made in relation to the implementation of Montserrat's Sustainable Development Plan (SDP). The review covered the period from the inception of the SDP (January 2008) up until October 2009. The assessment focused on the Medium Term Strategic Objectives, the related Short to Medium Term Strategic Sub-Objectives and their related Strategic Actions.

The intent of the subsequent review addressed in this report is to assess the progress made since the initial review. It covers the period November 1st, 2009 to March 31st, 2012. The six key objectives which guided this review were:

- i. to garner the available data for the targets for each strategic action;
- ii. to assess the achievement of the Strategic Sub-objectives and by extension the Medium Term Strategic Objectives and the Strategic Goals;
- iii. to highlight any challenges presented in the achievement of targets;
- iv. to determine the necessary corrective actions to be taken to ensure that targets become attainable;
- v. to make available to all stakeholders a progress report in relation to the implementation of the SDP.

The review was accomplished through the administration of interviews by a fifteen person team. All stakeholder agencies were approached during the process.



2. SUMMARY of PROGRESS

This section contains a summary assessment of progress for each Strategic Goal, with a focus on the Medium Term Strategic Objectives of each Goal. The first section captures the initial evaluation carried out in reference to the fiscal period ending March 31st 2012. The Monitoring and Implementation Framework for the SDP allows for the adjustment of strategies, indicators or targets to facilitate the desired cumulative effect for each Goal. The second section (**NEW/KEY DEVELOPMENTS**) represents GOM's reactive thrust towards increasing the probability of the achievement of the objectives established for the period.

Economic Management

The Medium Term Strategic Objective (MTSO) captured under this Goal meets the requirement to put in place the prerequisites 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. The enabling prerequisites identified were the physical infrastructure, legislation, policies and institutional arrangements.

Several significant accomplishments were acknowledged in some of the areas deemed catalytic to the attainment of this MTSO. These include the improvement in resource allocation, through the introduction of Programme Based Budgeting as a component of the Medium Term Expenditure Framework; customer service improvements (to meet business needs) at the Treasury, Inland Revenue & Customs Departments and the Glendon Hospital; the development (and subsequent approval) of the ICT Policy, Strategy and Implementation Plan; the launching of the campaign for demand side strategies for energy conservation; the



securing and allocation of land for Port development; the reintroduction of the ferry service and the implementation of new Air Service Agreements.

Less rapid but positive progress has been made in other key supporting areas such as the 2% increase in revenue collection (vis a vis an anticipated 5% increase); the conduct of service exploration and drilling to determine the potential for geothermal energy; the development of the Food Production Strategy and the initiation of targeted production programmes; the approved land use policy encapsulated in the development (and subsequent approval) of the Physical Development Plan; the enhancement of tourist attractions and development of new tourism products; the control of loose and feral livestock and the development and piloting of sustainable livestock and crop systems. Performance in some areas has proven satisfying given the challenges encountered in very aggressive efforts to achieve specified targets: the development of the Private Sector Development Policy & Action Plan and the establishment of the One Stop Shop for investors; improvements in the reliability of the electricity supply; the approval of the project for the purchase and installation of the new generating set and the Power Station and the ongoing Road Improvement Project from Salem to St. Johns. An infiltration of very weak performance in remaining areas impacted the overall performance for this MTSO: outsourcing initiatives have progressed slowly; there have been considerable delays in a number of projects such as: the construction and operation of the abattoir; the 70% completion of the breakwater, jetty and landside developments; the feasibility study of the extension of the runway and the implementation of the recommendations of the review of the Tourism Sector. Also highlighted in the review was an absence of the design of necessary legislation and policy.



