

CONSULTANCY SERVICES

SUMMARY REPORT ON CONSULTATION PROCESS (PHASE 1)

TOWARDS THE PREPARATION OF

A NEW MONTSERRAT SUSTAINABLE DEVELOPMENT PLAN (MSDP)

PHASE 1

PREPARED FOR THE

GOVERNMENT OF MONTSERRAT (GoM)

Submitted to GoM and ECLAC

Submitted by Albert Daley

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1.0 General Context

1.1 Background

Montserrat, a pear-shaped island in the Lesser Antilles chain is an Overseas Territory (OT) of the United Kingdom. It is nicknamed the ‘Emerald Isle of the Caribbean’ in part because of its resemblance to coastal Ireland and also because the coastline reminded Columbus of a Monastery in Spain, thus the name Montserrat. It is situated between 16° 45’ North and 62° 12’ West and located about 27 miles (43 km) southwest of Antigua and about 30 miles (50 km) northwest of the French Overseas Department, Guadeloupe.

On 18th July 1995, the previously dormant Soufriere Hills Volcano erupted, subsequently destroying almost two-thirds of the island including the capital, Plymouth. Montserrat currently has a population of approximately 5,000 people; a small population which is ageing and has a high incidence of underlying health conditions (Final SDP Review).

Montserrat is a self-governing overseas territory within the Commonwealth. The island’s head of state is the British Monarch and is represented by an appointed Governor. The Premier, who is the Head of the Government, is an elected member of the nine-seat Legislative Assembly and is appointed by the Governor. The Legislative Assembly includes two ex-officio members – the Financial Secretary and the Attorney General. The government is elected for a five-year term.

Due to the COVID-19 pandemic which arrived on the shores of Montserrat in March of 2020, a number of high-level decisions had to be made, regarding controlling the COVID-19 crisis on island and strategizing on the way forward for the island. Cabinet went through a very rigorous process in engaging its technical teams, who in turn engaged a number of stakeholders to rationalize the situation, so that some critical decisions and plans could be made on the way forward for access and connectivity.

The Montserrat Sustainable Development Plan (MSDP) 2008 – 2020 was developed out of a country wide consultative, consensus building process. It outlined the agreed vision of the people of Montserrat, the agreed core values and the development strategies for ensuring attainment of that vision. The Sustainable Development Plan (SDP) 2008-2020 focused on five (5) development goals in the areas of economic management, human development, environmental management, governance and population. Arising from these goals were the 2020 national outcomes and targets which were further expounded by medium term actions plans for 2008-2013 and 2013-2017; and a Medium-Term Economic Policy 2017-2021. Additionally, the Economic Growth Strategy and Delivery Plan, 2018 was developed to provide further guidance to the implementation of the MSDP 2008-2020.

The SDP outlined clear roles for the private sector, civil society, development partners, the political directorate and the public sector in the successful implementation of the Plan. Over the implementation period, intermediate reviews were conducted up to 2014:

- SDP Progress Reports 2008- 30th - October, 2009;
- Nov 2009 – 31st - March, 2012;
- Review Report for MTDS 2008 – 2012; and
- Review Report for the SDP for the period January 2013 – Sept 2014.

From 2018, the monitoring of the SDP transpired through GoM’s National Performance Framework (NPF) which introduced integrated reporting on the SDP, Policy Agenda and GoM Strategic Plans annually.

Since its introduction National Performance Reports have been published for fiscal years 2017/18, 2018/19 and 2019/20. The final review, SDP 2008 – 2020 Review Report, brings the period to a close with an assessment of performance against the 2020 Targets.

Further to the estimation that the new SDP would not be completed until 2022, GoM approved the preparation of an Interim Development Framework 2021/2022 - 2022/2023 to provide interim guidance to the development process between the end of the Sustainable Development Plan 2008-2020 and the development of the new sustainable development plan.

The framework was developed out of a desk review of the 2008-2020 SDP and consultation with Ministries, Departments and Agencies (MDAs) to validate the ongoing priorities as extracted from current sector strategies.

The Framework is hinged on four (4) development goals from the SDP 2008-2020 (Economic Management; Human Development; Environmental Management and Disaster Mitigation; and Governance). Cascading from the goals are seventeen (17) strategic outcomes and thirty-five (35) strategic actions spanning issues to include:

1. **Economic management:** the private sector, economic infrastructure, food security, renewable energy and diversification of the economy.
2. **Human Development:** housing; health; social protection; national wellbeing and cultural identity; and education.
3. **Environmental management and disaster mitigation:** climate change; and reduction of hazard risks.
4. **Governance:** public sector efficiency; financial accountability and transparency; border and community safety; fire and rescue preparedness; and criminal reform.

Planning for the new MSDP was curtailed, first by national elections and secondly, by COVID-19 that reached Montserrat in March, 2020.

The Government of Montserrat (GoM) in collaboration with the Economic Commission for Latin America & the Caribbean (ECLAC) have now embarked on a nation-wide consultation process to build consensus and buy-in around the national goals and objectives to inform the preparation of Montserrat’s new SDP (MSDP).

1.2 The Consultants’ Understanding of the Process

Taking the above into consideration, the Consultant understands that a national dialogue is needed to help determine and build consensus around the goals and objectives for the next

development cycle. Accordingly, the Government of Montserrat, in collaboration with the ECLAC, has solicited a suitably qualified consultant to lead the preparation of Montserrat's new SDP.

Consultant Albert Daley was selected to undertake this process and recruited Trevor Spence to work with him. The Consultants, will function as the technical lead for the development of the new MSDP and undertook in this phase (Phase 1 of 2):

1. The development and implementation of **a stakeholder consultation plan and communications strategy** to engender national support and buy-in during the planning process.
2. **Conducted a current reality analysis that included an economic and social review**, and highlighted some of the challenges being faced and possible solutions that could be integrated into the strategies, policies and actions that will form part of the new MSDP.
3. **Conducted a strategic visioning exercise with members of the Legislative Assembly** in order to sensitize them about the planning process and to determine the Government's development vision and priorities. The process was also used to gain consensus for the localization of the Sustainable Development Goals (SDGs) through the SDP planning process.
4. **Conducted a national visioning and goal setting exercise** which was expected to lead to consensus around a draft vision statement and a series of goals, objectives and programmes that will be achieved in the long-term
5. **Prepare reports** capturing deliberations, recommendations and conclusions of stakeholder engagements.

The Consultants presented reports on all the above and agreed to also present a summary report that harmonized all the above reports.

This is now that summary report. The report does not reproduce all the details of the individual reports, but rather focused on the findings and recommendations that should help to inform the development of the new MSDP.

1.3 Proposed Approach and Methodology

A mixed-methods approach was utilized for the successful completion of this phase of the consultancy. This included a combination of document review, workshops, focus group discussions, small group activities (such as meetings with the Planning Team) and validation meetings.

Some of the above outputs were combined due to the limitations identified below.

1.4 Limitations

The following limitations were identified that impacted on this overall report

1. **A number of Sub-Reports** – this report now brings the sections or sub-reports together. The raw data was presented in some of the sub-reports with an attempt now to harmonize these.
2. **Time Limitation** – through COVID-19, a full week or five (5) days was spent in quarantine by the consultant. Adjustments were therefore made to the schedule to maximise the consultant’s time on the ground. Therefore, some focus groups and meetings had to be postponed. It is anticipated that during Phase 2 of the consultancy, an online focus group discussion with the youth and another with the diaspora will be scheduled.
3. **Numbers to be consulted** – the workshops took into considerations the protocols related to gatherings and COVID-19. Less persons were invited to the workshops.
4. **Power Outages** – the process was not spared from the frequent power outages. These did impact on at least two workshops as well as report-writing time

2.0 Stakeholders' Consultation Plan

2.1 Approach

Advanced Participation Methods (APM), a bundle of refined methodological tools that strengthen public participation in development activities was the selected process for this consultancy. The value of active and inclusive participation is now viewed as a core activity in development projects. Most development practitioners agree with the necessity of incorporating participatory approaches into programming in order to build capability, enhance performance, engage stakeholders and refine institutional accountability. While most projects espouse the value of participation, few practitioners are fully conversant with how to aggressively infuse operational activities with cutting edge participatory techniques. The APM toolkit addresses this issue.

A variety of **Advanced Participation Methods** have been successfully applied in diverse settings and cultures. It has been applied in various sectors and to diverse technical issues such as environmental and health management, public sector strategic planning, local government planning and budgeting, civil society development, institutional capacity-building and inter-governmental relations. The focus is on enriching participatory events with superior methods and skills.

For public participation to work, effective and practical group facilitation methods are needed. These methods must then be applied appropriately to the planning sessions, workshops, conferences, seminars, meetings, and team building events where groups gather to accomplish something important to them and their work. Without good methods, "participation" fails to produce the hoped-for results. Time is wasted, little is accomplished, group dynamics are unhelpful (endless or circular discussion, dominating styles, manipulating processes, arguments and unnecessary confrontation), and the creative energy of a group is unfulfilled. With effective methods, participants are enabled to become engaged in a creative, productive, and at times empowering experience. Or, in the language of active participation: "what happens around the table is as important as who is invited to sit at the table."

2.2 Advantages of Group Facilitation Methods

These methods are extremely *versatile*, which means that they work as well with groups of strangers as with long-term colleagues. They work well with a group that may never be together again as well as with well-established groups. They work with people of mixed backgrounds and ages, as well as with more homogeneous groups.

The methods provide an excellent way to *focus* people on a topic long enough to determine what direction is needed as well as provide an effective way for a group of people that must be involved in implementing a decision to think through the issues or actions together.

The processes have a way of **sidetracking politicking and powerplays**. They push people to be understanding rather than critical. They are helpful when bringing different information or perspectives together in order to create a commonly held comprehensive or "bigger" picture of an issue or objective.

The methods provide room for **real listening**. People don't have to yell and fight for the floor to be heard. Nor do they have to repeat previously stated positions for emphasis or to indicate agreement or support.

These methods sidetrack negative thinking. Each person's comments are received, and none are disqualified or struck from the record. These methods apply as a **structure** to the thinking process, which prevents a group from drifting aimlessly. They bring forth both the **rational and intuitive** responses and experiences of the participants.

The process **enables honesty**: people who know that their responses will be accepted like everybody else's feel free to say what they really think and feel. The experience of such honesty is often releasing, surprising and refreshing.

These tools used in this process included:

- 1) **Undertaking Visioning Exercise** - two strategic visioning exercise – one with members of the Legislative Assembly and the other at the National level were undertaken
- 2) **Validating the current situation** that was expected to impact on the development of a new MSDP,
- 3) **Utilizing a number of consensus-building tools** (meetings, focus groups, workshops and public education and communication engagement activities) to engage, inform, educate and obtain stakeholders' input and buy-in into the process and Plan, and
- 4) **Undertaking Strategic Planning Workshops**

The Approach of the workshops was:

- 1) **Structural:**
 - a. Developing Overall Context
 - b. Visioning Future Success
 - c. Assessing Current Reality
 - d. Clarifying Group Commitment
- 2) **Determining Tasks and Teams**
- 3) **Creating Calendar of Actions**

2.3 Deliverables from this Consultation Process

1. Deliverables by their Status

Table 1 below reviews the Deliverables that were a part of the Consultation process and their status

Table 1: Deliverables (as per of the consultation process)

DELIVERABLES	STATUS
1) A methodological framework that guided the stakeholder consultation	Completed
2) Stakeholders' Consultation Plan and Communication Strategy	Completed
3) A Current Reality Analysis Report (Desk review and online meetings with Preliminary Report)	Completed
4) Demonstration Workshop to introduce the methodology to likely Oversight and Task Forces Members using the Communication Plan as the real-life demonstration	Completed
5) Workshops and meetings and Final Current Reality Report	Completed
6) Strategic Visioning Exercise for members of the Legislative Assembly (Sensitization Session and Report)	Completed
7) Sector Workshops around the four (4) goals	Completed
8) National Visioning Workshop and Report	Completed
9) Final Overall Report	Being Submitted

2. Workshops to support the Consultation Process

Table 2 below presents the workshops done in date order with the number of participants attending each workshop:

Table 2: Workshops by Name, Date and attendants

Name of Workshop	Day and Date of Workshop	Number of Participants
Sensitization Session with members of the Legislature	Monday, November 8, 2021	14
Demonstration Workshop	Tuesday, November 16, 2021	15
Governance	Wednesday, November 17, 2021	9
Environmental Management and Disaster Mitigation	Thursday, November 18, 2021	18
Human Development	Monday, November 22, 2021	17
Economic Management	Tuesday, November 23, 2021	16
National	Thursday, November 25, 2021	56
Total		145

3.0 Communication Strategy

3.1 Background

This Communication Strategy was developed to assist in getting buy-in into the consultative process that is being used to facilitate a vision process towards the development of the new MSDP as well as to sensitize stakeholders about the Plan itself.

The Communication Strategy therefore has two components, namely:

1. **Pre-Consultation buy-in** (included radio and tv spots, jingles, interviews, flyers, promotional spots at schools, churches, service clubs and offices. The consultant, through this strategy and meetings recommended the tools to be developed and was responsible for facilitating the meetings and workshops used to engage participants in this process.

The GoM implemented jingles, tv adds and other promotion spots and materials as well as the implementation plan developed for that purpose.

A Demonstration Workshop among key stakeholders geared to complete and validate the Communication Strategy was also undertaken

2. **Cross-cutting exercise** at meetings, focus groups and workshop/s

The Communication Strategy was/will be integrated into consultative process. The presentation introducing each meeting, focus group or workshop was/will be used to sensitize participants about the process and the MSDP itself

The Consultant facilitated the production of an Implementation Schedule (a Calendar of Events) that the Montserrat Team with person/s contracted to assist can use the guide to follow up implementation process

3.2 Rationale

The GoM in developing its new SDP needs to market/brand/sensitize its stakeholders as well as obtain their input into the new plan.

Effective communication is critical for success in **mobilizing the stakeholders**.

3.3 Objective

The main objective of the **Communication Strategy** is to increase stakeholders' awareness and support for the process towards the development of the new MSDP and the Plan itself.

The Communication Strategies being recommended would include:

- a. Public Relations and Marketing Campaigns
- b. Electronic Media (website social media)
- c. Community Outreach
- d. Newsletters and Press Releases

3.4 Key Stakeholders

Effective communication strategies are important because different stakeholders have different needs and expectations and their perception of the MSDP will influence their attitudes and support for it.

The citizens' continued goodwill towards the plan can be ultimately decisive for obtaining a successful plan.

A Communication Strategy is therefore based on an analysis of GoM's requirement for inputs as well as stakeholders' needs and expectations. Communication strategies help to ensure that stakeholders receive information or messages that will allow them to be supportive of the Plan.

The activities developed are aimed at maintaining positive relationships with stakeholders and getting their buy-in.

The GoM need this buy-in and goodwill of its citizens, NGOs, private sector, donors, sponsors, community and the general public at-large. There are considerable opportunities for effective communication strategies as part of the MSDP.

It is therefore essential to define the messages and the audience that the message is trying to reach

Table 3 shows a summary of key stakeholders, their interest, and their role in the development and implementation of a consultation plan and the communication strategy.

The stakeholders' analysis is a tool that helps to inform the process and will be validated with the GoM Planning Team

Table 3: Stakeholders' analysis in MSDP Consultation and Communication Process

ORGANIZATION OR INDIVIDUAL	ROLES AND FUNCTIONS	RELATIONSHIP WITH OTHER STAKEHOLDERS	COMMENTS
Government (Public Sector)	Interpret policies, create enabling environment, facilitate policy compliance, technical support and ensure implementation.	Intersectoral committee, extension officers, development committees,	
NGOs (national and international)	Facilitate process between planners and implementers, job creation, technical backstopping, capacity building and solicit funds.	Networking, fundraising, workshops, training and exchange visits (capacity building) and monitoring.	
CBOs	Consumers and local guardians of natural resources, manage resources, employment creation of locals, branding of local products and implementers at grassroots level.	Community forums, local committees, informal relationships.	
Private sector	Establishment of viable business enterprises, job creation and marketing.	Formal and informal forums	
Secretariat – Team	Ensures that project objectives, goals, values and timelines are met and adhered to, coordinate activities and reach targets.	Reporting, meetings, workshops and through the project liaison officer.	

