



2021/22

MONTSERRAT NATIONAL PERFORMANCE REPORT

Prepared by the Monitoring and
Evaluation Unit, Office of the Premier.



INTRODUCTION	7
The National Performance Framework (NPF)	7
Performance Management & Processing of Information	8
Montserrat Sustainable Development Plan 2008 – 2020	8
Government of Montserrat’s Policy Agenda 2021/22–2023/24	10
GOAL 1 – ECONOMIC MANAGEMENT	13
Outcome – A Stable & Diversified Economy With Sustained Economic Growth	14
Outcome– An Enabling Business Environment	23
Outcome–Appropriate High Quality Economic & Tele-Communication Infrastructure	26
Outcome– Food & Energy Security	32
OVERVIEW & ANALYSIS – GOAL 1: ECONOMIC MANAGEMENT	39
CONCLUSION – ECONOMIC MANAGEMENT	44
GOAL – HUMAN DEVELOPMENT	47
Outcome – Access to Affordable Housing Solutions	48
Outcome – A Healthy Population with Full Access to Required Health Care	51
Outcome – A Well Developed & Effective Education & Training System that Produces well Rounded & Qualified Life Long Learners	55
OVERVIEW & ANALYSIS – GOAL 2: HUMAN DEVELOPMENT	67
CONCLUSION – ENHANCED HUMAN DEVELOPMENT	72



GOAL 3 – ENVIRONMENT MANAGEMENT & DISASTER MITIGATION	75
Outcome – Sustainable Use & Management of the Environment & Natural Resources	76
Outcome – Effective Disaster Mitigation, Response and Recovery at the National and Community Levels	78
OVERVIEW & ANALYSIS – GOAL 3: ENVIRONMENTAL MANAGEMENT & DISASTER MITIGATION	82
CONCLUSION – ENVIRONMENTAL MANAGEMENT AND DISASTER MITIGATION	84
GOAL 4 – GOVERNANCE	86
Outcome – A Modernised Efficient and Accountable Public Service	87
Outcome – Montserrat Fully Integrated into the Regional & Global Environment	89
Outcome – Effective Crime and Delinquency	90
OVERVIEW & ANALYSIS – GOAL 4: GOVERNANCE	92
CONCLUSION – GOVERNANCE	94
GOAL 5 – POPULATION	96
Outcome – A Stable & Viable Population, Appropriate for The Development Needs of the Island	97
OVERVIEW & ANALYSIS – GOAL 5: POPULATION	100
CONCLUSION – POPULATION	100
FINAL OVERVIEW	101
REFERENCES	103



GOAL 1 - ECONOMIC MANAGEMENT

Figure 1.1 - Total Visitor Arrivals	16
Figure 1.2 - Passenger Movements by Sea	18
Figure 1.3 - Passenger Movements by Air	19
Figure 1.4 - Flights by Calendar Year (without overflight)	20
Figure 1.5 - Export Tonnage at Montserrat Port Authority	21
Figure 1.6 - Number of Inbound Parcels Processed	22
Figure 1.7 - Total Investment by Micro & Small Business-Processed Concession Application	24
Figure 1.8 - New Companies and Business Registrations	25
Figure 1.9 - Number of Road Maintenance Projects Valued Over EC\$20,000 Completed	27
Figure 1.0 - Percentage of Capital Projects Valued Over EC\$100,000 Approved and In Progress	29
Figure 1.1 - Percentage of Plans Approved and Built In Conformity With Code	31
Figure 1.12 - Pounds of Fish Landed	32
Figure 1.13 - Pounds of Broiler Meat Produced	33
Figure 1.14 - Pounds of Vegetables Produced Annually	34

GOAL 2 - HUMAN DEVELOPMENT

Figure 2.1 - Number of Persons Reached Through Workplace Screening	52
Figure 2.2 - Percentage of Registered Diabetic Patients Who Complete an Annual Physical	53



Figure 2.3 - Percentage of Registered Hypertensive Patients Who Complete An Annual Physical	54
Figure 2.4 - Overall Student Passes (Montserrat Community College)	55
Figure 2.5 - CSEC Passes - Fifth Form Students	56
Figure 2.6 - Percentage of Trained Teachers (Secondary Level)	57
Figure 2.7 - Grade 2 Literacy Scores (Public & Private Primary)	58
Figure 2.8 - Grade 2 Numeracy Scores (Public & Private Primary)	59
Figure 2.9 - Grade 4 Literacy Scores (Public & Private Primary)	60
Figure 2.10 - Grade 4 Numeracy Scored (Public & Private Primary)	61
Figure 2.11 - Students Overall Population (Public & Private Primary)	62
Figure 2.12 - Nursery School Population (Government & Private)	63
Figure 2.13 - Daycare Population (Government & Private)	64
Figure 2.14 - Scholarships Awarded by Government of Montserrat	66
GOAL 3 - ENVIRONMENTAL MANAGEMENT AND DISASTER MITIGATION	
Figure 3.1 - Mountain Chicken Population	77
GOAL 5 - POPULATION	
Figure 5.1 - Number of Births & Death Registrations	97
Figure 5.2 - Calendar Year Births & Deaths	98
Figure 5.3 - Growth Chart	98
Figure 5.4 - Mid-Year Population Estimates	99



BNTF	Basic Needs Trust Fund
CSEC	Caribbean Secondary Education Certificate
COVID 19	Corona Virus Disease 19
DITES	Department of Information Technology and E-Government Services
ECCB	East Caribbean Central Bank
GDP	Gross Domestic Product
GVA	Gross Value Added
GoM	Government of Montserrat
HMP	Her Majesty's Prison
HRMU	Human Resource Management Unit
MALHE	Ministry of Agriculture, Lands, Housing and the Environment
MCC	Montserrat Community College
MCRS	Montserrat Customs and Revenue Services

MCWLE	Ministry of Communications, Works, Labour and Energy
MICA	Montserrat Info-Communications Authority
MoEYAS	Ministry of Education, Youth Affairs and Sports
MoHSS	Ministry of Health and Social Service
MoFEM	Ministry of Finance and Economic Management
M&E	Monitoring and Evaluation Unit
NCD	Non-Communicable Disease
NPF	National Performance Framework
NPR	National Performance Report
OP	Office of the Premier
SDP	Sustainable Development Plan
SAS	St. Augustine School

This report will capture the response by the Government to its National Goals as outlined in the Montserrat Sustainable Development Plan, the SDP 2008 – 2020. Although the end date indicates 2020, the delivery of programmes, projects and policies were still being pursued and being implemented. The end date of the SDP 2008 – 2020 provides both a benchmark for the country to which progress can be evaluated and provided the motivation to the Government through its Ministries and Departments to adequately plan and allocate relevant resources for the delivery of key objectives within specified timelines in support of the Government’s priority agenda in any updated or revamped economic development plan.

Reporting Governments performance is a required process to hold the Government of the day accountable and allows for transparency for its citizens who will be able to see whether they are making any progress towards their stated objectives. Accounting officers are also expected to evaluate progress and determine whether programmes that are being implemented, whether they are effective or whether there need to be change or to engage with the Administration of the day for reflection on policy changes or to secure new policy guidance. This National Performance Framework is therefore an advisory tool for the Government as stakeholders are expected to use the information provided to guide future policies and/or sanction further priority areas for implementation. The data that is contained in this document is particularly relevant to Accounting Officers and lead technicians who are expected to be cognisant of the trends and issues that are affecting performance within their Ministries, Departments Agencies and supporting systems which should then inform and in support a national strategy and underpin the overarching goals of the country in a coherent manner.

This report covers 96 indicators from across the 9 Government Ministries and Departments including 3 additional indicators from critical agencies covering a three-year period thus providing the Government a critical view of performances on priority areas over several years. All the indicators are mapped to the Priority Agenda items set by the Government of Montserrat, which in turn is mapped to the island’s public sector led Sustainable Development Plan 2008-2020.

The National Performance Report

This National Performance Report is a tracking, documentary and analytic exercise that provides for the Cabinet, private sector stakeholders and the public an in-depth look at the progress towards achieving the overarching goals set by the Administration and using a collection of key performance indicators which are mapped to the SDP goals, outcomes and/or result areas with a summary of outcomes, commentary, guidance, and recommendations where appropriate. The National Performance Report therefore provides an objective assessment on how well the Government is meeting its goals and objectives.

The National Performance Framework is comprised of a set of Performance Indicators selected from the Government of Montserrat Strategic Plans, and indicators from key statutory agencies, all of which respond to the Government Priority Agenda.



information extracted and set out is expected to:

- Document performance in support of the Ministries overall objectives.
- Identify result areas through several output and outcome indicators.
- Show the completion of specific milestones as outlined within the Strategic plans.

The intent of the framework includes:

- The promotion and improvement in transparency and accountability of public agencies.
- Allowing the general population, the diaspora, and the other stakeholders to understand the NPR;
- Allowing stakeholders to follow progress of implementation.
- Mapping the achievement of the overall goals and the national outcomes of the SDP.

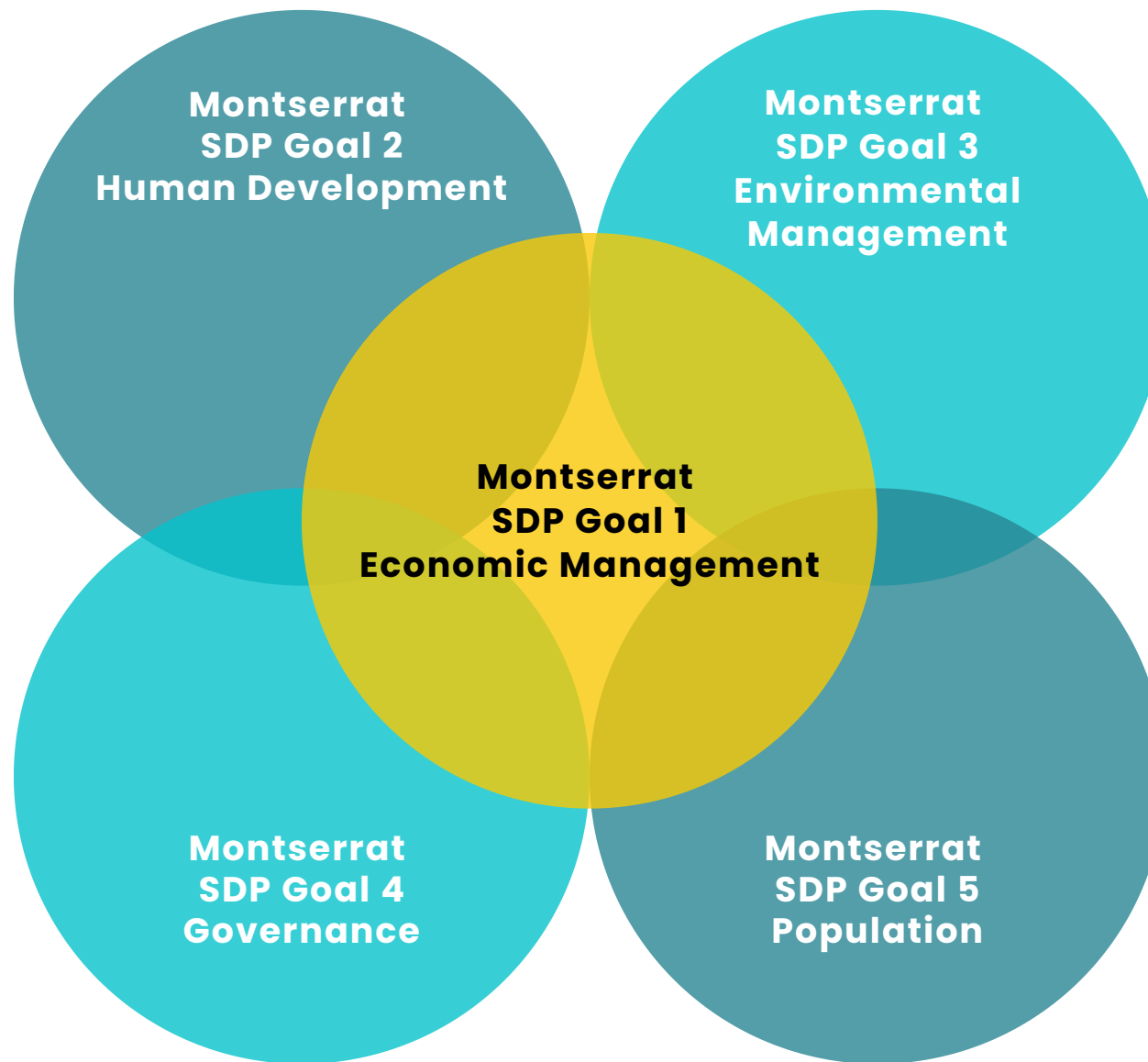
Performance Management & Processing of Information

This report is for the period ending 2021/22 fiscal year. Reporting against the Ministries' Strategic Plans is done quarterly by all Ministries and Departments. These reports are received by the Ministry of Finance and the Monitoring and Evaluation Unit (M&E). It is from these reports that data is tracked and extracted and analyzed and then concluded through a validation process. The M & E Unit engages with the Ministries during its validation process through direct consultations for data verification. The process then follows further direct consultation and the submission of draft reports for review and a form agreement before submission of the full report to Cabinet. The M&E Unit also collaborates with the Statistics Unit to ensure that all common data sets to be published are agreed.

Montserrat Sustainable Development Plan (SDP) – 2008–2020

The National Performance Framework Report 2021/22 extends to and includes activities under the 2008–2020 SDP in so far as they are continued, adopted, or modified in a national context. It is important to note that the expiry date of the SDP 2020 has not affected implementation in real terms and in principle. All the areas reflected in the SDP 2008 – 2020 are still being actively pursued in support of the overarching goals of the island as influenced both by political, economic, social, emergency and environmental events to date.