NEW/KEY DEVELOPMENTS

Several activities which contribute significantly to the boosting of Montserrat's economic framework were achieved subsequent to the end of the previous fiscal period. A primary accomplishment is the successful restructuring of the MDC whose mandate covers the delivery of town and port developments. With the focus on the development of the private sector and the desire to attract investment, an Investment Promotion Strategy is now available. Local support for business development is also possible through the introduction of the Business Financing Facility administered through the newly restructured MDC. Outsourcing initiatives are progressing in selected areas (Cleaning, School Transportation, School Meals and Care of the Elderly) and the TDP₃ has taken form: the Project Memorandum and Business Case awaiting approval outline a costed detailed strategy necessary to support Montserrat's tourism product in attaining its economic potential. Access issues have been fervently considered: there has been 100% safety management participation by all airport personnel and operators; air access has achieved the 90% schedule integrity standard established; prospectuses for the Ferry and Twin Otter have been prepared while the EOIs have been issued and an online Visa System has been implemented. Other facilitating factors have been put into place, such as the export facility for sand and aggregate and the facilitation of future land disposal in the Little Bay area. The 100% target for energy needs has been met as MUL's generating capacity was increased to meet peak demand. Another strand of the ICT Strategy is approaching realization in the planned re-establishment of the fibre optic external connections. An associated draft report is available and discussions are being held in relation to the financing of the initiative.



Human Development

Under the theme Human Development, it was established that the Medium Term Objective is the formulation and commencement of the implementation of policies, plans, programmes and standards that will provide the framework for improving the quality of life for all persons resident in Montserrat. It is also anticipated that the relevant legislation and institutions necessary to support the process will be strengthened.

The completion of the Warden Supported Housing and the overall availability of housing for more than 75 persons are considered noteworthy accomplishments in the thrust towards human development on Montserrat. In addition, the closure of all emergency shelters was fully achieved during this period. The development, approval and implementation of the three year Education Development Plan is also recognized as a major achievement under this Goal. Significant progress has been registered against several key indicators such as the implementation of the recommendations for the Primary Education System; the upgrade (Brades and Lookout basketball courts) & establishment of sports facilities (Little Bay Playing Field) and the reintroduction of Religious Knowledge into the Primary and Secondary Education Curriculums. Other areas for which good progress has been recorded are the development of the Cultural Policy; the effecting of the new Pensions Act and Regulations; the availability of the draft GIS Policy; the revision of the Immigration and Work Permit System; the restructuring and resourcing of the Community Services Department and the implementation of targeted youth programmes. Less favourable progress was made in the drive towards the accreditation, establishment and operationalization of tertiary institutions; the purchase of land for the Montserrat Secondary School alternate in the north of the island (although the site has been identified); underachievement of students at the Secondary level and the revision of the Mental Health and Confidentiality policies. Critical to the assessment of this MTSO is the



inaction on some significant Strategic Actions – the construction of the National Library and Archives; the development and implementation of Community Action Plans; the revision of land servicing and housing incentives policies; the enactment of the National Housing Legislation including the establishment of minimum housing standards for decent housing; the development of the Buildings and Emergency Shelters Risk Categorization Scheme; the enactment of the Labour Code; the publishing of the Occupational Health & Safety Guidelines and the operationalization of the Labour Market Information System.

NEW/KEY DEVELOPMENTS

The Government of Montserrat has targeted much attention to the area of Human Development: taking into consideration the country's demographics, one element of the outsourcing initiatives seeks to respond effectively to the ageing population circumstances through the efficient provision of better care of the elderly. The commitment to improving the foundation for education has been demonstrated in the investment in the additional school buildings erected on the Lookout School premises. Holding regard for the advancements in technology and its associated linkages with development, the 'One Laptop per Child' strand of the ICT initiative has been effected. An active response to meet the demand for housing was borne out in the Public Private Partnerships established and implemented in that sector. The Hospital Redevelopment Project is underway as GOM awaits DfID's approval for advancement. There is also a focus on the availability of quality water resources: the target has been met for a 95% level of Montserrat's water needs to be harnessed at quality levels compliant with WHO guidelines.