3.5 Key Message Board

A draft key message board is presented as **Table 3 below**. The focus question “*What are the key messages of a successful consultation strategy to guide the application of the consultation process for the MSDP?*” was used as an example for the Demonstration Action Planning Workshop.

This version of the Action Planning was only used in the Communication Strategy Workshop. The Stakeholders Workshop, jointly with the Visioning and the Current Reality Sessions were used in the other Workshops.

3.6 Recommended Strategies

1. Communication - Public Relations Strategy and Marketing Campaigns

The objective of the Public Relations Strategy is to increase understanding of the purpose of the MSDP and foster support for its strategies among all stakeholder groups.

Communication with internal and external stakeholders now takes place through:

- i. Reports
- ii. Stakeholder meetings/consultations
- iii. Special functions
- iv. Person-to-person contact, etc.

Communication in this strategy will target:

- i. Community/beneficiaries
- ii. Government Departments
- iii. Sponsors
- iv. General public

The goal will be preserving and enhancing the positive image of the MSDP amongst stakeholders.

2. Marketing Campaigns

The marketing strategy refers to the methods used to implement and promote the MSDP to the targeted audience. It can include website content, television and radio advertising, and content launched on social media platforms.

The marketing strategy isn't just about getting buy-in, but is also about expressing the culture, values, and purpose of MSDP. The process of communicating that vision to the different audiences is the essence of branding.

3. Marketing Plan

It is expected that the GoM will continue with this process by developing a Marketing Plan that will focus on:

- i. Montserrat unique history and people – achievements and challenges.

- ii. Core cultural, educational and training competences of Montserrat, with highlights on youth and contribution to community improvement and social capital
- iii. An efficient, effective and transparent governance system
- iv. Use of an effective mix of promotional methods: e.g., print and electronic media, outdoor advertising, publications, personalities and events.

The components of a Marketing Plan include:

- i. **Mass media:**
 - a. Radio (e.g., interviews, outside broadcasts)
 - b. Television (e.g., features, magazine shows)
 - c. Print media (e.g., regular press releases)
- ii. **Internet and social media:** website, Facebook, Instagram, Twitter

The main inputs for the implementation of the Marketing Plan include:

- i. Website
- ii. Newsletter
- iii. Advertisements
- iv. Graphics and Printing
- v. Maintenance of outdoor ad spaces
- vi. Merchandizing
- vii. Beautification, etc.

This will be led by a designated person in the GoM Team and/or a designated Communication and Marketing Specialists.

4. Electronic Media (website social media)

Electronic media, including the Internet, website and social media in general, is becoming increasingly necessary as a part of efficient and effective communication and marketing for all kinds of activities.

Given the importance of wide outreach, national and international support networks and promoting ICT as a tool of human development, the GoM should use established and/or new website to publicize its activities and provide access to information via the Internet. This is even more essential in order to include citizens and friends of Montserrat in the Diaspora.

The website (already established or new) will include the following:

- i. Discovery meeting
- ii. Define sitemap for the website pages
- iii. Review and approve sitemap
- iv. Home Page Design and Branding
- v. Approve Main Menu primary pages
- vi. Create web pages based on Menu

vii. Add content (images, text & videos)

The objectives are to increase the efficiency and effectiveness of the GoM to communicate with stakeholders and enabling access to information and services using ICT.

A designated ICT person in the Policy and Planning Unit of the Ministry of Finance & Economic Management of the GoM should have responsibility for implementing this strategy.

5. Instagram, Facebook, Twitter and other Accounts

Instagram, Facebook, Twitter and other social media platforms should be developed along similar lines to support the roll out of the MSDP

6. Community Outreach

Community engagement through festivals and other cultural events, competitions, church and school activities, and exhibitions are important tools to achieve community-level buy-in

The appropriate GoM Department should be used to roll out this strategy

7. Newsletter

Newsletters are effective way of disseminating messages and information on the MSDP and related activities to key stakeholders.

It is recommended that the Newsletter be produced initially on a semi-annual basis; with the prospect of quarterly publication. The circulation should be targeted to the community and other key stakeholders. The Newsletter content will focus on providing information on activities, projects, programmes and plans relating to the MSDP.

In addition to a printed version, an on-line version could be produced.

Templates could be developed to depict seasons, for example, Easter, Christmas etc. or thematic areas for example, economic, environmental, social, etc.

Newsletter Format

- Size: Four (4) pages; letter size; colour.
- Contents:
 - Editorial
 - Projects – news and updates
 - Calendar/ planned activities
 - Community news – relevant to MSDP mandate
 - Special features, e.g.
 - Health and wellness (e.g., COVID)
 - Sports
 - Outstanding participants (e.g., youth achievers)
 - Question & Answers
- Frequency: quarterly/monthly

- Circulation: numbers.
- It is also available on-line.

The functional stages in the production of the newsletter include:

- 1) Management (Administration, Review)
- 2) Planning
- 3) Marketing
- 4) Editorial
- 5) Production
- 6) Circulation

8. Management

The Newsletter is the responsibility of a team comprising a Communication Officer, who will coordinate the day-to-day activities and ensure timely publication. The publication could be assigned to a communication specialist on a contractual basis.

9. Editorial

The content of each edition will be decided and coordinated by a Newsletter Editor. Actual material could be supplied by staff and stakeholders. A possible source of writers is from community members as well as students.

10. Production

This is the job of graphic artists and paginators (typesetters) who ensure that the printed matter will be appealing to readers and conform to the page plans approved by the Editor. With currently available software templates (MS Word, Publisher), attractive newsletters can be prepared in the office. Printing in high volumes, however, will be best given to commercial printers (copy shops).

An on-line version of the newsletter should also be prepared and posted on the website.

11. Circulation

Depending on budget, the publication will be distributed within the community and to all key stakeholders.

Please see the full Consultation Plan and Communication Strategy Report for more details.

4.0 Sensitization Session with the Legislative Council (LEGCO)

4.1 Attendance

Table 4 below shows persons in attendance at the Sensitization Session for Legislators

Table 4: Participants at Sensitization Session for Legislators

NAMES OF PARTICIPANTS	POSITIONS OF PARTICIPANTS
1. Hon. Joseph Taylor-Farrell	Premier and Minister of Finance and Economic Development
2. Hon. Charles Kirnon	Minister of Education, Youth Affairs & Sports; Health and Social Services
3. Hon. Crenston Buffonge	Minister of Agriculture, Lands, Housing and Environment
4. Hon. Dr Samuel Joseph	Minister of Communications, Works, Labour and Energy
5. Hon. Veronica “Kay” Dorsett-Hector	Parliamentary Secretary
6. Hon. Charlina White	Speaker
7. Hon. Paul Lewis	Opposition Leader
8. Hon. Donaldson Romeo	Opposition, Former Premier
9. Hon Claude Hogan	Opposition
10. Hon. Lindorna Lambert	Financial Secretary
11. Mrs. Judith Baker	Clerk of Council
12. Mr. Kenya Lee	Acting Deputy Financial Secretary (Presenter)
13. Dr Sheron Burns	SDP Focal Point Officer
14. Mr. Trevor Spence	Facilitator

4.2 Vision of the Legislators for a legislative framework for the new MSDP

Table 4 below shares the vision of Legislators for the new MSDP

Table 4: A Practical Vision of the legislative framework to facilitate the new MSDP

Practical Visions of the legislative framework to facilitate the new MSDP
• MSDP is connected to an agreed UN/UK Decolonization
• Identify markers for a Legislation in place for the SDP
• Legislation in place for the SDP
• Markers identified for achievements at each juncture
• Cabinet approval to include opposition views.
• Cabinet approval for the new MSDP
• Utilizing our human resources to ensure the best outcomes
• Virtual Environment to share with diaspora and others
• A framework, timeline and action programme to achieve the objectives of the MSDP
• The broad directions of each sector i.e., Education, Immigration, identified
• More conversation on national Development
• Laws that enrich the lives of the people of Montserrat in a positive way in place
• Increased food and nutrition for everyone
• Medical products made from CANNABIS developed
• New jobs created

4.3 Current Reality

The Legislators then reviewed the current situation around a Legislative Framework for the MSDP (accomplishments, and non-accomplishments), using the Focus Question: *what is the current situation (accomplishments, and non-accomplishments in terms of the Legislative Framework that must be considered while developing the new MSDP?*

Table 5 below captures the accomplishments and non-accomplishments that Legislators consider that will impact on the development and implementation of the new MSDP

Table5: Current Situation impacting on the Legislative Framework using a Balance Sheet of Accomplishments and Non-Accomplishments

Accomplishments	Non-Accomplishments
Accountability Framework	Access to Adequate Health Care
Procurement	No hospital
International reporting and financing	Slow or no Population Growth
Information, Communication Technology Policy & Infrastructure	Aging population creating strain on social services
Fiber	Implementation
Structure	
Housing Act	Housing
Access to affordable housing	
Constitution Passed – 2010	No Geothermal
Energy Policy	Energy Policy Security
Energy Security	
Moving away from fossil fuel dependence	
Food Security	Food Security
Agriculture Development Plan	
Self-sufficient in eggs	
Physical Development – North Montserrat	Implementation – resource constraints (money and land)
Private Sector Development	
Sand mining	
Social Protection	
Domestic and child abuse laws	
Labour code	Labour policy ... still no minimum wage

1. Accomplishments

Members of the Legislator identified several laws, plans and policies that were approved with the weaknesses or non-accomplishments being in the implementation.

These include regulations around procurement, Information Policy, Housing Act, Energy Policy, Agriculture Development Plan, Social Protection Act and Labour Code.

2. Non-Accomplishments

The non-accomplishments on the other hand highlighted inadequate implementation in a number of areas, including inadequate housing, slow decline in and an aging population and

inadequate progress in the health care, weak population growth, and weak alternate energy response.

4.4 Action Planning/Consensus-building Session

Participants then had a general session and exchange ideas on the priority actions that were needed by the Legislative Assembly to provide leadership to the new MSDP.

Considerations were also given to how to localize and align the SDGs with the new SDP. **Appendix 3 - Localization and Alignment of the SDGs with the existing MSDP** (17 Sustainable Development Goals -SDGs of the 2030 Agenda for Sustainable Development was adopted by world leaders in September 2015 at an historic UN Summit) was shared with the participants as sensitization to the SDGs and to commence the thinking of how these fit in with the MSDP.

The Focus Question *“What are the specific, practical and priority actions that need to be undertaken by Members of the Legislature over the next year to support the Practical Vision for the Legislative Framework for the new MSDP?”* was also introduced to assist in focusing the discussion around the priority actions.

The following strategic areas or actions were agreed on:

1. **COVID -19** remained foremost in the thoughts among Legislators. The SDP will need to adjust to the new realities brought on by this pandemic. This will impact on all aspect of the plan – population, immigration, how people assembly, education, health among others.
2. **A review of the Sustainable Development Plan 2008 - 2020** was needed to take into consideration:
 - a) What was accomplished and should be continued
 - b) What was not done and still remain relevant
 - c) What lessons were learned
 - d) The vision statement, vision pillars, and values should be reviewed to take into consideration the changing realities
 - e) Consideration was given to the duration of the new plan. It was agreed that it should run between 20-25 years with periodic reviews. There may be the need for major changes if the UN changes its SDGs in 2030. The discussion also considered if it should remain a plan or if legislation should be put in place to make it more permanent

3. The Role of the UK Government, Donor-funded and the SDP

There was a great deal of discussions around the UK government, external funding with EU doors being closed, the plan and the UN role

The Sustainable Development Plan, the Sustainable Development Goals and a Decolonization Plan was considered linked and that Montserrat needed to arrive at a position and have three-way discussions to include UK government, UN and the GoM.

While the UN seem to equate Decolonization with Independence, Montserrat considered it to be the starting the discussion around self-determination and economic independence.

The presence of the Premier, Opposition Leader and a former Premier in the discussion were taken has a positive signal in the process of creating an effective new Montserrat Sustainable Development Plan with the other considerations could arrive at consensus and be sustained even with any immediate change of government.

There need to be follow up discussions in this area. There were members who believed that regardless of what was agreed on, the final decisions rest solely with the UK government, while others felt that given existing commitments, there is room to advocate and negotiate.

This is one area that needs follow up

4. Limitations of the SDP

It was identified that there are “far too many actions in the SDP. If Montserrat could do all these things, they would not need help. The idea is to make the plan simpler and clearer and reduce the number of strategic actions”. (Comment by Senior Officials in 2013 Focus Group)

Cascading from the goals are seventeen (17) strategic outcomes and 35 strategic actions. The question is being asked “What are the short-term goals in each of the objectives in each of the goals?” (See SDP on gov.ms and quick wins). There were so many – what were the pressing ones. **(Response:** going forward we will need to work with technical persons to set realistic timelines)

A more comprehensive review of the existing accomplishments and challenges faced in the last plan was needed in order to take on board the lessons learned

5. Population

Goal 5 speaks to “a stable and viable population, appropriate for the development needs of the island”. The targets of this goal have not been achieved and recognizing the importance of this, Goal 5 is now being treated as a cross-cutting theme that impacts the outcomes of all the four other goals.

The reviewed documents and the workshops all expressed deep concerns about the declining and aging population.

6. Role of the Public Sector

In Montserrat, the public sector is much larger as a percentage of the workforce and as a percentage of Gross Domestic Product (GDP) than it is the case in most other countries in Caribbean and Latin America.

Given this, participants saw the need for a political neutral public sector to act on agreed policies regardless of which party forms the government

7. Priority Role of the Economy

The underlying factor is the economy. “If you don’t have the economy to sustain other things such as education then, it is useless. How do we focus on economic development and growth so the resources to fund these, can be generated”?

Much debate is on-going regarding the role of the private sector. There is now the need to define who is the private sector with the recognition of farmers, fishermen, small entrepreneurs and many public sector persons who are also owners of small enterprises.

All are considered to have a role in growing the economy.

8. Renewable Energy

Renewable energy is a vital part of the Government of Montserrat's Energy Policy 2016 to 2030, as well as contributing in a major way to the achievement of the Sustainable Development Plan 2008 to 2020. Both solar energy and geothermal energy are being developed as parts of this strategy. To date, three geothermal wells have been dug and two have been tested, successfully proving the adequacy of the geothermal resources to provide more than 100% of the current on island needs for electricity.

An implementation plan was considered essential for the Energy Policy

9. Engaging the Youth

Recognizing that the population is in decline, aging and with health conditions that is becoming more dependent on the welfare system and recognizing that the commitment and engagement of the youth is not fully captured, it was stated that strategies to sensitize and engage the children and young people into the vision for a new Montserrat were needed.

There are however major concerns expressed that both adults and young people need to understand the values that are unique and important to Montserrat.

10. Monitoring and Evaluation

Participants stated the need to ensure that progress was adequately tracked

5.0 Demonstration Workshop with potential Steering Committee Members

5.1 Participants and their position

Table 6 below list the attendees and their position who participated in the Demonstration Workshop.

