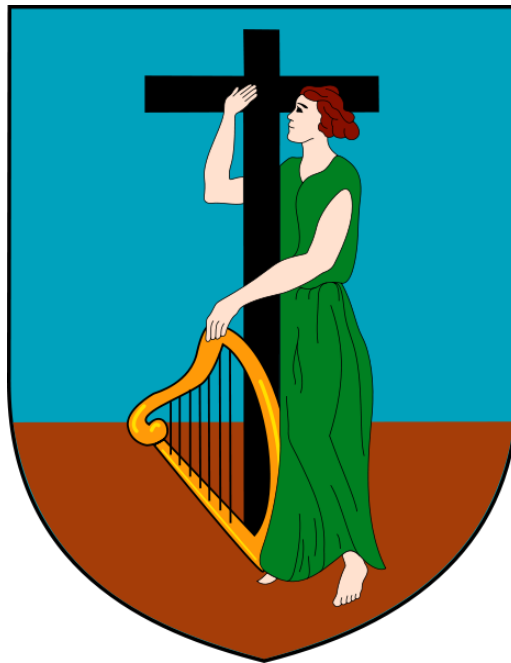


PERFORMANCE REPORT
GOVERNMENT OF MONTSERRAT
RE:
NATIONAL PERFORMANCE REPORT
2017-2018



Government of Montserrat

"Now is the Season: Called to lead, Prepared to serve, Moved to change"

Monitoring and Evaluation Unit
Office of the Premier

August 2019

MONITORING AND EVALUATION UNIT

OFFICE OF THE PREMIER

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INTRODUCTION

Reporting against a National Performance Framework is a relevant process to ensuring accountability by Ministries and Departments to the Government of Montserrat. The opportunity to demonstrate value for money is necessary given that the Government of Montserrat (GoM) receives financial aid from the British Government through the UK Department for International Development (DFID); other donors such as the European Union; and manages and account for tax payer resources in the provision of public services.

The strategic planning process for the Government of Montserrat is linked to the overarching policies of the Sustainable Development Plan (SDP) 2008 – 2020 which was developed through a broadly consultative and consensus building process. (See annex 2 for goals and outcomes of the SDP). The SDP therefore contains the consensus vision of the country reflected under five main goal areas.

GOVERNMENT SUSTAINABLE DEVELOPMENT PLAN (SDP) 2008-2020

Performance achievements for the Government of Montserrat is mapped to the overarching goals of the SDP. These goals are -

- Goal 1 - Prudent Economic Management;
- Goal 2 - Enhanced Human Development;
- Goal 3 - Sustainable Environmental Management and Appropriate Disaster Management Practices;
- Goal 4 - Good Governance; and
- Goal 5 - Increased Population.

The linkage to the SDP is established as part of the Strategic Planning process through the Governments Policy Agenda 16/17-18/19. (See Annex 1). The Policy Agenda document is a live document and based on the priority needs of the Government for each financial year. The Ministries and Departments would establish that link of their strategic objectives to the Policy Agenda of the GoM, by highlighting specific actions they intend to take in achieving the overarching goals of the country. Performance against these objectives will be monitored through a number of output indicators, outcome indicators and milestones as outlined within the Strategic plans. This will enable us to assess the success of the Ministries programs in meeting its objectives.

THE NATIONAL PERFORMANCE FRAMEWORK (NPF)

The National Performance Framework comprises of a set of Key Performance Indicators selected from the Government of Montserrat Strategic Plans that can show progress towards the GoM overarching goals of the SDP. The intent of the framework is also to improve transparency and accountability of public agencies and to allow the general population, the diaspora and the other stakeholders to note the progress of the Government towards its overall goals and national outcomes.

PERFORMANCE MANAGEMENT & PROCESSING OF INFORMATION

The purpose of this report therefore is to relay or demonstrate the performance and assess progress towards the SDP goals and the National Outcomes for the GoM.