Environmental Management and Disaster Mitigation

The Medium Term Strategic Objective for Environmental Management addresses the need to formulate or strengthen and commence the implementation of legislation, regulations, policies, plans and programmes that will provide the framework for the conservation and suitable use of the natural resources. There is also a focus on the implementation of appropriate disaster mitigation strategies and strengthening the organizational and personnel capabilities of the key organizations involved in environmental management and disaster mitigation.

There was effective completion of several components of this MTSO. The Strategic Actions in relation to the MVO, such as the establishment of the management structure and the implementation of improved monitoring techniques featured as significant achievements during the period. Equally noteworthy progress was observed in the implementation and update of biodiversity monitoring programmes and hydro-geological conditions, along with the development of the associated Biodiversity Research Protocol. Significant progress was recognized in relation to the adaptation and mitigation efforts against the impacts of climate change; the implementation of community forestry programmes through an increase in trees planted and the implementation of soil erosion and conservation practices. Good progress was acknowledged in some areas such as the development plans for the site for the Cemetery; the review and implementation of recommendations for the Vector Control Programme; protection of key springs and water infrastructure; EIA compliance and monitoring; updated disaster management plans; sectoral integration of disaster risk management and hazard information; community awareness of disaster preparation, response and other related procedures and the declaration of protected areas. During the period, measures were also put in place to reduce the impact of



invasive species and action plans were developed for the protection of some key species. Weaker progress was noted for actions critical to this MTSO: the Solid Waste Management Plan is yet to be developed; the Food Hygiene Legislation remains in draft and the Strategy remains to be developed; the Sewage Master Plan/Policy and legislation have not been addressed; the National Heritage Site Management Plan has not been established; setbacks have been experienced in the development and maintenance of identified heritage sites; no actions have been initiated regarding the preservation of documents and artefacts and no activity has taken place in relation to the feasibility of building a model of Plymouth.

NEW/KEY DEVELOPMENTS

Activities that address the commitment to ensure suitable use of natural resources are well underway: wastewater treatment practices based upon techno-economic options have been introduced. The drilling contract for the geothermal drilling has been signed and drilling has commenced. This is also supported by the establishment and staffing of a Geothermal Unit. A framework for sustainable use and management of the environment and natural resources is now available in the form of the draft CEMA. GOM has benefitted from the launching of a disaster management geo-portal consisting of hazard mapping of critical facilities. An early warning system with an associated data management system linked to GIS features is also now available. A disaster risk reduction programme including capacity building has been put into operation and advances are being made in the critical area of emergency radio communication. Key improvements in the national early warning system have been implemented, consisting of the installation of a server allowing integrated early warning functionality.



Governance

Over the period 2008 – 2012, the Medium Term Objective in relation to Governance sought 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. It further sought to 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.

Activities in relation to several pieces of legislation featured prominently as key accomplishments under the umbrella of Governance: the approval of the Public Information and Communication Strategy; the enactment of the Integrity Legislation; the establishment of a Directorate for the management of regional and international issues; the revision and the adoption of the Constitution and the ensuring of available financing for the Public Service modernization and capacity strengthening programmes. Other important achievements under the theme of Governance were the revision and finalization of the Finance Act and the conduct of special audits, aimed at strengthening financial governance within the Public Service. Considerable progress has been made on some Strategic Actions significant to the attainment of this Goal. These include the revision of the Standing Orders (draft in circulation); the publishing of legislation on the Attorney General's website; the strengthening of the mandate of the Public Accounts Committee in the Montserrat Constitution Order (2010); the implementation of some aspects of the Public Information and Communication Strategy; the development of a draft Public Consultation Code; the streamlining of tax procedures to ensure greater compliance with the OECS and CARICOM; advances in the implementation of Modernization Plans in pilot Ministries; the strengthening of some aspects of the Human Resource Management Policy Framework and associated procedures & practices; the ongoing development and implementation of the Multi-agency Crime and Delinquency Management