Table 6: Participants at Demonstration Workshop

NAMES OF PARTICIPANTS	POSITIONS OF PARTICIPANTS
1. Irene Sweeney Duberry	Monitoring and Evaluation Unit
2. Dr. Sharra Greenaway Duberry	Chief Medical Officer, Ministry of Health & Social Services
3. Maldrick Weekes	Youth Representative
4. Adena D Johnson	Principal Trade & QI Officer Trade
5. Lyston Skerritt	PS (Ag) Minister of Education, Youth Affairs & Sports
6. Ruel Duke	Entrepreneur, Teacher
7. Alphege Browne	Statistics Department
8. Vernaire Bass	Entrepreneur, Media
9. Norman Cassell	Entrepreneur/Private Sector
10. Jennifer Meade	BNTF Project Manager
11. Denise Silcott	Ministry of Health
12. Angela Estwick	Hon. FS's Representative
13. Dr. Sheron Burns	SDP Focal Point Officer
14. Trevor Spence	Consultant

5.2 Objective

The main aim of this Demonstration Workshop was to familiarize the MSDP Team with the methodology being used for the consultative process, using a real-time demonstration.

The Workshop focused on the Communication Plan that will be used to sensitize the citizens about the new MSDP.

The Communication Plan was prepared by the Consultant as a part of the process to develop the new MSDP.

5.3 Current Reality Dialogue

The focus question “*what is the current situation (accomplishments, weaknesses, opportunities and challenges) in which stakeholders need to work in order to successfully communicate and implement the new MSDP*” guided participants in addressing this area.

Table 7 below summarizes their response

Table 7: Current Reality Dialogue Sheet (Demonstration Workshop)

<u>ACCOMPLISHMENTS</u>	<u>OPPORTUNITIES</u>
<ul style="list-style-type: none"> • Jingle and Media Presentations • Documented Plan exists • Executive approval overall • Steering Committee established • Accomplishment of some of the goals from 2008 – 2020 SDP • Increased skill set • Existing document can be used as a baseline • Completion of some of the items in the old plan • Implementation of old plan led to use of new business tools and methodologies • political will • Stable government 	<ul style="list-style-type: none"> • A planning framework exists • General interest from various stakeholders to develop new plan • Review required of current plan in order to develop new plan • Review period prior to implementation of new plan • Technology infrastructure can be utilized • Alignment with the UN's Sustainable development Goals • Improved planning process • Technological advancement • To involve more persons • Engagement with diaspora organizations • Publicly communicate achievements more frequently
<u>WEAKNESSES</u>	<u>CHALLENGES</u>
<ul style="list-style-type: none"> • Inadequate implementation • Loss of vision/focus • Low morale of the population • Conflicting plans e.g. SDP, EGS • Document not understood/utilized within the society • Working in silos • Maintaining constant communication • Lack of updated/new legislation • Insufficient data and analysis to guide the decision-making process • Inadequate follow ups/reviews • Loss of experienced persons and data to support / inform decision 	<ul style="list-style-type: none"> • Low participation of private sector • Lack of legislators/stakeholder buy in • Data gap • Inadequate financial and human resources • Pandemics and natural disasters • Declining and aging population • Language barriers • Brain-drain • Consultation fatigue • Insufficient visionaries

5.4 Action Planning Workshop - Calendar of Events

The Calendar of Events is an output from an abridged Action Planning Workshop

Participants used the selected Action Areas listed below to complete the Wall Calendar. The focus question: *“what are the specific, practical and priority actions that need to be undertaken over the next year to communicate the new MSDP to the population”* was also used to guide the discussions.

The following Work Areas were used:

1. Group One: Methods of stakeholders' Engagement
2. Group Two: Messages
3. Group Three: Coordination and Continuity

Table 8 presents the outline of a draft calendar for the project.

Table 8: Draft calendar – Demonstration Workshop

Work Areas	Team members	Early action	Q1 Jan-March 2021	Q2 – April – June 2021	Q3 – July – Sept 2021	Q4 – Oct – Dec 2021	Expected result
Group One: Methods of stakeholders' Engagement	Vernaire Bass Maldrick Weekes Alphege Browne Ruel Duke	Undertake Stakeholders' Assessment	Develop a branding strategy for the SDP Conduct Open Forum, Town Hall Meetings and Focus Groups Sensitize and engage Stakeholders Complete the development of a Communication Strategy for the SDP	Organize workshops and panel discussions Draft videos and content for promotions Begin recruiting process for Champions and Ambassadors Undertake M&E	Produce marketing materials for each phase of the project Undertake M&E	Carry out SDP Post mortem activities Undertake M&E	Public aware, informed and fully engaged in the overall process All communication strategies successfully implemented
Group Two: Messages	Sharra Greenaway Duberry Irene Sweeney Duberry Denise Silcott Jennifer Meade	Engage with a communication Specialist Agree on messages	Determine and engage beneficiaries Create and disseminate 20% of the messages Engage Champions and Ambassadors	40% of products developed and disseminated	60% of products developed and disseminated	80% of products developed and disseminated	80% of products developed and disseminated
Group Three: Coordination and Continuity	Adena D. Johnson Norman A. M. Cassell Simonne M. P. Fenton Lyston E. Skerritt	Recruit Communications Officer to support GIU function Define members of Communications Working Group	Develop Communications Working Group Implement Focus Groups geared to support the national processes Establish database framework	Monitor and evaluation Communications Strategy	Compile Focus Groups outcomes	Compile Focus Group outcomes Establish ongoing communication Outreach Plan	Completion of Communications Strategy Repository of National Processes developed (including Policies, Treaties etc.)

6.0 Visioning

6.1 Consultation Process

Table 9 below presents the workshops done in date order with the number of participants attending each workshop:

Table 9: Workshops by Name, Date and attendants

Name of Workshop	Day and Date of Workshop	Number of Participants
Governance	Wednesday 17 November, 2021	9
Environmental Management and Disaster Mitigation	Thursday 18 November 2021	18
Human Development	Monday, 22 November 2021	17
Economic Management	Tuesday 23 November 2021	16
National	Thursday 25 November 2021	56
Total		116

6.2 Participants

Table 10 below list the participants in the four (4) sector and one national workshops

Table 10: Participants in Visioning Workshops

#	National	Economic	Human	Environmental	Governance
1.	Ajhermae White	Siobhan Tuitt	Inez Thompson	Alwyn Ponteent	Hon Veronica Dorsette Hector
2.	Maldrick Weekes	Linda Dias	Stephanie Tuitt	Emmy Aston	Melissa Ogarro
3.	Normal Cassell	Anne Thomas	Billy Darroux	Stephen Mendes	Collin Fergus
4.	Viona Alexander Smith	Blondelle 'Garro	Dothlyn Tuitt Kirnon	Thousand Galloway	Cheverlyn Williams Kirnon
5.	Vernaire Bass	Baldwin Taylor	Pyiko Williams	Ajhermae White	Hon. Paul Lewis
6.	Cheverlyn Williams Kirnon	Harjinder Jutle	Jenzil Skerritt	Billy Darroux	Hon. Charliena White
7.	Hon. Paul Lewis	Martin Parlett	Gilmore Williams	Wendy Ayme	Angela Estwick
8.	Martin Parlett	Norman Cassell	Lyston Skerritt	Deidre Allen	Dr. Sheron Burns
9.	Alwyn Ponteent	Joseph O'Garro	Althea Allen	John Jeffers	Trevor Spence
10	Stephen Mendes	Ousman Sowe	Lydia ?	Shelley Isles	
11	Hon. Charliena White	Angela Greenaway	Florence Griffith Joseph	Normal Cassell	
12	Billy Darroux	Hazel Riley	Keenan Cassell	Kelvin White	
13	Baldwin Taylor	Violette Silcott	Claris Yearwood	Vagan Daway	
14	Ruel Duke	Angela Estwick	Angela Estwick	Sheldon Carty	
15	Rev. Louis Charles	Dr. Sheron Burns	Gesner Louis-Charles	Thifannie Williams	
16	Hon Veronica Dorsette Sector	Trevor Spence	Dr. Sheron Burns	Dr. Sheron Burns	
17	Linda Dias		Trevor Spence	Trevor Spence	
18	Siobhan Tuitt			Vakieta George*	
19	Anne Thomas				
20	Denise Silcott				
21	Inez Thompson				
22	Gilmore Williams				
23	Lyston Skerritt				
24	Deidre Allen				
25	Daphne Cassell				
26	Jenzil Skerritt				
27	Flo Griffith				
28	Dothlyn Kirnon				
29	Jennifer Meade				
30	Lydia Parlett				
31	Blondel O'Garro				
32	Adena Johnson				
33	Debra Lewis				

Table 9: Participants in Visioning Workshops contd.

#	National	Economic	Human	Environmental	Governance
34	Ashley Lindsey				
35	Denzil West				
36	Veta Nicholas				
37	Deneese Fenton				
38	Rosetta West Gerald				
39	Steffanie Tuitt				
40	Kenneth Silcott				
41	Melissa O'Garro				
42	Romilly Murrain				
43	Kelvin White				
44	Carlisle Pyiko Williams				
45	Colin Fergus				
46	Warren Solomon				
47	Beverly Mendes				
48	Clement J Meade				
49	Yanique Jarrett				
50	Angela Estwick				
51	Vakieta George				
52	Tamisha Hazel				
53	Althea Allen				
54	Vernique Fenton				
55	Dr. Sheron Burns				
56	Trevor Spence				

6.3 National Vision Statement

Participants in all five (5) workshops were asked for feedback on the Vision Statement. The Focus Question used to assist was: *“Do you believe that this Vision Statement in the new SDP?”*

1. Should be added to?
2. Any area should be deleted?
3. Should remain as it?”

Below are the feedbacks from all the workshops:

1) Should be added to

A number of general comments were put forward, included:

1. Clear and simple
2. Define words so that everyone has the same or similar understanding
3. Should be amended, SDG should be reflected more in the vision.
4. **Consider slight change towards environment and security**, should be environmentally friendly Montserrat.

5. National Vision can remain except putting in, after community and changing hopes to ambition
6. **Resilience** where we are productive so that hurricanes don't affect us. Reduce the vulnerability to build resilience. **Resilient** to capture resilience to be more prepared for things that are going to happen.
7. Statement of friendly vibrant community. does it emphasize it sufficiently?
8. **Montserrat** - the most discussed concept was for the Vision Statement to capture the uniqueness of being Montserratian and living in Montserrat. Some twenty (20) comments were reflective of participants views in this area. Some of these comments were individual views with many of these views expressing the consensus of table discussions.

2) **Remains as is**

Many working groups (table discussions) recognized the need for keep the vision statement:

1. **Remain as is** – no change required
2. Don't think it's important to change because there are more prompt issues at hand

3) **Any area should be deleted**

Very mixed view and widely discussed about "God fearing society" – how to make it inclusive. This debate was not conclusive to keep, to remove or how to keep

6.4 Vision Pillars

The question *"Do you believe that these Vision Pillars in the new SDP?"*

1. Should be added to?
2. Any area should be deleted?
3. Should remain as is?

Table 10 below, provides feedback on the Vision Pillars

Table 10: Review of Vision Pillars

Current Vision Pillars	Recommendations on what should be added	Recommendations on what should be deleted	Workshop Recommendations
<ol style="list-style-type: none"> 1. A stable and enlightened community that promotes integrity, accountability, inclusiveness and empowerment of the society 2. A thriving and viable population 3. Adequate housing for the population 4. Sustainable utilization of natural resources 5. A vibrant agriculture sectors 6. Educational opportunities increased and improved 7. Adequate and affordable transportation links to and from Montserrat 8. Private sector empowered to be the engine of growth 9. All areas of tourism thriving (cruise, residential, hotel, sports, eco-tourism, heritage and culture) 10. Economic growth leading to self-sufficiency 11. Total island infrastructural development 12. Accessible comprehensive health care system 13. Heritage and cultural resources managed and fully utilized 	<ol style="list-style-type: none"> 1) Add creativity and entrepreneurship. 2) Media & communication with global reach. 3) Sustainable profitable agricultural production. 4) Adequate transportation infrastructure and safe, reliable and sustainable transportation modalities, connected to global distribution systems and networks. 5) Emphasis on blue and green and orange economy. 6) Digital and new technologies, including renewables and sustainable energy. 7) World class information and communication and technology and e-government infrastructure. 8) Sustainable development of the tourism sector, harnessing the weeds of the visitor, the environment of the local community 		

1. General Comments

Below are some of participants general comments has it relates to the vision pillars:

1. We do not have the people to drive this SDP (primary focus we need this)
2. Must be appropriate to the discussion. Should the design and structure be appropriate going forward?
3. Pillars have a broad typing maybe it's too broad; needs to be clearer and more specific and defined.
4. Words do need to be defined and additions and rewording needs to happen with the pillars.
5. How to make it better?
6. Productivity efficiency equity
7. How productive are we a people? As our output? If we want to be productive say it and do it.
8. Unsure if there is a problem.
9. We are not fully educated.
10. Not an active goal. It's there but is not active.
11. We need a review of all the pillars that take place and include it into writing then back the community.
12. We should reemphasize the importance of communication

a. Get rid of them – deleted

There were two comments pointed to deleted the vision pillars. These were:

1. **Get rid of them.** They are like objectives. What is the purpose of having pillars? Its distracting.
2. The Values are more like pillars and whether there need to be a consolation and to review to see if there are outcomes

b. Remain as is

Four workshop groups felt that the pillars should remain as is:

1. They are okay
2. Its inspiring.
3. Remain the same
4. Remain but SDG should be reflected

c. Added/Modified

Some thirty-one (31) individuals and/or table groups commented on the need to add to and/or modify the vision pillars. The comments were:

1. All areas of tourism managed and utilized. Adequate housing for the population?
2. Tourisms sector doing well. do we really want that? We need to prioritize and focus on the goal.
3. We realized the environment had a big role to play so it should be inserted in one of the vision pillars. A thriving population policy updated. Should be accessible and affordable.
4. We considered we didn't see the use of the word technology. It could've been sitting with education. Does tourism need to be a separate pillar?

5. Risk reduction and safety added or reflected in one of the pillars. Natural resources protection being added.
6. Should we use the word climate change?
7. It's not climate change that is doing anything to us maybe it's something else.
8. Yes to accessible health care (Pillar #13) add the word quality to our health care.
9. We want more than vibrant agriculture we want sustainable.
10. Create a new tourism writing and what would we really like.
11. Do I have the ability to be at this destination? How can we differentiate ourselves?
We have to see how best the group can go forward. We should do more transitioning instead of dropping goals for other goals.
12. Modernization take advantage of our sides and scarce resources.
13. Revamping of vision pillars and how we link them
14. Values should come before pillars. #5 before 1 and #7 before 2.
15. Addition of disaster managements should be in rank order instead of just listing.
16. See what should be placed first is a problem
17. Give the motto and vision more exposure, more education towards Montserrat's logo vision and motto. Healthy and wholesome Montserrat should be where our vision lies and the activities must be directed from there which is the national vision.
18. We should be more cultivated.
19. We need to accept the setbacks that put us in the place we are now.
20. Transportation internal transport system tourism.
21. Yachting industry added and a sector developed to be more resilient about shocks.
22. Build a resilience society through appropriate adaptation and mitigation measure to a climate change and security for the elderly social security and insurance.

Re-focus pillar 3 – adequate housing for the population

A number of comments centred around housing as presented below

23. Adequate and affordable housing
24. Affordable? Prices are changing and what type of housing is affordable. Maybe a housing complex is better. Town House aspect used.
25. **Housing?** there was a leader in Montserrat that said everyone was to have a house. What is the expectation of Montserrat? Is the house big or small? How does the government help with this? If people are struggling to afford house now ..resilience would make it harder.
26. Affordable? accessible? Is it adequate? How do we make it adequate?.