1.3	Develop and implement appropriate sector strategies for priority sectors aimed at generating foreign direct investment to leverage Montserrat unique Assets & character.	1st
1.5	Operationalisation of plans to deliver priority infrastructure for generating economic growth	1st
2.4	Education provision improved to raise educational outcomes to be regionally and internationally.	1st
1.4	Develop strategies for addressing obstacles to doing business and implement sequenced plans for the removal and mitigation of these obstacles.	2nd
1.1	Advance the development focus from recovery mode to developing and implementing plans focused on sustainable self-sufficiency that captures the spirit of Montserrat Past & Present culture.	3rd
1.6	Sectoral resources unlocked for business development, investment promotion and trade facilitation aimed at stimulating economic growth.	3rd
4.2	Public Service reformed through institutional strengthening (process, tools, legal framework, procedure, policies) to improve efficiency and effectiveness in the provision of ALL Public Services.	3rd
4.3	Montserrat's reputation preserved as a just, safe and secure place to live and visit	3rd
2.1	Increased access to essential and specialised medical services through leveraging technology as well as direct service provision.	4th
2.2	Increased and expanded health promotion services to reduce public health concerns, to reduce the incidence effect of non-communicable diseases, to improve the care of the elderly and including a focus on vector borne disease.	4th
2.6	Improved access to affordable housing for low- and middle-income residents.	4th
2.8	Enhanced youth development through national programmes and services.	4th
2.9	Improved sports services and recreational facilities to support healthy lifestyles and career advancement.	4th

4.1	Strengthen transparency, accountability and public engagement within the national governance framework.	4th
1.8	Enhance the national capacity building programme and policy to address sectoral needs.	5th
1.9	The diaspora and the expatriate community engaged in national development.	5th
3.3	Physical infrastructure, in particular housing and communication technology, designed and built for resilience against disasters and climate conditions.	5th
5.1	Development and implementation of social cohesion initiatives which embrace diversity and enable population growth.	5th
5.2	Skills gaps are reduced through attraction and retention of appropriate persons through immigration management and diaspora outreach.	5th
1.10	Enhanced market competitiveness, through implementation of a robust quality infrastructure, which under pins the development of standards across industries.	6th
2.5	An equitable social protection framework which transits those able to work back into the labour market while adequately supporting those unable to work.	6th
2.7	Increased social housing stock supported by an equitable allocation policy.	6th
1.2	Develop stronger strategic relationships within the region and with key development partners.	7th
1.7	Incorporation of the 'Innovation Development' concept into sector development strategies.	7th
2.3	Strengthen Community-based treatment programmes for vulnerable groups of society.	7th
3.1	Improved legislation, governance framework, capacity, scientific monitoring and outreach to sustainably manage environmental resources (terrestrial & marine) and make the island a centre of excellence in environmental and volcanic research.	7th
3.2	Increased focus on mitigating disasters in addition to strengthening preparedness and emergency response.	7th



GOAL 1 - ECONOMIC MANAGEMENT

**Montserrat
SDP Goal 1
Economic Management**

Relevant Sustainable Development 2020–2030 Goal Areas



Goal 1 – Economic Management

Outcome: A Stable & Diversified Economy With Sustained Economic Growth

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
2	MoFEM	Prudent Economic Management (SDP Goal 1) Change in real GDP	6.41% (1) (Calendar year 2019) Main Contributing sectors to GVA include: – Public Administration, Real Estate, Transport, Storage and Communication. (Source: ECCB)	-1.13%(3) (Calendar year 2020) Main Contributing sectors to GVA include: – Public Administration, Real Estate, Financial Intermediation and Communication (Source: ECCB)	5.48% (Calendar year 2021) Main Contributing sectors to GVA include: – Public Administration, Real Estate, Financial Intermediation and Transport and storage. Fluctuations in end of year results over the three-year period. SDP 2020 target is for 6% growth in GDP p.a. in real terms as of 2012.
2	MoFEM (Statistics)	Prudent Economic Management (SDP Goal 1) Nominal GPD	4.36% (2) (Source: ECCB)	1.83% (4) (Source: ECCB)	5.53% These estimates will be changed (upwards or downwards) at the end of the National Accounts Mission 2023 due to tables being re-referenced with the new baseline year set at 2018.

- 1 - Data Revised
2 - DGP Data Revised
3 - Data Revised
4 - Data Revised



Goal 1 – Economic Management

Outcome: A Stable & Diversified Economy With Sustained Economic Growth

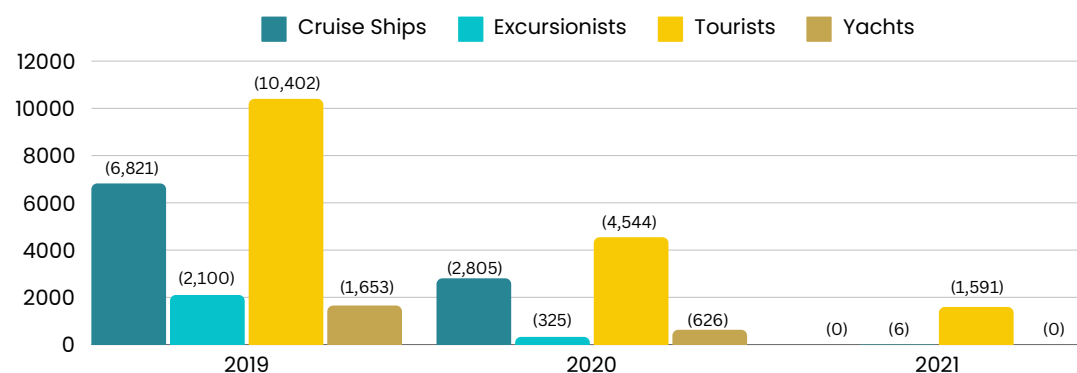
Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
2	MoFEM (Statistics - CPI)	Economic Management (SDP Goal 1) Inflation rate as at the end of period	(0.58%) <i>(end of period)</i> <i>(Source: ECCB)</i>	(2.99%) (end of period December 2020) Main Contributing sectors to GVA include: - Public Administration, Real Estate, Financial Intermediation and Communication <i>(Source: ECCB)</i>	5.17% (end of period December 2021) This reflects the inflationary effects resulting in increased prices or the increase in the cost of living as compared to the previous years. <i>(Source: ECCB)</i>
2	Office of the Premier (Tourism)	Develop and implement tourism marketing and product development initiatives to improve the quality of life of locals while increasing visitor numbers, satisfaction and spend. [PA1.3, 1.6] Visitor Arrivals by Type TARGET 1,500	2019 <i>Cruise passengers - 6,821</i> <i>Excursionist - 2,100</i> <i>Tourists - 10,402</i> <i>Yacht - 1,653</i> Total Visitors – 20,976 <i>(Source: Statistics Unit)</i>	2020 Cruise passengers - 2,805 Excursionists - 325 Tourists - 4,544 Yacht - 626 Total Visitors – 8,300 <i>(Source: Statistics Unit)</i>	2021 Cruise passengers - 0 Excursionists - 6 Tourists - 1,591 Yacht - 0 Total Visitors – 1,597 <i>(Source: Statistics Unit)</i>



Goal 1 – Economic Management

Outcome: A Stable & Diversified Economy With Sustained Economic Growth

Figure 1.1 – Montserrat’s Visitor Arrivals by Type (2019–2021)



Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
2	Office of the Premier (Tourism)	<p>Develop and implement tourism marketing and product development initiatives to improve the quality of life of locals while increasing visitor numbers, satisfaction and spend. [PA1.3, 1.6]</p> <p>Economic Management Visitor expenditure</p> <p>TARGET EC\$2.5m</p>	<p>EC\$27.0M (2019) (Source: Statistics Dept.)</p>	<p>EC\$13.87 (2020) (Source: Statistics Dept.)</p>	<p>EC\$4.3 (2021) (Source: Statistics Dept.)</p> <p>Restrictions on international travel continued to be widely applied internationally as a mitigation measure to contain cross-border COVID-19 diffusion during 2021/22. This is reflected in the massive reduction in cruise passengers, excursionists, and tourists. The reduction in visitor expenditure is a direct result of reduced visitor arrivals.</p>

Goal 1 – Economic Management

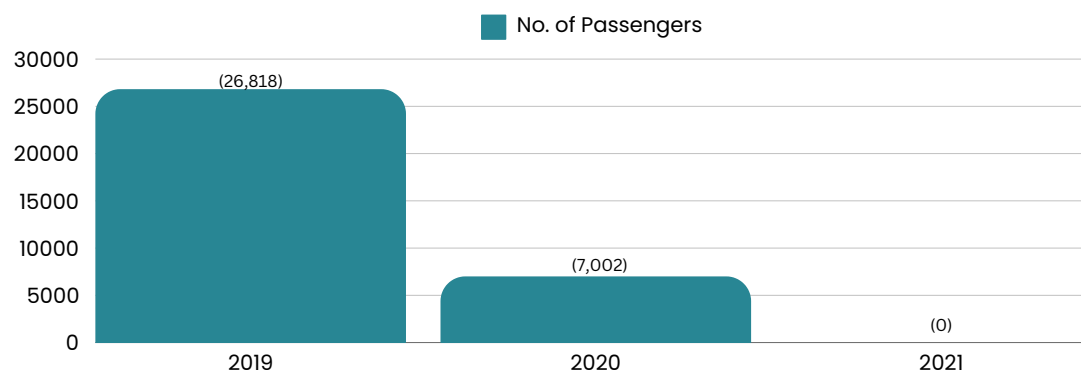
Outcome: A Stable & Diversified Economy With Sustained Economic Growth

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019-2020	Performance 2019-2021	Performance 2021-2022
2	MoFEM (Statistics)	<p>Improve the quality of statistical data/information to the public through the conduct of national household surveys, compilation, analysis and publishing of data/information.</p> <p>No. of Surveys conducted.</p> <p>TARGET = 14</p>	<p>13 Surveys</p> <ul style="list-style-type: none"> • 9 – CPI surveys • 1 – BOP • 1 – GDP • 1 – BOS • 1 – ICP 2020 	<p>14 Surveys</p> <ul style="list-style-type: none"> • 10-CPI surveys • 1-GDP • 1-BOP • 1-BOS • 1-LFS 2020 	<p>15 Surveys</p> <ul style="list-style-type: none"> • 12 – CPI surveys • 1 – BOP – annual • 1 – GDP – annual • 1 – Business outlook survey <p>This is an important element in support of the SDP goal of prudent economic management where the GoM is able to use these data including other indicators such as GDP, Inflation rate and trade balances to assess the overall economic health of the country.</p>
2	Office of the Premier (Sea Access – Ferry Service)	<p>Implement Air and Sea Access & Connectivity Strategy, with introduction of Twin Otter Services. [PA1.4] Passenger Movement by Sea – Ferry Service</p> <p>TARGET = 25,769</p>	<p>2019 – 26,818</p> <p>Arrivals – 14,101 Departure – 12,717</p> <p>(Source: Statistics Dept.)</p>	<p>2020 – 7,002</p> <p>Arrivals – 3803 Departure – 3,199</p> <p>Ferry service discontinued during Q2 of 2021/21</p> <p>(Source: Statistics Dept.)</p>	<p>2021 – 0</p> <p>No ferry service during this period.</p> <p>(Source: Statistics Dept.)</p>

Goal 1 – Economic Management

Outcome: A Stable & Diversified Economy With Sustained Economic Growth

Figure 1.2 – Passenger Movement by Sea (2019–2021)

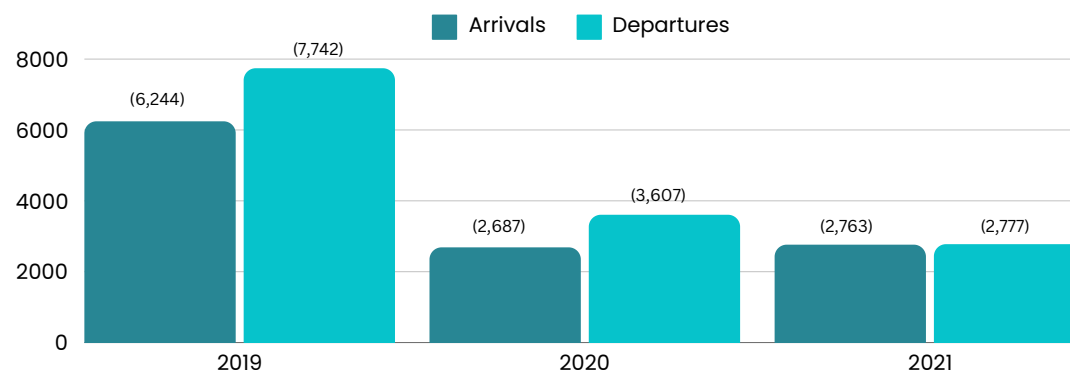


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
2	Office of the Premier (Air Access)	Implement Air and Sea Access & Connectivity Strategy, with introduction of Twin Otter Services. [PA1.4] Passenger movement by air	2019 – 14,166 Arrivals – 6,424 Departures – 7,742 (Source: Statistics Dept.)	2020 – 6,294 Arrivals – 2,687 Departures – 3,607 (Source: Statistics Dept.)	2021 – 5,540 Arrivals – 2,763 Departures – 2,777 Restrictions on international travel continued to be widely applied internationally and regionally as a mitigation measure to contain cross-border COVID-19 diffusion during 2021/22. (Source: Statistics Dept.)

