

SDP – Medium Term Development Strategy (2008 – 2012)

PERFORMANCE REVIEW FINDINGS

ECONOMIC DEVELOPMENT

No. 1.1.0	MEDIUM TERM OBJECTIVE: To create an environment that promotes and supports private sector led sustainable economic activities	TARGET(S): At least three of the four targeted sectors experiencing real growth of 5% in their contribution to GDP	PERFORMANCE STATUS: Not Achieved	
Strategic Actions		Targets	LEAD ORG.(S)	
1.1.1	Revise and update private sector development policy and action plan.	Private sector development policy and action plan developed	Not Achieved	MoFEM
1.1.2	Provide a one stop shop for business promotion, development and facilitation services (MDC).	One stop shop concept established and in operation	Achieved	MDC
1.1.3	Equip key public sector agencies to provide efficient business-friendly services.	Three Key GOM departments and agencies providing customer services that meet the needs of businesses (based on survey)	Achieved	PSRU
1.1.4	Create the enabling environment for growth in business activities in the targeted sectors – tourism, energy, mining and quarrying, and agriculture.	Policies, incentives and institutional arrangements in place to facilitate development of business in targeted sectors	Achieved	MoFEM MDC
1.1.5	Privatize traditional government services where feasible and engage GOM in PPPs as a means of securing private financing & expertise for the delivery of public services.	<ul style="list-style-type: none"> • GOM policies & procedures for Public-Private Partnerships (PPP) and privatization finalized & approved • Agreements finalized 	Not Achieved	MoFEM
1.1.6	Develop and implement an innovative land development policy to facilitate the Little Bay Development, as well as housing, farming and commercial development across the island.	<ul style="list-style-type: none"> • Innovative land development policy developed to enable greater ease in accessing and developing land for housing and other productive uses. • At least three private sector housing developments commenced. • Little Bay land development policy approved 	Achieved Not Achieved Achieved	MALHE
1.1.7	Liberalize the communication sector to improve the range, quality and price of services in this sector as well as its contribution to economic development.	<ul style="list-style-type: none"> • An ICT policy and regulatory framework developed and approved. • Licenses issued to ICT providers. 	Achieved Not Achieved	MCW&L
1.1.8	Strengthen government financial and economic management systems to improve efficiency and reduce risks.	<ul style="list-style-type: none"> • Allocation of available resources for high-priority projects/programmes and target growth sectors. • 5% p.a. increase in revenue collection by GOM revenue agencies • 60% reduction in the no. of audit queries. 	Achieved Not Achieved Not Available	MoFEM
1.1.9	Negotiate with funding agencies on behalf of the GOM to secure the development assistance required to implement priority government projects and programmes, and manage the disbursement and use of funds.	<ul style="list-style-type: none"> • Development assistance in the place as required to finance the implementation of high priority government projects. • A functional electronic project/programme management system in place 	Achieved Not Achieved	MoFEM

No. 1.2.0	MEDIUM TERM OBJECTIVE: Assess and develop feasible sources of renewable energy	TARGETS: MUL's generating capacity increased to adequately meet peak electricity demand without having to depend solely on fossil fuels as the energy source.	PERFORMANCE STATUS: Not Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
1.2.1	Prepare an energy policy which includes incentives and targets for use of renewable energy.	<ul style="list-style-type: none"> Approved energy policy. 	Achieved	MCW&L
1.2.2	Create legislation, regulations and incentives to encourage/facilitate the generation, private use and licensing of suppliers of alternative sources of energy (wind, solar and geothermal), and sale of energy to MUL.	<ul style="list-style-type: none"> Legislation enacted, and arrangements and incentives in place 	Not Achieved	MCW&L
1.2.3	Design and implementation of public awareness campaigns for energy conservation as well as demand side management strategies.	<ul style="list-style-type: none"> Public awareness campaign launched; demand side management strategies implemented 	Achieved	MNCA
1.2.4	Develop the capacity of MUL to provide a reliable supply of affordable electricity utilizing renewable sources of energy, where feasible.	<ul style="list-style-type: none"> MUL providing a reliable supply of electricity Complete study to identify most suitable sites for wind turbine Purchase and install diesel generating capacity 	Achieved Not Applicable Not Achieved	MUL
1.2.5	Facilitate a geophysical survey, to ascertain sites and depth of geothermal lakes; facilitate initial drilling and testing and identify partners for the development of the geothermal plant, if viable sources of geothermal energy identified.	<ul style="list-style-type: none"> Geophysical survey; geological and geothermal surface exploration; and drilling conducted to determine the potential for geothermal energy A PPP initiated to develop the geothermal resources of the island if geothermal energy potential is verified. 	Partially Achieved Not Achieved	MCW&L
1.2.6	Facilitate the installation and commissioning of a geothermal plant if energy resources are found.	<ul style="list-style-type: none"> Construction of geothermal plant commenced 	Not Achieved	MCW&L

No. 1.3.0	MEDIUM TERM OBJECTIVE: Develop and construct the physical infrastructure and transportation facilities required to facilitate tourism development, international trade and national well-being.	TARGETS: More reliable and affordable access to the island	PERFORMANCE STATUS: Partially Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
1.3.1	Construct jetty; breakwater, and fishing fleet safe harbour as well as landside developments to facilitate port expansion.	<ul style="list-style-type: none"> • GOM to secure and allocate land for Port Development • Contract(s) awarded for the construction of jetty, breakwater and land side developments • Breakwater, jetty and land side developments 70% completed 	<p style="text-align: center;">Achieved</p> <p style="text-align: center;">Not Achieved</p> <p style="text-align: center;">Not Achieved</p>	MCW&L
1.3.2	Establish alternative barge ramps/ port facilities to facilitate mining activities	<ul style="list-style-type: none"> • At least one barge ramp established 	<p style="text-align: center;">Achieved</p>	MCW&L
1.3.3	Improve road and utilities network in the north of the island and enhance road safety for pedestrians.	<ul style="list-style-type: none"> • Roadway from Salem to St Johns improved and made safe for the pedestrians; utilities network extended to meet the needs of expanded communities. 	<p style="text-align: center;">Partially Achieved</p>	MCW&L
1.3.4	Establish a new Air Services Agreement; explore the feasibility of extending the airport runway and take initial action.	<ul style="list-style-type: none"> • New Air Services Agreement in place • Feasibility study on the extension of the runway at John Osborne airport completed 	<p style="text-align: center;">Achieved</p> <p style="text-align: center;">Not Achieved</p>	MCW&L
1.3.5	Promote the increased usage of the Airport by small operators, flying clubs, among other groups and explore the issue of alternative hubs.	<ul style="list-style-type: none"> • 100% increase in the usage of the Airport 	<p style="text-align: center;">Not Achieved</p>	AIRPORT
1.3.6	Install all required infrastructure to facilitate the development of the Little Bay Town centre.	<ul style="list-style-type: none"> • Phase I of Little Bay Town Centre infrastructure development completed and Phase II 30% completed 	<p style="text-align: center;">Achieved</p>	MDC
1.3.7	Secure adequate accommodation for GOM staff and facilities for the effective delivery of Government services.	<ul style="list-style-type: none"> • Completion of a 7,000 sq.ft building at Government Headquarters and a 9,600 sq. ft. building at Brades for the MCW and PWD; and the completion of two other building, totalling approximately 11,750 sq.ft. 	<p style="text-align: center;">Partially Achieved</p>	HRMU
1.3.8	Reintroduce a regular, affordable ferry service between Antigua and Montserrat.	<ul style="list-style-type: none"> • Commencement of the ferry service 	<p style="text-align: center;">Achieved</p>	DMCA