As part of the performance management responsibilities all Ministries are expected to produce quarterly financial reports to the Ministry of Finance including reporting against Key Performance Indicators for each financial year as per the Strategic Plans. The data is extracted from these reports with follow up communication by the M & E team for verification of information from the Ministry. A set of 81 performance indicators was selected from a total 358 indicators. Four high level indicators were also used to provide a holistic picture of the Government of Montserrat.

Accessing performance information has been challenging. The number of indicators that were initially proposed were significantly reduced due to limited and the reliability of the information. The assumption however is that progress in reporting against indicators will improve for the next financial year. This National Performance Framework must be considered a work in progress rather than a final document. As the planning for each fiscal year progresses and continues, to evolve priorities will change and new indicators will be added and others deleted to the framework. Publication of GoM's performance will be on an annual basis.

PERFORMANCE 2017/18

GoM SDP – Goal 1 - PRUDENT ECONOMIC MANAGEMENT

OUTCOME – A stable and diversified economy with sustained economic growth

PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATOR	PERFORMANCE
2	MoFEM	Economic Management	Change in real GDP Target=1.7%	-2.82 (ECCB and Stats Office)
2	Statistics		Nominal GDP	-4.58 (ECCB as at Dec 2017)
2	FSC		No. of new business registrations	69
4	MATHLE <i>Agricultural Services</i>	Increase production of and access to targeted products (crops, livestock, poultry and fish), through research and education, outreach services, training and incentives and the implementation of specialized programmes and projects. [PA 1.1]	Pounds of fish landed TARGET = 85,000	56,721 Yield was impacted by the effects of the hurricane, which destroyed fish pots, killed poultry birds and damaged infrastructure,
2	<i>Land Administration</i>	Improve the administration, monitoring, enforcement and legal framework in the management of Crown Lands, through updating of legislation and	Pounds of broiler meat produced TARGET = 67,500	47,137
2	<i>Land Administration</i>	Improve the administration, monitoring, enforcement and legal framework in the management of Crown Lands, through updating of legislation and	No. of land transactions (transfers, cautions, charges) recorded by the Registry TARGET = 810	305

		increased use of information systems [PA 1.4]	No. of mutations completed TARGET = 50	31
5	<i>Physical Planning</i>	Facilitate and promote compliance of building construction standards through implementation of newly enacted Montserrat Building Code and educational awareness programmes [PA 3.3]	No. of approved plans TARGET = 170	78
2	<i>Trade</i>	Enhance competition and quality infrastructure, by implementing appropriate legislation [PA 1.1&1.2] .	No. of fiscal incentives processed for domestic, inward investors and business owners TARGET = 20	10
2	OFFICE OF THE PREMIER <i>BNTF</i>	Strategic and administrative oversight of the Basic Needs Trust Fund programme aimed at the provision of community development projects which focus on Montserrat's social and economic needs. [PA 1.4]	No. of projects initiated and completed by BNTF	8 projects with the total cost of all projects completed - Total Spent \$2,765,334.99 1. Baking and Agro processing; 2. Drummonds Sewage Replacement; 3. Hope Water Tank Replacement; 4. Agricultural Science MSS; 5. Expansion of ICT in Primary Schools; 6. Managing Community Resources; 7. St. Johns Community Centre completion; 8. Banks Road Rehabilitation
2	MCWL&E <i>Airport Management</i>	Improve the level of Airport utilization. (Night Operations certification revised)	No. of passenger movements	7310 inbound passengers by Air

6	Labour	target now 30 th April 2019). [PA 1.4] To update the labour laws, policies and practices to ensure that they are equitable and in line with modern international standards [PA 1.3]	No. of flights No. of work place inspections completed	5742 35
An enabling business environment				
PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATOR	PERFORMANCE
6	OFFICE OF THE PREMIER DITES	Support government departments in the development and implementation of e-government applications to streamline internal operations and improve efficiency. (PA 1.3)	Number of new applications to enable government business to be transacted by electronic means TARGET = 2	0 DITES to build up in-house capabilities to address application development. New addition to staff expected in Q2 of 2018/2019
6	External Affairs	Promote the benefits available under the Returning Montserratian's Incentives Policy to improve public understanding and awareness. (PA 1.6)	Publication of Diaspora Handbook	No submission
6	MoFEM	Enforce the elements of the tax arrears reduction strategy to improve collections [PA 1.3]	Reduction in tax arrears TARGET = \$800,000.00	\$872,505.00
Appropriate high quality economic and info-communication infrastructure				
PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATOR	PERFORMANCE
6	MCWL&E	Implement new	No. of road	23 contracts more than 20k