Goal 1 – Economic Management

Outcome: A Stable & Diversified Economy With Sustained Economic Growth

Figure 1.3 – Passenger Movement By Air (2019–2021)

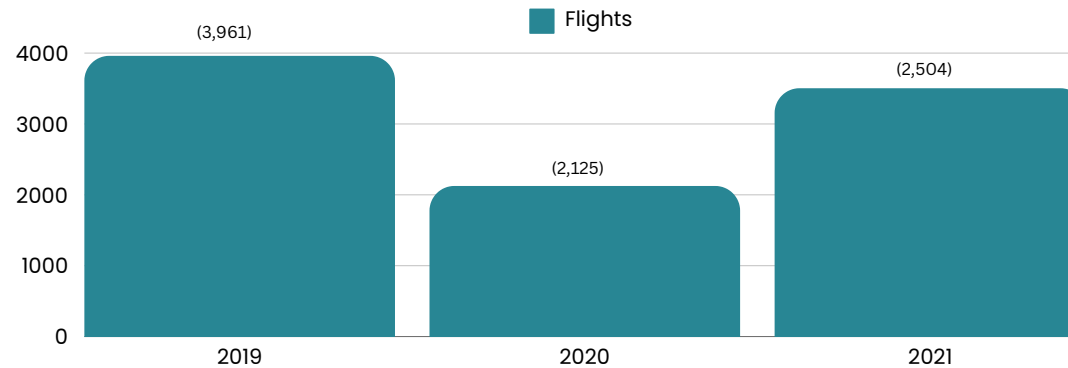


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
2	MCWL&E (Airport Management)	Improve the level of Airport utilization. Number of flights No targets set.	<p>Fiscal year 2019/2020 Total = 3,980 – with overflights 3,671 – without the overflights (Source: Airport Services)</p> <p>Calendar year 2019 Total = 4,294 – with overflights 3,961 – without the overflights (Source: Airport Services)</p>	<p>Fiscal year 2020/21 Total = 1,539 1,335 – without the overflights (Source: Airport Services)</p> <p>Calendar year 2020 Total = 2,290 – with overflights 2,125 – without the overflights (Source: Airport Services)</p>	<p>Fiscal year 2021/22 Total=3,150 (inclusive of overflights, scheduled, non-scheduled, Private, MVO, Local, medical evacuations, sightseeing, and training flights)</p> <p>2,975 – without the overflights (Source: Airport Services)</p> <p>Calendar year 2021 Total=2,645 – With overflights 2,504 – without the overflights (Source: Airport Services)</p>

Goal 1 – Economic Management

Outcome: A Stable & Diversified Economy With Sustained Economic Growth

Figure 1.4 – Flights for Calendar Year – Without Overflights (2019–2021)

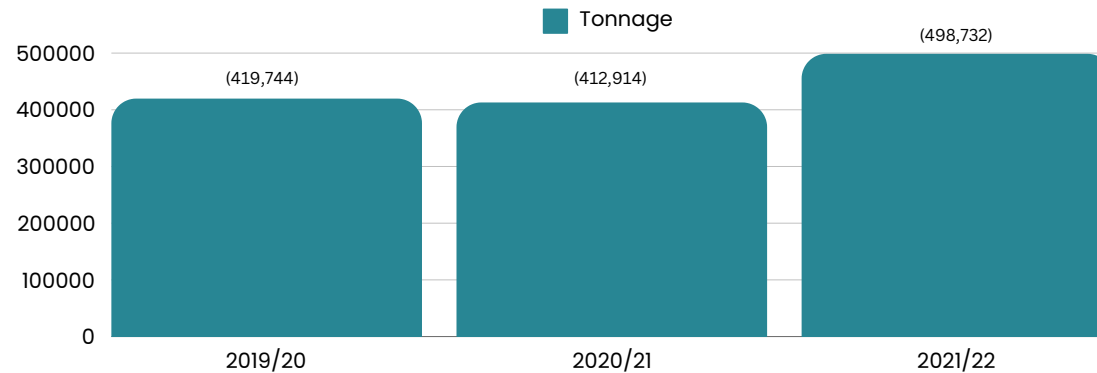


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
2	MCWL&E (Montserrat Port Authority)	Export tonnage	419,744 tons (Source: Montserrat Port Authority)	412,914 tons (Source: Montserrat Port Authority)	498,732 tons (Source: Montserrat Port Authority) Mostly driven by the export of sand and aggregate. A significant increase (121%) considering the challenges with COVID19. Supports the SDP 2020 target which states Government services contributing 24% of real GDP, while agriculture, tourism, mining & quarrying contribution to GDP increase by at least 100%.

Goal 1 – Economic Management

Outcome: A Stable & Diversified Economy With Sustained Economic Growth

Figure 1.5 – Export Tonnage at Montserrat Port Authority (2019 – 2022)

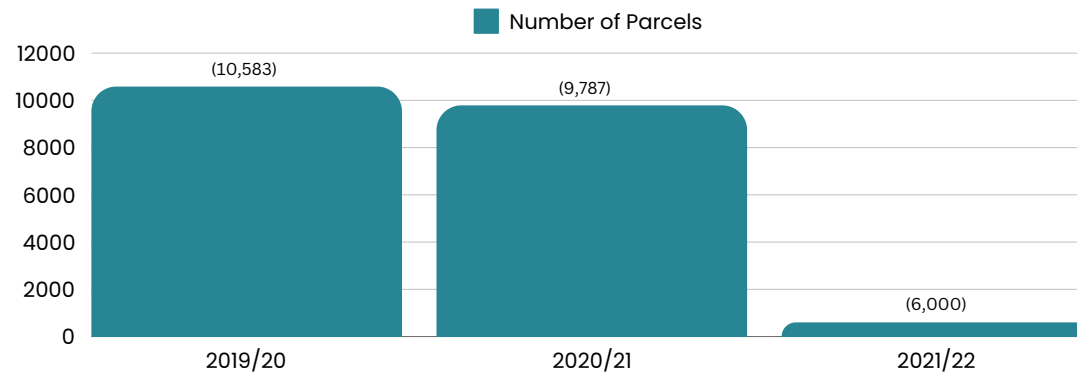


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
2	General Post Office	<p>Improve facilities to enable the expansion of services being offered to customers. [PA 1.3, 1.4]</p> <p>Revenue from inbound parcels TARGET \$170,000</p> <p>Number of inbound parcels processed. TARGET 8,500</p>	<p>\$319,118.00</p> <p>10,583 parcels</p>	<p>\$230,792.00</p> <p>9,787 parcels</p>	<p>\$134,184.00</p> <p>The reduction in revenue is in tangent with the reduction in inbound parcels that were being processed by the General Post Office. This is also a reflection of the challenges that were being experienced with the increases in trade transportation costs, increased cost of goods and the disruptions to the supply chain due to COVID19.</p> <p>6,000 parcels</p>

Goal 1 – Economic Management

Outcome: A Stable & Diversified Economy With Sustained Economic Growth

Figure 1.6 – Number of Inbound Parcels Processed (2019 – 2022)



Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	Office of the Premier (Trade and Quality Infrastructure Division)	<p>Facilitate the growth of the business sector in accordance with the Micro and Small Business Act, 2013.</p> <p>The External Trade Act and the Trade Licenses Act. [PA 1.6]</p> <p>No. of fiscal incentives processed for domestic, inward investors and business owners.</p> <p>TARGET = 20</p>	10	10	1

Goal 1 – Economic Management

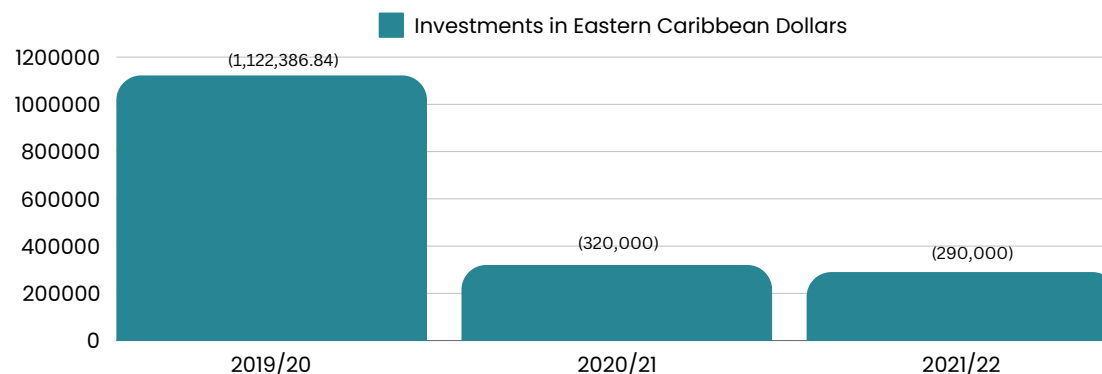
Outcome: An Enabling Business Environment

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	Office of the Premier (Trade and Quality Infrastructure Division)	No. of applications for concessions processed under Section 13 of the Micro and Small Business Act 2013 TARGET = 6	10	2 <i>The negative impact of COVID. Persons unable to meet the relevant or required criteria for approval</i>	2 (Comment – applications not as forthcoming as pre COVID.) Applications diverted to the Ministry of Finance
3	Office of the Premier (Trade and Quality Infrastructure Division)	Total investment by micro and small businesses based on processed concession applications. TARGET - 500,000.00	\$1,122,386.84	\$320,000.00	\$290,000.00 Concessions are given to support small businesses in their growth and development in the private sector. The target of the GoM as outlined in the SDP 2008 – 2020 is to provide an enabling environment and the support necessary to develop the private sector. COVID19 impacted the business sector significantly during this period.

Goal 1 – Economic Management

Outcome: An Enabling Business Environment

Figure 1.7 – Total Investment by Micro and Small Businesses
– Processed Concession Applications (2019 – 2022)



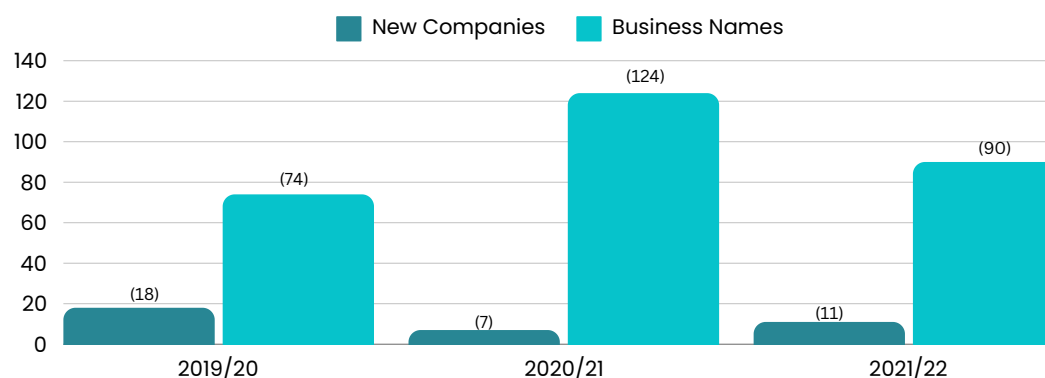
Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	Office of the Premier (Trade and Quality Infrastructure Division)	Facilitate the growth of the business sector in accordance with the Micro and Small Business Act, 2013, the External Trade Act and the Trade Licenses Act. [PPI.6] Number of applications processed in accordance with the External Trade Order TARGET = 200	171 The onset of the pandemic affected several planned initiatives by the private sector or small businesses	185 An increase from the previous year given the COVID19 pandemic inclusive of the Lock down restrictions that were applied on the island.	162 'Lockdown' restrictions may have affected the frequency of imports by the private sector or small businesses. Increased transportation costs, increased cost of goods to include the disruptions to the supply chain influenced the frequency of orders.

Goal 1 – Economic Management

Outcome: An Enabling Business Environment

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	Financial Service Commission (FSC)	Economic Management [SDP Goal 1] No. of new companies and business registrations	2019 18 Companies 74 Business names (Source: FSC)	2020 7 Companies 124 Business names (Source: FSC) This increase in business registrations can be factored to the Business Support one off Grant issued by the GoM as a fiscal incentive to registered small businesses during the COVID19 pandemic	2021 11 Companies 90 Business Names (Source: FSC) Small business registrations are still a positive factor given the size and simple structure and the volume of business to be conducted. These business registrations experience fewer regulatory requirements and fewer compliance regulations.