No. 1.4.0	MEDIUM TERM OBJECTIVE: Develop and implement a sustainable agro-import substitution programme to ensure food security and economic diversification.	TARGETS: 20% reduction in imports of selected agricultural products	PERFORMANCE STATUS: Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
1.4.1	Develop and implement a realistic food security and agro-import substitution strategy.	<ul style="list-style-type: none"> An approved strategy document developed and products for import-substitution identified and implemented 	Achieved	MALHE - DoA
1.4.2	Develop sustainable livelihoods in the agricultural sector & address issues related to loose livestock.	<ul style="list-style-type: none"> Loose and feral livestock controlled Sustainable livestock and sustainable crop systems developed and piloted 	Partially Achieved Not Available	DoA DoE
1.4.3	Identify, promote and assist in implementing farming and fisheries technologies and systems to enable increased production of targeted import –substitution crops and products	<ul style="list-style-type: none"> Farming and fisheries technologies adopted by farmers and fishers 	Achieved	DoA
1.4.4	Review and update land use policy and programmes to encourage increased production of selected crops.	<ul style="list-style-type: none"> An approved land use policy in place 	Achieved (Indicator does not cover entire strategic action. Programme aspect left out)	MALHE DoE
1.4.5	Provide basic farming and fisheries infrastructure including farm roads, water catchments /storage facilities, storage facilities for fishermen, and safe harbour for fishing boats.	<ul style="list-style-type: none"> Basic Infrastructure in place Safe harbour for fishing boats in place 	Achieved Not achieved	DoA
1.4.6	Assist local food processors to comply with international standards for food processing and packaging.	<ul style="list-style-type: none"> Food processors in compliance with international standards for food processing and packaging 	Not Achieved	DoA
1.4.7	Construct and ensure operation of an abattoir.	<ul style="list-style-type: none"> Construction and operation of an abattoir 	Partially Achieved	DoA DoE
1.4.8	Provide incentives to fisher folks to adopt new fishing technologies; encourage sustainable deep-sea fishing	<ul style="list-style-type: none"> A 30% increase in fish landings (Using the total fish landed in 2006 as the base (109,000lbs.). 	Not Achieved	DoA
No. 1.5.0	MEDIUM TERM OBJECTIVE: Develop and market the tourism product with the aim of laying the foundation for significant growth in high yield tourism	TARGETS: Tourist arrivals of 15,000 p.a.	PERFORMANCE STATUS: Not Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
1.5.1	Develop a national tourism strategy and the tourism product, utilizing the volcano, as well as alternative tourism products including nature, sports and heritage tourism.	<ul style="list-style-type: none"> Development of existing attractions and at least two new tourism products 	Partially Achieved	MTB DoE

1.5.2	Implement adopted recommendations of the strategic review of the tourism sector - destination and niche marketing of Montserrat; establish tourism standards, and a Challenge Fund.	<ul style="list-style-type: none"> • Develop plan and secure funding for implementation of adopted recommendations of the tourism sector review • All key strategic actions recommended for implementation completed as planned 	Achieved	MTB, DoE
1.5.3	Enforcement of the litter abatement regulation.	<ul style="list-style-type: none"> • 50% reduction in the level of littering on the road from St John to Cudjoe Head 	Not Available	DoE
1.5.4	Establish the policy and legal framework for implementation of standards & regulations for all sectors in the tourism industry.	<ul style="list-style-type: none"> • Policy & legal framework for implementing tourism industry standards established 	Not Achieved	MTB

HUMAN DEVELOPEMNT

2.1.0	MEDIUM TERM OBJECTIVE: Improve facilities and services for better health care delivery.	TARGET(S): 25% increase in the range of specialized health care services available on island	PERFORMANCE STATUS	
	Strategic Actions	Targets	Not Achieved	LEAD ORG.(S)
2.1.1	Revise confidentiality policy to be more specific to Health Care-Workers, including sanctions for breach of confidentiality	<ul style="list-style-type: none"> • Revised and approved confidentiality policy 	Not Achieved	MoH&SS
2.1.2	Incorporate an acute care facility for the mentally ill within the hospital compound.	<ul style="list-style-type: none"> • Facility for acute care patients 	Not Achieved	MoH&SS
2.1.3	Strengthen the human resource capacity of the Health Department.	<ul style="list-style-type: none"> • Staff in place to adequately deliver services 	Not Achieved	MoH&SS/ HRMU
2.1.4	Implement initiatives to ensure optimum health and quality of life for persons living with HIV/AIDS.	<ul style="list-style-type: none"> • A national HIV/AIDS policy developed and HIV/AIDS issues included in national workplace and education policies 	Not Achieved	MoH&SS
2.1.5	Review health financing options re: health insurance and user fees, and make recommendations.	<ul style="list-style-type: none"> • Health financing, medical and disability policy to meet the health financing needs of all persons in Montserrat 	Not Achieved	MoH&SS
2.1.6	Review mental health legislation, plan and policy to improve care of mentally-challenged individuals.	<ul style="list-style-type: none"> • Revised mental health legislation plan and policy 	Not Achieved	MoH&SS
2.1.7	Revise and implement a nutrition policy and plan.	<ul style="list-style-type: none"> • Nutrition policy and plan revised and made operational 	Not Achieved	MoH&SS