Framework; the revision of the Training Policy and the completion of the Leadership Development Programme. There was limited activity in some areas which hindered overall performance for the Goal of Governance in this medium term: there was no implementation of the facilities related to an e-governance policy; legislation in relation to Juvenile and Family Laws had not been enacted; some key aspects linked to the strengthening of border controls had not been addressed; the Media Strategy for Crime Prevention and Education is not yet finalized; the Performance Management System is not operationalized; no actions have been taken in relation to the Construction of the new Court facilities; no progress has been made on the operationalization of the Legal Aid Scheme; options for self-determination have yet to be explored; Public Participation Protocols are undeveloped; the identification and annual documentation of membership benefits in relation to regional organizations has not taken place and activities to strengthen bi-lateral and international relationships are pending.

NEW/KEY DEVELOPMENTS

As a demonstration of GOM's keenness to enable the achievement of the constructs of the goal of Governance, some initiatives have progressed in this regard: Public Accounts have been compiled and submitted for Audit in accordance with the new Public Finance Act; the Procurement Regulations have been modernized, updated and new Legislation passed, rendering a system designed to respond to the need to be characterized as transparent, accountable and providing value for money; fifty percent of the legislative programme has been achieved and no security breaches by offenders has been experienced. The assurance of a good governance accountability framework is reflected in the appointment of the Deputy Governor. Under the Constitution, the Deputy Governor bears delegated responsibility for the management of the Public Service. The regard for more effective policy coordination and accountability was further cemented in the establishment of the Cabinet Secretariat; the Secretariat ensures



the co-ordination of policy and programmes to facilitate cross cutting consistency of GoM's strategic direction thus ensuring there is value for money in the overall budgeting process. Montserrat's full participation into the OECS Economic Union was realized in the acquisition of Entrustment in relation to the Economic Union Treaty.

Population Growth

The Strategic Objective for the Medium Term in relation to the theme of Population Growth is to put in place the policy framework, the incentives and basic social services to encourage persons to stay on island, overseas Montserrattians to return home and targeted CARICOM nationals to migrate to Montserrat.

Good progress was made in relation to some key facets of the MTSOs expected to drive population growth. There was a relative increase in the number of private sector to public sector jobs and some persons benefitted from the housing development and incentive schemes initiated during the period. The Draft Labour Code was designed and the Double Taxation Agreement between the UK and GOM came into force. Less significant progress was achieved in several other areas which were expected to support the outlook for the medium term: the anticipated increase in the number of students accessing tertiary education on island was not realized and work on the development of realistic population projections has not advanced. Some strategic actions also designed to encourage population growth have not yet been addressed: the rationalization of the citizenship framework has not progressed; the establishment and operationalization of accredited tertiary institutions has not materialized; the establishment of the driving range and family recreational park along with the securing of the golf course site remain outstanding; the MOU (between the UK and GOM) on indexed pensions and social security payments is yet to be formally negotiated,



although this has been the topic of high level discussions between the UK Government and Leaders of the Overseas Territories; the quota of new economic citizens has been underachieved; the refining of the regulatory standards for essential goods and services and the ready availability of user-friendly information for consumers remains an issue and the development of education and awareness programmes on labour and immigration policy is in its infancy.

NEW/KEY DEVELOPMENTS

The need for information from a recent Census had been identified as one of the critical inputs to the development of realistic population projections. It was also anticipated that this information would be used in the design of a Population Policy. The field work, data entry and data processing for the 2011 Census was completed. Some dissemination of data has begun and datasets are available upon request. This achievement has also laid the groundwork for the Labour Market Needs Assessment which is also a factor that will inform the potential for population growth. An incentivized Diaspora Strategy has also been completed.



3. Challenges

Several factors proved to be common challenges for almost every Medium Term Strategic Sub-objective. Generally, submissions regarding issues of human resources, finance availability, data collection and data analysis were reported as constraints.