Figure 1.8 – New Companies and Business Registrations (2019 – 2022)



Goal 1 – Economic Management

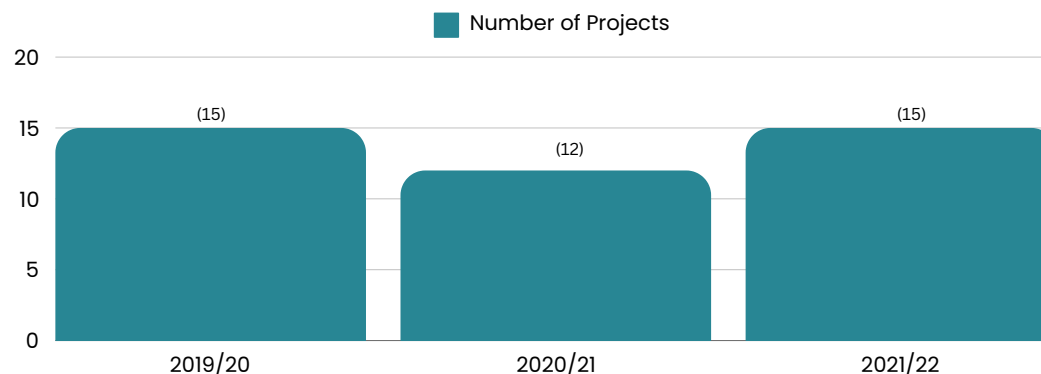
Outcome: Appropriate High Quality Economic and Info-Communication Infrastructure

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
1	MCWLE (Infrastructure Services)	<p>Implement new strategies using road asset management and other modern software and equipment/ machinery for road construction and maintenance to increase public safety, economic development, extension of life expectancy, commerce, and preserve public infrastructure assets.</p> <p>No. of road maintenance projects valued over \$20,000 completed.</p> <p>TARGET 10</p>	<p>15 Projects completed. Two (2) in progress.</p> <ol style="list-style-type: none"> 1. Carr’s Bay Bridge Road completed 2. Friths road and drainage 3. Judy Piece retaining wall. 4. Salem retaining wall 5. Look Out access road 6. Palm Loop drainage works 7. Mars Hill road repairs 8. Carr’s Bay Culvert 9. Dick Hill road and Drainage 10. Virgin Island retaining wall 11. St. Johns access road 12. Dick Hill road works Section 2 13. St. Peters access road 14. New Windward Culvert 15. Nixon Road and drainage works. 	<p>12 Road projects completed.</p> <ol style="list-style-type: none"> 1. St. Johns road & drainage works 2. St. Peters road & drainage works. 3. Dick Hill road & drainage works. 4. Brades road and drainage works. 5. Retaining wall, Mars Hill 6. Barzeys Community Road Safety Barriers. 7. Access road earth works – Drummonds sewage plant. 8. Nixon’s Road and drainage 9. Retaining wall, Banks 10. Davy Hill road drainage and pavement 11. Retaining wall, Cavalla Hill 12. Judy Piece – road drainage 13. Entrance pavements, Davy Hill. 	<p>15 road projects completed.</p> <ol style="list-style-type: none"> 1. St. Johns road guardrail completed. 2. Guardrails in Fenton Heights. 3. Guardrails in Barzeys 4. Protection to subsurface ducts in Bumkum Bay 5. 6 verge cutting contracts along the main road 6. The Drummonds Sewage plant access road 7. Drummonds Sewage plant access road drainage 8. Virgin Island head wall 9. Mars Hill retaining wall section 1. 10. Drummonds Sewage plant site drain. 11. The new hot mix plant site preparation works. 12. The new hot mix plant site retaining wall. 13. The new hot mix plant site concrete platform. 14. Carr’s Bay drainage and the supply of aggregates and base material. 15. Little Bay material storage site access road. <p>Continuous infrastructure works support the movement of people and goods which is in keeping with the island’s development needs. It is important to note that as part of the SDP 2008–2020 a key outcome to facilitate sustained economic growth was to ensure that there is adequate local infrastructure which includes the upgrade and maintenance of the road network in the north of the island. The Ministry of Communications and Works Infrastructure Department has continued to maintain roads, drains, verges etc. in support of sustained economic growth.</p>

Goal 1 – Economic Management

Outcome: Appropriate High Quality Economic and Info-Communication Infrastructure

Figure 1.9 – Number of Road Maintenance Projects Valued Over EC\$20,000 – Completed (2019 – 2022)



Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
1	MCWLE (Infrastructure Services)	<p>Continued...</p> <p>Implement new strategies using road asset management and other modern software and equipment/ machinery for road construction and maintenance to increase public safety, economic development, extension of life expectancy, commerce, and preserve public infrastructure assets.</p> <p>No. of road maintenance projects valued over \$20,000 completed.</p> <p>TARGET 10</p>	<p>Brades and Barzeys access road projects closed due to the COVID closures on the island.</p>	<p>The implementation of new strategies for managing and accessing road assets is still ongoing. We are currently assisting with the mapping of our roads and assets. Under our Road Maintenance Programme, we were able to complete several maintenance projects – 6 verge maintenance.</p>	<p>Number of Road Maintenance Projects Valued Over EC\$20,000</p> <p>2019/20 – 15 2020/21 – 12 2021/22 – 15</p>

Goal 1 – Economic Management

Outcome: Appropriate High Quality Economic and Info-Communication Infrastructure

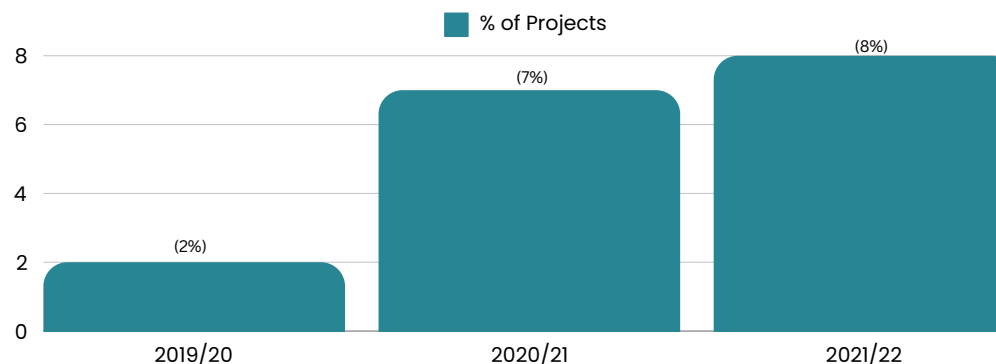
Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
1	MCWLE (Infrastructure Services)	<p>Implement infrastructure projects surrounding the improvement of our access ports (i.e. Air & Sea) as a means of addressing our priority infrastructure needs. Implement infrastructure project surrounding road improvement (A01 Road Phase II Project)</p> <p>No. of capital projects valued over 100k approved & in progress.</p> <p>TARGET 4</p>	<p>2</p> <p>There are two (2) energy projects approved and are in progress. These are the:</p> <ol style="list-style-type: none"> 1.750 KW Solar Energy Project and 2.The LED Public Street Lighting Project. <p>The Glint & Glare report for the Solar Project has been completed and the Public Awareness.</p> <p>Eight (8) containers with materials and equipment for Solar Project Phase 2 arrived on island but the project was delayed due to the effects of the COVID19 pandemic which resulted in Border closures and the travel restrictions. These restrictions prevented the contractor from travelling to Montserrat.</p> <p>The Public Lighting Project installation was awarded to MUL. The Public Lighting consultant has submitted his report for review. The Public Lighting project has met the EU target of installing 476 LED streetlights by the end of March. The balance of 700 lights will be installed after the cessation of the COVID 19 island wide shut down.</p>	<p>7</p> <p>7- Capital Projects in various stages of progress:</p> <ol style="list-style-type: none"> 1.750KW Project - Construct work has commenced on the 750kW project, which is anticipated to be completed in the second quarter of 2021–2022 financial year. 2.The Public Lighting is ongoing with the lighting for the sporting facilities and the Airport tunnel. 3.The Airport Runway Resurfacing Project is complete _ March 2021 4.The Airport Control Tower Project. Construction is 90% complete. 5.The Montserrat Secondary School Block L&M Structural Retrofit Project is ongoing. 6.The MSS ADA bathroom upgrade contract has been awarded for construction. 7.The Montserrat Port Development Project has now entered the contract negotiation phase with the intention of having a contract in place by January 2022. 	<p>8 – Capital projects in various stages of progress</p> <p>Airport Tower Project</p> <ul style="list-style-type: none"> • Ongoing; • Project at 98% completion. • Practical completion and close-out expected to be attained by FY 22/23. <p>750 KW Solar Project</p> <ul style="list-style-type: none"> • Achieved practical completion. • The 750 KV solar plant is going through the commission. Commissioned November 2021. <p>The Brades factory shed retrofit for the ICT City</p> <ul style="list-style-type: none"> • No activity has begun on this project. <p>The new Hot Mix Plant under the A01 Road Project.</p> <ul style="list-style-type: none"> • Delays being experienced by the supplier for the new Hot mix plant. • Expected arrival is February 2022. Site preparations works are ongoing. <p>The MSS Block L & M Structural Retrofit</p> <ul style="list-style-type: none"> • Construction works in progress. <p>The MSS ADA bathroom</p> <ul style="list-style-type: none"> • Tenders awarded and works have begun. • Expected completion date is for FY 23/24 <p>The Port Development Project</p> <ul style="list-style-type: none"> • The Port Development Project has been awarded as of February 2022. • Works have begun and are continuing. • Expected completion date is for FY 2024/25. <p>Drummonds and Davy Hill Sewage Plant with addition of an equalisation tank.</p> <ul style="list-style-type: none"> • Plant and Systems are completed. • Commissioned as of September 2022 <p>There was continued delivery of capital projects during the FY 2021/22 which responds to the goal 1 of the SDP 2008 – 2020 - for sustained growth, a diversified economy and the generation of employment opportunities. We noted progress on one of the targets SDP 2020 which was for the construction of the modern port facilities with appropriate arrangements in place for the movement of people and goods in keeping with the long-term development needs of Montserrat. We also note the continued work on economic infrastructure projects to include road works and air transport facilities. In addition to those projects reported, highlights are shed on the progress of the energy projects which also responds to goal 1 of the SDP 2020 which directs the use of renewable energy and the need to diversify the country's energy supply by harnessing geothermal and wind energy for domestic consumption.</p>



Goal 1 – Economic Management

Outcome: Appropriate High Quality Economic and Info-Communication Infrastructure

Figure 1.10 – Percentage of Capital Projects Valued Over EC\$100,000 – Approved and In Progress (2019 – 2022)



Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
5	MALHE (Land Administration)	<p>Improve preservation of and access to land information through the implementation of an online registration and cadastral system</p> <p>Number of private surveys checked and authenticated by Chief Surveyor TARGET = 7</p> <p>Number of Crown surveys completed. TARGET = 3</p> <p>No. of mutations approved. TARGET = 40</p>	<p>21 (Source: Land Administration)</p> <p>Reflects the number of private surveys checked and authenticated by the department.</p> <p>10 (Source: Land Administration)</p> <p>21 (Source: Land Administration)</p>	<p>13 (Source Land Administration)</p> <p>Reflects the number of private surveys checked and authenticated by the department.</p> <p>19 (Source Land Administration)</p> <p>15 (Source Land Administration)</p>	<p>15 (Source Land Administration)</p> <p>Reflects the number of private surveys checked and authenticated by the department.</p> <p>20 (Source Land Administration)</p> <p>Reflects surveys such as – reestablishing of boundaries, topographical surveys, and as built surveys.</p> <p>19 (Source Land Administration)</p> <p>Reflecting the number of plots in the subdivision</p>



Goal 1 – Economic Management

Outcome: Appropriate High Quality Economic and Info-Communication Infrastructure

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019-2020	Performance 2019-2021	Performance 2021-2022
5	MALHE (Physical Planning)	<p>Facilitate and promote compliance of building construction standards through the enactment of the National Building Code [PA 3.3 or 3.2]</p> <p>Number of planning applications submitted. TARGET - 170</p> <p>Number of approved plans TARGET - 170</p>	<p>96</p> <p>86</p>	<p>82</p> <p>84</p>	<p>84 This result is a response to the needs of the general public.</p> <p>54 The number of approved plans have declined over the years which is dependent on the number of persons applying for the service where less persons would have applied for planning and development services. This could be due to less persons having access to land for development purposes hence the number would be lower for planning approvals and access to funding could also be an issue.</p>

Goal 1 – Economic Management

Outcome: Appropriate High Quality Economic and Info-Communication Infrastructure

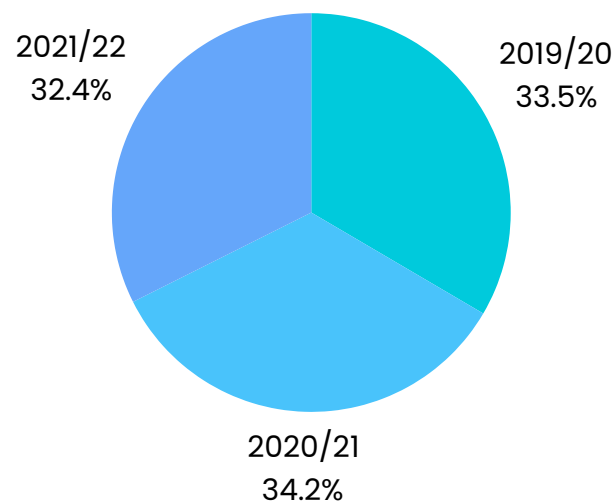


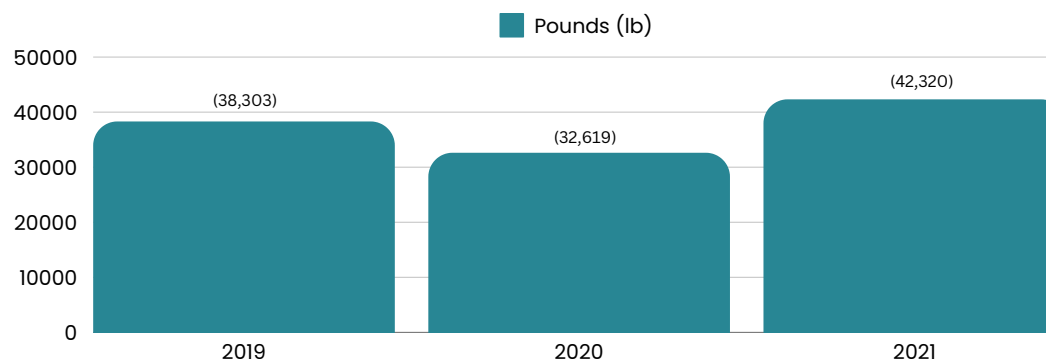
Figure 1.11 – % of Plans Approved And Built In Conformity With Code (2019 – 2022)

