

**SYNOPSIS OF AN AGRICULTURAL STRATEGY AND  
MARKETING PLAN (ASMP) FOR MONTSERRAT –  
May 2016**

**(Extracted from the full Strategy Document)**

**Submitted by the Caribbean Centre for Development  
Administration (CARICAD)**

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## 1. Foreword

A five year Food Production Strategy (FPS) for Montserrat was developed in 2009. The primary purpose of the FPS was to present a cohesive framework for a realistic policy of food import substitution in Montserrat. The FPS was developed against five significant realities; (i) The impact of the volcanic crisis on the island in general and the Agricultural Sector in particular; (ii) the global trend towards more expensive food; (iii) the global recession; (iv) deepening of the integration process in CARICOM and (v) fiscal challenges of the Government of Montserrat.

The FPS was implemented and that resulted in a significant a decrease in the importation of specific high value crops thus reducing the outflow of foreign exchange from the country. When the FPS reached the end of its time horizon, the Department of Agriculture recognized the need to review the document and develop a new strategy document which had a broader scope than the FPS.

The Agricultural Strategy and Marketing Plan - ASMP was developed in an environment in which the Government of Montserrat recognizes the potential of agriculture to become a pillar of the new economy for Montserrat; staffing levels at the Department have been stabilized and volcanic activity has been low for more than five years. Opportunities exist for significant investment in the sector as Government has emphasized its support for a number of new projects and programmes being researched and or implemented by the Department. The new Agricultural Strategy and Marketing Plan aims to identify areas of focus for the Department over the next five years based on the principles of Food Sovereignty. The ASMP identifies seven Key Result Areas; the associated Outputs should ultimately result in increased production of target commodities and the exploration of market opportunities for selected commodities.

Implementation of the ASMP will contribute significantly to the overall management, visibility and impact of the Department of Agriculture. It will also contribute to sustainable livelihoods for a wide range of producers including, farmers, fishers, and agro- processors and vendors. The desired impact has been stated as: *A society in which sustainable, profitable agricultural production contributes to the well-being of our people through the consumption of fresh local food, resulting in a reduction in the level of non-communicable diseases.*

This synopsis is intended to support and encourage consultation on the ASMP since the subject-areas of greatest interest to stakeholders have been extracted from the full, comprehensive strategy document and placed here in the synopsis.

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Montserrat  
May, 2016

## 2. Purpose and Scope of the Strategy (ASMP)

The primary purpose of the Agricultural Strategy and Marketing Plan (ASMP) is to present a cohesive framework for a policy of food import substitution in Montserrat with a commitment to the exploration and development of niche market opportunities for selected commodities.

The ASMP has a time-horizon of five (5) years from October 2016 to September 2021. That horizon is longer than is the case with many modern strategic plans. That is so because the Ministry of Agriculture accepts the fact that it may take as long as two years to get firm decisions about the level of investment funding that will be committed to the sector since almost all of the funds will be sought as grant funding. Further, the projects and programmes will have to be included on a national priority list before they can receive any meaningful consideration.

The aim is to set the continued re-development of Agriculture in a broad national context in which the consumption of greater quantities of fresh local food contributes to the well-being and wellness of the people of Montserrat through better nutrition. It is expected that such an approach will also provide sustained opportunities for producers to earn income from agriculture and related pursuits in the form of decent work and livelihoods.

The desired impact has been stated as: *A society in which sustainable, profitable agricultural production contributes to the well-being of our people through the consumption of fresh local food, resulting in a reduction in the level of non-communicable diseases.*

It is in Montserrat's interest to:

- Produce more of the local foods that are in demand
- Increase the consumption of foods that can be profitably produced in Montserrat
- Provide a rational basis for the allocation of financial and other resources to support the intention of making more locally produced food available for extended periods of the year
- Reduce the imports of food for strategic reasons

The ASMP places emphasis on increased production in the following areas:

1. Horticulture – including root crops, ornamental plants and fruits
2. Livestock and Eggs
3. Fish
4. Processed products

The ASMP has also been developed to support production of some specific processed products namely honey, local wines and liqueurs, cassava bread, jams and jellies, fresh local juices and pepper sauces. Seven (7) Key Result Areas (KRAs) have been identified for the ASMP. It includes areas related to management of the Department of Agriculture, outreach and post-harvest distribution particularly marketing.