Human resource constraints materialized as shortages in staffing complement coupled with insufficiency of technical skills and training. One poignant limitation was the shortage of staffing at the Attorney General's Office: this featured as a recurrent challenge as it related to strategic actions involving legislative reforms. For other Departments, such as the Office of the Deputy Governor, another major issue highlighted was the high rate of turnover.

The unavailability or limited availability of financing affected the implementation and development of programmes and policies. Similarly, concerns were raised over sustainability after implementation would have been achieved or after training would have been provided. It was also reported that Montserrat's status as a UK Overseas Territory prevented access to funding and training deemed critical to the achievement of targets.

Closely related to the allocation/availability of finance are the shifting priorities of GoM due to the changes in assistance anticipated from some funding agencies, which contributed to non-achievement of some initiatives. So whereas the overall Strategic Goal has not changed, the specific strategic action that was approved in 2008 was no longer considered as priority. Other actions were either devised to achieve the particular Strategic Goal, or the action was abandoned altogether. Other initiatives suffered from issues of clarity and ownership of the objective and strategic actions respectively. Constraints in staffing



materialized in the inability of Ministries to deliver with regards to data collection, monitoring , analysis and reporting of relevant data for the assessment of specified objectives.

The impact of two other challenges is quite noteworthy: poor public private partnerships were deemed to have far reaching implications in key aspects of the implementation framework; the volcanic eruption of 2010 was also stark in the non-realization of the anticipated outcomes in the tourism industry.



4. SUMMARY STATUS OF GOALS, MEDIUM TERM OBJECTIVES & PERFORMANCE INDICATORS

No.	MEDIUM-TERM OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
1.1	To create an environment that promotes and supports private sector led sustainable economic activities	At least three of the four targeted sectors experiencing real growth of 5% in their contribution to GDP in 2012.	<p>Private sector development policy not complete. However, SGP MOU has prompted development in some areas to include: SEZ Study; Investment Tax Regime, an Investment Promotion Strategy and improved access to business finance by small businesses.</p> <p>Improvements to service delivery in key revenue agencies – upgrade to ASYCUDA World (improved delivery time) and Treasury (inside waiting area).</p> <p>Land for Little Bay transferred to Crown and MDC. MDC was restructured to encompass both Little Bay development and private sector initiatives.</p> <p>Outsourcing being undertaken and due for finalization in FY 2012/13.</p> <p>Housing development remains guided by the PDP and Little Bay Master Plan. BoM and GoM collaborated for development of residential lots in Lookout.</p> <p>ICT targets achieved as per ICT Policy and Info-Communications Act thus facilitating more services.</p> <p>Improved revenue collection in 2011/12 (2% compared to 2010/11). Improved resource allocation through MTEF implementation.</p> <p>SPD signed and several projects in progress through development assistance – MCW Headquarters, Lookout School, Phase 1 of the Little Bay Project.</p>



No.	MEDIUM-TERM OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
1.2	Assess and develop feasible sources of renewable,	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.	<p>Energy policy and legislation in place, however, regulatory body still needs to be established.</p> <p>Targets to purchase and install diesel generating capacity have been changed to 2014.</p> <p>Geothermal study completed and DfID funding for drilling approved. The Geothermal drilling contract has been signed and drilling has commenced.</p> <p>Wind energy development no longer a priority with the advancement in geothermal exploration.</p>
1.3	Develop and construct the physical infrastructure and transportation facilities required to facilitate tourism development, international trade and national well-being.	More reliable and affordable access to the island by December 2012.	<p>Ferry in operation since 2011 and an access strategy has been approved by Cabinet. EOIs for Ferry and Twin Otter have been issued.</p> <p>On-Line Visa System implemented.</p> <p>Breakwater jetty and landside developments were not achieved. Financing negotiations have to be completed. Port development is now planned for Carr's Bay as opposed to Little Bay.</p> <p>Improvement project of roadway from Salem to St. John's in progress.</p> <p>Little Bay Town Phase 1 complete and Phase 2 30% complete.</p> <p>Seven thousand sq. ft. building completed at Government Headquarters.</p>