2.1.8	Conduct a comprehensive assessment of infrastructural needs for Glendon Hospital.	<ul style="list-style-type: none"> • Approved site/building plan 	Achieved	MoH&SS DoE
2.1.9	Undertake a comprehensive health sector analysis and produce a strategic health sector plan.	<ul style="list-style-type: none"> • Produce a five-year strategic plan 	Achieved	MoH&SS
2.1.10	Implement initiatives to enable better access to tertiary health care in areas of greatest need.	<ul style="list-style-type: none"> • 40% increase in access to selected tertiary health care services 	Not Achieved	MoH&SS
2.1.11	Undertake an overall evaluation of liquid and solid waste management in Montserrat and develop a waste management plan.	<ul style="list-style-type: none"> • Plan for solid waste management developed 	Achieved	EHD DoE
No. 2.2.0	MEDIUM TERM OBJECTIVE: Increase access to and improve quality of formal and informal education	<p>TARGETS: 75% or more of students sitting the CXC and CSEC examinations passing four or more subjects at the general and technical levels</p> <p>A 25% to 50% increase in the number of persons participating in courses offered by the Montserrat Community College (2008 as base year).</p>	<p>PERFORMANCE STATUS: Achieved</p> <p>Not Achieved</p>	
	Strategic Actions	Targets		LEAD ORG.(S)
2.2.1	Improve education infrastructure to respond to growing student population, changes to curriculum and developmental needs.	<ul style="list-style-type: none"> • St John's Day Care buildings extended • Salem ECE centre constructed • DFID funded Look Out and Brades Primary school plant expansion completed • ICT infrastructure upgraded, EMIS installed and teachers trained 	<p>Achieved</p> <p>Achieved</p> <p>Partially Achieved</p> <p>Partially Achieved</p>	MoE
2.2.2	Expand Guidance and Counselling System, as well as Pupil Support Services (PSS) to students with learning and behavioural problem	<ul style="list-style-type: none"> • Pupil support Services Unit fully established and operational 	Achieved	MoE
2.2.3	Award inaugural island scholarship and grants.	<ul style="list-style-type: none"> • Make initial awards 	Not Achieved	MoE
2.2.4	Employ measures to recruit and retain sufficient numbers of qualified teachers in the profession: <ul style="list-style-type: none"> • Development and maintenance of standards for teaching. • Ensure compensation, comparable to other occupations with similar qualifications and professional requirements. • Diverse career pathways. 	<ul style="list-style-type: none"> • Major compensation issues addressed • Teacher Education programme offered at MCC 	<p>Not Achieved</p> <p>Not Achieved</p>	MoE HRMU

2.2.5	Determine and increase the range and number of courses offered through the MCC to meet national training needs and ensure sustainable development, as well as meeting personal needs and promoting life-long learning.	<ul style="list-style-type: none"> • Key courses to be offered to meet national development needs • Programme to assist prospective students to meet course entry requirements. • New courses offered • Adult and computer literacy and language skills programmes implemented 	<p>Partially Achieved</p> <p>Achieved</p> <p>Achieved</p>	MCC, MoE
2.2.6	Construct a National Library and Archives	<ul style="list-style-type: none"> • Contract for construction awarded 	Not Achieved	HRMU MoE
2.2.7	Conduct a review of the primary education system and implement the recommendations.	<ul style="list-style-type: none"> • Implementation of the recommendations for the primary education system 	Achieved	MoE
2.2.8	Review curriculum at the secondary level to improve its relevance (Civics, technical. and vocational programmes, performing arts, sports, religious education).	<ul style="list-style-type: none"> • Review and upgrading of the secondary level curriculum completed • Upgraded curriculum implemented 	<p>Achieved</p> <p>Achieved</p>	MoE
2.2.9	Improve quality of teaching and assessment at the primary and secondary levels.	<ul style="list-style-type: none"> • Improvement in reading comprehension skills in all disciplines; computational skills, research skills as well as test scores 	Achieved	MoE
2.2.10	Produce a Master Plan for the Montserrat Secondary School at the alternate site in the North of Montserrat.	<ul style="list-style-type: none"> • Land purchased 	Not Achieved	MoE
2.2.11	Undertake an overall evaluation of the current education development plan and the preparation of the next medium-term sector plan (2010 – 2012/14).	<ul style="list-style-type: none"> • 2010- 2012/14 Education Development Plan prepared 	Achieved	MoE
2.2.12	Establish partnerships with investors desirous of establishing tertiary educational institutions in Montserrat.	<ul style="list-style-type: none"> • Two accredited tertiary institutions established and operationalized 	Not Achieved	MoE
No. 2.3.0	MEDIUM TERM OBJECTIVE: Develop and implement policies and programmes to enhance the well-being of the vulnerable population.	TARGETS: Improved social services offered to juvenile delinquents, abused children and physically abused spouses	PERFORMANCE STATUS: Not Available	
	Strategic Actions	Targets		LEAD ORG.(S)
2.3.1	Implement National Youth Policy Action Plan.	<ul style="list-style-type: none"> • At least three targeted youth programmes implemented • Youth award scheme implemented • Youth Action Plan submitted for final approval 	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p>	MYACSS, MoE
2.3.2	Improve the delivery of the Social Welfare Scheme.	Social welfare scheme upgraded and adopted within the constraints of budget	Not Achieved	CSD
2.3.3	Restructure staff and equip the Community Services Department to deliver mandated services.	<ul style="list-style-type: none"> • Department restructured, resourced and staffed with fully trained personnel 	Achieved	MoH&SS, PSRU

2.3.4	Encourage community development and civil society participation in decision-making.	<ul style="list-style-type: none"> • Community Action Plan Developed for two communities • Two community development Action Plans 50% implemented • Two training sessions in project planning and management delivered to CBOs 	<p>Not Achieved</p> <p>Not Achieved</p> <p>Achieved</p>	CSD
2.3.5	Develop/revise and implement disability; social welfare and other policies to address the needs of all vulnerable.	<ul style="list-style-type: none"> • Policies developed in at least three key areas • Policies implemented in at least three key areas 	<p>Partially Achieved</p> <p>Not Achieved</p>	MoH&SS
2.3.6	Improve services to the most vulnerable.	<ul style="list-style-type: none"> • Child protection and juvenile programmes developed and implemented, including a young offender rehabilitation programme. • Provision of support programmes (counselling etc.) for victims and perpetrators of domestic violence. • Programmes developed and implemented in the areas of social and child protection, juvenile delinquency, youth development and the mentally challenged (counselling etc.) for victims and perpetrators of domestic violence. • Programmes developed and implemented in the areas of social and child protection, juvenile delinquency, youth development and the mentally challenged 	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p>	CSD
No. 2.4.0	MEDIUM TERM OBJECTIVE: Provide better housing solutions through public/private partnership.	TARGET(S): GOM in collaboration with the private sector providing 80 housing solutions.	PERFORMANCE STATUS: Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
2.4.1	Provide permanent housing for all persons living in temporary wooden shelter units.	<ul style="list-style-type: none"> • 30 of the 69 housing solutions provided for persons in the family units 	Not Achieved	HU
2.4.2	Complete warden support and other housing for the mentally challenged and other vulnerable groups.	<ul style="list-style-type: none"> • 43 units completed, of which 16 is for the vulnerable. 	Achieved	MoH&SS, HU
2.4.3	Provide home improvement grants to vulnerable households living in substandard conditions.	<ul style="list-style-type: none"> • Ten (10) houses per year. 	Achieved	HU
2.4.4	Provide social housing solutions for vulnerable households.	<ul style="list-style-type: none"> • 25 units 	Achieved	HU