Re-focus pillar 7 – educational opportunities increased and improved

Similarly, a number of comments centred around education, namely:

27. Education, how accessible and affordable is it, embrace technology side of it.
28. **Education?** more ICT. More vocation and technical. Have to be responsive for what we have. How do we ensure the plan is working with the workforce? Should be a blue and green economy. #5 (sustainable utilization of natural resources) and #4 (heritage and cultural resources managed and fully utilized) should be rephrased. Resilience and disaster management is missing. Education systems produce lawyers and doctors and not the vocation technical training.
29. Education has to be the driving force.
30. Educational opportunities increase or diversified.
31. Opportunity in college to be vocational and technical education

2. Recommendations from the National Workshop

The nation workshop also undertook a review of the vision pillars and made the following recommendations:

1. Add creativity and entrepreneurship.
2. Media and communication with global reach.
3. Sustainable profitable agricultural production.
4. Adequate transportation infrastructure and safe, reliable and sustainable transportation modalities, connected to global distribution systems and networks.
5. Emphasis on blue and green and orange economy.
6. Digital and new technologies, including renewables and sustainable energy.
7. World class information and communication and technology and e-government infrastructure.
8. Sustainable development of the tourism sector, harnessing the needs of the visitor, the environment of the local community

6.5 National Values

The below focus question was used to assist the discussion on national values: *Do you believe that these National Values in the SDP?*

- a) Should be added to?
- b) Any area should be deleted?
- c) Should remain as is?

Table 11 below, and the discussion following highlights participants feedback on the national values

Table 11: Review of National Values

Current National Values	Recommendations on what should be added	Recommendations on what should be deleted	Workshop Recommendations
<ol style="list-style-type: none"> 1. Respect for God, self and others 2. Resourcefulness and Resilience 3. Commitment to Excellence 4. Transparency 5. Accountability 6. Integrity 7. Justice and Peace 8. Partnership and Participation 9. Tolerance and Diversity 10. Respect for the environment 	<ol style="list-style-type: none"> 1. Should becoming independent be an integrated part of the development goals 2. Quality and Standards 3. Professionalism 4. Innovation 5. Citizenship Engagement 6. Good public value 		

1. General

Some sixteen (16) general comments were made around the values, including:

- 1) Keep it narrow and easy to understand
- 2) Terms need to be defined
- 3) Excellence – How to make it better?
- 4) Add Productivity, efficiency, and equity
- 5) How productive are we a people?
- 6) As our output?
- 7) If we want to be productive say it and do it. Is it that we are just looking for perfection?
- 8) We make a mistake and nobody forgets because of our ideology of excellence of perfection.
- 9) Keep away from the word simple.
- 10) We need to find a way to get off witch-hunting and if you see what looks like witch-hunting put your foot down and get to the bottom of it.
- 11) Productive- maybe we have different perspectives so what is the right definition.
- 12) When using the words excellence what does it mean?
- 13) We should be productive, kind, how do we teach adults to be kind?
- 14) How do we get these played out in our everyday lives?
- 15) Our excellence needs meanings help to define standards.
- 16) We are measured by what we say whether fairly or unfairly.

a. Remain as is

Five (5) groups/individuals felt that the national values should remain as is:

b. To be deleted

There was one comment of deletion:

- 1) Consideration in reduction might lose values because of too many component

c. Added to

Some fifteen (15) comments identified what additions should be made to the values:

- 1) Respect for God looks more inclusive.
- 2) Tolerance for diversity should be alone.
- 3) Added safety and security.
- 4) Disaster risk education. (Crime, human safety)
- 5) Changing to diversity and inclusion/disaster-public safety and incorporate youth into everything
- 6) Mitigation against crime, discrimination,
- 7) Aspect of integrity, diversity and inclusion. Disability how to plan around infrastructure. Access to grand or funding use to see a direct mirror
- 8) Respect for God. Inclusion of all genre. How to put it into one? How does it work?
- 9) Interfaith and sexual fluidity was discussed. My fear is the difference what we want as a lived values vs governance values. Listen to recording.
- 10) What defines us as a people are cultural norms. Should culture be one of the specific areas to be picked up on? What is our indigenous right? How to protect it? We should not deny people to continue indigenous right.
- 11) Resilience should be spelt out. We need to have a population, economic, infrastructure, environmental, energy resources stable resilience, energy resilience.

Transparency, accountability, integrity we need to speak about it as one. Respect for the marine and terrestrial environment.

- 12) Respect for God additions inclusive for all religion race gender disabilities should be pinned where the conversations can build. Safety and security should be added under justice and peace or add it to the list.
- 13) External frameworks - are we signed up for SDGs or are we tagging along? We aren't signed up to the agreement has not been extended from the UK. We don't have the argument for funding and we should flag it
- 14) We have signed to the UN; we are partnered with ECLAC. and the plan is to include more sources of funding

2. Montserrat

There were also comments around the values that could be identified as being unique to Montserrat:

- 15) Define indigenous does Montserrat currently have indigenous people?
- 16) National values - respect for God be kept in it. Respect for religion and beliefs instead of God since we have a multicultural.
- 17) What is a Montserrat? who is a Montserratian? Give a proper definition.
- 18) Montserrat culture have a lot eccentric values. We are losing them we need to capture and retain those values like greetings, manners because it makes us unique. If we don't document those values it will float away.
- 19) How are we going to have national pride when we are not practicing the values?

3. National workshop

The national workshop also suggested additions:

- 20) Should not being independent be integrated into development goals
- 21) Quality and Standards
- 22) Professionalism
- 23) Innovation
- 24) Citizenship Engagement
- 25) Good public value

6.6 National Development Goals

The focus question following was used to assist with the discussions around the national goals - *Do you believe that these national goals in the new SDP?*

- a) Should be added to?
- b) Any area should be deleted?
- c) Should remain as is?

1. General

Listed below were the general comments:

- 1) Do we have the capacity to do that? Are we just an afterthought to the UK? Why do we need a government of so many employees for a small population?
- 2) Montserrat is fighting for absolute basic and still have to beg for other things. Why aren't we demanding the same level of healthcare. We can never grow if we have to rely on UK.

- 3) We have tried and was never successful. It's our thinking in ourselves. Have we made the move to convince them how we should be looked at differently? The way we approach the request for funding is to be looked at. We are our own enemies when we put forward the justification for what we want. We keep thinking are we going to get moneys from this person. We have to find innovative ways of getting those funding. Are we using the intellectual capacity that we have?
- 4) What is governance? We need to review how they are written.
- 5) We are dependent we need to find a strategic way of advocating to push the boundaries we should also call out if it's not a dependable parliament.
- 6) We need a national discussion of what self-determination means. We need to recognize sensitivity and budgeting on self-determination.
- 7) To be ideal you have to be useful. You can't have an ideal anything. We are having a great discussion and go back to our lives and its needs more connection and its time that we sit and speak to each other about history where we were and where we are going and push the boundaries and name and shame. If we are serious we can form a group and take this discussion forward. Self-determination a role for parliament how do we move forward and if we can't have it with leaders how can we have it with others.

a. Remain as is

There were two comments to remain as is

b. Added

Like in other areas, the comments to add to the goals were greeter than other comments with some thirty-four (34) comments to either add goals or tweak existing goals:

- 1) Add - social development.
- 2) Economic management should be economic development.
- 3) Splitting environmental management and disaster mitigation.
- 4) Work towards financial independence as a goal
- 5) **Population** is it something we want to pull out?
- 6) Population should cut cross the other 4 goals.
- 7) Population- what is there to force me to want to stay especially if I had the opportunity to go outside and see what is out there. That is a challenge. Is there everything being done to cause young people to want to stay.
- 8) How do we motivate the young people who are here to stay and buy into the process?
- 9) What are the incentives what need to be done in the plan to pay attention and focus?
- 10) Independence as a solution. Every Caribbean Island have gone through their challenging years have started doing better. We will always remain small in the UK if we depend on UK. We are only an afterthought.
- 11) History shows that life is repeating itself for years now. And every time we have tried or climb out we get sent back five years. We have to recognize that whatever we find to move forward. It's not a level playing field. So, obstacles will always be in our way. We need legislation to be on that level playing field due to lack of funding. Maybe we do have to break away from the UK gov. we are not #1 and never going to be. They will promise and we going to have to make sure that is what people wanted.

- 12) The creative way of linking the experience with the youth. How we can share and bridge with the new generation.
- 13) Unless we can solve the issue of the youth. it's going to be someone else recognizing the problem. How do we stop making people using Montserrat as a stepping stone?
- 14) Independence- that might be the first step. Get them to develop Montserrat
- 15) Young people are not exposed enough to the riches in Montserrat which is why they are leaving. If you don't understand the value you won't be able to optimize the value
- 16) Separate disaster management and environment, Economic growth and management, Human development, efficient, governance and representative.
- 17) Missing adjective action words to go with goals. Need more directional and a oppose to static.
- 18) Separate disaster management and environment
- 19) Separate disaster management and environment
- 20) Separate disaster management and environment
- 21) Align with SDG. it's about reflecting
- 22) Separate 3 to replace mitigation with disaster management and environmental pillar
- 23) Split comprehensive disaster management to include disaster mitigation.
- 24) Comprehensive environmental management to include climate adaptation and mitigation
- 25) Economic Management we don't want to manage it, we want it to grow.
- 26) Review economic management.
- 27) Education should fall under human development. After we pass laws,
- 28) How do we get these laws out there to people know what they mean?
- 29) Budget and finance- the way we budget and dissect build up our national goal. If we writing a budget and we aren't going to say where it goes how we get it done. How do we create a budget to match our goals?
- 30) Infrastructure development should be included as separate goal and the various aspects stated to be included under this goal
- 31) Drill down on the governance to include the constitutional aspect policies justice system engage better partnerships and negotiation improve relationships with funding partners so that available funds can be accessed as BOTC the Paris declaration on aide effectiveness' should be signed and taken into consideration.
- 32) Human development should be stated somewhere as the overall goal we should be working towards satisfying this goal the other goals as contributing to be bigger overarching goal of the human development.
- 33) Economic Management to be drilled down to include population to adequately capture that element retain people reward people. Policy incentives to grow the population job creation build the service sector economy. Environmental management- when something gets damaged it gets left there because there is no funding and there is nowhere is in the budget that reflects that.

6.7 Duration of the new MSDP

Participants were asked *"What do you believe should be the duration of the new plan"*? with the following options given:

- 1) Similar period of 12 years
- 2) 15 years

- 3) 20 years
- 4) 25 years
- 5) 30 years
- 6) Over 30 years

Table 12 below and the discussion following provides participants' views on the recommended duration for the next MSDP

Table 12: Duration of the MSDP by years

Up to 14 years	15-20 years	21-30 years
	15 years with 3-year reviews	
12 years. UN SDG update will have an effect. 8- 10 years	20 years with review of 2030 agenda. 3 to 5 years review.	20-30 years
12 years with reviews done	20 years	
longer than 12 with reviews	15-20 years, need a longer time frame: come out with incentive to encourage young children to make children	
	15 years and a 5-year report	
	15 years	
	15 years*	
	15 years	
	20 with review intervals	
	Should be 15-20 years updated after 5 years to identify SWAT and make the relevant amendments	
	every 5 years review. and 15 – 25 with paying attention to the environment. If there is a system in place to recognize what we need to do if we need an extension	15-25 years
	We should be thinking about the 5-year medium term and not only the 15 -20-year plan we should have an implementation plan and monitoring plan.	

Of the seventeen (17) feedback from table groups:

- 1) **Twelve (12) groups** identified the period of 15-20 years for the duration of the next plan with 5 stating 15 years, 3 specifying 20 years, and 4 stated the full range of 15-25 years
- 2) **Three (3) groups** were satisfied with 12 years or longer, and
- 3) **Two (2) groups** recommended over 20 years

7.0 Current Reality

A comprehensive analysis of the current situation was presented in a separate report with some thirty-seven (37) tables used to analyzed the situation.

One is considered useful here is therefore to draw on the general findings rather than re-produce the details of the separate report.

7.1 Summary of Overall Current Reality

Tables 13A and 13B below provide a summary of the overall current reality situation using a Current Reality analysis:

Table 13A: Current Reality Analysis of Montserrat: National, 2008-2020 SDP (Desk Review)

Accomplishments/Strengths	Opportunities/Trends
<ul style="list-style-type: none"> • Strategic location (25 minutes from international air link) • Support of British Government • OECS and CARICOM support for full integration into regional organizations • Liquidity of banks on the island • Attractiveness and tranquility of the island • Abundance of volcanic products and natural resources -pumice, ash, etc. • Political and macro-economic stability (low inflation, low debt, supply of foreign exchange) • Strong potential for geothermal energy exploitation • Resilience of the people • Universal access to nursery, primary and secondary education • Access to primary health care • Low crime rates and good security at all levels • Available disaster preparedness and management skills and experience 	<ul style="list-style-type: none"> • The potential to attract tourists visiting neighbouring islands such as Antigua (over 500,000 tourists visited Antigua in 2007) • Development of an efficient and customer friendly public service through the Public Service Reform programme • Development of volcano-related economic activities (volcano-based tourism, geothermal energy, quarrying products) • Repositioning of Montserrat as a vibrant and successful economy; with new and attractively designed Town Centres with modern and appropriate infrastructure • Access to regional institutions and labour pool for finance and expertise • Provision of strategic private sector development support • Liberalization of info-telecommunication sector with the aim of reducing cost and improving service • Potential to develop and market cultural heritage, including the Irish connection. • Tapping into the resources of the diaspora • Commitment to ensuring that all development activities meet sustainable development criteria • Localizing the SDGs in the SDP • Commitment to ensuring that urban planning takes into account the likely impact of climate change

Table 13B: Current Reality Analysis of Montserrat: National, 2008-2020 SDP (Desk Review)

Non-Accomplishments/Weaknesses	Challenges/Issues/Threats
<ul style="list-style-type: none"> • Small market size; small population base; parochial outlook • Weak, undercapitalized private sector; low level of economic activity • Shortage of entrepreneurial talent • Dependence on external aid and government sector for economic growth • Underdeveloped tourism products and infrastructure; weak tourism management • Inadequate management of the project cycle, especially project implementation and monitoring • Shortage of skilled labour; failure to attract, deploy and retain required skills; inadequate succession planning in the public sector • Limited housing stock • Costly telecommunication services • Inadequate and costly access to island by air and sea • Inadequate infrastructure. • Inconsistent management of economy • Low or negative economic growth • Poor secondary health-care infrastructure • Inadequate dissemination of information • Weak inter-sectoral linkages and coordination • Non-recognition/integration of non-Montserratians • Increasing burden of an aging population on social services 	<ul style="list-style-type: none"> • Strong regional competition for tourist and private sector investments • Tourist arrival numbers in decline • Donor confidence reduced by the slow pace of GOM delivery on project implementation commitments • Regional competition for talent, including qualified Montserratians • Lack of confidence by foreign investors • Migration/brain drain • Volcanic activity and other natural disasters – fear factors • Being able to balance budget without a large tax burden • Lack of access to the natural/volcanic resources • Ageing population/ burden on welfare system • Tensions arising among marginalized non-Montserratians. • Unstable coalition Government - stability /lifespan unsure

7.2 National Stakeholders' Feedback

The review benefitted from feedback from stakeholders at a national validation workshop.

This is listed in **Table 14** below:

Table 14: Current Reality Analysis of Montserrat: National Stakeholders' Feedback

<p>Accomplishments/Strengths</p> <ul style="list-style-type: none"> • Improvement in project delivery • Fiber optic installation • Covid-19 pandemic • Improved opportunities for youth employments • Partnership with UWI training • Draft national sports and recreational activity • Hazard and risk register • Disaster management plan created • Capacity awareness • Monitoring of species • Implementation of fiber optics to the home • Accountability framework • Improvement in procurement • Review of draft curriculum • Crime rate low 	<p>Opportunities/Trends</p> <ul style="list-style-type: none"> • Greater linkage with blue and green economy • Stabilize population • Growth of financial service sector • Build a niche financial service sector • Build a new proposal for funding in Montserrat. • Increased sporting ventures • Funding for sports • Training institutes of education • Rebuild infrastructure • Access to multinational funding
<p>Non-Accomplishments/Weaknesses</p> <ul style="list-style-type: none"> • Less than desirable number of persons? • Antiquated laws • Inability to make use of the uniqueness of the island • Shortage of skilled labour • Technical development • Changes in governances • Poor secondary healthcare • Over dependence on outside funding 	<p>Challenges/Issues/Threats</p> <ul style="list-style-type: none"> • Correspondence banking • Compilation of international standards • Brexit funding • Lack of vocational training • Reliance on being a resilient people • Funding • Migration • Enforcement of regulations • Migration brain drain • Private sector development

A comparative analysis of what the documents identified and what persons said in workshops are presented in the full report.