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
5	MALHE (Physical Planning)	<p>Facilitate and promote compliance of building construction standards through the enactment of the National Building Code [PA 3.3 or 3.2]</p> <p>% of plans approved and built in conformity with code TARGET = 85%</p> <p>New Indicator # of building inspections conducted TARGET 167</p>	95%	<p>97%</p> <p>526</p>	<p>92%</p> <p>627 (The number represents repeat inspections during the construction phases)</p>

Goal 1 – Economic Management

Outcome: Food and Energy Security

Figure 1.12 – Pounds of Fish Landed (2019 – 2022)

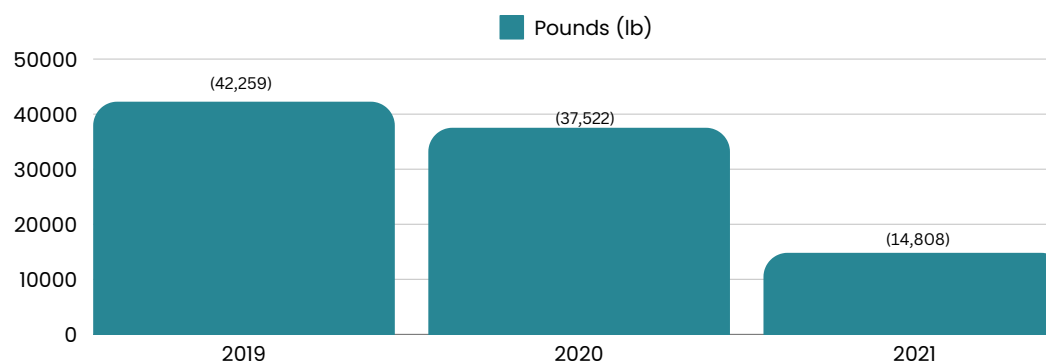


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MALHE (Agricultural Services)	<p>Increase production of and access to targeted products (crops, livestock, poultry and fish), through research and education, outreach services, training and incentives and the implementation of specialised programmes and projects.</p> <p>[PA 1.1]</p> <p>Pounds of fish landed.</p> <p>TARGET = 80,000 lbs.</p>	<p>Calendar year – 2019</p> <p>38,303 lbs. (Source: Statistics Dept.)</p> <p>2019 fish catch was severely impacted by the number of days fishing was impacted by bad weather.</p> <p>88 days in this period as opposed to less than 20 days in the previous financial year.</p>	<p>Calendar year – 2020</p> <p>32,619 lbs. (Source Statistics in conjunction with the Ministry of Agriculture)</p> <p>Fishers have also been experiencing adverse sea weather which have resulted in loss of sea days. Loss of fish pots has become an increasing problem.</p> <p>Data collection impacted by COVID19 restrictions.</p>	<p>Calendar year – 2021</p> <p>42,320 lbs.</p> <p>The Department saw an increase (130%) in fish landings as opposed to 2020 and despite the impacts from rough seas.</p> <p>Increase in reef fish went from 16,650 in 2020 to 23,244 in 2021.</p> <p>This total increase can also be attributed to the increase in seine fishing of coastal pelagic and the impacts of the FADs.</p>

Goal 1 – Economic Management

Outcome: Food and Energy Security

Figure 1.13 – Pounds of Boiler Meat Produced (2019 – 2022)

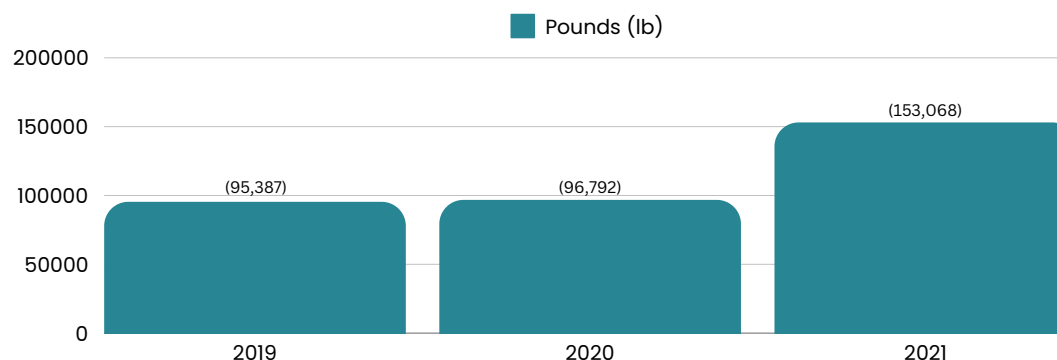


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MALHE (Agricultural Services)	<p>Increase production of and access to targeted products (crops, livestock, poultry and fish), through research and education, outreach services, training and incentives and the implementation of specialised programs and projects. [PA 1.1]</p> <p>Pounds of broiler meat produced. TARGET = 56,000 lbs.</p>	<p>Calendar Year 2019 42,259 lbs. (Source Statistics Department in conjunction with the Ministry of Agriculture)</p>	<p>Calendar Year 2020 37,522 lbs. (Source Statistics Department in conjunction with the Ministry of Agriculture)</p>	<p>Calendar Year 2021 14,808 lbs.</p> <p>Farmers have experienced issues with respect to the importation of broiler chicks where scheduling between the availability of hatchlings and the arrival of the cargo ship has created significant problems. Producers have had to resort to chartering a flight to ensure the hatchlings arrive on island in good condition. This has impacted on the cost of local production.</p> <p>This huge reduction in the production of broiler meat should be of concern to the GoM as the island strives to realise the SDP 2020 outcome of food security for the country.</p>

Goal 1 – Economic Management

Outcome: Food and Energy Security

Figure 1.14 – Pounds of Vegetables Produced Annually (2019 – 2022)



Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MALHE (Agricultural Services)	<p>Increase production of and access to targeted products (crops, livestock, poultry and fish), through research and education, outreach services, training and incentives and the implementation of specialised programmes and projects. [PA 1.1]</p> <p>Pounds of vegetables produced annually.</p> <p>TARGET = 95,000 lbs.</p>	<p>Calendar year – 2019</p> <p>95,387 lbs. (Source: Statistics Dept.)</p>	<p>Calendar year – 2020</p> <p>96,792 lbs. (Source Statistics in conjunction with the Ministry of Agriculture)</p> <p>Government assistance included hoop house rehabilitation, labour relief and tillage. Distribution of seeds and seedlings island wide. Success with the onion programme and cabbage programme.</p>	<p>Calendar year – 2021</p> <p>153,068 lbs.</p> <p>Production levels showed an increase (158%) over the last year due to an increase in the production of sweet potatoes and pumpkins. The Ministry sourced and provided irrigation tanks to farmers and backyard gardeners, which once installed provided relief to producers during the dry season. There was successful cultivation of approximately 6 acres of white potato. All the inputs were provided and applied in a timely manner and the weather conditions were favourable. A positive outcome as the country strives for food security and to reduce the dependency on the imports of fresh vegetables in support of the SDP 2020 goal of Food Security.</p> <p>Significant increases were in onion and sweet potato production.</p> <p>Onions went from 8,467 lbs. in 2020 to 12,750 lbs. in 2021. Sweet potato from 5,442 to 17,875 in 2021.</p>

Goal 1 – Economic Management

Outcome: Food and Energy Security

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MALHE (Agricultural Services)	<p>Encourage the involvement of young recruits into the sector through demonstrating and piloting coupled with targeted incentives and initiatives. [PA1.1 & 2.4]</p> <p>No. of schools with established gardens. TARGET = 4</p> <p>Reduce the impacts of pests, diseases and feral animals on crop and livestock production.</p> <p>No. of small stock farmers with semi-intensive systems TARGET = 3</p>	<p>3 – Gardens established at the MSS and the St. Augustine School and at Brades primary school.</p>	<p>2 – Gardens established at the MSS and the St. Augustine School.</p> <p>Currently in the process of establishing the Lookout and the Brades Primary Schools</p> <p>11 – Semi-intensive systems</p>	<p>3 – Gardens established at the 3 Public Schools, MSS, Brades Primary and Lookout Primary.</p> <p>This strategy responds to the SDP outcome which outlines the utilisation of training systems that produce well-rounded, and qualified lifelong learners and supports the SDP 2020 outcome of Food and energy security.</p> <p>10 – Semi-intensive systemsThe approach to using semi-intensive systems allows for a more controlled environment where farmers can manage animal farming more effectively.</p> <p>These strategies support the overall target for the SDP 2020 which is for the – Production of 50% of agricultural produce for consumption.</p>

Goal 1 – Economic Management

Outcome: Food and Energy Security

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019-2020	Performance 2019-2021	Performance 2021-2022
1	MCWLE (Geothermal Energy)	To undertake Geothermal Development in order to have a thriving and sustained economy by 2024. (Policy 1.5) Progress on Geothermal	No developments during this period	Geothermal energy - a definitive decision on the next step forward to be determined before the development of the required legal, regulatory and institutional framework.	<p>Internal research was conducted to review case studies on alternative and direct use of geothermal energy which unearth alternative applications for the available geothermal resource.</p> <p>Geothermal Working Group and the development of an Invitation to Tender for the provision of a Geothermal Surface plant.</p> <p>Challenges to obtain funding to Maintain Geothermal Wellheads A presentation made to Steering Committee and Infrastructure Board.</p> <p>This re- dedication to the geothermal project is in line with the overall national outcome of SDP 2008- 2020, which is to diversify the country's energy supply by harnessing geothermal energy for domestic consumption in support of the goal of Food and Energy Security and support the Montserrat Energy Policy which states that they are expected to develop a roadmap for geothermal expansion.</p>

Goal 1 – Economic Management

Outcome: Food and Energy Security

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
1	MCWLE (Geothermal Energy)	<p>Implementation of the Energy Policy and Action Plan to promote a green, affordable and efficient industry.</p> <p>Number of energy programmes implemented.</p> <p>TARGET 5</p>	<p>2</p> <p>Solar Power implementation</p> <p>750Kw Solar PV & Battery Storage Project has commenced.</p> <p>Energy training</p> <p>RE-SAT training has been undertaken to ensure institutional strengthening</p>	<p>4</p> <p>1.Solar power – 750kW Solar PV & Battery Storage Project Groundbreaking completed.</p> <p>2. Energy awareness – Published the first issue of the Energy Unit’s quarterly “Energy Buzz” publication. The second issue Energy Buzz 2nd issue was released, which focused on the operation and tax exemption for Electric and Hybrid vehicles.</p> <p>3. Energy studies – Development of an empirical analysis to assess different methods of implementing distributed energy systems.</p> <p>4. Energy training programme – Virtually energy efficiency and renewable energy training for the private sector.</p>	<p>6</p> <p>1. Energy Efficiency Improvement (programme and residential study)</p> <p>Activities including-</p> <ul style="list-style-type: none"> • Draft Geothermal Resource Development Act • Draft E-mobility policy • Public awareness (BUZZ publications) • Energy database expansion <p>2. Energy Awareness</p> <ul style="list-style-type: none"> • CEM was observed for the month of November with activities being conducted throughout the schools. <p>3. Energy studies</p> <ul style="list-style-type: none"> • Energy audits on three GoM facilities • Development of two ReSEMBID project documents geared at improving energy efficiency. <p>4. Geothermal working group in place</p> <ul style="list-style-type: none"> • Development of an invitation to Tender for the provision of a Geothermal surface plant. • Initial investigations into direct use of geothermal energy. <p>5. Energy Task Force investigated the best energy mix for Montserrat based on the current demand and the potential output of various RE.</p> <p>6. Desktop solar and wind studies to determine the most suitable locations on Montserrat for the potential installation of these RE technologies.</p> <p>Positive efforts. These programmes respond to the SDP target for 2020 which is to have 60% of national electricity requirements produced from renewable energy. They also support the Energy policy’s objective, which is to improve the domestic energy supply by integrating renewable energy where practical and economically feasible.</p>

Goal 1 – Economic Management

Outcome: Food and Energy Security

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
1	MCWLE (Department of Energy)	<p>Government & public use of e-vehicles through incentives such as duty-free concessions and easy loan access.</p> <p>No. of hybrid/e-vehicles imported for use in Montserrat.</p> <p>TARGET 9</p> <p>Implementation of the Energy Policy and Action Plan to promote a green, affordable and efficient industry.</p> <p>% Increase penetration of renewables from an indigenous resource</p> <p>TARGET 44%</p>		<p>7 Hybrid cars imported.</p> <p>11%</p> <p>250KW solar system is providing 11% of the islands peak demand</p>	<p>11 hybrid cars imported.</p> <p>This increase is in support of the Montserrat Energy Policy 2016 – 2030 where the GoM in collaboration with the relevant stakeholders intend to: -</p> <ul style="list-style-type: none"> • Develop a robust and integrated transportation sector. • Improve the efficiency with which fuel is utilised through conservation and demand management programmes. • Establish energy baseline for vehicle stock in Montserrat. • Promote the development of electric, hybrid electric, and advanced vehicle technologies. <p>44%</p> <p>At the end of Q1, the 750kW was at an advanced stage and went live at the beginning of September 2021.</p> <p>The existing 250 KW solar system provided approximately 11% of the islands peak demand. The 750 KW solar farm went live in September 2021 providing an additional 33% of the islands’ peak demand in addition to the 250 KW.</p> <p>The SDP 2020 target is to have 60% of national electricity requirements produced from natural resources is being gradually addressed.</p>

Overview and Analysis – Goal 1: Economic Management

Ministry of Finance and Economic Management

A positive result was recorded in real GDP as 5.48% growth rate was recorded for the calendar year 2021 as reported by the East Caribbean Central Bank. Gross domestic product (GDP) refers to the market value of all goods and services produced within a country. The main contributing sectors for that period were Public Administration, financial intermediation, transportation, and storage. This increase in GDP can be attributed to both a response to COVID 19 and an initial rebound from the impact of the coronavirus pandemic.