2.4.5	Establish public/private partnership for the provision and financing of houses.	<ul style="list-style-type: none"> • Land servicing policy revised • Housing incentives policy revised • PPP agreements with developers for the development of affordable houses 	<p>Not Achieved</p> <p>Achieved</p> <p>Achieved</p>	MALHE, HU
2.4.6	Develop and adopt a legal framework for the development of the housing sector, including property management and tenancy arrangement	<ul style="list-style-type: none"> • Draft of National Housing legislation and regulations prepared and submitted to Executive Council 	Achieved	MAHLE
2.4.7	Establish minimum standards for acceptable housing.	<ul style="list-style-type: none"> • Minimum standards for decent housing presented to EXCO for approval 	Achieved	MAHLE
2.4.8	Adopt the OECS building code and to modify to meet local requirements.	<ul style="list-style-type: none"> • Building code adopted and modified (to also promote energy efficient homes) 	Not Achieved	MAHLE,
2.4.9	Develop a risk categorization scheme for government residential buildings and emergency shelters.	<ul style="list-style-type: none"> • Government buildings and emergency shelters risk categorization scheme developed 	Not Achieved	PWD
2.4.10	Close all emergency shelters (replace with permanent housing).	<ul style="list-style-type: none"> • All remaining volcano emergency shelters opened in 1995 closed 	Achieved	HU
2.4.11	Review and update the physical development plan.	<ul style="list-style-type: none"> • Revised Physical Development plan completed 	Achieved	PPU
2.4.12	Develop a GIS policy and an integrated GIS system.	<ul style="list-style-type: none"> • GIS policy implemented and an integrated GIS system in place 	Achieved	MAHLE
No. 2.5.0	MEDIUM TERM OBJECTIVE: Promote social integration and create a safer working environment.	TARGET(S): Greater participation of Non-Montserratians in social, economic and religious life of the Montserrat community	PERFORMANCE STATUS: Not Available	
	Strategic Actions	Targets		LEAD ORG.(S)
2.5.1	Review and implement social integration strategies	<ul style="list-style-type: none"> • Agreed social integration strategies implemented • Regularize and develop a transparent work permit process 	<p>Not Available</p> <p>Achieved</p>	Labour
2.5.2	Review and/or formulate Labour Laws and Policies.	<ul style="list-style-type: none"> • Occupational Health and Safety guide published • Labour Code enacted and policies approved 	<p>Not achieved</p> <p>Achieved</p>	Labour
2.5.3	Enhance the labour market environment through the adoption of regional accreditation standards and recruitment practices.	<ul style="list-style-type: none"> • Regional Accreditation Standard and recruitment practices in place 	Partially Achieved	Labour
2.5.4	Develop and operationalize a Labour Market Information System (LMIS).	<ul style="list-style-type: none"> • A functional /usable LMIS 	Not Achieved	Labour
2.5.5	Take the necessary steps to ensure that relevant ILO conventions and treaties are adhered to and promoted within the labour market.	<ul style="list-style-type: none"> • All relevant conventions and treaties summarized and laid before LEGCO for local acceptance. A promotional plan prepared and implemented 	Partially Achieved	Labour
2.5.6	Develop and maintain sustainable schemes for welfare, pensions and social security.	<ul style="list-style-type: none"> • An approved policy and action plan in place for the implementation of sustainable pensions, welfare and social security schemes 	Partially Achieved	MoFEM

No. 2.6.0	MEDIUM TERM OBJECTIVE: Promote health, well-being and national identity through education, culture and sports	TARGET(S): Reduction in the rate of growth of persons suffering from chronic lifestyle diseases	PERFORMANCE STATUS: Not Available	
	Strategic Actions	Targets		LEAD ORG.(S)
2.6.1	Establish/improve and maintain sports facilities in three strategic locations.	<ul style="list-style-type: none"> Two sports facilities established and operationalised 	Not Achieved	MoE
2.6.2	Develop play/recreational areas in each community, especially in newly developed areas, for all age groups.	<ul style="list-style-type: none"> At least five play areas established and maintained 	Not Achieved	MoE
2.6.3	Develop and implement fitness and sports programmes.	<ul style="list-style-type: none"> Fitness and sporting activities implemented 	Partially Achieved	MoE
2.6.4	Preserve and promote Montserrat's culture.	<ul style="list-style-type: none"> Policy and action plan on culture developed and implemented Three major cultural events organized by the private sector annually 	Partially Achieved	OP
2.6.5	Expand the level/content of civics in the curriculum in schools	<ul style="list-style-type: none"> Curriculum developed and implemented in schools 	Not Applicable	MoE
2.6.6	Determine the feasibility of establishing a School of Performing Arts and Film Studies in collaboration with City University of New York and make initial preparation if found feasible.	<ul style="list-style-type: none"> Decision taken on the establishment of the school 	Not Achieved	OCM
No. 2.7.0	MEDIUM TERM OBJECTIVE: Establish programmes which will support the building of a strong and caring family units and a God fearing society.	TARGET(S): 15% reduction of the number of young offenders coming to the attention of the police	PERFORMANCE STATUS: Not Available	
	Strategic Actions	Targets		LEAD ORG.(S)
2.7.1	Conduct study of children in the 0-8 age group to determine status and develop policies and programmes to meet critical needs.	<ul style="list-style-type: none"> Policies developed to address critical needs of children of the 0-8 age group 	Achieved	MoE
2.7.2	Develop and implement family life programmes to improve the quality of life for all residents.	<ul style="list-style-type: none"> Implementation of family life programmes commencing 	Not Achieved	MYACSS
2.7.3	Strengthen the Ecclesiastical Affairs office.	<ul style="list-style-type: none"> Ecclesiastical Affairs Office strengthened 	Achieved	MALHE
2.7.4	Reintroduce religious knowledge in the primary and secondary schools.	<ul style="list-style-type: none"> Religious education curriculum reintroduced 	Partially Achieved	MoE
2.7.5	Establish a family court to deal with family related problems and matters affecting children.	<ul style="list-style-type: none"> Family Court operationalized 	Not Achieved	Registry
2.7.6	Develop and implement after school programmes for children in the villages.	<ul style="list-style-type: none"> After School programmes for children implemented 	Achieved	MoE, PTAs