A number of feedback are presented below:

- 1) **The accomplishments/strengths** identified in the desk review are significantly different from those identified by stakeholders. Only in the areas of education, crime and disaster planning where there overlapping.
- 2) There was more overlapping between desk review and workshop participants in the area of **non-accomplishments**. Declining population, inadequate technical and other skills, over dependence on outside funding, and poor secondary health care were seen by both groups as weaknesses/non-accomplishments in the last SDP.

- 3) Repositioning of Montserrat as a vibrant and successful economy; with new and attractively designed Town Centres with modern and appropriate infrastructure and stable population; with access to multinational funding and the building of a niche financial service sector were areas that the desk review and workshop participants agreed that were opportunities to be exploited in the new MSDP.
- 4) The list of challenges/issues/threats were significantly different from both groups. Only in migration and brain drain and with inadequate available funding did both groups agree.

The following sections highlight the summary findings based on the four priority goals

7.3 Economic Management

The overarching goal is to facilitate and promote sustained economic growth and a diversified economy in which employment opportunities are being created and the government consistently practices prudent economic management. A stable, predictable and well-managed economy, as well as adequate and reliable international and local transport and telecommunication infrastructure are therefore deemed to be critical for the sustained economic development of Montserrat.

1. The Tourism Development Plan - TDP (2012-2022)

The Tourism Development Plan - TDP (2012-2022) sets out a new strategic approach to tourism in Montserrat. This strategy not only promotes the established features and cultural aspects of Montserrat but sets the foundation for sustained investment in all aspects of the tourism industry while ensuring astute exploitation of the island's new features (Little Bay and Carr's Bay developments). The TDP, therefore, recommends seven key strategies addressing demand and supply constraints:

- 1) Expand and diversify the tourism product.
- 2) Enhance visitor attractions and amenities.
- 3) Upgrade quality and service standards.
- 4) Improve access services and visitor facilities.
- 5) Focused and cost-effective destination marketing.
- 6) Re-organized and strengthened institutional arrangements.
- 7) Better sector management.

2. Private Sector Participation

Private Sector Participation is an important precondition for an increase in the Gross Domestic Product (GDP) for Montserrat is the creation of the enabling environment that will allow for increased private sector participation in the national economy. The objective is to reduce Government's ownership of resources and intervention in sectors over the medium to long term. This goal is intended to reduce the high and unsustainable levels of fiscal deficit and the dependence on budgetary aid that now exists. To create the enabling environment, it is necessary to identify the issues, which are relevant for the provision of this framework

The strategy fits with the overall development policies of Montserrat. It is fully consistent with those policies and demonstrably capable of contributing to their success. The Montserrat

Development Corporation (MDC) will implement the strategy, working closely with colleagues in other departments, agencies and the local private sector.

3. The Investment Promotion Strategy

The reference point for the Investment Promotion strategy is the Montserrat Sustainable Development Plan (SDP) 2008-2020 and any forthcoming revisions of it. The overall purpose of the strategy is to: Contribute to Strategic Goal 1 (Economic Management) of the SDP through attracting private sector investment.

The SDP anticipates a number of outcomes from Strategic Goal 1:

- 1) A stable and diversified economy with sustained economic growth
- 2) An enabling business environment
- 3) Appropriate high quality economic and info-communications infrastructure
- 4) Food and energy security
- 5) Graduation from budget support from the British Government

To achieve these outcomes, it places priority on:

- 1) Developing appropriate infrastructure, including transport
- 2) Targeting of four sectors – agriculture, tourism, renewable energy and mining/manufacturing
- 3) Private sector development
- 4) Installation of required ICT
- 5) Completion of a modern Town Centre at Little Bay

The Investment Promotion Strategy is expected to contribute to all of these outcomes. It will support private sector investment and development. It will create an enabling environment favourable to international and national business. It will contribute to the development of a new Town Centre (now incorporated within the adopted Master Plan for Little Bay and Carr's Bay).

Progress in implementing the strategy will improve the business case for public investment in the island's access infrastructure. The strategy's sector focus will correspond to that in the SDP, with high quality tourism, geothermal energy, Agri-processing and mining/manufacturing all included.

Success in attracting geothermal energy investment will ensure energy security. Delivery of the strategy will therefore make an enormous contribution to achieving the objectives of the SDP. Its success in doing so will be the overall benchmark against which to assess the Strategy's effectiveness.

The objectives of this strategy are:

- 1) **To define the target sectors and projects for investment promotion.** A small number of new investment projects will make an enormous difference to the Montserrat economy, whilst the limited capacity of the island can only absorb a small number of large projects. These two factors together demand a tightly focused strategy aimed at delivering a small number of projects with the highest possible economic impact.

- 2) **To ensure that legislation and regulation in Montserrat support investment, investors need assurance that the governance, legislative and regulatory regime are transparent, fair, consistent and supportive of business.** This is especially the case in a little known and untested location like Montserrat. A supportive business-enabling environment will help mitigate the risks of investing in an unknown location.
- 3) **To recommend a competitive and flexible incentives package.** The international and regional market for mobile investment is highly competitive, particularly at a time of continuing economic uncertainty and risk aversion. Incentives influence final decisions on project viability and location-related risk. Montserrat must at least match the package of fiscal, financial and facilitative incentives available from competing locations. The package must also include sufficient flexibility to accommodate specific project requirements.
- 4) **To define procedures and standards for enquiry handling.** Efficiency of response is essential in achieving credibility with investors. Accurate, consistent and timely responses require a coordinated effort from all the public agencies involved. This requires strong leadership from MDC. It also requires a commitment to performance standards from all relevant departments and agencies.
- 5) **To define the information required to meet investor needs.** Montserrat must be able to anticipate investors' information requirements and provide both off the shelf and tailored packages of information in easily accessible formats using modern communication channels. The time and cost involved for investors to appraise a project can be reduced if the prospective location understands commercial imperatives and provides timely and reliable inputs to their appraisal process.
- 6) **To create the capacity for investor aftercare.** Investment promotion does not end with the investor's commitment to begin a project. Decisions to remain, re-invest or bring new projects forward will be heavily influenced by the host location's willingness to provide continuing support and advice. An effective aftercare service is therefore a key part of the overall investment promotion effort.
- 7) **To support profitable business relationships with the local private sector.** Investors will create demand for a wide range of products and services. Sourcing them locally can reduce costs and risks but only if they meet the standards required. Similarly, the economic benefits of attracting new investment will be fully captured only if Montserrat can successfully meet service standards. Investment promotion must therefore be accompanied by local business services capable of meeting investors' demand.
- 8) **To define the institutional arrangements and resources required.** Delivering the investment promotion strategy will require professional, well-coordinated and

adequately resourced institutional capacity. The arrangements for achieving this are an integral part of the strategy and will require commitment from all participants.

- 9) **To establish the requirements for local consultation and communication.** The scale of investment projects required to meet the strategy's purpose will be far beyond recent experience on the island. There will be important implications for Montserrat's social and physical infrastructure and it is important that the wider community understands and supports the benefits of investment promotion.

The Investment Promotion Strategy and its objectives as laid out are considered ideal, but the implementation plan to achieve it is questioned by stakeholders.

4. Energy Security

Currently, Montserrat is totally dependent on imported fossil fuels to meet its energy needs. Additionally, the electricity generating plants and facilities in use are inappropriate and very inefficient. Studies are now being carried out to evaluate the potential for harnessing wind and geothermal energy to meet local energy needs and to generate surplus for exports.

5. Food Security

Much of the food consumed locally is imported. Thus, residents are at the mercy of external suppliers for even some very basic food items, which are sometimes of substandard quality. In 2006, of the total of 344,973 kilograms of vegetables and fresh produce utilized on island, only 13% or 45,309 kilograms were produced locally. It is critical that steps be taken to reduce the dependence on imports for fresh produce and vegetables, as well as other basic agricultural products.

6. Information and Communication Technology (ICT)

The development of the ICT sector has transformed life in Montserrat in many ways. However, ICT services are still costly and inadequate. There is the challenge to liberalize and regulate this sector so that it fulfills its potential as the basis for the transition into an information society, thereby profoundly influencing business processes as well as our social lives.

7.4 Human Development and Population: housing; health; social protection; national wellbeing, cultural identity; and education.

Strategic Goal: "Enhanced human development and improved quality of life of all people on Montserrat"

The long-term goal in human development is to enhance human development and improve the quality of life of all people in Montserrat.

Challenges and priorities

The priority issues that need addressing are highlighted below:

1. Limited housing stock

The destruction of most of the island's housing stock by the volcano created an immediate shortage in housing, which forced many Montserradians to migrate. Many of those who remained on island have since built or purchased homes, some with varying levels of GOM assistance. However, many are still residing in government-operated shelters intended to be

temporary accommodation, or in temporary structures on lands rented by the GOM. Additionally, a number of residents, due to their salary and/or age levels, are experiencing difficulty in qualifying for mortgages required for financing the construction of their own homes. Consequently, they are now looking to the GOM to devise strategies to assist them to realize their dream of homeownership. To this end, the GOM will seek to ensure that the policy framework, government incentives and Public/ Private Partnership arrangements are in place.

It was anticipated that by 2020 the housing shortage and access to affordable housing solutions would have been substantially addressed.

2. Inadequate secondary and tertiary health care facilities and services

While a very effective primary health care system is in place, many residents and overseas-based Montserratians who have considered returning home, are concerned that the required quality of secondary and tertiary health care facilities and services are not yet in place on island. Accessing these services overseas is often very costly and beyond the reach of many residents.

By 2020, the goal is to ensure access to required secondary and tertiary health care at affordable prices.

3. An ageing population

In March 2006, 32% of the population was in the age group 50 and over, with 14% over the 65-age group and only 31% in the 0-24 age group. An ageing population places increasing pressure on the social services, especially the health services. Additionally, given the small labour force and the fact that the government is the main employer, with a non-contributory pension scheme there is the foreseeable challenge of the financing of pensions and social services to the elderly.

The long-term strategy seeks to enhance the well-being of the vulnerable population and to make provision for adequate and sustainable social protection.

4. Insufficient sports and recreation facilities for the young

While there are some sporting and recreation facilities on island, there is an acknowledged shortage of appropriate recreation facilities for the youth in some communities.

Sports is widely seen as an avenue for the harnessing and channeling of the energies and abilities of our youth and thus there is a need for deliberate emphasis on creating the infrastructure that will facilitate their development in this regard.

5. Shortage of skilled and professional labour

There is a shortage of skilled labour in a number of critical areas. This is due in part to the migration of many skilled persons after the onset of volcanic activities and the limited success experienced in attracting, and/or retaining the required skills, as well as inadequate succession planning in the public sector.

The challenge is to put in place effective education, training and recruitment systems that will produce the required well-rounded and competent graduates, as well as initiatives to attract, utilize and retain the skills necessary to expedite the sustained development of the island.

7.5 Environmental Management and Disaster Mitigation: climate change; and reduction of hazard risks

Strategic Goal: “Natural resources conserved within a system of environmentally sustainable development /appropriate strategies for disaster mitigation”

The priority attention for this strategic goal include:

1. Capacity development of the Disaster Management & Coordination Agency and the Department of Environment

Approximately 60% of the island is now considered to be unsafe for residence and for economic, social and other activities as a result of the active Soufriere Hills volcano. Therefore, there is increasing pressure for available lands to be used for agricultural, residential and commercial activities, and hence the critical need for effective planning, conservation and sustainable use of the limited available resources. In their quest to ensure the sustainable use of these resources and the minimization of the impact of natural hazards, the government agencies that provide leadership in environmental management, disaster mitigation, and land use planning, will need to be appropriately strengthened, equipped and supported to effectively carry out their mandates.

While some progress is being made in this area, there is still a need to further strengthen the capacity and/or provide adequate financing for government agencies such as the Disaster Management & Coordination Agency, the Department of Environment and the Physical Planning Unit.

2. Inadequate regulatory framework

The current environment is characterized by inadequate environmental policies, outdated legislation, inadequate monitoring and enforcement of existing laws and regulations, and the need for the development and implementation of management plans.

These needs will have to be met if significant progress is to be made in the management of sustainable use of natural resources

3. Threats from invasive species

As a result of volcanic activity in the Soufriere Hills, approximately 60% of Montserrat’s forest ecosystem was destroyed. The Centre Hills now comprises the largest intact forest area remaining in Montserrat. However, the long-term ecological stability of Centre Hills is facing a significant threat as a result of the growing populations of invasive species, in particular pigs and rats.

These are believed to have a potentially devastating impact on the ecology of the forest and are major predators of some native wildlife.

4. Vulnerability to natural hazards

The reality of having to live with an active volcano, the annual risk of being hit by hurricanes and other natural disasters, requires that both at the community and national levels, there is the capacity to mitigate damages and loss, and to present a coordinated response to these events. This is an area where, despite our achievements to date, more work is required as Montserrat seeks to master this area and in the long run provide leadership regionally.

The chain of islands which comprise the Organization of Eastern Caribbean States is historically subject to the frequent invasions of destructive hurricanes, and in some islands the additional hazard of earthquakes. Volcanic eruptions are also hazards in at least two of the islands of the group. Unfortunately, also many houses, generally owned or occupied by the poor, are sited in gullies or in flood plains and are especially vulnerable to floods caused by high rainfall resulting from the frequent tropical depressions and hurricanes

The Governments of the OECS have recognized that the damage caused by these extreme natural events affect the poor to a significant extent, and have placed emphasis on the development of building standards which would prevent or mitigate the damage so caused.

The Governments are also revising existing planning and building regulations so as to be more responsive to the current needs, and to ensure as far as it is possible to do so that all buildings are constructed in a "safe" manner and resistant to the natural hazards

7.6 **Governance:** public sector efficiency; financial accountability and transparency; border and community safety; fire and rescue preparedness; and criminal reform.

Strategic Goal: The strategic goal in the area of governance is “to develop an efficient, responsive and accountable system of governance and public service”.

The following challenges must be addressed as priority in order to achieve the appropriate governance environment. Some are of national importance in order to build the enabling environment to achieve the other goals:

1. **Accountability of public servants**

The need for greater accountability at the various levels of governance in the public service is a matter of great concern for the general public and key stakeholders.

This issue is now being given priority attention and will continue receiving priority attention until the objective of developing and implementing a transparent and effective accountability framework for elected officials and public sector employees is substantially achieved.

2. **Inadequate public information and communication**

There is noticeable fragmentation across GOM re management of the public communication and information function. Policy coordination and implementation with respect to public communication and information is also disjointed. Additionally, the key government agencies with responsibility in this area, lack strategic and operational focus, resulting in many missed opportunities in the area of public communication and information.

Therefore, there is a critical need for a carefully defined and executed public information and communication strategy. The Team for the new MSDP recognizes this and have put in place a Communication Strategy.

A Demonstration Workshop around this area was undertaken using the methodology. This Strategy will be updated in the final report.

The Team has also shown interest in further training in the methodology

3. Maximizing the integration of Montserrat into the regional environment

As a founding member of CARICOM and the OECS, Montserrat seeks to deepen its integration in the region by becoming a signatory to the revised treaties of these two regional bodies, and by participating fully in their planned economic integration programmes.

4. Constitutional reform

The Montserrat constitution which has for some time now been in the process of being reformed, is yet to be finalized. The absence of a revised and adopted constitution has so far hindered the finalization of a number of matters which will be directly affected by the contents of the adopted constitution. It is therefore of critical importance that the constitutional reform process be expeditiously completed.