The 7 KRAs are:

- 1) Horticulture (crops and ornamentals)
- 2) Livestock and poultry
- 3) Ocean Resources and Fisheries
- 4) Agro-processing
- 5) Marketing
- 6) Outreach and networking
- 7) Institutional Strengthening

### **3. Socio-Economic Context of Agriculture**

The Socio-economic significance of Agriculture in Montserrat is far greater than that suggested by Agriculture's Contribution to GDP; this is so because Montserrat has a long and celebrated history of agricultural production. The island was dominated by Agriculture as an economic activity for more than 200 years. That history was responsible for the pattern of settlement that took place on the island and the nature of intra and inter-community relations among villages. It also resulted in patterns of cultural expression including food that are an important part of life on Montserrat. One of Montserrat's best known dishes, often used as a tourist attraction, is a local product called "Goat Water".

Montserrat made what was regarded at the time as a successful transition from estate production of traditional primary agricultural products to production of fresh vegetables, root crops, fruits and some animal products in the 1980's and 1990s. Additionally, significant strides had been made in agro-processing especially in jams, jellies honey and pepper sauce concentrate. The transition took place in the 25 year period leading up to the onset of volcanic activities. Changes in the economy from agriculture to tourism, real estate and related services began in the 1960s and continued until the start of the volcanic crisis in 1995.

The volcanic crisis which began in 1995 had a devastating effect on Montserrat's agricultural sector. The sector was one of the hardest hit by the unfolding events. Productive capacity, infrastructure and facilities were destroyed or rendered inaccessible.

During the twenty years since the onset of volcanic activities efforts have been made to replace the infrastructure and re-establish agriculture. It has been a slow process. The most recent and one of the most significant infrastructural facilities, the abattoir in Brades, was commissioned in January 2016. Prior to that a public market was constructed, some access roads have been improved and there is limited development of irrigation. Hoop Houses have also been introduced as an adaptation to the post-volcano production environment.

## 4. Production Environment

The Agricultural production environment in Montserrat is marked by a variety of characteristics which have significant implications for the implementation of this Strategy.

### Horticulture

- Most horticultural crops are produced on holdings of land less than five acres in size
- Most of the land now used for agriculture is sloping
- Access to some productive areas is limited to dry-season access by 4-wheel drive vehicles
- Major irrigation infrastructure is currently limited
- The average rainfall in the north of the island is less than forty inches per year
- Much of the land currently in use for production is held under various tenancy arrangements
- The range of pests for horticulture now includes several species of feral animals such as fowls, donkeys and pigs in addition to wild life such as agouties and iguanas.
- Ash-falls remain a potential threat to crops and ornamentals in the central parts of the island in particular
- Most of the farmers are over the age of fifty years

### Livestock and Poultry

- Extensive rearing of cattle is now impractical in the north of the island because of new settlement patterns
- Small ruminants such as sheep and goats have been traditionally kept on a semi-nomadic basis
- Intensive commercial pig rearing is a relatively new enterprise
- The size of Montserrat's population militates against extensive poultry and egg production
- All commercial livestock feed has to be imported and there are few suitable storage facilities for feeds

### Ocean Resources and Fisheries

- Montserrat rises very steeply out of the sea with a very narrow shelf. This means that near-shore waters are very deep
- The predominant form of fishing is near-shore with small open, vessels for reef fish and coastal pelagics
- The coastline is open around the entire island. There are no naturally sheltered harbours
- There is a dearth of land-side infrastructure such as facilities for cleaning, storing and selling fish
- There are few natural wet-land areas
- Ciguatera poisoning remains a concern with some species of fish and source locations