	Infrastructure Services	strategies using road asset management and other modern software and equipment/machinery for road construction and maintenance to increase public safety, economic development, extension of the life expectancy, commerce, and preserve public infrastructure assets. [PA 1.3]	maintenance projects (over 20K) Completed TARGET = 16	issued. Projects were concentrated mainly in Cat Ghaut area, Judy Piece, Barzey's etc. These areas were chosen based on MCWLE Infrastructure review plan
2		Develop a financing plan and supporting documents including business case, project briefs for donor and government financing in accordance with the Physical Development Plan of 2012-2022 and the MCWL Infrastructural	% of maintenance projects Completed TARGET = 95%	100%
			No. of capital projects valued Over 100K approved and in Progress TARGET = 4	6
			Percentage of infrastructure projects developed, financed and completed TARGET = 85%	90% 6 projects approved
2	OFFICE OF THE PREMIER Broadcasting	Develop and implement education programmes to enable public understanding and secure support for critical initiatives [PA 1.2]	No. of GoM public educational programmes available on media platforms TARGET = 9	9
	MICA	Economic Management	No of internet subscribers,	3723
		Maintain and		

	DITES	upgrade government ICT equipment and network infrastructure by replacing older equipment with new and improved technology; this includes the replacement of some of the wireless radio links that connect the data center to GoM offices across the island with fibre optic links. [PA 1.4]	No. of network links changed from network cable to fibre cable TARGET = 3	3 Fiber Optic link to new MATLHE Headquarters established. Fiber Optic link to new MCWL Headquarters established. Fiber Optic link to between MVO and DITES Data Center established
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Food and energy security

PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATOR	PERFORMANCE
4	MATHLE	Increase production of and access to targeted products (crops, livestock, poultry and fish), through research and education, outreach services, training and incentives and the implementation of specialized programmes and projects. [PA 1.1]	Pounds of fish landed TARGET = 85,000 Pounds of broiler meat produced TARGET = 67,500 No. of schools with established gardens TARGET = 4	56,721 47,137 1
2	MCWL&E	Economic Management [SDP Goal 1] and Human Development [SDP Goal 2]	Progress on geothermal	The Ministry of Communications, Works & Labour worked in collaboration with UK-DFID for the drilling of 3 rd Geothermal Well in the lower St. Georges area. The Ministry was happy to report the completion of the site preparation, the construction of

				the mud-holding tank, the construction of the access road, the construction of the drainage network, repair of the Plymouth jetty access road and the dredging of the Plymouth Jetty. The actual drilling was carried out the ICE Drilling company (IDC) who was contracted by DFID based on the MoU with GoM. The drilling of the 3rd Well had reached a depth of over 2km when the Well collapsed. This lead UK-DFID into further negotiation with IDC, which is still ongoing. Parallel to the negotiation GoM and UK-DFID are looking closely at moving the project forward.
Graduation from budget support from the British Government				
PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATORS	PERFORMANCE
2	MoFEM	Economic Management	Local revenue share as a percentage of actual recurrent revenue TARGET = 40%	38.4%
GOAL 2 – HUMAN DEVELOPMENT				
Access to affordable housing solutions				
PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATORS	PERFORMANCE
5	MATLHE Housing Policy and Support Services	Acquire lands and facilitate public/private partnerships that leads to the addition of serviced lots to the housing market [PA 2.6]	No. of new houses added to the social housing stock (home construction under the Serviced Residential lots, HOME Programme, and Emergency Social Housing) TARGET = 10 No of housing incentive grant Awarded to construct, complete and upgrade homes TARGET= 10	8 (6 HOME programme and 2 Serviced lots) 14 (3 duty free, 6 financial grants and 5 material grants)