(Need confirmation on the status of this)

5. Modernizing public administration to achieve excellence in the delivery of Public Services

The environment in which public service is now being offered has changed significantly over the last two decades. However, whilst progress was made in improving some aspects of public service delivery, it has not been fast or comprehensive “A Healthy and Wholesome Montserrat...” enough to cope with the increasing demands of the more informed and sophisticated customers.

The public now has higher expectations as to the quality of public services and the efficiency and effectiveness with which they should be delivered. This fact has not gone unnoticed by the government, hence the growing recognition of the need to put in place a modern, efficient and customer friendly public service, which is critical for the sustained development of the island.

6. Management of crime and delinquency

The strategies in law enforcement are constantly changing through advanced technical support and legislative and procedural changes. Although Montserrat maintains a reputation as a comparatively safe place, the level of serious crimes appears to be escalating and hence it is absolutely necessary that the RMPF keep pace with these changing strategies in law enforcement. Also, there is the need to comprehensively address the growing trend of delinquency among youths; to take preemptive action to protect our borders, thereby minimizing opportunities for drug and human trafficking; and to upgrade the capacity of the RMPF to utilize modern crime-fighting techniques

7. Linking strategic objectives to the Policy Agenda

The Ministries and Departments established links of their strategic objectives to the Policy Agenda of the GoM, by highlighting specific actions they intend to take/took in achieving the overarching goals of the country.

Performance against these objectives were monitored through a number of output indicators, outcome indicators and milestones as outlined within the Strategic plans. This enabled the GoM to assess the success of the Ministries programs in meeting its objectives

8. Development and implementation of the National Performance Framework

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.

The MSDP is giving attention to sustained monitoring and evaluation

7.7 Comments on Accomplishments

Over fifty (50) accomplishments were identified by stakeholders. The top five (5) are mentioned below. It should be noted that some accomplishments are grouped, so there maybe more than one mentioned for area. Similarly, with the clustering of ideas, there are more than 50 listed accomplishments.

- 1) The Development of Energy Unit; Green Energy, and strong potential for alternative/renewal energy (geothermal, solar, wind) – **11 mentions**
- 2) Availability of Fiber optic/Broadband/Fairly stable IT infrastructure – **7 mentions**
- 3) Universal access to nursery, primary and secondary education/review of curriculum – **5 mentions**
- 4) Low crime rates and good security at all levels – **5 mentions**
- 5) Available disaster preparedness plan, management skills and experience – **5 mentions**

It should also be noted that accomplishments 3-5 all had the same number of mentions.

These five (5) coupled with others provide a good indication of what accomplishments stakeholders view should be continued in the new MSDP.

7.8 Comments on Non-Accomplishments

Listed below are the top non-accomplishments identified by the process from the over seventy (70) identified:

- 1) Small market size; small population base (less than desirable numbers); parochial outlook, loss of population* - **8 mentions. This is also identified as a challenge**
- 2) Over Dependence on external aid and services and government sector for economic growth and to balance the budget – **6 mentions**
- 3) Shortage of skilled labour; failure to attract, deploy and retain required skills; inadequate succession planning in the public sector – **4 mentions**
- 4) Poor secondary health-care infrastructure – **4 mentions**
- 5) The following eight (8) non-accomplishments all received **3 mentions**
 - i. Shortage of entrepreneurial and technical talents and insufficient programmes to correct the problem
 - ii. Limited housing stock, including for returning residents
 - iii. Non-recognition/integration of non-Montserratians
 - iv. Increasing burden of an aging population on social services
 - v. Antiquated laws
 - vi. Changes in governance – Election cycle. Every government that comes changes government priority

- vii. Limited performance base accountability for stakeholders/Inadequate equity accountability framework
- viii. No attractiveness (entertainment, sports) for young people

7.9 Opportunities

The top opportunities from the fifty-three (53) identified that the new MSDP can incorporate in the planning process are listed below.

- 1) Repositioning of Montserrat as a vibrant and successful economy; with new and attractively designed Town Centres with modern and appropriate infrastructure (modern port facilities and air access) – **7 mentions**
- 2) Training institutes of education, team-building, capacity-building, public education and actions – **7 mentions**
- 3) Youth Focus - Increased sporting ventures and Funding for sports, culture, job creation, coaches – **6 mentions**
- 4) Build a new proposal for funding in Montserrat/access to multinational and regional funding – **5**
- 5) The following seven (7) areas all had 4 mentions:
 - i. Full integration of Montserrat into CARICOM, the OECS and other regional associations
 - ii. Improve access of the population to desired secondary and specialized health care, promotion of health, well-being and national identity
 - iii. Greater linkage with blue and green economy Including grants
 - iv. Tapping into the resources of the diaspora
 - v. Localizing the SDGs in the SDP
 - vi. Commitment to ensuring that urban planning takes into account the likely impact of climate change
 - vii. Greater linkage with blue and green economy Including grants

7.10 Challenges/Issues/Threats

The top five (5) challenges identified from the sixty-seven (67) mentioned are presented below.

- 1) Lack of confidence by foreign investors/funding/Brexit/Inability to raise capital/where to put resources/EU – **14 mentions**
- 2) Migration/brain drain – **11 mentions**
- 3) Donor confidence reduced by the slow pace of GOM delivery on project implementation commitments – **7 mentions**
- 4) Ageing population/ burden on welfare system – **6 mentions**
- 5) Inadequate, sea port, landside, road and airport infrastructure – **5 mentions**

8.0 Action Planning

Summary of Action Planning Workshops by Sector and Nationally

The Actions from the four (4) Sector Workshops and the National Workshop are summarized below:

8.1 Economic Management

The Strategic Actions that were prioritized by the Economic Management Workshop were:

1. Review, update and implement the Energy Plan
2. Establish Security Forum to take Loans
3. Implement ICT enabling sources
4. Develop the health sector (building, training, resources)
5. Implement fibre optics for the digitation of homes
6. Establish Local Business Council.
7. Undertake appropriate Procurement Regulations to stimulate the Private Sector
8. Enhance Food security
9. Strengthen the Legislative Framework
10. Establish Implementation and Marketing Plans to support the Agricultural Strategy
11. Establish a BSO (Small Business Support Organization)
12. Support the establishment of an East Caribbean Tourism mechanism

8.2 Human Development

The Strategic Actions that were prioritized by the Human development Workshop were:

1. Develop public/private partnerships to unlock private finance for housing.
2. Improve access to homes without safe drinking water. Improve sanitation.
3. Develop a robust, local national curriculum.
4. Development of a national housing policy and strategy.
5. Adequate testing and diagnostic equipment in healthcare.
6. Develop skills training programs for national implementation
7. Update education sector development plan
8. Completion and Implementation of national youth and sports policy
9. Update purpose of Montserrat Community College with a bond MOE decision.
(2.2.1). As is – improve education infrastructure to respond to growing student population, changes to curriculum and developmental needs)
10. 2.2.7. Add early childhood levels and allow curriculum at each level to now read “conduct a review of the early childhood and primary education curriculum and system and implement recommendations”

8.3 Environmental Management and Disaster Mitigation

The Strategic Actions that were prioritized by the Environmental Management and Disaster Mitigation Workshop were:

1. Create a marine protected area (MPA)
2. Create Caribbean Island-National Recycling & Plastic Program and Recycle Law Enforcements
3. Create a national swim program - build a pool create a program
4. Enforce rules and regulations on protected species
5. Conserve and restore natural habitats
6. Keep the land fire from solid and liquid pollution
7. Implementation of National emergency management plan

8. To determine storage capacity requirements by MUL for next 15 years
9. To complete water conservation plan
10. To incentivize private water harvesting and storage
11. To increase rainfall measuring stations in areas
12. Adapting in the CDEMA/CDM framework
13. Harmonization of a result-based agenda
14. Country audit for CDM undertaken
15. Review and Update the National Disaster Act
16. Monitor and evaluate the state of the environment
17. Implement climate change policy and action plan
18. Improve watershed management area
19. Removal of invasive species to reduce impaction.
20. Maintenance of the centre hills protected area
21. Secure tapped and untapped spring sources
22. Improve drainage to prevent downstream impacts

8.4 Governance

Action Planning did not take place due to the fact that some key stakeholders were not in attendance and others had to leave early

8.5 National Workshop

The Strategic Actions that were listed by the National Workshop were:

1. Food Security
2. Health Care Development
 - a) Trained personnel
 - b) Diagnostic equipment
 - c) Infrastructure to support
3. Renewable Energy
4. Reduce water rates for farmers
5. Reinstate an organisation simulator to the DFMC
6. Provide benefits(concessions) to compliant farmers who will be a part of the farmers' cooperative
7. Increased accessibility to land.
8. Provide adequate testing and diagnostic equipment in health care whose service are affordable to the end user
9. Conserve and restore natural habitats
10. Create an arms-length development agency or create a dedicate resource within GOM.
11. Build resilience infrastructures
12. Foster conversation
13. Make community inclusive
14. Unlock diaspora capital
15. Promote collective investment
16. Review the national housing strategy and policy
17. Develop health sector building equipped with adequate treaty and diagnostic equipment in health care/promote training.
18. Implement sustainable food security resources
19. Improve access to homes
20. Develop Montserrat tourism strategy
21. To increase a vibrant population through access to affordable housing, food security.

22. Review the Montserrat tourism strategy.
23. Improve access to housing.
24. Expand international gateways to Montserrat
25. Development a national security infrastructure
26. Establish sustainable development. Fund/financing for MSMEs, grants, soft loans
27. Diversify our economic focus to include creative inclusivity and digital economy
28. To develop a population growth radar strategy without identified population gaps
29. Prioritize education across all sectors and implement the national conclusion
30. Provide adequate testing and diagnostic equipment in health care
31. Complete and implement the teeth, sports and cultural pricing.
32. Implement the agricultural strategy and marketing plan security.
33. Develop and implement a national housing. Policy and strategy plan.
34. Secure agreement to enable Montserrat to raise + access capital funding for key development priorities. Public and private.

8.6 Prioritization of Strategic Action Areas

Each of the ten (10) tables in the workshop selected their top three (3) strategic action areas, put them on flip chart paper and displayed them on the wall.

All participants were then given five (5) votes to select their top priority goal areas from the 30 displayed (i.e., three per 10 tables). The workshop actually presented 34 strategic action areas

The priority strategic action areas are listed below in order of popularity:

Priority Strategic Action Areas

1. Health Care	34
2. Food Security	32
3. Education and Training	21
4. Power Generation	21
5. Population	17
6. Development and unit resources	17
7. Access	16
8. Business Development	11
9. Housing	5
10. Disaster risk reduction	2
11. Correspondence Bank and Industries	2

Health care and Food Security topped the list with Education and Training and Power Generation following with Population, Resources and Access (to the Island) following behind

A summary of the strategic actions from the Sector and National Workshops are presented in **Table 15 below**.

Table 15: Summary of Strategic Action Areas

#	Economic Management	Human Development	Environmental Management & Disaster Mitigation	National	National Priorities
1.	Review, update and implement the Energy Plan	Develop public/private partnerships to unlock private finance for housing.	Create a marine protected area (MPA)	Food Security	Health Care (34)
2.	Establish Security Forum to take Loans	Improve access to homes without safe drinking water. Improve sanitation.	Create Caribbean Island-National Recycling & Plastic Program and Recycle Law Enforcements	Health Care Development (trained personnel, diagnostic equipment & Infrastructure support)	Food Security (32)
3.	Implement ICT enabling sources	Develop a robust, local national curriculum.	Create a national swim program - build a pool create a program	Renewable Energy	Education & Training (21)
4.	Develop the health sector (building, training, resources)	Development of a national housing policy and strategy	Enforce rules and regulations on protected species	Reduce water rates for farmers	Power Generation (21)
5.	Implement fiber optics for the digitation of homes	Adequate testing and diagnostic equipment in healthcare	Conserve and restore natural habitats	Reinstate an organisation simulator to the DFMC	Population (17)
6.	Establish Local Business Council	Develop skills training programs for national implementation	Keep the land fire from solid and liquid pollution	Provide benefits(concessions) to compliant farmers who will be a part of the farmers' cooperative	Development & unit resource (17)
7.	Undertake appropriate Procurement Regulations to stimulate the Private Sector	Update education sector development plan	Implementation of National emergency management plan	Increased accessibility to land	Access (16)
8.	Enhance Food security	Completion and Implementation of national youth and sports policy	To determine storage capacity requirements by MUL for next 15 years	Provide adequate testing and diagnostic equipment in health care whose service are affordable to the end user	Business Development (11)
9.	Strengthen the Legislative Framework	Update purpose of Montserrat Community College with a bond MOE decision. (2.2.1)	To complete water conservation plan	Conserve and restore natural habitats	Housing (5)
10.	Establish Implementation and Marketing Plans to support the Agricultural Strategy	Add early childhood levels and allow curriculum at each level to now read (2.2.7)	To incentivize private water harvesting and storage	Create an arms-length development agency or create a dedicate resource within GOM	Disaster risk reduction (2)

Table 15: Summary of Strategic Action Areas contd.

#	Economic Management	Human Development	Environmental Management & Disaster Mitigation	National	National Priorities
11.	Establish a BSO (Small Business Support Organization)		To increase rainfall measuring stations in areas	Build resilience infrastructures	Correspondence Bank and Industries (2)
12.	Support the establishment of an East Caribbean Tourism mechanism		Adapting in the CDEMA/CDM framework	Foster conversation	
13.			Harmonization of a result-based agenda	Make community inclusive	
14.			Country audit for CDM undertaken	Unlock diaspora capital	
15.			Review and Update the National Disaster Act	Promote collective investment	
16.			Monitor and evaluate the state of the environment	Review the national housing strategy and policy	
17.			Implement climate change policy and action plan	Develop health sector building equipped with adequate treaty and diagnostic equipment in health care/promote training	
18.			Improve watershed management area	Implement sustainable food security resources	
19.			Removal of invasive species to reduce impaction	Improve access to homes	
20.			Maintenance of the centre hills protected area	Develop Montserrat tourism strategy	
21.			Secure tapped and untapped spring sources	To increase a vibrant population through access to affordable housing, food security	
22.			Improve drainage to prevent downstream impacts	Improve access to housing	
23.				Expand international gateways to Montserrat	
24.				Review the Montserrat tourism strategy	

. Table 15: Summary of Strategic Action Areas contd.

#	Economic Management	Human Development	Environmental Management & Disaster Mitigation	National	National Priorities
25.				Development a national security infrastructure	
26.				Establish sustainable development. Fund/financing for MSMEs, grants, soft loans	
27.				Diversify our economic focus to include creative inclusivity and digital economy	
28.				To develop a population growth radar strategy without identified population gaps	
29.				Prioritize education across all sectors and implement the national conclusion	
30.				Provide adequate testing and diagnostic equipment in health care	
31.				Complete and implement the teeth, sports and cultural pricing	
32.				Implement the agricultural strategy and marketing plan security	
33.				Develop and implement a national housing. Policy and strategy plan	
34.				Secure agreement to enable Montserrat to raise + access capital funding for key development priorities. Public and private.	

9.0 Summary Findings and Recommendations

9.1 COVID-19 Pandemic and the SDP

Foremost in the thoughts of Montserratians is COVID-19. Most of the documents reviewed were written pre-March 2020, and therefore could not take into consideration this situation that has impacted all aspects of life in Montserrat and the world.

Against the scenario of border restrictions due to COVID-19, the Government of Montserrat has rationalized Air and Sea Access and Connectivity to the island as a critical pre-requisite for development activity. Within the context of the approved strategic frameworks, the Plan revolves around a mix of transportation modalities to facilitate passenger and cargo movement, along with development of export market potential of selected products.

In regards to the planning process so far, COVID-19 testing and period of isolation cuts back on the available days of the visiting consultant. This combines with restrictions on the number of persons that should gather as well as appropriate locations for meetings restricted and will continue to restrict face-to-face gatherings.