Inflation was recorded at a high average of 5.17% which may have affected several economic areas to include a lower demand for goods and services. The increase in the inflation rate may have priced certain elements out of the market. The inflation rate went from -2.99% in 2020/21 to 5.17% in 2021/22. This is an increase of 8.16%. Inflation is the aggregate level at which prices for goods and services are increasing. Therefore, the purchasing power of consumers and businesses declined by 8% over that period. It should be further explained that as Inflation is considered in an aggregate, which is the average change in prices for a selected set of goods and services, so that the situation worsens over time unless corrective action is taken. However, as Montserrat is a net importer the local options are very few.

Office of the Premier

Tourism

Visitor arrivals to Montserrat were seriously impacted by COVID19 pandemic with border closures both locally and internationally. As compared to 2020 there was an 80% reduction in total arrivals by air to the island which went from 8,300 tourists in 2020 to 1,597 in 2021. Cruise passengers were heavily impacted with no arrivals in 2021. The reduction in tourist arrivals also resulted in the drastic reduction of visitor expenditure on the island which went from EC\$13.87M in 2020 to EC\$4.3M in 2021. This is a EC\$9.57M reduction in visitor expenditure within the local economy. This expenditure data is however based on a proxy measure procedure used by the Statistics Department and does not reflect the actual 'real time' expenditure, but the increasing animation over transportation is an indicative of the importance of tourism spend in the local economy.

When compared to fiscal year 2019 there was a huge reduction from 20,976 in tourist arrivals in 2019 which was pre COVID 19. Data for pre COVID in 2019 also indicated that the passenger movement via Ferry service transported 26, 818 persons. The service was however discontinued by Q2 of the fiscal year 2020/21. By the end of the first quarter there were over 7,000 (7,002 to be exact) people travelling by sea. This is a decline of 74% from the ferry service alone as compared to the previous year. The COVID 19 pandemic greatly impacted travel from the beginning of the calendar year 2020 right through to 2021. Restrictions on international travel continued to be widely applied internationally as a mitigation measure to contain cross-border COVID-19 diffusion during 2021/22. The effect on the region's service economy is self-evident but recovery has been particularly slow in Montserrat which emerged post-pandemic with markedly less transportation capacity than pre-pandemic.



Overview and Analysis – Goal 1: Economic Management

Statistics

The Statistics Department over-performed once again and produced 15 surveys in response to a target of 14. This is a delivery of 107%. This level of output is particularly stirred by the demand for data for decision making and re-planning across all sectors in the aftermath of the COVID Pandemic.

Access

The Ferry service was nonexistent in 2021. The service was previously terminated during quarter two of the 2020/21 fiscal year. In addition, travel was impacted due to border closures within the region and internationally, and this is reflected by the number of air passenger movements to Montserrat which fell by 754 persons as compared to 2020. The periodic cessation in international travel services along with border closures from several regions was used as a protection measure internationally and locally to mitigate the spread of COVID19.

The introduction of a cargo vessel by the GoM to support 'lifeline commercial service' requirements was timely however the GoM would need to start preparations for a phased implementation of the ferry services in response to a stronger local economy and the permanent removal all restrictions on travelers, imposed to mitigate the economic and social effects from COVID19. There is undoubtedly more recovery and growth potential linked to a permanent service as opposed to an ad hoc transport service. Seasonal availability of the ferry service is being tested as an interim solution for the near future. A permanent arrangement would be phased in incrementally until it becomes necessary for a more permanent solution in the future.

Ministry of Communications, Works, Labour & Energy

Airport Management

The number of flights for the calendar year 2021 excluding overflights was 2,504. This is 379 more than the previous year 2020. This suggests a slight rebound of 379 in flights to and from Montserrat given the fact that the COVID 19 pandemic was still a major issue affecting travel both regionally and internationally.

Overview and Analysis – Goal 1: Economic Management

Airport Management

The number of flights for the calendar year 2021 excluding overflights was 2,504. This is 379 more than the previous year 2020. This suggests a slight rebound of 379 in flights to and from Montserrat given the fact that the COVID 19 pandemic was still a major issue affecting travel both regionally and internationally.

Montserrat Port Authority

We note the positive result in relation to trade – where the export tonnage improved by 120% from Montserrat during the period under review when compared to the previous year. Exports here were driven by the trade of sand and aggregate to the Caribbean.

Ministry of Finance & Economic Management

General Post Office

Revenue from inbound parcels fell by 58.14% from \$230,792.00 to \$134,184.00. This correlates to the reduction in inbound parcels processed by the department. The number of parcels processed fell by 61.03%, from 9,787 parcels to 6,000 parcels for the fiscal year 2021/22. The reduction in the revenue stream can also be attributed to the COVID 19 pandemic which severely impacted both travel and internal trade shipments during that period.

Office of the Premier

Trade and Quality Infrastructure Division

The Trade and QI division only reviewed 2 applications for concessions under section 13 of the micro and small business act of 2013. This is a 40% reduction of the targeted number. This reduction was due to the lack of a functional committee and the COVID 19 related issues. This result is also reflected in the reduction in the total investment in respect of the processed concession applications. Once again, the lock down restrictions continued to hamper the frequency of imports as the number of applications processed in accordance with the external trade order was just below the targeted amount of 200 – achieving 81% during the fiscal year 2021/22.



Overview and Analysis – Goal 1: Economic Management

Ministry of Communications, Works, Labour & Energy

Infrastructure Services

The maintenance and upkeep of the road infrastructure necessary for the safe movement of persons is part of the economic infrastructure in pursuit of growth and development. The Ministry of Communications and works targeted 10 road maintenance projects valued at EC\$20,000.00 for completion during the fiscal year 2021/22. They were able to complete 15 road projects to include the preparations around the hot mix plant which were factored under the road projects. The increase in the completion of these road projects is commendable given the challenges that were being experienced with the disruptions or closures resulting from the COVID19 pandemic.

Ministry of Agriculture, Lands, Housing and the Environment

Land Administration

The land Administration Department surpassed their target of 7 private surveys in 2021-2022. They reviewed and authenticated 15 private surveys which is 214% more than the target number. This performance is also 115% more than that of the previous year 2020/21 where 13 private surveys were completed. This performance is influenced by customer requests and seasonal variations.

The Land Administration within the Ministry of Agriculture also exceeded their target of 3 crown land surveys conducted delivering 20 surveys. A clear understanding of what the indicator is measuring in relation to the target set is necessary. The targets may need to be adjusted in line for future planning with consideration given to the historical data to be more realistic. The surveys conducted were topographical surveys, the re-establishing of boundaries and as built surveys.

The number of mutations approved for 2021/22 was 19. This is just less than 50% of the targeted amount of 40. However, this may be due to the number of available crown lands for use in a subdivision.

Overview and Analysis – Goal 1: Economic Management

Ministry of Agriculture, Lands, Housing and the Environment

Physical Planning

The number of planning applications submitted for approval is much lower by 86 applications than the target of 170 that was envisaged by the Department. However, this is 102% more than the previous fiscal year. The Department has noted that fewer persons have been applying for planning and development services which they assume may be due to fewer persons with access to lands for development purposes, or possibly access or inability to qualify for funding support. Observations from the Department also suggested that the reduced applications can also be attributed to the declining population. Setting appropriate targets should involve analyzing relevant and historical data over a few years to inform future planning in this area.

Agriculture Services

The Department Agriculture saw an increase in fish landed as compared to the previous year's 2019 and 2020. There was an increase of 129% (42,320 lbs) over 2020 where the yield was 32,619 lbs. The increase was attributed to the use of fish aggregated devices (FADS) used to attract fish. Data collection, although still impacted by COVID 19, also improved as compared to 2020. Reef fish (for example the snapper fish and the hind fish), increased from 16,650 lbs in 2020 to 23, 244 lbs in 2021. There was also an increase in seine fishing of coastal pelagic such as the Ballyhoo fish and the gar fish. The 42,320 lbs of fish landed is however 70% lower than the targeted amount of 60,000 lbs.

There was a 39.6% (14,868 lbs) reduction in performance in the production of broiler meat compared to the previous year of 2020 where there were 37,522 lbs of broiler chickens produced as reported by the Ministry of Agriculture. Performance is only 26.55% of the target amount of 56,000 lbs that was expected in 2021. Production has been greatly impacted by the following issues: -

- 1.Scheduling and the availability of hatchlings and the arrival of the cargo boat.
- 2.Seed availability.

The Ministry of Agriculture can boast of a success with the production of vegetables on the island for 2021. Production was 153,068 lbs. in 2021, which was 160% as compared to the 2020 yield of 96,792 lbs. This is also a 160.47% increase as compared to 2019 where there was a yield of 95, 387 lbs. Most significant increase was in onions and sweet potatoes. Another increase in vegetable production was reflected in bananas, breadfruits, cabbages, hot peppers, season peppers, spinach etc. This performance improvement can also be attributed to the irrigation tanks provided to farmers and backyard gardeners to provide relief for the dry weather season.



Overview and Analysis – Goal 1: Economic Management

The positive performance is important to the Ministry as they continue in their quest for food security for the island of Montserrat. The potential for import substitution in these food products is building and its growth could be compelling for the transportation industry.

New business registrations have fallen off by 34 (from 124 to 90) when compared to the previous year 2020/21. However, the number of registrations is higher than 2019/20. There are several factors that contribute to these registrations, including economic conditions. The increase in registration of business names in 2020 can be associated with the Government's offering of grants to small business owners who were registered under the Business Name Act in response to the COVID19 pandemic which resulted in a lengthy 'lockdown' of the private sector. This incentive by the GoM may have encouraged persons to register businesses to be eligible for the benefits. Another indicator to be addressed is the number of businesses and companies that have been struck off the register.

Ministry of Communications, Works, Labour & Energy

Energy Unit

The Energy Unit has been active in the implementation of the energy policy. With a target of 5 programme areas for delivery they worked on 6 areas for the period 2021/22. These areas included energy awareness, energy training programmes, energy studies, geothermal studies, solar and wind energy suitability studies. One of the key sectors to be given priority areas of the SDP 2020 is that of renewable energy. Therefore, any progress made in this area supports economic growth for the island of Montserrat.

Conclusion – Economic Management

There has been significant progress in key areas in support of the SDP goal area of Economic Management over the three-year span. Some of the positive outcomes included that of: -

- GDP recorded for 2021 was at 5.48% as reported by the ECCB. However, the GDP results for the previous two years were negative. A positive result would be to have a consistent response rate for the GDP. The SDP 2020 target is for 6% growth in GDP p.a. in real terms as of 2012
- The completion of road projects or infrastructure road works all contribute to the sustainable economy. Continuous infrastructure works support the movement of people and goods which is in keeping with the islands' development needs. It is important to note that as part of the SDP 2008–2020 a key outcome to facilitate sustained economic growth was to ensure that there is adequate local infrastructure which includes the upgrade and maintenance of the road network in the north of the island.