## **Agro-Processing**

- Some of the largest volumes of products suitable for processing come from plants that are essentially volunteer growth in untended areas of semi-natural vegetation
- Infrastructure for commercial scale agro-processing is very limited
- The most common system of agro-processing is cottage-craft
- Recipes for traditional processing have been passed down primarily through oral traditions
- There are as yet no nationally promulgated standards for locally processed foods
- Air-lift for cargo out of Montserrat is extremely limited
- There is no trained Food Technologist currently on staff at the Department of Agriculture

## **5. Priorities**

In broad terms the priorities actions will relate to:

- Repair and replace of infrastructure such as roads, irrigation facilities, storage and processing facilities
- Improvements in the use of technology including hardware and software and attendant training
- Networking and strategic partnerships
- Outreach and awareness building
- Producer capacity and empowerment

The Strategy establishes a high-level planning framework for the Department of Agriculture. In order for the Strategy to be implemented, the Goals and Objectives specified must be internalised as an integral part of the work of the Department

## **6. Stakeholder Expectations**

Face-to face consultations were held with producers and other stakeholders as part of the process for developing this Strategy. A structured questionnaire was also used as a means of ensuring that other producers and stakeholders were afforded the opportunity to address the same issues. The synopsis shown below represents a terse summary of the needs identified through consultation with producers and analysis by the Planning Team.

<b>STAKEHOLDER EXPECTATIONS</b>	
<b>1. Horticulture (crops and ornamentals)</b>	
<b>Primary Expectations</b>	<b>Secondary Expectations</b>
<ul style="list-style-type: none"> <li>• Incentives for production (subsidies)</li> <li>• Technical services</li> <li>• Selected input supplies</li> <li>• Market identification</li> <li>• Market protection</li> <li>• Help with storage for surpluses</li> <li>• Loose livestock control</li> <li>• Control of feral animals</li> </ul>	<ul style="list-style-type: none"> <li>• Regular field visits</li> <li>• Access to staff without prior notice</li> <li>• Material assistance with technical advice</li> <li>• Input into decision-making for the sector</li> </ul>
<b>2. Livestock and Poultry</b>	
<b>Primary Expectations</b>	<b>Secondary Expectations</b>
<ul style="list-style-type: none"> <li>• Incentives for production (subsidies)</li> <li>• Technical services</li> <li>• 24/7 veterinary service response</li> <li>• Input supplies</li> <li>• Market identification</li> <li>• Market protection</li> <li>• Help with storage for surpluses (eggs)</li> <li>• Slaughter facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Regular field visits</li> <li>• Access to staff without prior notice</li> <li>• Material assistance with technical advice</li> <li>• Availability of improved breeding stock</li> <li>• Input into decision-making for the sector</li> </ul>
<b>3. Ocean Resources and Fisheries</b>	
<b>Primary Expectations</b>	<b>Secondary Expectations</b>
<ul style="list-style-type: none"> <li>• Incentives for production (subsidies) including aquaculture</li> <li>• Replacement of equipment damaged through natural disasters</li> <li>• Safe access to neighbouring territories waters for fishers</li> <li>• Safe harbour for fishing vessels</li> <li>• Land-side infrastructure for fishing</li> </ul>	<ul style="list-style-type: none"> <li>• Patrols from Marine Unit of the Police</li> <li>• Rapid search and rescue response in times of distress</li> <li>• Assistance to remove craft if storms and hurricanes threaten Montserrat</li> <li>• Protection for the marine environment</li> </ul>