No.	MEDIUM-TERM OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
1.4	Develop and implement a sustainable agro-import substitution programme to ensure food security and economic diversification.	20% reduction in imports of selected agricultural products by December 2012.	<p>Food Production Strategy developed and programs being rolled out. Increased production in selected crops.</p> <p>Improved farm roads. Improvements to fishermen storage facilities has been challenged by finance challenges.</p> <p>No improvements regarding construction and outfitting of an abattoir.</p>
1.5	Develop and market the tourism product with the aim of laying the foundation for significant growth in high yield tourism	Tourist arrivals of 15,000 p.a. by December 2012.	<p>Tourist numbers did not increase 'per se'. Access to the island proved to be a problem.</p> <p>No new tourism products or attractions were developed. However, initiatives like the Challenge Fund were implemented.</p> <p>Tourism Development Plan has been developed for the period 2012 - 2022.</p>

No.	STRATEGIC SUB-OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
2.1	Improve facilities and services for better health care delivery.	25% increase in the range of specialized health care services available on island by December 2012.	<p>Safe room facility for acute care patients was assigned.</p> <p>Work is being done to incorporate HIV/AIDS policy into School admission policy and workplace policy.</p> <p>Health Insurance consultancy completed in 2011.</p> <p>Health has a strategic plan (2010-2015). Programme for visiting specialist in operation.</p>



No.	STRATEGIC SUB-OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
2.2	Increase access to and improve quality of formal and informal education	70% or more of students sitting the CXC examinations passing four or more subjects and a 25% increase in the number of persons participating in courses offered by the Montserrat Community College by September 2010.	<p>Targets for the construction of schools and provision of ICT tools are in progress.</p> <p>A variety of guidance/counseling services available at all Government schools and one private school.</p> <p>A 'One Laptop per Child' strand of the ICT initiative has been effective.</p> <p>At the MCC the pass rate is 73%.</p> <p>Less than half the number of students passing 5 or more subjects including English and Mathematics.</p> <p>At the Primary level, 70% of students achieve the National average.</p>
2.3	Develop and implement policies and programmes to enhance the well-being of the vulnerable population.	Improved social services offered to juvenile delinquents, abused children and physically abused spouses by December 2012	<p>Youth programmes executed annually. The Youth Policy has not been approved.</p> <p>Social Welfare Scheme was not revised. Policy for Special Education Needs and Care of Children Living with Disability completed.</p> <p>RMPS has implemented a number of outreach programmes for abused persons.</p>



No.	STRATEGIC SUB-OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
2.4	Provide better housing solutions through public/private partnership.	GOM in collaboration with the private sector providing 80 housing solutions.	<p>Housing solutions have been provided for all targeted groups although not to the aspired levels in all cases.</p> <p>The National Housing Bill has not been approved.</p> <p>All volcano emergency shelters have been closed.</p> <p>Physical Development Plan has been completed while the GIS Policy is in draft.</p>
2.5	Promote social integration and create a safer working environment.	Greater participation of Non-Montserrattians in social, economic and religious life of the Montserrat community by December 2010.	<p>Transparent Work Permit System in place.</p> <p>Draft Labour Code prepared.</p> <p>The ILO LMIS project was put on hold due to finance constraints.</p> <p>New Pensions Act and regulations came into effect 2011.</p>
2.6	Promote health, well being and national identity through education, culture and sports	Reduction in the rate of growth of persons suffering from chronic lifestyle diseases.	<p>Preliminary design for mini-stadium completed. Plans are progressing to build two community centres in Davy Hill and St. John's.</p> <p>Draft Cultural Policy and Plan available.</p>
2.7	Establish programmes which will support the building of a strong and caring family units and a God fearing society.	15% reduction of the number of young offenders coming to the attention of the police by December 2012.	<p>Family Court has not been established.</p> <p>RMPS, Office of the Registrar and OECS have been collaborating in developing a Restorative Justice Program which will find alternative means for incarceration of young offenders.</p> <p>St. John's Action Group planning to carry out after school and Saturday sessions for all school ages.</p>