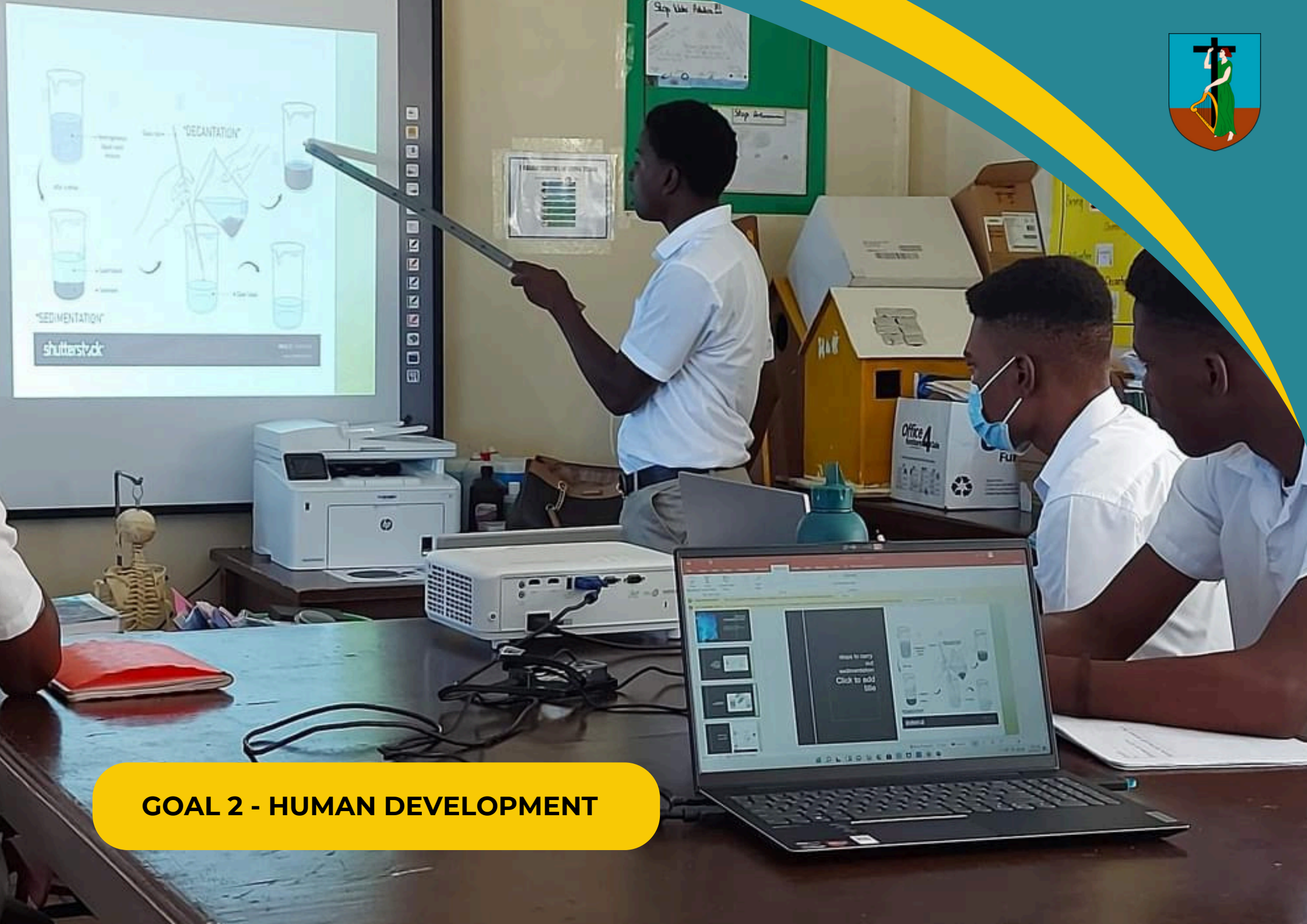
- The continued delivery of capital projects supports the SDP 2008 – 2020 – for sustained growth, a diversified economy and the generation of employment opportunities. We also note that one of the targets of SDP 2020 was to have the construction of the modern port facilities with appropriate arrangements in place for the movement of people and goods in keeping with the long-term development needs of Montserrat.
- The introduction of a cargo vessel service between Montserrat and Antigua by the GoM to support commercial trading activities was timely and necessary to fill the gap that was being offered by the previous ferry operator.
- The works that are being conducted through the Energy Unit are significant as they continue to implement the Energy Policy. The SDP 2020 also directs the use of renewable energy and the need to diversify the country's energy supply by harnessing geothermal and wind energy for domestic consumption.
- This re- dedication to the geothermal project in 2021 supports the overall national outcome of SDP 2008- 2020, with the stated aim to diversify the country's energy supply by harnessing geothermal energy for domestic consumption in support of the goal of Food and Energy Security and support the Montserrat Energy Policy where they are expected to develop a roadmap for geothermal expansion.
- Significant increase in fish landings and vegetable productions is a positive signal to the Government of Montserrat. The Department saw an increase (130%) in fish landings as opposed to 2020 and despite the impacts from rough seas. Production levels in vegetables saw an increase (158%) over the last year 2020. A positive outcome as the country strives for food security and reduces the dependency on the imports of fresh vegetables in support of the SDP 2020 goal of Food Security.
- Exports of sand and aggregate reported a significant increase (121%) considering the challenges with COVID19. These results support the SDP 2020 target which states Government services contribute 24% of real GDP, while agriculture, tourism, mining & quarrying contribution to GDP increase by at least 100%.
- Data collection through the Statistics Unit has been maintained as the relevance of data for national planning is very critical.

In addition to the positive outcomes there have been some varied result areas. The impact of the increased inflation from (2.99%) to 5.17% was significant to the local economy. The rapid increase may have created a sense of economic uncertainty. The price of goods had increased drastically, driven by increase in fuel prices with increased shipping and transport cost of imports. A result of this is that the purchasing power of persons on the island is then reduced, limiting the ability to buy the same number of goods, with the same amount of money. Fixed-income workers were therefore challenged and may have found difficulty in covering general expenses.

With tourism being an economic driver as outlined to the SDP 2020, the island was impacted significantly with the reduction of tourist arrivals and the movement of persons to and from the island. Restrictions on international travel continued to be widely applied internationally and regionally as a mitigation measure to control and contain cross-border COVID-19 diffusion during the fiscal year 2021/22. These measures, among other things, contributed to the slump in economic activity on the island. The GoM is presently exploring procuring a ferry service to support the festival seasons in both December and March. This initiative will have a positive impact on tourist arrivals to the island.

We also note the reduction in other key revenue areas to include revenue received from imports through inbound parcels and the reduction of imports through the postal services. This can be a result of the transportations issues during this period, border closures and the increases in the cost of goods internationally.





GOAL 2 - HUMAN DEVELOPMENT

**Montserrat
SDP Goal 2
Human Development**

Relevant Sustainable Development 2020–2030 Goal Areas



Goal 2 – Human Development

Outcome: Access to Affordable Housing Solutions

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
4	Ministry of Agriculture, Lands, Housing and the Environment (Housing Unit)	<p>Increase access to home ownership for qualified low to middle-income households annually through Public/Private Partnership investment strategies and fiscal incentives. This includes Housing grants, duty free concessions the HOME Programme, Residential Serviced Lots and New Builds to expand the local housing stock [PA 2.6, 2.7]</p> <p>No. of new homes constructed under PPP housing investment strategies e.g. HOME Programme, Serviced Residential lots.</p> <p>TARGET = 10</p>	<p>0 – homes constructed under the service lots programme</p> <p>0 – Social houses built to be added to the Government housing stock Lack of funding available</p>	<p>3 – Commenced construction under the Residential Home Programme</p> <p>1 – Commenced construction in Q2 of 2020/21 fiscal year under the residential service lot programme.</p> <p>2 – Commenced construction in Q4 of 2020/21 fiscal year. Under the Residential Service lots</p>	<p>3 – Commenced construction</p> <p>2 – Under the HOME Programme. Construction commenced in November 2021.</p> <p>1 – Under the Residential Service lots programme. This issue of the service lots was distributed prior to this fiscal year.</p> <p>Progress on the previous year 2020/21: One home that commenced construction in Q1 of 2020/21 was still incomplete in this financial year 2021/22.</p> <p>The other two homes that commenced construction in Q4 of the fiscal year 2020/21 were completed in 2021/22 FY.</p> <p>Creating public/private partnerships to facilitate home ownership for low- and middle-income groups is a strategic focus of the SDP 2008 –2020. Progress on this strategy is therefore important in providing support for persons experiencing difficulties or in vulnerable positions.</p>

Goal 2 – Human Development

Outcome: Access to Affordable Housing Solutions

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
4	<p>Ministry of Agriculture, Lands, Housing and the Environment (Housing Unit)</p>	<p>Increase access to home ownership for qualified low to middle-income households annually through Public/Private Partnership investment strategies and fiscal incentives. This include Housing grants, duty free concessions the HOME Programme, Residential Serviced Lots and New Builds to expand the local housing stock [PA 2.6, 2.7]</p> <p>No. of lots made available each year under the GoM Social Housing Programme</p> <p>TARGET = 10</p>	<p>0 – New Service lots issued</p>	<p>0 – New Service lots issued</p>	<p>0 – No new lots were made available during the reporting period.</p> <p>Still awaiting the soil assessment. This is indeed a concern if the GoM is to fulfill some of the housing solutions. The availability of land for future housing development is a serious challenge for the Government of Montserrat.</p>

Goal 2 – Human Development

Outcome: Access to Affordable Housing Solutions

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
4	Ministry of Agriculture, Lands, Housing and the Environment (Housing Unit)	<p>Reduce the number of vulnerable households on the waiting list by providing home improvement grants to applicants without access to indoor toilet and shower facilities or indoor kitchen facilities and safe drinking water, or those living in overcrowded or unsanitary conditions or structurally weak and dilapidated housing [PA 2.6; 2.10; 2.9]</p> <p>Number of applicants on the active housing waiting list at the end of each financial year</p> <p>TARGET = 300</p>	<p>272</p> <p>(The number of persons on the waiting list at the end of quarter 4 of the fiscal year)</p>	<p>279</p> <p>(The number of persons on the waiting list at the end of quarter 4 of the fiscal year)</p>	<p>234</p> <p>(The number of persons on the waiting list at the end of quarter 4 of the fiscal year)</p> <p>This number represents all persons on the Housing waiting list for support under the different housing programmes offered by the Ministry of Agriculture at the end of quarter 4 of the financial year 2021/22. This scheme remains relevant in support of the SDP Goal of improving the quality of life of all people in Montserrat.</p>

Goal 2 – Human Development

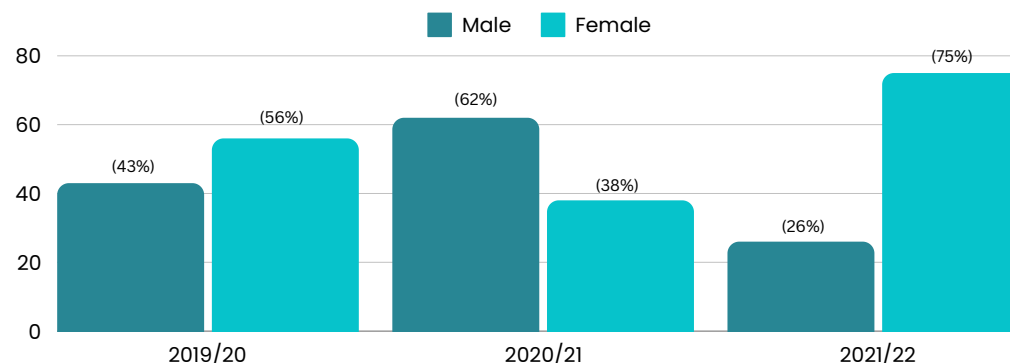
Outcome: A Healthy Population With Full Access to Required Healthcare

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022																																																																																				
4	MoHSS (Primary Health Care)	<p>Improve the early detection and effective management of persons living with non-communicable diseases through building capacity in best practice for disease management among staff and engaging clients and their family members in understanding and managing their conditions. [PA 2.2]</p> <p>Percentage of children identified during school health assessment as being overweight who receive support through a structured intervention</p> <p>TARGET = 70%</p>	<p>2019/20 Children Screened</p> <table border="1"> <thead> <tr> <th>Age</th> <th>Male</th> <th>Female</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>4-5</td> <td>28</td> <td>27</td> <td>55</td> </tr> <tr> <td>8-9</td> <td>29</td> <td>33</td> <td>62</td> </tr> <tr> <td>11-12</td> <td>30</td> <td>43</td> <td>73</td> </tr> <tr> <td>14-15</td> <td>27</td> <td>37</td> <td>64</td> </tr> <tr> <td>Totals</td> <td>114</td> <td>140</td> <td>154</td> </tr> </tbody> </table> <p>2019/20 Children Overweight</p> <table border="1"> <thead> <tr> <th>Age</th> <th>Male</th> <th>Female</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>4-5</td> <td>1</td> <td>2</td> <td>5.5% 3/55</td> </tr> <tr> <td>8-9</td> <td>13</td> <td>12</td> <td>40.3% 25/62</td> </tr> <tr> <td>11-12</td> <td>6</td> <td>19</td> <td>34% 25/73</td> </tr> <tr> <td>14-15</td> <td>4</td> <td>11</td> <td>23.4% 15/64</td> </tr> <tr> <td>Totals</td> <td>24</td> <td>44</td> <td>26.8% 68/254</td> </tr> </tbody> </table>	Age	Male	Female	Total	4-5	28	27	55	8-9	29	33	62	11-12	30	43	73	14-15	27	37	64	Totals	114	140	154	Age	Male	Female	Total	4-5	1	2	5.5% 3/55	8-9	13	12	40.3% 25/62	11-12	6	19	34% 25/73	14-15	4	11	23.4% 15/64	Totals	24	44	26.8% 68/254	Postponed due to COVID-19	<p>2021/22 Children Screened</p> <table border="1"> <thead> <tr> <th>Age</th> <th>Male</th> <th>Female</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>1-4.5</td> <td>12</td> <td>9</td> <td>21</td> </tr> <tr> <td>4-5</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>8-9</td> <td>31</td> <td>31</td> <td>62</td> </tr> <tr> <td>Totals</td> <td>43</td> <td>40</td> <td>83</td> </tr> </tbody> </table> <p>2021/22 Children Overweight</p> <table border="1"> <thead> <tr> <th>Age</th> <th>Male</th> <th>Female</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>1-4.5</td> <td>4</td> <td>3</td> <td>7 33.3%</td> </tr> <tr> <td>8-9</td> <td>8</td> <td>6</td> <td>14 22.6%</td> </tr> <tr> <td>Totals</td> <td>12</td> <td>9</td> <td>21 25.3%</td> </tr> </tbody> </table> <p>The resumption of the screening process is critical to the national fight against NCDs. This programme continues and responds to the SDP 2020 target to have the prevalence of (NCDs) such as hypertension, diabetes, heart disease, obesity on the decline with the use of an early detection method of approach that is being conducted by the Ministry of Health.</p>	Age	Male	Female	Total	1-4.5	12	9	21	4-5	0	0	0	8-9	31	31	62	Totals	43	40	83	Age	Male	Female	Total	1-4.5	4	3	7 33.3%	8-9	8	6	14 22.6%	Totals	12	9	21 25.3%
Age	Male	Female	Total																																																																																						
4-5	28	27	55																																																																																						
8-9	29	33	62																																																																																						
11-12	30	43	73																																																																																						
14-15	27	37	64																																																																																						
Totals	114	140	154																																																																																						
Age	Male	Female	Total																																																																																						
4-5	1	2	5.5% 3/55																																																																																						
8-9	13	12	40.3% 25/62																																																																																						
11-12	6	19	34% 25/73																																																																																						
14-15	4	11	23.4% 15/64																																																																																						
Totals	24	44	26.8% 68/254																																																																																						
Age	Male	Female	Total																																																																																						
1-4.5	12	9	21																																																																																						
4-5	0	0	0																																																																																						
8-9	31	31	62																																																																																						
Totals	43	40	83																																																																																						
Age	Male	Female	Total																																																																																						
1-4.5	4	3	7 33.3%																																																																																						
8-9	8	6	14 22.6%																																																																																						
Totals	12	9	21 25.3%																																																																																						