<b>4. Agro-processing</b>	
<b>Primary Expectations</b>	<b>Secondary Expectations</b>
<ul style="list-style-type: none"> <li>• Easy access to packaging at lower costs</li> <li>• Support for processing – facilities &amp; equipment</li> <li>• Technical support</li> <li>• Support for promotion and marketing</li> <li>• Training in specific products and techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities to observe processing methods in other countries</li> <li>• Oversight and regulation of hygiene practices</li> </ul>
<b>5. Marketing</b>	
<b>Primary Expectations</b>	<b>Secondary Expectations</b>
<ul style="list-style-type: none"> <li>• Market information</li> <li>• Identification of export markets</li> <li>• Market protection</li> <li>• Storage for surpluses</li> <li>• Information and advertising of local products</li> <li>• Lobbying wholesalers to purchase in bulk quantities</li> <li>• Lobbying supermarket owners to display local produce in a comparable manner to imports</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Retail mark-up that seems fair</li> <li>• Input into decision-making for the sector</li> </ul>
<b>6. Outreach and Networking</b>	
<b>Primary Expectations</b>	<b>Secondary Expectations</b>
<ul style="list-style-type: none"> <li>• Accurate production figures to be provided on schedule</li> <li>• Discussion on priorities and plans</li> <li>• Sharing of technical information</li> <li>• Regular presentations to identified groups</li> <li>• Information regarding pests and diseases</li> <li>• SPS (sanitary and phytosanitary services)</li> </ul>	<ul style="list-style-type: none"> <li>• Open public recognition of producers</li> <li>• Sourcing of grants for material assistance</li> </ul>

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| <ul style="list-style-type: none"> <li>• Up-to- date and highly visible information on restricted commodities</li> <li>• Estimates or value of damaged products</li> <li>• Collaboration in planning and implementing awareness building programmes</li> <li>• Sharing of accurate production data on a regular basis</li> </ul> |  |
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## 7. Marketing and Distribution

Marketing of all agricultural and agro-based products in Montserrat follows a relatively direct path to consumers. In the vast majority of cases there is a single intermediary, usually a supermarket. Fresh vegetables, root crops and fruits, are sold either directly to consumers or supermarkets. Sales to institutions such as the hospital, prison and homes for the aged are important outlets. The transactions are marked by the fact that there is only basic grading and rudimentary packaging at both the level of the producer and distributor. The prevailing tendency is for supermarkets to purchase in small quantities of one hundred pounds or less allowing for rapid sales. In that way the supermarket operators reduce the twin challenges of spoilage and the need for storage of fresh produce. They however purchase larger quantities of imported fresh produce.

The marketing of fish and fish products is very direct. Most Fishers sell their catch directly to consumers shortly after landing. They do however sell a portion of larger choice fish to some supermarkets, restaurants and institutions.

The operation of the abattoir will greatly enhance the options for marketing some meat products especially, pork, sheep and goat meat. Much of the poultry consumed by institutions is slaughtered at the H M Prison.

## 8. Consumption and Demand

The demand for agricultural produce in Montserrat is relatively stable. The major challenge is to ensure a constant year-round supply of fresh vegetables, root crops, plants starches and fresh citrus, pork, sheep and goat meat, eggs poultry meat. There has always been a strong demand for fresh fish but the prospect of Ciguatera (fish) poisoning remains a limiting factor. It has been observed that the consumption of fresh pork has been increasing. There is a marked deficit between poultry production and consumption. Local broiler production is estimated at less than 30% of the demand for whole chickens. The very

small size of the population often results in over-supply on a commodity by commodity basis. Preventing such gluts in an environment in which each producer is free to make his/her own planting and harvesting decisions has proved a perennial challenge.

## 9. Strategic Vision

The desired long-term impact of the implementation of the ASMP is succinctly expressed in the Vision and Slogan statements below.