No.	MEDIUM TERM OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
3.1	Enhance the capacity of the Department of Environment, DMCA and other environmental management agencies and NGOs to function effectively.	Basic staffing, facilities and systems in place to enable effective execution of departmental and NGO functions in environmental management and disaster mitigation.	An organizational review is being undertaken of MALHE which should inform capacity strengthening.
3.2	Create, enact and enforce policy and legislation to ensure effective environmental and disaster management, education, and participation in decision-making.	Compliance of individuals, organizations and the Government of Montserrat with key environmental management and disaster mitigation policies and legislations	EIA process agreed between PPU and DOE. Building Code drafted. Environmental Legislation drafted for CEMA and Multilateral Env. Agreements continue to be serviced.
3.3	To strengthen national and community level capacity for mitigation, management and coordinated response to natural and technological hazards, and the effects of climate change.	The adoption of disaster and hazard mitigation/ management strategies by individuals, organizations, communities and the GOM by December 2010.	DM legislation and CDM policy need to be put in place in order to forward the establishment of the Institute of Disaster Management. DM has been incorporated into the PDP and the revised Building Code; however, these are yet to be approved.



No.	MEDIUM TERM OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
3.4	Develop a comprehensive Disaster Management framework.	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).	<p>(MVO) Plans for volcano disaster management have been revised extensively and upgraded over the period.</p> <p>(DMCA) The National Disaster Plan is being reviewed.</p> <p>Improvements made to the national early warning system consisting of the installation of a server to facilitate integrated warning functionality.</p> <p>Outreach and public training have been hampered by inadequate human resources.</p>
3.5	Protect and conserve biodiversity and other natural resources	Strategies and plans in place to ensure the protection and conservation the biological resources of Montserrat by June 2009.	<p>Protected areas have been declared and are captured in key documents and legislation.</p> <p>Systems in place for the management of water supply/watersheds.</p> <p>Programs have been put in place to monitor and control invasive species.</p> <p>With the exception of the Galliwasp SAP which has not been implemented due to lack of funding, endangered species have been identified and appropriate action plans for their protection have been developed and implemented.</p>
3.6	Develop and promote environment health programmes to reduce health hazards	The Food Hygiene Strategy, Solid Waste Management Plan, as well as the Sewage Master Plan implemented by December 2010.	<p>Site has been selected for public cemetery.</p> <p>Solid Waste Management Plan awaiting CEHI consultation.</p> <p>Policy for sewage management is scheduled to be in place by March 2013 and legislation enacted in 2014.</p>



No.	MEDIUM TERM OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
3.7	Identify, maintain and protect heritage sites and artifacts.	National Heritage Site Management Plans developed and as well as a strategy for the collection, conservation and storage of artifacts.	<p>Database for historical sites was developed. Some sites are in the process of development.</p> <p>While work is progressing in managing the historical sites through ad hoc funding, the National Heritage Site Management Plan has not been developed.</p> <p>A museum has been constructed.</p>

No.	MEDIUM TERM OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
4.1	Develop a transparent and effective accountability framework for government and public sector.	A framework in place for holding civil servants and politicians accountable for the consistent and effective performance of their functions/roles.	<p>The appointment of the Deputy Governor reinforces the good governance accountability framework.</p> <p>Office of the Auditor General reviewed in 2011 and Cabinet approved the establishment of the NAO. However, no funding has been allocated and legal requirements have not been satisfied.</p> <p>Study of internal audit requirements completed in June 2009. However, recruitment for human resources has been unsuccessful.</p> <p>Review of Standing Orders commenced but has not been completed.</p> <p>Finance Act revised and enacted.</p>