ENVIRONMENTAL MANAGEMENT AND DISASTER MITIGATION

No. 3.1.0	MEDIUM TERM OBJECTIVES: Enhance the capacity of the Department of Environment, DMCA and other environmental management agencies and NGOs to function effectively.	TARGET(S): Basic staffing, facilities and systems in place to enable effective execution of departmental and NGO functions in environmental management and disaster mitigation	PERFORMANCE STATUS Not Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
3.1.1	Secure adequate facilities and staff; and equip the Department of Environment and the DMCA.	<ul style="list-style-type: none"> • Departments equipped and fully functional 	Not Achieved	MALHE DoE
3.1.2	Identify, recruit and train staff of the Department of Environment and the DMCA.	<ul style="list-style-type: none"> • Required additional trained staff in place for effective operation 	Partially Achieved	MALHE DoE DMCA
3.1.3	Conduct a comprehensive institutional capacity assessment of, and devise a capacity strengthening programme for, the main environmental management and disaster mitigation agencies.	<ul style="list-style-type: none"> • Capacity strengthening programme implemented 	Not Achieved	MALHE DMCA HRMU DoE
3.1.4	Improve data collection and management to support environmental decision making by creating a repository/data management unit.	<ul style="list-style-type: none"> • Repository/Data Management Unit established, staffed and fully functional 	Achieved	DoE, PPU
No. 3.2.0	MEDIUM TERM OBJECTIVE: Create, enact and enforce policy and legislation to ensure effective environmental and disaster management, education, and participation in decision-making.	TARGET(S): Compliance of individuals, organizations and GoM with key environmental management and disaster mitigation policies and legislations	PERFORMANCE STATUS: Partially Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
3.2.1	Enact and enforce environmental legislation and regulations to accommodate the DoE and reduce conflicts in institutional arrangements.	<ul style="list-style-type: none"> • Five pieces of legislation enacted and fully enforced after enactment. 	Not Achieved	MALHE, DoE, LD, DoA, PPU, EHD, NGOs
3.2.2	Create Environmental Advisory Council and boards as agreed under the legislation.	<ul style="list-style-type: none"> • Council and Boards functional within six months of passing of legislation. 	Not Achieved	MALHE DoE

3.2.3	Develop and implement a public participation policy and supporting mechanisms.	<ul style="list-style-type: none"> Public participation policy developed and implemented 	Partially Achieved	DoE MALHE
3.2.4	Develop and implement an environmental education and training programme.	<ul style="list-style-type: none"> Montserrat Environmental Education Project implemented Environmentally responsible behaviour enhanced and irresponsible behaviour curtailed (verified by pre- and post-surveys). 	Partially Achieved Achieved	DoE
3.2.5	Review and formalize building codes.	<ul style="list-style-type: none"> Comprehensive building codes published (including issues related to water harvesting, use of renewable energy and natural disaster protection). 	Not Achieved	PPU
3.2.6	Design and implement a comprehensive EIA process.	Compliance with terms and conditions approved for developments based on EIA studies enforced by GoM.	Not Achieved	DoE, PPU MALHE
No. 3.3.0	MEDIUM TERM OBJECTIVE: Strengthen national and community level capacity for mitigation, management and coordinated response to natural and technological hazards, and the effects of climate change.	TARGET(S): Adoption of disaster and hazard mitigation/management strategies by individuals, organizations, communities and the Government	PERFORMANCE STATUS: Partially Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
3.3.1	Enhanced institutional support and training for Comprehensive Disaster Management at the regional, national and community levels.	<ul style="list-style-type: none"> Improved coordination at national and community levels for disaster management Institute of Disaster Management established 	Partially Achieved Not Achieved	DMCA
3.3.2	Disaster Risk Management incorporated into key sectors of national economy.	<ul style="list-style-type: none"> Hazard information and Disaster Risk Management is integrated into sectoral policies, laws, decision making, building codes, development planning and operations 	Achieved	DMCA
3.3.3	Enhance community resilience in Montserrat to mitigate and respond to the adverse effects of climate change and disasters.	<ul style="list-style-type: none"> All communities fully aware of disaster preparation and response and other related procedures including safer building techniques 	Partially Achieved	DMCA
3.3.4	Construct multi-purpose hurricane shelters	<ul style="list-style-type: none"> Funding secured for building and construction completed 	Partially Achieved	DMCA

No. 3.4.0	MEDIUM TERM OBJECTIVE: Develop a comprehensive disaster management framework.	TARGET(S): 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 (Disaster response agencies by June 2009).	PERFORMANCE STATUS: Partially Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
3.4.1	Review, complete and implement the National Disaster Management Plan.	<ul style="list-style-type: none"> National disaster management plan updated and fully operationalized 	Partially Achieved	DMCA DoE
3.4.2	Conduct public education programmes for disaster management.	<ul style="list-style-type: none"> Public's ability to respond appropriately to disaster improved Evacuation plans published 	Partially Achieved Achieved	DMCA DoE
3.4.3	Conduct training on disaster management cycle for response agencies.	<ul style="list-style-type: none"> Response agencies fully trained 	Achieved	DMCA DoE
3.4.4	Keep pace with the activities of the volcano and the technology needed to collect data required to guide decision making and minimize the risks associated with the utilization of the available natural resources.	<ul style="list-style-type: none"> Monitoring techniques improved 	Achieved	MVO
3.4.5	Improve the early warning system.	<ul style="list-style-type: none"> Improved early warning system in place 	Achieved	DMCA
3.4.6	Review and present options for the management of the Montserrat Volcano Observatory.	<ul style="list-style-type: none"> Management structure in place at the MVO 	Achieved	DMCA
No. 3.5.0	MEDIUM TERM OBJECTIVE: Protect and conserve biodiversity and other natural resources.	TARGET(S): Strategies and plans in place to ensure the protection and conservation of the biological resources of Montserrat	PERFORMANCE STATUS: Partially Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
3.5.1	Review and revise the system of protected areas, and document	<ul style="list-style-type: none"> Revised system of protected areas documented. Protected areas declared and management plans developed 	Achieved	DOE, DOA, PPU MNT
3.5.2	Identify/protect and sustainably utilize water resources.	<ul style="list-style-type: none"> Key springs protected and infrastructure in place to secure access to required water sources. Quality and size of key watersheds maintained or enhanced 	Achieved Achieved	MUL DOE
3.5.3	Monitor and reduce the threat of invasive species.	<ul style="list-style-type: none"> Measures in place to reduce impact of invasive species 	Achieved	DOE DOA
3.5.4	Develop and implement species and habitat action plans.	<ul style="list-style-type: none"> Species action plans (SAPs) developed for five key species. No decline in populations of those key species Species action plans implemented 	Partially Achieved Partially Achieved	DOE