5		Develop an appropriate allocation Policy Framework to facilitate the expansion of the social housing stock [PA 2.7 & 2.9]	<p>No of home improvement Grants awarded to bring homes Into a decent standard TARGET = 10</p> <p>No of housing applications received, updated and assessed TARGET = 85</p>	<p>18</p> <p>75 New applications received. 65 applications updated</p>
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A healthy population with full access to required health care

PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATOR	PERFORMANCE				
1	MOHSS Primary Health Care	Work with internal and external stakeholders to conceptualize and deliver primary and secondary prevention strategies, as well as health education & promotion programmes in line with MoHSS Key Strategies and Essential Public Health Functions. [PA 2.1, 2.2]	Percentage of children identified during school health assessment as being overweight who receive support through a structured intervention TARGET = > 70%	Age	4-5	8-9	11-12	14-15 yrs
				Male	17.4% 4 of 23	38.7% 24 of 62	26.9% 7 of 26	25.8% 8 of 31
				Fem	16.0% 4 of 25	38.0% 27 of 71	27.0% 10 of 37	47.4% 9 of 19

1		<p>Improve the early detection and effective management of persons living with non-communicable diseases through building capacity in best practice for disease management among staff and engaging clients and their family members in understanding and managing their conditions. [PA 2.2]</p>	<p>Number of persons reached through Workplace Screening TARGET = 5% Increase on previous year</p> <p>Percentage of registered diabetic patients who complete an annual physical TARGET = 30%</p> <p>Percentage of persons living with diabetes and Hypertension who completed check TARGET=30%</p> <p>Percentage of registered diabetes clients completing annual checks, as per diabetes protocol TARGET = 25%</p>	<p>Work place screening – 53 individuals screened with 8 referrals</p> <p>34%</p> <p>27% Diabetics/H'sives</p> <p>Diabetes: 34.4% (22 of 64)</p>
1	Environmental Health Services	<p>Protect the public from foodborne illnesses by strengthening the food safety legislative framework and continuous training of relevant stakeholders. [PA 2.2]</p>	<p>Number of routine food hygiene inspections conducted per quarter TARGET = 75</p> <p>Reduced mosquito index</p>	<p>206</p> <p>7.9%</p>

A well developed and effective education and training system, that produces well-rounded, and qualified life-long learners

PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATOR	PERFORMANCE
2	Primary Education	To create the facilitating environment for teachers to effectively use ICT to improve the learning experiences of pupils [PA 2.4]	<p>Increase National average in Math and Language Arts Grade 3 and Grade 5 assessments TARGET = G3 M 60; G5 M 59; G3 LA 57; G5 LA 57%</p> <p>No. of students enrolled TARGET = 289</p> <p>Percentage of trained Teachers TARGET = 95%</p>	<p>G3 M 62% G5 M 49% G3 LA 54%</p> <p>GoM Primary: - M - 152 F - 165</p> <p>GoM Primary - 73% Private Primary - 57%</p>
3 -	Secondary Education	To improve teaching by implementing appropriate performance management initiatives [PA 4.1]	<p>Percentage of final year cohort of students with passes in 5 CSEC's or equivalent, including Math & English TARGET = 39%</p> <p>No of students enrolled TARGET = 325</p> <p>Percentage of trained Teachers TARGET = 55%</p>	<p>39% overall 36% Males 42% Females</p> <p>317</p> <p>Secondary 72%</p>
2	Early Childhood Education	To train practitioners to provide appropriate early stimulation and readiness skills [PA 2.4]	<p>Percentage of children achieving pre-primary readiness skills TARGET = 88%</p> <p>No of children Enrolled per category TARGET = Nursery M 42, F 43; Day care M</p>	<p>89% Math 88% Language arts 91%</p> <p>Nursery (ages 3 & 4) M - 39 F - 46 Day Care</p>