Recommendation 1: Restriction on face-to-face Gathering due to COVID-19

It is being recommended that given the restrictions brought on by COVID-19 and the continued need to be alert to this pandemic, that considerations be given to moving to the virtual space with as much of the remaining consultation for developing the MSDP as possible.

9.2 Commitment to an Integrated Development Planning Process

The Government of Montserrat has traditionally utilized integrated development planning to chart its development course. This included:

1. The Montserrat Sustainable Development Plan 1998- 2002

In 1997, during the wake of the volcanic crisis, the Montserrat Sustainable Development Plan 1998- 2002 was adopted to guide the rebuilding and redevelopment process in the northern safe zone.

2. The Sustainable Development Plan 2003-2007

The Sustainable Development Plan 2003-2007 built on the progress made during the initial five-year rebuilding and redevelopment period. It outlined Montserrat's development strategy over the four-year planning horizon in the context of the then current international economic world environment.

3. The Sustainable Development Plan (SDP) 2008 - 2020

The SDP 2008-2020 was developed in 2007/2008 out of a consultative, consensus building process, using the views, ideas and opinions from a wide cross-section of the society - persons from government ministries, business leaders, members of communities, children, the diaspora, and international development partners.

The Plan outlined the vision of the residents of Montserrat, the agreed core values and the development strategies to be followed in pursuit of the vision. The SDP framework included

clearly defined goals, outcomes and strategies which were seen as critical to creating a 'healthy and wholesome Montserrat' (MSDP 2008 - 2020).

The Sustainable Development Plan 2008 - 2020 set out the necessary social, economic and institutional investments to achieve its stated vision of *“a healthy and wholesome Montserrat, founded upon a thriving modern economy...”*

The Plan provided a detailed roadmap to pursue the Strategic Goals: Economic Management (SG1), Human Development (SG2), Environmental Management & Disaster Mitigation (SG3), Governance (SG4) and Population (SG5).

It, therefore, featured a network of outcomes, objectives, targets and actions for the medium-term and long-term

4. The Interim Development Framework

In the quest to formulate a new sustainable development plan in pursuit of the agreed vision, while remaining consistent with the agreed core values, a reality check was undertaken to clarify the achievements/accomplishments/strengths, non-accomplishments/weaknesses, opportunities/trends and challenges/issues/threats faced by the territory. This exercise highlighted the critical importance of harnessing the identified accomplishments/strengths, systematically exploiting all available opportunities/trends, while managing the weaknesses and minimizing the impact of the challenges/issues/threats faced both from the external and internal environments.

Since the development period has ended, steps must be taken to craft a new SDP. Ideally, this should have commenced in 2019, however, national elections took precedence and in the early part of 2020 the world was hit by the COVID-19 Pandemic causing the development of the new SDP to be further deferred. Plans are currently being implemented for the development of the new SDP; however, completion is not estimated until 2022. That is, the time estimated to consult with the public at-large (local and diaspora), government and political stakeholders in order to develop, publish and launch the new SDP.

The Interim Development Framework provides an interim bridge to guide the development process between the end of the Sustainable Development Plan 2008-2020 and the development of the new sustainable development plan in order to facilitate the continued implementation of the National Vision of a healthy and wholesome Montserrat (abridged from the 2008-2020 National Vision statement). Following Cabinet approval for its preparation in September 2020, the framework was developed out of a desk review of the 2008-2020 SDP and consultation with MDAs to validate the ongoing priorities as extracted from sector strategies.

The Framework is hinged on four (4) development goals from the SDP 2008-2020 (Economic Management; Human Development; Environmental Management and Disaster Mitigation; and Governance). Cascading from the goals are seventeen (17) strategic outcomes and thirty-five (35) strategic actions spanning issues to include:

- 1) **Economic management:** the private sector, economic infrastructure, food security, renewable energy and diversification of the economy.
- 2) **Human Development:** housing; health; social protection; national wellbeing and cultural identity; and education.

- 3) **Environmental management and disaster mitigation:** climate change; and reduction of hazard risks.
- 4) **Governance:** public sector efficiency; financial accountability and transparency; border and community safety; fire and rescue preparedness; and criminal reform.

5. Commitment to an Integrated Development Planning Process

Over the course of the 2008-2020 plan, two (2) medium term development strategies were developed to ensure the continued pursuit of the vision. As a result, the Plan provided the Government and people of Montserrat with the framework for public and private sector participation for the development of the island.

Stakeholders believed that there is the need to be an accountability framework. We need a level of commitment. Whether we need a policy or and act to ensure continuity. We have to do our assessment and its linked to what we have to do. So, there are things we should make mandatory. Some department review while others do not.

Funding agencies need to take us more seriously but we must have flexibility and see if there is need to include new things.

SDP is a necessary process to guide us in future development.

SDP should become a legal document in the sense that budgeting and everything you do should be linked to the SDP.

Planners were also alerted to be careful not to get complacent and in keeping a measure of urgency. It was necessary to keep the whole plan framework alive and working. We should be ensuring it kept alive regardless of position in elections.

We need to monitor framework because its gets forgetting and removed

Recommendation 2: Commitment to an Integrated Development Planning Process

It is being recommended that considerations be given by the Legislators as to how to make the SDP become a permanent legal feature of the planning and development process through an act of the Legislative Council.

9.3 Vision Process – Statement, Pillars, Values and Goals

There were no specific recommendations offered by stakeholders regarding new wording for the vision statement from the Workshops although there were robust discussions regarding what should be included and what should be excluded.

There were however general recommendations, additions and/or changes to the vision statement, vision pillars, values and goals as well as the focus on what is uniquely Montserrat, the need to include the youth, and being God-fearing all cuts across the current reality, the visioning and the action planning.

1. Vision - 2003-2007 Vision Statement

The Vision Statement in the 2003-2007 SDP speaks to “*the rebuilding of a healthy and wholesome Montserrat, founded upon a thriving modern economy with a friendly vibrant*

community in which all of our people through enterprise and initiative can fulfill their hopes in a truly democratic and God-fearing society”.

2. The SDP 2008 - 2020 - Vision Pillars

The 2007-2008 process endorsed the **Vision Statement**, but went further to set out the necessary social, economic and institutional investments to achieve its stated vision.

The following **vision pillars** were developed for the 2008-2020 SDP:

- 1) A stable and enlightened community that promotes integrity, accountability, inclusiveness and empowerment of the society
- 2) A thriving and viable population
- 3) Adequate housing for the population
- 4) Sustainable utilization of natural resources
- 5) A vibrant agriculture sectors
- 6) Educational opportunities increased and improved
- 7) Adequate and affordable transportation links to and from Montserrat
- 8) Private sector empowered to be the engine of growth
- 9) All areas of tourism thriving (cruise, residential, hotel, sports, eco-tourism, heritage and culture)
- 10) Economic growth leading to self-sufficiency
- 11) Total island infrastructural development
- 12) Accessible comprehensive health care system
- 13) Heritage and cultural resources managed and fully utilized

3. National Core Values

The 2007-2008 process also articulated a set of **Core Values** that will form the moral foundation on which the long-term development of the island is based. These are:

- 1) Respect for God, self and others
- 2) Resourcefulness and Resilience
- 3) Commitment to Excellence
- 4) Transparency
- 5) Accountability
- 6) Integrity
- 7) Justice and Peace
- 8) Partnership and Participation
- 9) Tolerance and Diversity
- 10) Respect for the environment

4. Strategic Goals of the 2008-2020 SDP

The Plan provided a detailed roadmap to pursue the Strategic Goals:

- 1) Economic Management (SG1)
- 2) Human Development (SG2)
- 3) Environmental Management & Disaster Mitigation (SG3)
- 4) Governance (SG4)
- 5) Population (SG5)

It also featured a network of outcomes, objectives, targets and actions for the medium-term and long-term

Recommendation 3 – Review of the Vision Process: Statement, Pillars, Values and Goals

It is being recommended that the proposed Oversight Committee and Task Forces from the Sector Workshops should review the reports and make recommendations that will get feedback from the general stakeholders regarding updating the Vision Statement as well as the Vision Pillars, Values and Goals in order for them to respond to the changing environment in Montserrat.

This would include views on “God-fearing, youth inclusivity, and attempting to capture more explicitly in its vision and values what makes Montserrat unique.

9.4 Duration and Components of the next MSDP

The consensus of the majority of stakeholders is to develop a 15–20-year plan with review period of every three–five (3–5) years should be undertaken

So also, should the recommendation to include implementation, monitoring and evaluation and a communication plans in the new MSDP

There may be the need for adjustments to the plan when the UN SDGs come to an end in 2030.

Priorities are what we reference but it’s the government who ranks them. We need additions tweaking and integration in the SDG and a longer duration of the plan but with an implementation attached, monitoring attached and review attached.

Recommendation 4 – Duration and Components of the new MSDP

It is being recommended that Montserrat develop a 15–20-year SDP with 3–5-year review period. The plan must include implementation, monitoring and evaluation and a communication components and should also include strategies to harmonize the SDGs.

9.5 Role of the UK Government and Funding the SDP

There is a pessimistic view on the process that regardless of what plans are put together, the final decision rest with the UK Government who could discard the consensus process

On the other hand, there is an optimistic view that if Montessorians are passionate for the plan, with dialogue, advocacy, and the right Communication Plan, the way would be found to fund and implement the new plan as developed by stakeholders

The Role of UK Government and the reliance on external donors

UK government provides 50% of recurrent budget. In May 2012, DFID and GoM signed a MoU for certain undertakings by GoM as a precondition for the UK government to unlock UK public funding for key infrastructure projects such as Little Bay Town, Carr’s Bay Port and air and sea access to Montserrat. As part of that agreement, GoM was required to demonstrate significant progress in implementing reforms to its business environment, its portfolio as a tourist destination and its human and institutional capacity.

The particular reforms comprised a selection of economic growth policy initiatives that were outlined in the Government’s Medium-Term Expenditure Framework (MTEF) and which

were determined necessary to achieve the targets set out in the Sustainable Development Plan (SDP) 2008-2020.

DFID and the citizens of Montserrat have achieved much in averting a complete evacuation from the island and establishing lives away from the volcano. While continuing to meet basic needs, DFID's approach in Montserrat has changed to include a greater focus on economic development. Positive impact on beneficiaries has been achieved. DFID does not yet, however, have a firm view on what Montserrat's reasonable needs are nor what self-sufficiency means for the island; how best to improve it strategically over the long-term and what is affordable to the taxpayers of the UK and Montserrat. As a result, DFID has not managed the expectations of beneficiaries regarding what is realistic and achievable. A report commissioned by the UK Government found "that DFID reacts in a piecemeal fashion to the Government of Montserrat's bids for DFID's funding"

The economy of Montserrat has deteriorated significantly since 1997. A territory which was formerly self-sufficient is now financially dependent on budget support. In keeping with its commitment to meet the reasonable assistance needs of the OTs, Department for International Development (DFID) has successfully restored and developed basic infrastructure in the north of Montserrat, where the majority of the population now lives, so that satisfactory conditions exist for everyday life.

Over the longer term, the UK Government has a clear willingness, in principle, to provide capital investment through DFID to reduce Montserrat's dependence on the UK and achieve self-sufficiency if possible. However, it was recognized that DFID does not have a detailed view on what self-sufficiency for Montserrat means. For example, it was expected that DFID would have economic targets for Montserrat that take into account the attributes and resources of Montserrat when compared to neighbouring Caribbean islands.

DFID has established neither a sufficiently robust planning framework nor timescales for improving self-sufficiency. Equally, DFID has neither determined the likely costs associated with improving self-sufficiency nor set out how this will be financed or shared among development budgets and Government of Montserrat's sources.

Recommendation 5 – DFID and the way forward

It is being recommended that a meeting be

9.6 Strategic leadership

We are supposed to monitor performance and ensure the goals are being met. Quality assurance in terms of the data. Largely we tend to go the suppliers and not being able to do what's needed. There is a standardization process for data. It provides quality assurance. We need to use the lessons learned to move forward with the goals

"They spoke about the Airport and if the SDP Goals are being met, Discipline, Energy, Wind"

Why aren't we using wind as a source. Therefore, we are limiting ourselves. Is there success in the SDP goals? Politicians only use the 5 years and it's not enough time for the NDP.

There is policy framework that pulls from the SDP. All funding is tied back to the SDP. And is there something wrong with reprioritizing? When the plan was done there was a general commitment. If there is an ACT and no one follows it then what happens?

If we start a process and we put it aside we defeat the process. All the strategic objectives must be tied to the SDP. Even if there is a change of priority we must still stick to it. Find the key elements and use it. How does your project cycle mesh with your timeline?

9.7 Make plans that are achievable. Be realistic.

From a private sector stand point we are not creative enough to access other funding. a lot of opportunities are there but we tend to sit and do less. Funding not being utilized. Somewhere within the strategic planning we need to be creative in finding funds. We need to put these current reality ideas into action planning.

The pandemic needs to be taken into consideration. There are new normal that need to be addressed.

9.8 Limitations of the SDP

It was identified that there are “far too many actions in the SDP. If Montserrat could do all these things, they would not need help. The idea is to make the plan simpler and clearer and reduce the number of strategic actions”. (Comment by Senior Officials in 2013 Focus Group)

Cascading from the goals are seventeen (17) strategic outcomes and 35 strategic actions. The question is being asked “What are the short-term goals in each of the objectives in each of the goals?” (See SDP on gov.ms and quick wins). There were so many – what were the pressing ones. (**Response:** going forward we will need to work with technical persons to set realistic timelines)

9.9 Consultation Fatigue

There are expressions of consultation fatigue. We have had so many consultants and consultations that we are just fed-up of them. Half the time, we don’t want to go to those things. We don’t see the benefits. People are disenchanted.

9.10 Population

Goal 5 speaks to “a stable and viable population, appropriate for the development needs of the island”. The targets of this goal have not been achieved and recognizing the importance of this, Goal 5 is now being treated as a cross-cutting theme that impacts the outcomes of all the four other goals.

The reviewed documents and the workshops all expressed deep concerns about the declining and ageing population. This area occupied much and robust debates in 2007/2008 consultations, 2013 med-term review and again in 2021.

The full report from this round of consultation will best indicate if participants are considering a stand-alone goal or continuing with a cross-cutting, but more focused approach to population.

9.11 Role of the Public Sector

In Montserrat, the public sector is much larger as a percentage of the workforce and as a percentage of Gross Domestic Product (GDP) than it is the case in most other countries in Caribbean and Latin America. Hence, Government of Montserrat's (GoM) policies and programmes, public sector spending, and public services play pivotal roles in either catalyzing economic development or impeding national progress (National Tourism Policy, 2016, p. 22). Public utilities and energy affect both public and private sectors

Quality of Public Services. Since most of the island's employment is within the public sector, any deficiencies in public servants' attendance and performance have ramifications for the entire country, including the sustained development of businesses and job creation in the private sector. During the past 24 months, the public sector, as well as the rest of the society and the economy, has suffered, for example, (a) some interruptions of ferry service, (b) recurrent outages of power supply and internet services, and (c) related significant losses of productivity in its internal operations, including early closure of offices in several instances. All citizens and residents interact with the public service directly and indirectly, and they depend on the efficient, reliable, and effective provision of electricity, among many other public services.

9.12 Underdevelopment of human resources

A study undertaken points to a shortage of trained staff and/or infrequent opportunities for training on Montserrat. Over the past 20 years, more than 50% of the population, including many persons who had valuable knowledge, experience and skills within the public service, left the island permanently. Attracting and retaining suitable candidates has been challenging for filling many vacancies, some of which have persisted for months or years. Key examples of this are the chronic shortages of (1) Environmental Specialists, (2) Energy Specialists, and (3) certified Project Managers, including recent vacancies that persisted for up to one to two (2) years.

9.13 Priority Role of the Economy

The underlying factor is the economy. "If you don't have the economy to sustain other things such as education then, it is useless. How do we focus on economic development and growth so that the resources to fund these, can be generated"?