3.5.5	Monitor and evaluate status of biodiversity.	<ul style="list-style-type: none"> Long-term monitoring programme implemented. Database updated annually. 	Achieved	DOE
3.5.6	Monitor and evaluate status of hydro-geological conditions.	Database updated annually.	Not Achieved	MUL DOE
3.5.7	Manage environmental data.	<ul style="list-style-type: none"> An Environmental Stewardship Report prepared every two years 	Not Applicable until 2013	DOE
3.5.8	Regulate scientific research.	<ul style="list-style-type: none"> Scientific research protocol developed and implemented by 2010. Permit system in place. GOM retains copy of all data. 	Achieved Achieved Achieved	DOE
3.5.9	Evaluate and mitigate impacts of climate change.	<ul style="list-style-type: none"> Adaptation and mitigation plan developed and implementation commenced 	Not Achieved	DOE, DMCA, DOA PPU
3.5.10	Develop and implement a community forestry programme.	<ul style="list-style-type: none"> Number of trees planted in built-up areas increased. 	Achieved	DOE
3.5.11	Monitor socio-economic uses of natural resources.	<ul style="list-style-type: none"> A report on socio-economic uses produced and every three years thereafter. 	Not Achieved	DOA DOE
3.5.12	Develop and implement soil conservation and erosion control programmes and training programmes for resource managers and users.	<ul style="list-style-type: none"> Soil conservation and erosion control practices and training programmes implemented 	Not Achieved	DOE DOA
No. 3.6.0	MEDIUM TERM OBJECTIVE: Develop and promote environmental health programmes to reduce health hazards.	TARGET(S): Food Hygiene Strategy, Solid Waste Management Plan and Sewage Master Plan developed and implemented	PERFORMANCE STATUS: Partially Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
3.6.1	Develop, implement and enforce food hygiene strategy.	<ul style="list-style-type: none"> Legislation developed and enacted Food hygiene strategy implemented 	Not Achieved Not Achieved	EHD, MoH
3.6.2	Identify and develop suitable sites for public cemeteries.	<ul style="list-style-type: none"> Cemetery sites developed 	Not Achieved	EHD DoE
3.6.3	Prepare and implement a comprehensive solid waste management programme.	<ul style="list-style-type: none"> Solid Waste Management Plan prepared and implemented 	Achieved	EHD DoE
3.6.4	Review and implement vector control programme.	<ul style="list-style-type: none"> Vector control programme reviewed and implemented 	Achieved	EHD DoE

3.6.5	Prepare a policy and legislative framework to support a sewage master plan.	<ul style="list-style-type: none"> • Policy in place • Legislation enacted 	<p>Not Achieved Not Achieved</p>	MUL EHD, DoE
No. 3.7.0	MEDIUM TERM OBJECTIVE: Identify, maintain and protect heritage sites and artefacts.	TARGET(S): National heritage site management plans developed as well as a strategy for the collection, conservation and storage of artefacts.	PERFORMANCE STATUS: Partially Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
3.7.1	Develop criteria for selection of heritage sites.	<ul style="list-style-type: none"> • Criteria for listing heritage sites developed and adopted by Government 	Achieved	MNT, OCM, MYACCS
3.7.2	Prepare a database of historical sites.	<ul style="list-style-type: none"> • Database established • List of heritage sites developed 	Achieved Achieved	MNT DoE
3.7.3	Develop and implement national heritage site management plans.	<ul style="list-style-type: none"> • National heritage site management plans developed 	Not Achieved	MNT MTB DoE
3.7.4	Develop, protect and maintain at least three heritage sites.	<ul style="list-style-type: none"> • At least three important heritage sites developed and maintained 	Achieved	MNT DoE
3.7.5	Conduct a feasibility study on building a model of Plymouth.	<ul style="list-style-type: none"> • Size of model of Plymouth determined • Feasibility study conducted 	Not Achieved Not Achieved	Culture
3.7.6	Preserve artefacts; and historical and legal documents.	<ul style="list-style-type: none"> • Purpose-built facilities (museum/archives) constructed • Documents and artefacts preserved. 	Achieved Not Achieved	MNT, HRMU

GOVERNANCE

No. 4.1.0	MEDIUM TERM OBJECTIVE: Develop a transparent and effective accountability framework for government and public sector.	TARGET(S): A framework in place for holding civil servants and politicians accountable for the consistent and effective performance of their functions/roles.	PERFORMANCE STATUS: Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
4.1.1	Establish a legislative reform process for outdated legislation	<ul style="list-style-type: none"> Legislative process outlined and documented At least five key pieces of legislation updated 	<p>Achieved Achieved</p>	Legal Dept.
4.1.2	Establish the Montserrat National Audit Office	<ul style="list-style-type: none"> A national Audit Office established 	Not Achieved	PSRU, Audit dept.
4.1.3	Enact Integrity legislation.	<ul style="list-style-type: none"> Integrity Legislation enacted 	Achieved	OCM
4.1.4	Introduce a Public Information Act.	<ul style="list-style-type: none"> Public Information Legislation enacted 	Not Achieved	OCM-GIU
4.1.5	Strengthen internal audit process (monitoring).	<ul style="list-style-type: none"> Study of Audit Requirements undertaken Required Auditors appointed 	<p>Achieved Not Achieved</p>	MoFEM
4.1.6	Strengthen the observance of the rule of law and due process.	<ul style="list-style-type: none"> Update standing orders Improved methods of publishing laws and encouraging feedback Ongoing training of senior staff. 	<p>Not Achieved Achieved Partially Achieved (on-going)</p>	Legislature, Legal
4.1.7	Strengthen the accountability framework within which parliament operates.	<ul style="list-style-type: none"> Public Accounts Committee's mandate strengthened to ensure greater effectiveness Standing orders updated 	<p>Achieved Achieved</p>	Legislature
4.1.8	Strengthen financial governance within the public service.	<ul style="list-style-type: none"> The revision of the Finance Act finalized The Legislative Council Act and the Executive Agencies Act amended and approved Conduct annual value for money and stewardship of resources audit. 	<p>Achieved Not Achieved Achieved</p>	MoFEM, MNAO