No.	MEDIUM TERM OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
4.2	Strengthen and implement a comprehensive public information and communication strategy.	Identification and implementation of the strategic initiatives necessary to create and nurture a holistic public communications and information system for the country	Communication Strategy and Legislation approved in 2009. Implementation has not progressed due to lack of resources and administrative policies. However, various elements have been implemented with the transition under Cabinet Secretariat.
4.3	Maximize integration of Montserrat into the regional and global environments.	Approval secured for Montserrat to fully participate in the CSME and OECS Economic Union on terms favourable to the government and people of Montserrat by December 2012	OECS Economic Union Treaty Bill submitted to OCM June 2012. Tax system reviewed to streamline the procedures with trade requirements in the OECS and CARICOM.
4.4	Modernize relationship with Her Majesty's Government and strengthen the administration of justice system.	Revised Constitution completed & adopted by June 2010.	Montserrat Constitution Order in effect. No progress made towards establishing a Legal Aid Scheme and constructing a Court House and Office.
4.5	Modernize public administration to achieve excellence in the delivery of Public Services.	Modernization of two ministries and selected departments to offer efficient and customer friendly services by December 2011.	Customs & Excise Department and IRD merged to form MCRS; HRMU has been revised and a new organization structure is in place; Centre of Government (MoF, MoED&T, OCM and policy section of the ODG reviewed to streamline services to facilitate a results based culture. PMS operationalized, however, monitoring and reporting remain issues. MTEF continues to be implemented.



No.	MEDIUM TERM OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
4.6	Develop and implement strategies to manage crime and delinquency.	15% reduction of the number of young offenders coming to the attention of the police by December 2012.	<p>The Multi-Agency Crime and Delinquency Management Framework in progress. No information on whether there has been a reduction in crimes committed by juveniles.</p> <p>Little progress in the review of juvenile/family laws (domestic violence and child abuse).</p> <p>Immigration Act being reviewed. However, funding for equipment and training has been an issue.</p>

No.	MEDIUM TERM OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
5.1	Develop and implement population, labour and immigration policies which will enhance growth of the population	Commencement of implementation of the population labour and immigration policies and action plans by June 2011.	<p>Population census completed in 2011. Little progress made on obtaining population projections due to compositing priorities.</p> <p>The Census has laid the groundwork for the Labour Market Needs Assessment which will inform the potential for population growth.</p> <p>No progress on rationalization of Citizenship Framework.</p>
5.2	Create initiatives to retain the current population.	Reduction in the number of Montserradians migrating to the UK by December 2012.	n.a.



No.	MEDIUM TERM OBJECTIVES	PERFORMANCE INDICATORS	STATUS/PROGRESS -TO-DATE
5.3	Create initiatives which will facilitate the increase of the population.	A 5% p.a. growth in population as of June 2010	Double Taxation Agreement (DTA) with the UK has come into force.



5. . . . NEXT STEPS

Through the completion of this *final periodic review* for this medium term, a compilation of activities which have taken place over the course of the current review period constituted the substance of this assessment. As Montserrat is on the verge of devising a new medium term strategy, an analysis of the experiences of the current 5-year medium term was deemed critical. The next stage in the process will comprise a comprehensive review of progress in each of the strategic areas: Economic Management; Human Development; Environment and Disaster Management; Governance and Population. This review will seek to capture key developments from the inception of the Medium Term Planning Period in 2008 until the end of that term in 2012. The assessment will not be limited to a determination of achievements only. A compendium of challenges, effective solutions and lessons learnt is one of the main takeaways anticipated in the forthcoming exercise. This will be key to informing the way forward in the development of the new Medium term Strategy for the upcoming period – 2013/2014 – 2017/2018. A major review featuring these key ingredients is expected to take place during the last quarter of the current fiscal period 2012/2013.