### **VISION**

***Consumption of fresh local food is the foundation of a healthier, wealthier, Montserratian society***

### **SLOGAN**

***Eat fresh and stay healthy***

## 10. Strategic Intentions

Several Strategic intentions of the Government of Montserrat underpin this ASMP:

- Reduce Montserrat's dependence on imported fresh food
- Increase consumption of local food
- Explore and exploit niche market opportunities for local food products
- Expand production of processed food products
- Attract young people into agricultural production
- Apply more modern technologies to the sector as a whole
- Promote consumption of fresh food as a contributor to wellness

## 11. Goals and Objectives

The hierarchical relationship among the KRAs, Goals and Objectives represents a cascading arrangement in which each KRA cascades to more than one Goal and each Goal cascades to at least two objectives. There are seven (7) KRAs twenty seven (27) Goals and Seventy eight (78) Objectives in the ASMP.



**KRA 1: HORTICULTURE****GOALS****OBJECTIVES**

**GOAL 1.1 Create and sustain an enabling environment for consistent production of selected horticultural commodities (vegetables, root crops, selected fruits and ornamentals)**

- 1.1.1 Improve irrigation facilities and services in three major farming areas (Duck Pond, Blakes and Underwood).
- 1.1.2 Provide chill and dry storage facilities for 10 thousand pounds of fresh produce.
- 1.1.3 Provide technical services to improve water harvesting techniques for at least fifty (50) field-farms and backyards.
- 1.1.4 Provide services and technical support to generate a 30% increase in production of selected crops (vegetables and root crops).
- 1.1.5 Work with relevant agencies to improve vehicular access to at least three of the following farming areas; (Duck Pond, Blakes, Brimm’s Ghaut, Underwood and Rendezvous).

**GOAL 1.2 Introduce and maintain programmes and projects to reduce reliance on specific imported horticultural products**

- 1.2.1 Support the establishment and continued operation of at least three aquaponic ventures over the next five (5) years.
- 1.2.2 Introduce and support climate-smart approaches to production in horticulture.
- 1.2.3 Work continually to maintain the use of sheltered production systems as a method of horticultural production.
- 1.2.4 Promote and support the production of selected ornamentals and fruits.

**GOAL 1.3 Work with strategic partners to increase the proportion of fresh, local food consumed in Montserrat**

- 1.3.1 Agree and formalize relationships with Strategic Partners involved in Tourism, Health and Education to promote greater consumption of local foods.
- 1.3.2 Promote interest in agriculture among young people by expanding the school-farm programme to include at least three (3) schools.

<b>GOAL 1.4 Develop and exploit export market opportunities for targeted horticultural commodities.</b>	1.4.1	Institutionalize market support services for the Department
	1.4.2	Provide technical services to assist producers to meet the requirements of identified market opportunities.
	1.4.3	Adapt to and continually enforce provisions of relevant Sanitary and Phytosanitary (SPS) protocols.

## **KRA 2: LIVESTOCK AND POULTRY**

<b>GOALS</b>	<b>OBJECTIVES</b>	
<b>GOAL 2.1 Maintain an enabling environment for self-sufficiency in fresh pork, eggs and broiler meat supplies.</b>	2.1.1	Work with producers to satisfy 100% of annual demand for eggs
	2.1.2	Introduce projects and programmes to increase broiler meat production by 300% over the next five years
	2.1.3	Provide veterinary services and advice to producers to increase the production of pork and pork products by 40% over the next five years
<b>GOAL 2.2 Implement projects to expand the use of more intensive systems of production for sheep and goats.</b>	2.2.1	Provide intensive technical support to at least two additional farmers each year in intensive methods of sheep and goat rearing.
	2.2.2	Re-establish the Barzey's livestock station as a research and demonstration facility
<b>GOAL 2.3 Maintain programmes, systems and procedures that minimize the importation and transmission of animal pests and diseases.</b>	2.3.1	Continually enforce the provisions of relevant updated legislation and regulations
	2.3.2	Improve public awareness of the significance of animal diseases
	2.3.3	Re-introduce tick control programme to cover the Safe Zone