No. 4.2.0	MEDIUM TERM OBJECTIVE: Strengthen and implement a comprehensive public information and communication strategy.	TARGET(S): Identification and implementation of the strategic initiatives necessary to create and nurture a holistic public communications and information system for the country	PERFORMANCE STATUS: Partially Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
4.2.1	Revise and approve a comprehensive public information and communication strategy.	<ul style="list-style-type: none"> Public information and communication strategy approved 	Achieved	OCM
4.2.2	Commence the implementation of the public information and communication strategy.	<ul style="list-style-type: none"> The required legal entity established to implement the GOM public information and information strategy Web portals established and functioning DITES capability focused and enhanced accordingly 	Partially Achieved Achieved Achieved	OCM
4.2.3	Develop and implement a public consultation code.	<ul style="list-style-type: none"> Code developed and published 	Not Achieved	ODG
4.2.4	Establish protocols for measuring public participation.	<ul style="list-style-type: none"> Public participation protocols developed and documented. 	Not Achieved	ODG
4.2.5	Improve access by the public to information from government agencies.	<ul style="list-style-type: none"> Information required by the public more readily available from government entities 	Achieved	GIU
No. 4.3.0	MEDIUM TERM OBJECTIVE: Maximize integration of Montserrat into the regional and global environments.	TARGET(S): Approval secured for Montserrat to fully participate in the CSME and OECS Economic Union on terms favourable to the government and people of Montserrat	PERFORMANCE STATUS: Partially Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
4.3.1	Satisfy the requirements for CSME and OECS accession.	<ul style="list-style-type: none"> Requirements for CSME participation satisfied Requirements for the OECS economic Union Treaty finalized 	Partially Achieved Partially Achieved	OCM
4.3.2	Maximize returns from membership of regional organizations.	<ul style="list-style-type: none"> Benefits clearly identified and documented on annual basis 	Partially Achieved	OCM
4.3.3	Create administrative framework for managing or cooperating on regional and international issues.	<ul style="list-style-type: none"> Directorate/coordinating mechanism in place 	Achieved	OCM
4.3.4	Structure Government organizations to effectively participate in the CSME and OECS as required by the agreements.	<ul style="list-style-type: none"> Government entities ready for OECS Economic Union including systems, legislation, personnel and documentation as required 	Achieved	ODG, OCM
4.3.5	Strengthen bi-lateral and international relationships.	<ul style="list-style-type: none"> Two co-operation agreements and/or MOUs between GOM and other regional governments signed and operationalized 	Partially Achieved	OCM
No. 4.4.0	MEDIUM TERM OBJECTIVE: Modernize relationship with Her Majesty's Government and strengthen the administration of justice system.	TARGET(S): Revised Constitution Order completed & adopted	PERFORMANCE STATUS: Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
4.4.1	Revise and adopt the Constitution of Montserrat.	<ul style="list-style-type: none"> Constitution completed and adopted 	Achieved	Legislature

4.4.2	Encourage local participation in all overseas selection and recruitment of personnel and organizations to work with and for the GOM.	<ul style="list-style-type: none"> Procedures established and operationalized 	Achieved	ODG
4.4.3	Explore options for self determination.	<ul style="list-style-type: none"> Options explored 	Partially Achieved	OCM
4.4.4	Establish a sustainable Legal Aid Scheme.	<ul style="list-style-type: none"> A fully operational Legal Aid Scheme 	Not Achieved	Legal, Registry
4.4.5	Establish a modern integrated Court System.	<ul style="list-style-type: none"> Commencement of construction of new court facilities 	Not Achieved	Legal
No. 4.5.0	MEDIUM TERM OBJECTIVE: Modernize public administration to achieve excellence in the delivery of Public Services.	TARGET(S): Modernization of two ministries and selected departments to offer efficient and customer friendly services	PERFORMANCE STATUS: Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
4.5.1	Strengthen the leadership development, performance and accountability systems across the public service.	<ul style="list-style-type: none"> Performance management systems operationalized for senior management in the public sector 	Achieved	ODG
4.5.2	Improved policy coordination and planning mechanisms.	<ul style="list-style-type: none"> Procedures in place for monitoring and implementation of Executive Council's decisions. Improved and agreed corporate and business plans in place 	Achieved Achieved	ODG
4.5.3	Implement the Public Service reform programme.	<ul style="list-style-type: none"> Modernization plans implemented in pilot ministries and departments 	Achieved	PSRU
4.5.4	Strengthen human resource management policy framework, procedures and practices.	<ul style="list-style-type: none"> Public Service legislation enacted Public Service Commission role defined and regulations agreed Human Resource Management and Development functions delegated to line ministries and departments New performance management and evaluation systems implemented 	Partially Achieved Not Achieved Partially Achieved Achieved	HRMU, PSRU
4.5.5	Enhance human resources potential through the provision of productivity and performance improvement interventions.	<ul style="list-style-type: none"> Revised training policy and action plan approved and implemented Robust career progression and succession planning system developed. Key personnel trained in leadership and management 	Partially Achieved Achieved Achieved	HRMU
4.5.6	Develop an e-governance policy and action plan.	<ul style="list-style-type: none"> E-governance policy and facilities implemented 	Partially Achieved	GISU
4.5.7	Secure the development funding and technical assistance needed to enable the modernization of the public services and the development of the capacity for the delivery of GOM plans and programmes.	<ul style="list-style-type: none"> Financing in place to enable the implementation of public service modernization and capacity strengthening programmes. 	Achieved	MoFEM