			27, F 28	M - 48 F - 50
4	Youth Affairs and Sports	Review/ develop and implement Youth Development Programs to better equip youth to gain employment and become successful adults. [PA 2.8]	No. of young persons who have completed the training under the HYPE Programme TARGET = 30 No. of young people who have gained employment within a year of completing the HYPE training TARGET = 6	23 3
3	ODG HRMU	Create a culture of continuous learning and development by providing targeted training support and scholarship awards to ensure that the Public Service has a cadre of professional, high-performing public officers with the skills and competencies to drive the Government's policy and legislative agenda [PA 4.1]	No. of Scholarships awarded TARGET = 10 Percentage of scholarship Recipients gainfully employed TARGET = 100%	12 Awardees 88% 8 students completed. 6 employed by the GoM. 1 employed by the MVO 1 completing Masters studies
Effective Social Protection				
PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATOR	PERFORMPRANCE
3	MoHSS	Continue efforts to safeguard and protect the children of Montserrat by putting in place the necessary legislative and policy framework and programmes [PA 2.9]	Percentage of recommendations implemented from the 2015 Montserrat Child Safeguarding Review TARGET = 70%	70% including: - Child (Care and Adoption) Act 2016 enacted in November 2017; Training delivered to stakeholders, Domestic violence Bill 2016 taken to cabinet in November 2017; National Safeguarding

				<p>protocols approved by Cabinet in November 2017</p> <p>155 Community Care Assessments completed in 2017/18.</p> <p>46 at Lookout Warden supported apartments (LOWSA),</p> <p>25 at Golden Years Home,</p> <p>84 from the community.</p>
Strong and caring family units and a God-fearing society				
PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATOR	PERFORMANCE
3	MoHSS Social Services	Continue efforts to safeguard and protect the children of Montserrat by putting in place the necessary legislative and policy framework and programmes [PA 2.9]	Number of items of Legislation & Policy on child protection developed TARGET = 2	<p>The Children (Care and Adoption) Act 2016 was enacted in November of 2017</p> <p>The National Safeguarding protocols were approved by Cabinet in November 2017</p> <p>The Child Justice Bill is currently in circulation awaiting feedback from the stakeholders</p>
3	MATLHE Housing	Implement a comprehensive Housing Strategy and legislation with emphasis on safeguarding of vulnerable groups [PA 2.7]	Increase in the number of homes attaining a minimum decent standard TARGET = 10	5 Homes provided with indoor toilets, and shower facilities and safe drinking water
SDP GOAL 3 - ENVIRONMENT				
Sustainable use and management of the environment and natural resources				
PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATOR	PERFORMANCE
4	MATLHE	Protect, conserve and manage the sustainable use of Biodiversity through the implementation of the Conversation and Environmental	Extent of the area under protected forest management TARGET = 100%	100% 2850 of protected forest under management throughout the year

4		Management Act [PA 3.1]	No. of environmental appraisals, development applications and other environmental matters to which advice is given	104
		Strengthen public awareness in environmental, natural resources, climate change and conservation matters, through the use of lectures, public discussion, radio, print and other forms of media [PA 3.1]	No. of stakeholders engaged on environmental, natural resources, climate change and conservations matters.	414
Effective disaster mitigation, response and recovery at the National and Community levels and adaptation to climate change				
PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATOR	PERFORMANCE
3	ODG Defence Force Unit	Continue Humanitarian Aid and Disaster Relief (HADR) focused training in order to strengthen GOMs preparedness and emergency response capability [PA 3.2]	Min 15 days collective training to ensure forces readiness for deployment TARGET = 62	29.5 days
3	Disaster Management Coordination Agency	Improve early warning capacity through the delivery of timely alerts to the general public to improve preparedness and mitigation [PA 3.2]	Failure rate and down time for the components of the alerting system TARGET = 0% Percentage of staff trained in disaster management related disciplines TARGET = 50%	25% 25%
		Improve the	Percent of district	50%