<b>GAOL 2.4 Work collaboratively with the department of the environment to sustain an effective programme of control for loose-livestock, feral animals and wildlife pests.</b>	2.4.1	Work continually with strategic partners to oversee methods of control and eradication for wildlife pests and feral animals
	2.4.2	Determine and employ more effective methods for management of uncontrolled livestock

<b>GOAL 2.5 Ensure high quality and standards of locally produced meats.</b>	2.5.1	Provide the veterinary oversight services required at the Abattoir
	2.5.2	Establish meat processing facility at the abattoir
	2.5.3	Review, upgrade and enforce relevant legislation

### **KRA 3: FISHERIES AND OCEAN RESOURCES**

#### **GOALS**

#### **OBJECTIVES**

<b>GOAL 3.1 Expand and modernize infrastructure projects and capacity building programmes for the management of fisheries and ocean resources</b>	3.1.1	Collaborate with fishers to increase annual fish production by using advanced fishing techniques such as longline and Fish Aggregating Devices (FAD) to target high value deep water species.
	3.1.2	Spearhead efforts to establish a multipurpose modernized fisheries complex to improve the sanitary standards, quality and value of fish and fish products; by 2021.
	3.1.3	Continually coordinate administrative arrangements for fishers to participate in decision-making in relevant local, regional and international fora.
	3.1.4	Improve collaboration with local, regional and international relations in supporting the management and Governance of the Oceans resource.

<b>GOAL 3.2 Strengthen the Fisheries Unit's capacity to execute its Mandate and deliver services</b>	<p>3.2.1 Provide opportunities for targeted professional development for Fisheries staff.</p> <p>3.2.2 Provide priority tools &amp; equipment critically needed to support ocean resources and fisheries management.</p> <p>3.2.3 Upgrade the current fisheries and ocean resources data management system.</p>
<b>GOAL 3.3 Expand and modernize infrastructure projects and capacity building programmes for the management of fisheries and ocean resources</b>	<p>3.3.1 Revise and update fisheries and ocean resources, legislation and regulations in accordance with regional and international standards and obligations.</p> <p>3.3.2 Monitor local changes in the ocean environment attributed to Climate Change.</p>
<b>GOAL 3.4 Collaborate with stakeholders and strategic partners to promote increased consumption of local fish and other marine products</b>	<p>3.4.1 Provide technical support to fishers for strengthening the fisheries association &amp; cooperatives.</p> <p>3.4.2 Continuously promote the significance of fish and fish products for wellness.</p>
<b>KRA 4: AGRO-PROCESSING</b>	
<b>GOALS</b>	<b>OBJECTIVES</b>
<b>GOAL 4.1</b>  <b>Construct and manage facilities required for expansion of agro-processing</b>	<p>4.1.1 Design, construct and operate a multipurpose national processing facility</p> <p>4.1.2 Upgrade meat processing capacity at the abattoir</p> <p>4.1.3 Establish community level infrastructure for training in agro-processing</p> <p>4.1.4 Obtain and retain the specialist services required for development of agro-processing</p>



<b>GOAL 4.2</b> <b>Maintain a modern regulatory regime for oversight of agro-processing</b>	4.2.1 Introduce and maintain a national standards regime for agro-processing
	4.2.2 Implement a sustained programme of training for compliance with standards
	4.2.3 Establish a quality assurance programme for agro-processing
	4.2.4 Update legislation in line with regional/international conventions
<b>GOAL 4.3</b> <b>Increase exports of agro-processed products</b>	4.3.1 Identify market opportunities for agro-processed products
	4.3.2 Develop a strategy for export marketing of agro-processed products
	4.3.3 Integrate production and processing of selected agricultural commodities