"We all agree that the economy is key. Are we saying that we have not decided what we want to do"?

Much debate is on-going regarding the role of the private sector. There is now the need to define who is the private sector with the recognition of farmers, fishermen, small entrepreneurs and many public sector persons who are also owners of small enterprises.

All are considered to have a role in growing the economy.

9.14 Renewable Energy

Renewable energy is a vital part of the Government of Montserrat's Energy Policy 2016 to 2030, as well as contributing in a major way to the achievement of the Sustainable Development Plan 2008 to 2020. Both solar energy and geothermal energy are being developed as parts of this strategy. To date, three geothermal wells have been dug and two have been tested, successfully proving the adequacy of the geothermal resources to provide more than 100% of the current on island needs for electricity.

With 100% reliance on imported fossil fuels and diesel generators to produce electricity, Montserrat has experienced many interruptions of power since October, 2016. This approach also creates very high (and rising) per-kilowatt prices for GOM, for businesses, and for households. Hence, the Geothermal Energy Development Project is extremely important as a long-term investment in achieving the Montserrat Energy Policy 2016 to 2030. Through solar power and geothermal energy, this policy seeks to achieve 100% renewable energy and sustainable national electricity-independence by year 2020. While the solar project is making progress, the geothermal project is years behind schedule, and did not meet its target for year 2020.

Investors depend on having certainty about the quality of regulations, utilities, and infrastructure in the country. Businesses and households alike expect low-cost essential services and availability of energy on demand. The orderly development both of the society and of the economy requires an efficient and effective Energy Development Project.

Major projects and investments all depend on electricity both during their construction/implementation and during post-completion deployment and usage. Furthermore, increasing reliance on ICT requires an infrastructure that works “24/7” every day of the year, and systems that achieve as near as possible to 100% up-time.

The expectations from geothermal energy have not been realized and in fact greater gains have come from solar with some of the population appearing to be gravitating to wind for energy. There is a historical connection with wind-based energy generation in Montserrat.

This issue is foremost in the mind of most if not all residents as power outages are now quite frequent. A quick win is needed in this area.

9.15 Infrastructure

“We need a strategic goal to deal with infrastructure. It is so critical, I feel somewhere along the line, we need somehow to bring it out. It is important to have it highlighted, so that the other things such as governance, tie into it”.

“Off the entire infrastructure we need, which one are you going to do in year one and year two. It needs to be crafted as a main strategic goal”.

“Look at this building (pointing to Cultural Centre), there is no strategy to say maintain government assets in a way so that exorbitant expenses are not there at the end of the day”.

These are some selected comments from residents made in previous reports, during the workshops held with this consultant and/or in one and one conversations with the consultant and participants at the workshops.

The full report will analyze participants views in full regarding a separate goal for infrastructure. This has been a recurrent discussion at all the workshops. In general, it is felt that pulling “infrastructure” from all the other goals into one focus goal is the way to go.

However, persons in the Environmental Management and Disaster Mitigation Workshop were cautious that some listed infrastructural actions should remain with the technical persons in that area. No examples were given.

9.16 Role of Civil Society

Montserrat, in its redevelopment stage, had not seen the growth and development of a vibrant civil society. This is essential to assist in accessing funding as some funding sources will only contribute to Non-governmental Organizations (NGOs).

The Churches and Service Clubs are expected to take a lead in this area.

It is the general views that the intended focus on community development (geographical and thematic – fishermen, farmers - has not shown the expected returns. “We have a big community like Lookout, where is the community groups?” was the thoughts echoed by one resident. “In Montserrat we have a lot of meetings, but the political will is very important. We might see importance in what we are saying, but they might have their own agenda”.

The new planning process has taken the buy-in from residents (individually and in groups) into consideration. The 2008-2020 plan suffered from the absence of continuous citizens’ engagement. A Communication Strategy has been developed to ensure the continuous engagement of the people of Montserrat (at home and in the diaspora) in its development and implementation.

9.17 Engaging the Youth

“Why isn’t our policy looking at sports tourism like the younger ones are saying? Our policies are not in place to support it”.

Recognizing that the population is in decline, ageing and with health conditions that are becoming more dependent on the welfare system and recognizing that the commitment and engagement of the youth are not fully captured, all the workshops recognized the need for strategies to sensitize and engage the children and young people into the vision for a new Montserrat.

There are however major concerns expressed that both adults and young people need to understand the values that are unique and important to Montserrat.

9.18 Climate Change

An earlier prioritization exercise was undertaken during a broad-based consultation involving representatives from the private, public and civil society sectors. Participants identified the main climate change issues related to the key environmental components and economic sectors, by ranking them according to: national significance, certainty of occurrence, severity of threat/impact, and urgency of need to respond. The priority issues/areas (in no particular order), that are to be addressed in the short to medium term are:

- (i) Fisheries,
- (ii) Agriculture,
- (iii) Biodiversity,
- (iv) Tourism,
- (v) Beaches,
- (vi) Coastal Zone,
- (vii) Access to critical Infrastructure,
- (viii) Reefs and other marine life,
- (ix) Human settlements, and
- (x) Water/Hydrology.

The key impacts attributed to climate change are:

- A change in average climate;
- Sea-level rise;
- Changing distribution of carriers of disease;
- Increased incidence of hot days;
- Changes in rainfall patterns;
- More acidic oceans, and
- A change in the incidence and intensity of extreme weather events, leading to storm surge; flash floods; and tropical cyclones

All aspects of life on Montserrat could be significantly impacted by climate change given the island's economic, physical and ecological vulnerability. Key areas of concern include fisheries, agriculture, biodiversity, tourism, the coastal and marine environment, infrastructure, water resources and human settlements. The overall impact of climate change on the social, economic and physical landscape will be a complex combination of individual and interrelated activities. Therefore, given the complicated nature of the problem, a holistic and integrated approach is advised, which must consider the needs and contributions of stakeholders from the private and public sectors and civil society. The approach should be based on a well-defined policy and be integrated into the overall national sustainable development process. It must therefore take cognizance of the Physical Development Plan, the Sustainable Development Plan, the National Environmental Management Strategy, the Public Participation Strategy and the corporate and business plans of all government organizations.

Adaptation to climate change has the potential to substantially reduce many of the adverse impacts of climate change and enhance beneficial ones. Hence, adaptation is considered to be a key component of an integrated and balanced response to climate vulnerability and change.

However, inter alia, to be successful there must be among stakeholders:

- i. An awareness of the problem,
- ii. The belief that solutions to the problem exists,
- iii. A willingness to take the necessary actions,
- iv. An absence of obstacles to the solution taking place, and
- v. Resources available to effect appropriate action.

The Climate Change Adaptation Policy and Action Plan should build on and be integrated into ongoing policies, plans and programmes, thereby creating new synergies.

Costs associated with climate change adaptation should be seen as a good investment in the wellbeing of present and future generations of Montserratians

9.19 Localizing the SDGs

The Sustainable Development Goals (SDGs) are an ambitious set of seventeen (17) goals and one hundred and sixty-nine (169) targets that were defined and developed through an unprecedented dialogue among UN Member States, local authorities, civil society, the private sector, and other stakeholders.

On **1st January 2016**, the seventeen (17) Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development — adopted by world leaders in September 2015 at an historic UN Summit — officially came into force.

A roadmap was developed with the aim of supporting local and regional governments and their associations to implement and monitor the SDGs and to influence national policy-making with a view to creating an enabling environment for action at local and regional level.

The roadmap will also be a useful resource for national policymakers, international organizations, civil society organizations, academia and anyone involved in the implementation and monitoring of the SDGs

Localization relates both to how local and regional governments can support the achievement of the SDGs through action from the bottom up and to how the SDGs can provide a framework for local development policy. SDG 11, on sustainable cities and human settlements, is the lynchpin of the localizing process.

Its inclusion in the 2030 Agenda is the fruition of the advocacy work of the broad urban community (particularly local and regional government associations) and is also thanks to the growing international recognition of the importance of the subnational dimension of development.

Linking SDG 11 up with the urban dimensions of the other 16 goals will be an essential part of the localization of the SDGs

9.20 CARICOM Core Indicators

The Thirty-Fourth Meeting of the Council for Human and Social Development (COHSOD) held in Guyana, May 2018 approved the draft list of CARICOM Core Indicators that were identified by the TWG- SDGs. After reviewing the draft list of one hundred and nine (109) unique CARICOM Core indicators, the COHSOD approved these indicators and the sixteen (16) indicators that were identified by the Member State of Suriname bringing the list to a total of 125 unique CARICOM Core indicators. The COHSOD also agreed on the next steps proposed, including in particular, commencement of the baseline assessment on the current data produced; work in progress on the assessment of availability of the core indicators, and the validation and collection of available core SDG Indicators.

Localization relates both to how local and regional governments can support the achievement of the SDGs through action from the bottom up and to how the SDGs can provide a framework for local development policy.

An attempt is made here to do a rough alignment of the seventeen (17) SDGs with the four (4) Development Goals in the Interim Development Framework in Montserrat

It is not expected that all goals will apply to all states, but priority would be given in planning as to how these are localized

10) **Economic Management**: the private sector, economic infrastructure, food security, renewable energy and diversification of the economy.

- **Goal 7** - Ensure access to affordable, reliable, sustainable and modern energy for all+

- **Goal 8** - Decent work and economic growth
- **Goal 9** – Industry, Innovation and Infrastructure
- **Goal 12** – Responsible Consumption and Production (sustainable use of food, water and energy)

11) **Human Development**: housing; health; social protection; national wellbeing, cultural identity; and education.

- **Goal 6** - Ensure access to water and sanitation for all+
- **Goal 3** – Good Health and well-being
- **Goal 4** – Quality Education
- **Goal 5** - Achieve gender equality and empower all women and girls
- **Goal 11** – Sustainable cities and communities

12) **Environmental management and disaster mitigation**: climate change; and reduction of hazard risks

- **Goal 13** – Climate Action
- **Goal 14** – Life below water (marine and coastal)
- **Goal 15** – Life on land (forest and biodiversity)

13) **Governance**: public sector efficiency; financial accountability and transparency; border and community safety; fire and rescue preparedness; and criminal reform

- **Goal 16** – Peace, Justice and Strong Institutions
- **Goal 17** – Partnerships for the goals

Globally

Like Population, the following goals were treated as cross-cutting:

- **Goal 1** - End poverty in all its forms everywhere
- 14) **Goal 2** - Zero Hunger
- 15) **Goal 10**: Reduce inequality within and among countries

It is expected that localizing can take place through some of the following:

1. Communication Planning
2. Citizen's Participation awareness raising
3. Advocacy Action
4. Education – formal and informal

1. Citizens' Participation – Awareness-raising

In the first place, it is crucial to raise awareness amongst the population (including the citizenship but also Civil Society Organizations (CSOs), the academia, the private sector and

other stakeholders). But first and foremost, awareness has to be raised amongst those local and regional governments who will subsequently have to take the SDGs into account in their daily work and, in turn, raise awareness amongst the population. In this task, the role of Local and Regional Government (LRG) associations are very important.

Awareness-raising activities should aim to increase the engagement of citizens and local communities in order to promote their sense of ownership of the agenda and their participation in the achievement of the SDGs at local level. It is expected that such tools as guided tours, lectures, workshops, debates, movie screenings, concerts, dance performances, talk shows, flash mobs, culinary fests and activities for children and adults will be utilized to get citizens' awareness and buy-in to the SDGs.

Governments can also ensure the following:

- a) That the SDGs are included in their own policy frameworks;
- b) Carry out awareness-raising and communication campaigns;
- c) Reach out to all sectors of society through traditional and social media
- d) Harness the power of culture to make the SDGs engaging
- e) Include a gender perspective
- f) Take advantage of the power of education
- g) Nominate SDG ambassadors to maximize the SDGs

2. Education

Education can be an important means of communicating the SDGs and to build critical understanding among young people at local level. Education initiatives should focus on both formal and informal education. Some examples of possible actions include:

- a) **Formal education:** curriculum development, teacher training, SDG education programmes in schools, and direct work with parent teacher associations.
- b) **Informal education:** youth groups, conferences, activities in museums or libraries, and online learning tools. Formal educational activities should be approved by the educational authorities of the country in which they take place
- c) **Develop innovative methods and tools** in non-formal education addressed to a wide range of stakeholders (including educators, civil servants, NGOs, and youth leaders).
- d) **Local Leaders Championing Inclusiveness** – political, church, civil society, cultural, sports

3. Advocacy

Promoting local ownership of national strategies is vital. If local and regional governments have a sense of ownership of the SDGs and a role in determining their roles and responsibilities, their involvement in implementation will be greater. Building a national consensus at all levels of government should work to build a national consensus that places the SDGs at the centre of national, regional and local development.

They can do this in a number of ways: In parallel to their awareness raising and advocacy work, local and regional governments must prepare to implement the SDGs in their communities:

- a) Conduct a needs assessment to define priorities and localize the SDGs;
- b) Engage in cooperative governance to establish shared priorities;
- c) Align local and regional plans with the SDGs;
- d) Mobilize local resources;
- e) Build capacities for effective and responsive leadership;
- f) Promote ownership and responsibility for the implementation of strategic projects;
and
- g) Participate in development cooperation and peer-to-peer learning

Agencies and departments have taken into consideration both the integration and harmonization of the SDGs and the SDP in their planning process.

Adequate data is not yet available on tracking the achievements.

The full report from this consultation will also detail how participants see these integrated into the new MSDP.

9.29 Decolonization – self-determination not independence

Montserrat has been on the United Nations list of Non-Self-Governing Territories since 1946, following the transmission of information on the Leeward Islands (which had included Montserrat) by the United Kingdom of Great Britain and Northern Ireland under Article 73 of the Charter of the United Nations.

While the discussion is taking place around decolonization, it is sensitive and means different things to different people.

The UN definition appears to set its eyes on independence, while for Montserrat, decolonization begins the dialogue about self-determination. At the moment, it does not include independence or even a clear marker of where the discussion will eventually lead.

There is clearly room for greater national dialogue. A separate national debate maybe required to assist in articulating a Montserrat position.

9.30 Monitoring and Evaluation

Performance data against 82 key performance indicators has been collected. Performance under Goal 5 – Population has been negligible over the three-year period in respect of some of the indicators noted in the strategic plans. This may be due to a change in the priority objectives from one Government to the other and a change in staffing.

However, more focused work is being processed as it relates to Immigration and Diaspora affairs. Three indicators have been repeated under both the economic goal and under food security. The validity of the information submitted in quarterly reports is ever more critical given the usefulness of the information produced. This has become more evident as there was the need to make some changes to previously published data that was produced from previous years. This further emphasizes the importance for a more hands-on approach to ensure that the monitoring systems are being given the proper attention and updated regularly with current and verifiable information.

The GoM is expected to note changes in performance and to determine other areas of interest which demonstrates progress for the island so that they can be captured appropriately in the outer years. Compliance in reporting against the indicators is important as we try to improve on the progress made so far which may result in the desired impact as envisioned by the SDP goals. A further graphical presentation completes this report representing performance in key areas

Next Steps

Task force members who volunteered and/or were recommended are:

Economic

1. Siobhan Tuitt
2. Blondelle O'Garro
3. Baldwin Taylor
4. Martin Parlett
5. Linda Dias

Human Development

Task force members who volunteered and/or were recommended are:

1. Lyston Skerritt
2. Claris Yearwood
3. Pyiko Williams
4. Jenzil Skerritt
5. Flo Griffith

Environmental Management and Disaster Mitigation

Task force members who volunteered and/or were recommended are:

1. Billy Darroux
2. Kelvin White
3. Alwyn Ponteen
4. Stephen Mendes
5. Vagan Daway
6. Normal Cassell
7. Ajhermae White
8. Deirdre Allen

Governance – Action Planning did not take place due to the fact that some key stakeholders were not in attendance and others had to leave early

No task Force was appointed, although individuals were selected to make the presentation at the National Workshop