3		capacity of the DMCA to lead the coordination of disaster management core functions and strategies through enhancing a multi-agency approach which integrates comprehensive Disaster Management policy and practice into the mainstream of government and community activities [PA 3.3]	personnel receiving emergency preparedness and response training TARGET = 80%	
5	MATHLE Physical Planning & Development	Facilitate and promote compliance of building construction standards through implementation of newly enacted Montserrat Building Code and educational awareness programmes [PA 3.3]	Number of building inspections completed TARGET = 160	277 Building inspections completed
5	RMPS Fire and Rescue Services	Strengthen capacities within the Fire Prevention Unit to comply with the building code and safety standards. [PA 3.3]	No. of buildings Inspected for fire safety compliance TARGET = 80	11
3	Fire and Rescue Services - Airport Management	Develop aerodrome fire department to maintain current capacity and training level and expand services to regional counterparts. [PA 3.2]	No. of Aerodrome Training delivered TARGET = 45	5 – as per q4 report
SDP GOAL 4 – GOVERNANCE				
PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATOR	PERFORMANCE
3	Office of the Auditor General -	To improve compliance with Financial	No of financial regulatory and compliance	20 – Statements in public accounts 7 – Private/statutory

3	Legal Department	To improve government efficiency, effectiveness and transparency [PA 4.1]	% of cases defended with no monetary awards being made against the GoM TARGET = 90%	95% 18 cases. Only 1 had monetary awards.
Montserrat fully integrated into the regional and global environment				
PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATORS	PERFORMANCE
6	POLICE Financial Crime and Analysis	To provide the highest level of security to Montserrat on matters of Money Laundering and Terrorist Financing [PA 4.3]	<i>No of suspicious transaction reports (STR) investigated</i> TARGET = 14	10
6	Office of the Premier External Affairs	Develop and implement a Diaspora Policy to strengthen ties between Montserratians on island and those in the diaspora to encourage a return of Montserratians and investment. [PA 1.6]	<i>Number of diaspora engagement sessions and meetings</i> TARGET = xxx	No submission
Effective crime and delinquency management				
PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATOR	PERFORMANCE
6	RMPS Policing Service	Develop and implement strategies to build information sharing between agencies [PA 4.3]	No of suspicious transaction reports (STR) investigated TARGET = xxx	10
1	ODG HM Prison	Develop a comprehensive behavior modification programme to assist/accommodate the rehabilitation of inmates	No. of hours per week dedicated to planned rehabilitation programs TARGET = 40hrs	50 hrs. per quarter

3	Public Prosecution	Provide timely and high quality legal advice and representation to the law enforcement agencies [PA 4.1]	No. of cases prosecuted No. of trials completed	132 29
SDP GOAL 5 – INCREASED POPULATION				
A Stable and viable population, appropriate for the development needs of the island				
PRIORITY LISTING	MINISTRY	STRATEGY	PERFORMANCE INDICATORS	PERFORMANCE
6	Office of the Premier External Affairs	Develop a Migration Policy to protect Montserrat's borders, attract necessary skills and support population growth [PA 5.1]	Draft Migration Policy developed	Not currently available
	MoFEM <i>Statistics</i>	Increased Population	Estimated Population TARGET = xxx	5177 (Estimate from the Statistics Dept.)

CONCLUSION

Performance data against 80 key performance indicators is reflected in this report. Compliance in reporting against the indicators is important and Ministries and Departments should make a more concerted effort into ensuring that there are systems in place for the collection and recording of performance information for reporting on a regular basis.

Annex 1

THE GOVERNMENT OF MONTSERRAT POLICY AGENDA 2016/17 – 2018/19

GOAL 1: PRUDENT ECONOMIC MANAGEMENT

- 1.1** To change the development focus from post-volcano mode to developing and implementing plans focused on sustainable self-sufficiency that capture the spirit of Montserrat's past and preserve Montserrat's culture including enhancing relationships within the region and with key development partners.
- 1.2** Priority sectors for generating foreign direct investment identified including those that leverage Montserrat's unique assets and character and implement appropriate sector strategies.
- 1.3** Identification of obstacles to doing business and sequenced plans implemented for their removal and mitigation.
- 1.4** Priority infrastructure for generating economic growth identified and plans put in place to deliver.
- 1.5** Local resources unlocked to stimulate growth in domestic business.
- 1.6** The diaspora and the expatriate community engaged in national development.