<b>KRA 5: MARKETING</b>	
<b>GOALS</b>	<b>OBJECTIVES</b>
<b>GOAL 5.1</b>  <b>Implement a cohesive policy of marketing support for fresh agricultural produce</b>	5.1.1 Overhaul the production information system
	5.1.2 Synchronise cross-agency import control practices to maximise protection for local produce
	5.1.3 Introduce and sustain a grades and standards approach to the marketing of fresh agricultural produce
	5.1.4 Construct storage facilities for fresh agricultural produce
<b>GOAL 5.2</b> <b>Increase the consumption of fresh local produce purchased by residents and visitors</b>	5.2.1 Work with stakeholders to increase the quantities of fresh local produce sold in commercial outlets
	5.2.2 Work with government institutions to increase the consumption of fresh local produce at the institutions
	5.2.3 Target primary schools to increase consumption of fresh fruit in those schools
<b>GOAL 5.3</b> <b>Increase the exports of fresh agricultural produce</b>	5.3.1 Develop a pilot export programme for fresh produce
	5.3.2 Introduce a market-led approach to export of selected fresh produce

**KRA 6: OUTREACH AND NETWORKING****GOALS****OBJECTIVES****GOAL 6.1**

**Modernise the techniques used in promoting agriculture**

- 6.1.1 Apply modern ICT tools to agricultural extension services
- 6.1.2 Design and implement a technology-based programme of agricultural engagement for schools
- 6.1.3 Work with the Montserrat National Trust to introduce a *best office-garden* programme

**GOAL 6.2**

**Increase the number of persons below the age of 50 years directly involved in agriculture**

- 6.2.1 Introduce a pilot New Farmers Programme (NFP) for horticulture and livestock
- 6.2.2 Establish twinning arrangements between schools and agricultural agencies in the region
- 6.2.3 Arrange study tours for at least three farmers each year in technology-based production techniques

**GOAL 6.3**

**Participate in economic, cultural and social events that can highlight the importance of Agriculture**

- 6.3.1 Create a portable, multi-media promotional kit for local agriculture
- 6.3.2 Set up and operate information booths at least three major national events each year
- 6.3.3 Introduce an interactive “Let’s grow together day” with producer associations
- 6.3.4 Stage an annual “Agrifest”

**GOAL 6.4**

**Promote greater awareness of agriculture by working with strategic partners**

- 6.4.1 Increase the number of strategic partners involved in prompting and supporting local agriculture
- 6.4.2 Implement at least 3 major mutually agreed programmes with regional and extra-regional strategic partners
- 6.4.3 Meet systematically with producer associations at least twice per year

**KRA 7: INSTITUTIONAL STRENGTHENING****GOALS****OBJECTIVES**

**GOAL 7.1 Maintain a working environment driven by a commitment to Results-based Management and Teamwork**

- 7.1.1 Review and update the legislation and regulations that directly impact the Department of Agriculture.
- 7.1.2 Align all Technical Sub-Units' Work Plans with the Strategy.
- 7.1.3 Implement customer-focused improvements for the delivery of key services.
- 7.1.4 Maintain an effective Performance Management System.
- 7.1.5 Promote a culture of information sharing and staff engagement.

**GOAL 7.2 Create an institutional ethos of sustainability for the Department of Agriculture**

- 7.2.1 Develop a Succession Plan for the Department of Agriculture and implement strategies
- 7.2.2 Arrange targeted capacity building programmes for staff

## 12 . Resourcing the Strategy

Resourcing this Strategy is a priority. It self-evident that the majority of the Objectives laid out in the Strategy cannot be achieved without a substantial increase in the financial resources provided to support the agricultural sector. Making the case for grant resources in particular is a strategic priority. The case will be made within the framework for requesting development assistance for Montserrat.

## 13. Conclusion

The ASMP is a planning and management tool for the Department of Agriculture in Montserrat. It establishes a cohesive framework for a policy of food import substitution with a commitment to the exploration and development of niche market opportunities for selected commodities. The existence of the Strategy will not by itself guarantee successful implementation. Success will depend on the extent to which resource allocations, strategic leadership, planning, coordination, teamwork, performance management, engagement with strategic partners, cooperation of stakeholders are effectively and consistently utilised.

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