No. 4.6.0	MEDIUM TERM OBJECTIVE: Develop and implement strategies to manage crime and delinquency.	TARGET(S): 15% reduction of the number of young offenders coming to the attention of the police	PERFORMANCE STATUS: Not Available	
Strategic Actions		Targets	LEAD ORG.(S)	
4.6.1	Develop and implement a multi-agency Crime and Delinquency Management Framework.	<ul style="list-style-type: none"> • Crime management framework developed and implemented. • A crime and delinquency prevention strategy and action plan developed. • Witness protection policy and legislation enacted. • Adequately trained personnel in the Police and Community Services Departments to deal with youth delinquency, child abuse and domestic violence. • Police officers adequately trained in strategic intelligence gathering and crime management. • 15% reduction in juvenile crime/incidents reported. 	<p style="text-align: center;">Achieved Not Available</p> <p style="text-align: center;">Not Achieved</p> <p style="text-align: center;">Achieved</p> <p style="text-align: center;">Achieved Not Achieved</p>	RMPF
4.6.2	Review and reform juvenile /family laws, regulations and procedures, including those related to domestic violence and child abuse.	<ul style="list-style-type: none"> • Laws, regulations and procedures enacted 	Not Achieved	LEGAL, RMPF
4.6.3	Strengthen Border Controls.	<ul style="list-style-type: none"> • Adequately trained police officers and required equipment in place (Communication system security cameras and vessel) 	Not Achieved	RMPF, Customs
4.6.4	Develop and implement initiatives to promote a greater responsibility among young offenders and well as among their parents.	<ul style="list-style-type: none"> • 15% reduction of the number of young offenders coming to the attention of police 	Not achieved	CSD,RMPF
4.6.5	Develop and implement a youth crime prevention policy.	<ul style="list-style-type: none"> • 15% reduction of the number of young offenders coming to the attention of the police 	Not Achieved	RMPF
4.6.6	Develop and implement a crime prevention education/media strategy.	<ul style="list-style-type: none"> • Media strategy developed and implemented 	Achieved	RMPF

POPULATION

No. 5.1.0	MEDIUM TERM OBJECTIVE: Develop and implement population, labour and immigration policies which will enhance growth of the population	TARGET(S): Implementation of the population, labour and immigration policies and action plans commenced	PERFORMANCE STATUS Partially Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
5.1.1	Obtain population projections based on a range of assumptions.	<ul style="list-style-type: none"> Realistic population projections developed 	Not Achieved	MoFEM - Stats.
5.1.2	Secure public input on population, labour and immigration policies.	<ul style="list-style-type: none"> Reports on consensus arrived at through public consultation 	Partially Achieved	MoFEM, Labour Immigration
5.1.3	Draft population policy and action plan, as well as required legislation.	<ul style="list-style-type: none"> Draft population policy and action plan developed 	Not Achieved	MoFEM
5.1.4	Draft /revise labour and immigration policies and legislation.	<ul style="list-style-type: none"> Draft/ or revised labour and immigration policy and legislation prepared 	Partially Achieved	Labour, Immigration
5.1.5	Secure approval of policies and action plan after public presentation and input.	<ul style="list-style-type: none"> Approved policies and action plan prepared 	Achieved	Labour, Immigration
5.1.6	Enactment of the new/revised legislation as required.	<ul style="list-style-type: none"> Legislations enacted 	Partially Achieved	Legislature
5.1.7	Develop and implement a public education programme on labour and immigration policies; and monitor the implementation of the policies and action plan.	<ul style="list-style-type: none"> Education and awareness programme implemented 	Achieved	Labour, Immigration
5.1.8	Evaluate and refine national identity and citizenship framework.	<ul style="list-style-type: none"> Machine readable passports issued Citizenship framework rationalized 	Achieved Not Achieved, Not Applicable	HRMU ODG
No. 5.2.0	MEDIUM TERM OBJECTIVE: Create initiatives to retain the current population.	TARGET(S): Reduction in the number of Montserratians migrating to the UK	PERFORMANCE STATUS: Not Available	
	Strategic Actions	Targets		LEAD ORG.(S)
5.2.1	Create the environment for the development of a vibrant private sector that provides employment opportunities and scope for upward mobility.	<ul style="list-style-type: none"> An increase in the ratio of jobs provided by the private sector in comparison to the public sector from 65:35 in 2007 to 70:30. (Estimated number of persons employed in 2007 was 2400). 	Not Achieved	MDC
5.2.2	Develop sporting and recreational facilities and promote sports development and social activities for the young.	<ul style="list-style-type: none"> Development of at least two new sporting/recreational facilities 30% increase in the number of annual sporting events /competitions 	Not Achieved Not Available	MYACCS
5.2.3	Refine policy and legal frameworks for the control of the price of essential goods and services where feasible.	<ul style="list-style-type: none"> Refined regulatory standards Relevant information readily available to the consumers in user-friendly formats as and when required. 	Partially Achieved Not Available	Trade

5.2.4	Facilitate and promote the provision of affordable <ul style="list-style-type: none"> ○ tertiary medical care ○ tertiary education 	<ul style="list-style-type: none"> • Increase in the number of students accessing tertiary education on island • Improved access to tertiary health care at a more affordable price 	Not Achieved	MoH&SS, MoE
5.2.5	Create effective housing development incentives.	<ul style="list-style-type: none"> • Housing development incentives approved by EXCO 	Achieved	MAHLE
No. 5.3.0	MEDIUM TERM OBJECTIVE: Create initiatives which will facilitate the increase of the population.	TARGET(S): 5% p.a. growth in population	PERFORMANCE STATUS: Not Achieved	
	Strategic Actions	Targets		LEAD ORG.(S)
5.3.1	Promote and exploit the provisions of the Double Taxation Treaty.	<ul style="list-style-type: none"> • Double Taxation Treaty promotional plan implemented 	Achieved	MoFEM
5.3.2	Negotiate indexed pension and social security payments for returning U.K. pensioners.	<ul style="list-style-type: none"> • Agreement between the British Government and Government of Montserrat on indexed pension and social security payments 	Not Achieved	MoFEM
5.3.3	Create new housing developments	<ul style="list-style-type: none"> • New housing developments initiated 	Achieved	MALHE-HU
5.3.4	Initiate development of a golf course and driving range; and develop family recreational parks.	<ul style="list-style-type: none"> • A driving range established. • A golf course site secured. • At least one family recreational park created. 	Not Achieved Not Achieved Not Achieved	MDC
5.3.5	Review and promote economic citizenship regulations and provisions.	<ul style="list-style-type: none"> • Ten new economic citizens attracted to invest in Montserrat 	Not Achieved	MDC
5.3.6	Develop and promote a package of incentives to encourage CARICOM nationals to have their immediate family members reside with them in Montserrat.	<ul style="list-style-type: none"> • A package of incentives developed 	Achieved	Immigration, OCM
5.3.7	Promote the establishment of medical schools and other tertiary institutions in Montserrat.	<ul style="list-style-type: none"> • Two accredited tertiary institutions established and operationalized 	Not Achieved	MOE
5.3.8	Develop and promote a package of incentives to encourage immediate family members of residents living abroad to return and reside on Montserrat.	<ul style="list-style-type: none"> • A package of incentives developed 	Achieved	OCM