GOAL 2: ENHANCED HUMAN DEVELOPMENT

- 2.1** Increased access to essential medical services through leveraging technology as well as direct service provision.
- 2.2** Increased and expanded health promotion services to reduce public health concerns, to reduce the incidence and effect of non-communicable diseases, and to improve the care of the elderly.
- 2.3** Strengthened community-based treatment programs for vulnerable groups of society.
- 2.4** Education provision improved to raise educational outcomes to be regionally and internationally competitive and equip people for sustainable livelihoods.
- 2.5** An equitable social protection framework, which transitions those able to work back into the labour market while adequately supporting those unable to work.
- 2.6** Improved access to affordable housing for low and middle-income residents.
- 2.7** Increased social housing stock supported by an equitable allocation policy.
- 2.8** Enhanced youth development through national programs including sports.
- 2.9** Increased protection of our children and vulnerable youth.

GOAL 3: SUSTAINABLE ENVIRONMENTAL MANAGEMENT AND APPROPRIATE DISASTER MANAGEMENT PRACTICES

3.1 Improved legislation, governance framework, capacity, scientific monitoring and outreach to sustainably manage environmental resources (terrestrial and marine) and make the island a centre of excellence in environmental and volcanic research.

3.2 Increased focus on mitigating disasters in addition to strengthening preparedness and emergency response.

3.3 Physical infrastructure, including housing, designed and built for resilience against disasters and climate change conditions.

GOAL 4: GOOD GOVERNANCE

4.1 Strengthened transparency, accountability and public engagement within the national Governance Framework.

4.2 Public Service reformed to improve efficiency and effectiveness in the provision of essential public services.

4.3 Montserrat's reputation preserved as a just, safe and secure place to live and visit.

GOAL 5: INCREASED POPULATION

5.1 Rebuilt communities, which embrace diversity and enable population growth to develop a sustainable Montserrat.

5.2 Essential skills attracted and retained through immigration management and training.

National Vision

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

National Values

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

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

The Strategic Goals & National Outcomes

NUMBER	STRATEGIC GOALS	NATIONAL OUTCOMES
1	<p>Economic Management</p> <p><i>‘An environment that fosters prudent economic management, sustained growth, a diversified economy and the generation of employment opportunities ‘</i></p>	<ul style="list-style-type: none"> • A stable and diversified economy with sustained economic growth • An enabling business environment • Appropriate high quality economic and information infrastructure • Food and energy security • Graduation from budget support from the British Government
2	Human	

	<p>Development</p> <p><i>‘Enhanced human development and improved quality of life of all people on Montserrat’</i></p>	<ul style="list-style-type: none"> • Access to affordable housing solutions • A healthy population with full access to required health care • A well developed and effective education and training system, that produces well-rounded, and qualified life-long learners • Effective social protection • Strong and caring family units and a God-fearing society
3	<p>Environmental Management and Disaster Mitigation</p> <p><i>‘Montserrat’s natural resources conserved within a system of environmentally sustainable development and appropriate strategies for disaster mitigation’</i></p>	<ul style="list-style-type: none"> • Sustainable use and management of the environment and natural resources • Long-term improvement in the state of environmental resources • Effective disaster mitigation, response and recovery at the national and community levels and adaptation to climate change
4	<p>Governance</p> <p><i>An efficient, responsive and accountable system of governance and public service</i></p>	<ul style="list-style-type: none"> • A transparent and effective accountability framework within Government and the Public Sector • A modernized, efficient, responsive and accountable public service • Montserrat fully integrated into the regional and global environment. • Effective crime and delinquency management

5	Population	<ul style="list-style-type: none"> • A stable and viable population, appropriate for the development needs of the island

National outcomes

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

Human Development

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

National outcomes

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

Environmental Management and Disaster Mitigation

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

National outcomes

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

Governance

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

National outcomes

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

Population

A sustainable population

National outcome

- A stable and viable [population](#), appropriate for the development needs of the island
-