Goal 2 – Human Development

Outcome: A Healthy Population With Full Access to Required Healthcare

Figure 2.1 – Number of Persons Reached Through Workplace Screening (2019 – 2022)

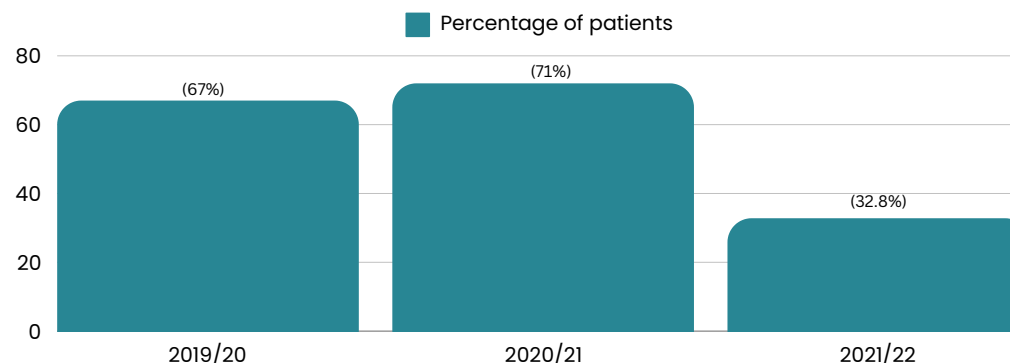


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
4	MoHSS (Primary Health Care)	<p>Strengthen the early detection and effective management of persons living with non-communicable diseases through building capacity in best practice for disease management among staff and engaging clients and their family members in understanding and managing their conditions. [2.2]</p> <p>TARGET – Screening conducted at 2 workplaces with high male populations.</p>	<p>316 – persons screened.</p> <p>136 M – 43% 180 F – 56%</p>	<p>73 – persons screened.</p> <p>45M – 62% 28F – 38%</p> <p>COVID-19 restrictions have negatively affected the roll out of this programme</p>	<p>188 – persons screened</p> <p>48M – 26% 140F – 75%</p> <p>A more positive response as compared to the last period.</p> <p>This programme also responds to the SDP 2020 s outcome which is to have the prevalence of NCDs such as hypertension, diabetes, heart disease, obesity to be on the decline with the use of programmes such as the early detection and preventative methods.</p>

Goal 2 – Human Development

Outcome: A Healthy Population With Full Access to Required Healthcare

Figure 2.2 – Percentage of Registered Diabetic Patients Who Complete An Annual Physical (2019 – 2022)

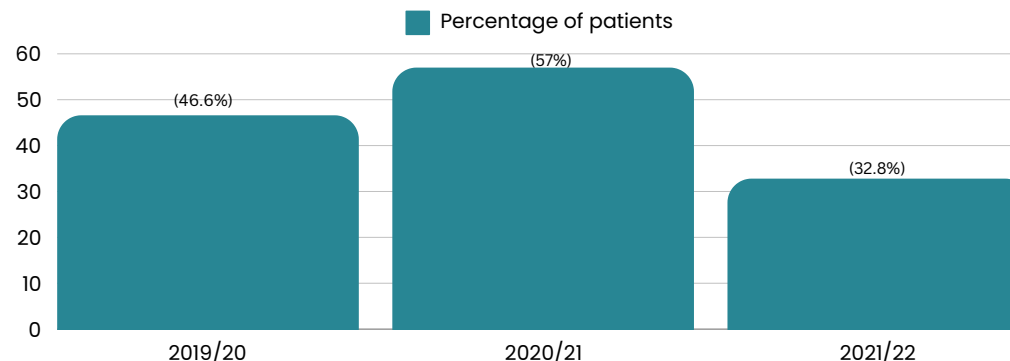


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
4	MoHSS (Primary Health Care)	<p>Strengthen the early detection and effective management of persons living with non-communicable diseases through building capacity in best practice for disease management among staff and engaging clients and their family members in understanding and managing their family members in understanding and managing their conditions. [2.2]</p> <p>Percentage of registered diabetic patients who complete an annual physical</p> <p>TARGET = 10% increase on actual figures for 2019/20</p>	<p>67%</p> <p>43 of 64</p>	<p>71%</p> <p>37 of 52</p>	<p>32.8%</p> <p>116 of 354</p> <p>Annual checks remain one of the management protocols used by the Ministry of Health for patients affected by NCDs such as hypertension and diabetes. A significant decrease in response from patients – may be attributed to COVID19 island closures and may be of concern to the Ministry of Health.</p>

Goal 2 – Human Development

Outcome: A Healthy Population With Full Access to Required Healthcare

Figure 2.3 – Percentage of Registered Hypertensive Patients Who Complete An Annual Physical (2019 – 2022)

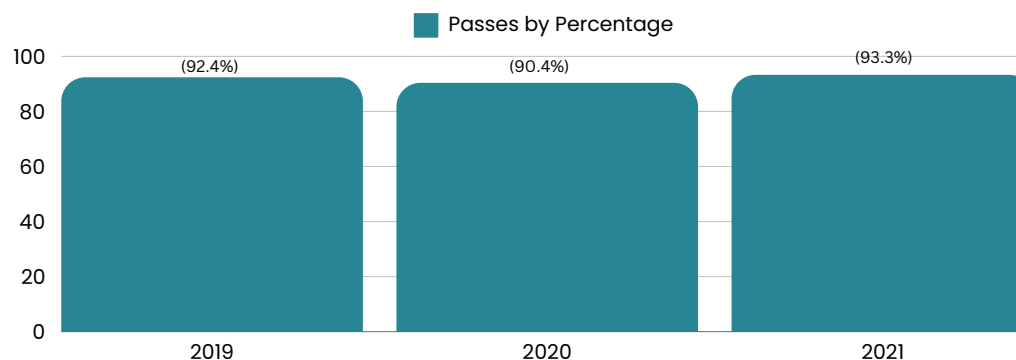


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
4	MoHSS (Primary Health Care)	<p>Strengthen the early detection and effective management of persons living with non-communicable diseases through building capacity in best practice for disease management among staff and engaging clients and their family members in understanding and managing their conditions. (2.2)</p> <p>The percentage of registered hypertensive who complete an annual check.</p> <p>TARGET = 10% increase on actual figures for 2019/20</p>	<p>46.6%</p> <p>89 of 191</p>	<p>57%</p> <p>91 of 161</p>	<p>32.8%</p> <p>116 of 354</p> <p>Annual checks remain one of the management protocols used by the Ministry of Health for patients affected by NCDs such as hypertension and diabetes. A significant decrease in response from patients - may be attributed to COVID19 island closures and may be of concern to the Ministry of Health.</p>

Goal 2 – Human Development

Outcome: A Well Developed And Effective Education And Training System That Produces Well Rounded And Qualified Life Long Learners

Figure 2.4 – Overall Student Passes Montserrat Community College (2019 – 2022)

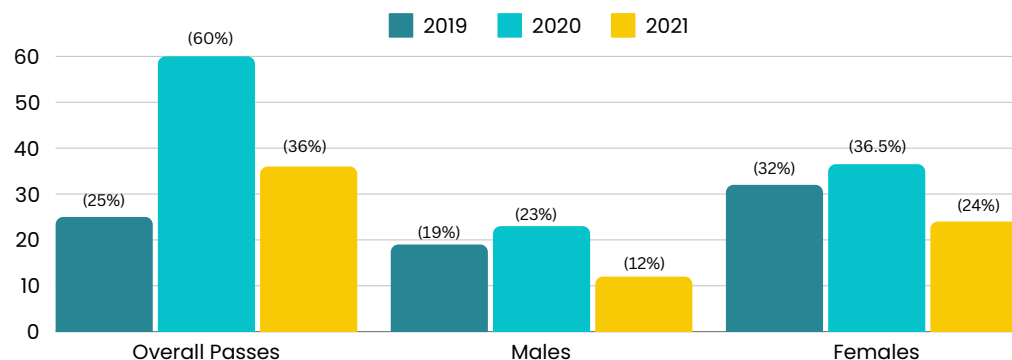


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MoEYAS (Montserrat Community College)	<p>To improve the environment for teaching and learning by providing improved accommodation (building, furniture, and equipment) for more effective delivery of education and educational services [PA 2.4]</p> <p>Pass rate of the MCC Students</p> <p>TARGET = 90%</p>	<p>Overall passes 92.4% (Source: MCC)</p>	<p>Overall passes 90.4% (Source: MCC)</p>	<p>Overall passes 93.3% (Source: MCC)</p> <p>The MCC has maintained a high-level pass rate over the last three years. A key target of SDP 2020 was to equip the institutions of learning such as the Montserrat Secondary School and the Montserrat Community College to enable them to produce graduates who can function effectively in the job market or are qualified enough to pursue further training.</p>

Goal 2 – Human Development

Outcome: A Well Developed And Effective Education And Training System That Produces Well Rounded And Qualified Life Long Learners

Figure 2.5 – CSEC Passes (Including Maths & English) Fifth Form Students (2019 – 2022)

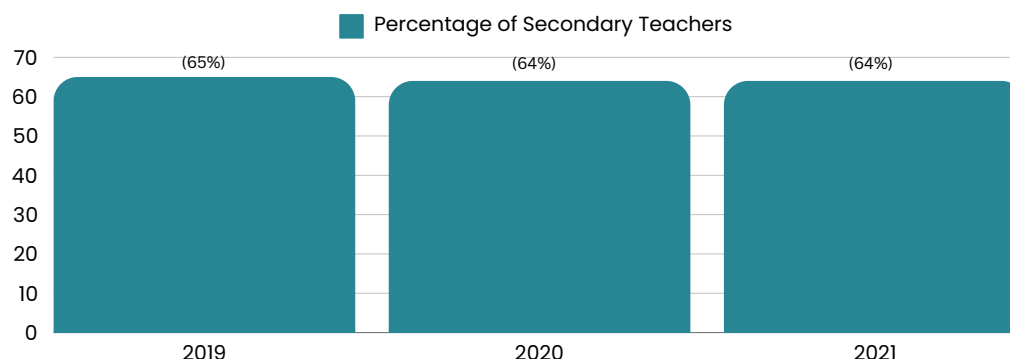


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MoEYAS (Montserrat Secondary School)	To expand availability of ICT and computer-based systems in order to improve education outcomes in secondary education by March 2021. [PA 2.4] Percentage of final year cohort of students with passes in 5 CSEC's or equivalent, including Math & English. TARGET = 40%	2019 25% Overall passes 19% Males 32% Females (Source: MoE Statistical Digest 2019/20)	2020 60% Overall passes 23% Males 36.5% Females (Source: Education Officer)	2021 36% Overall passes 12% M 24% F (Source – Education Officer) Fifth form CSEC results have varied over the last 3 years. The Ministry of Education should be concerned with these results based on responding to the outcome of producing well rounded and qualified learners within the school system.

Goal 2 – Human Development

Outcome: A Well Developed And Effective Education And Training System That Produces Well Rounded And Qualified Life Long Learners

Figure 2.6 – Percentage of Trained Secondary Teachers (2019 – 2022)

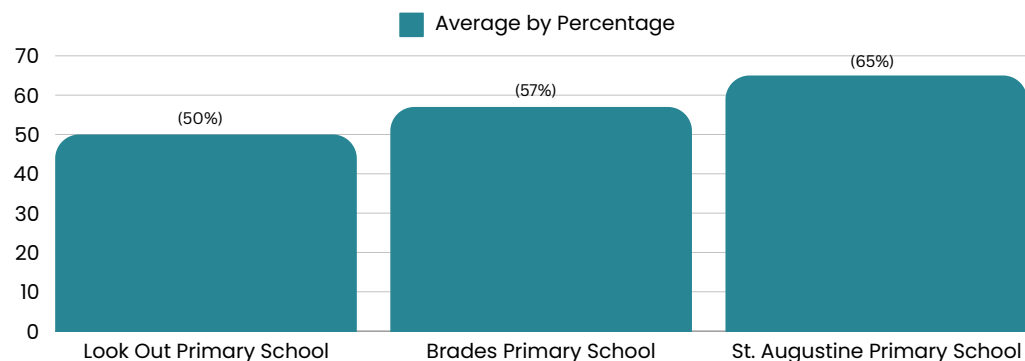


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MoEYAS (Montserrat Secondary School)	<p>Review and streamline reporting mechanisms within the school to provide better service to internal and external customers.</p> <p>Percentage of trained Teachers</p> <p>TARGET = 75%</p> <p>No. of students enrolled.</p> <p>TARGET = 330</p>	<p>65%</p> <p>(Source – MoE Statistical Digest 2019/20)</p> <p>310 students</p>	<p>64%</p> <p>(Source – MoE Statistical Digest 2019/20)</p> <p>308 students</p>	<p>64%</p> <p>(Source – MoE)</p> <p>Equipping the institutions of learning by increasing access to formal and informal education programmes to produce high school graduates who can function in the job market is a target of SDP 2020.</p> <p>298 students 142 Males and 156 Females, (Source – Education Officer)</p>

Goal 2 – Human Development

Outcome: A Well Developed And Effective Education And Training System That Produces Well Rounded And Qualified Life Long Learners

Figure 2.7 – Grade 2 Literacy Scores – Public and Private (2021 – 2022)



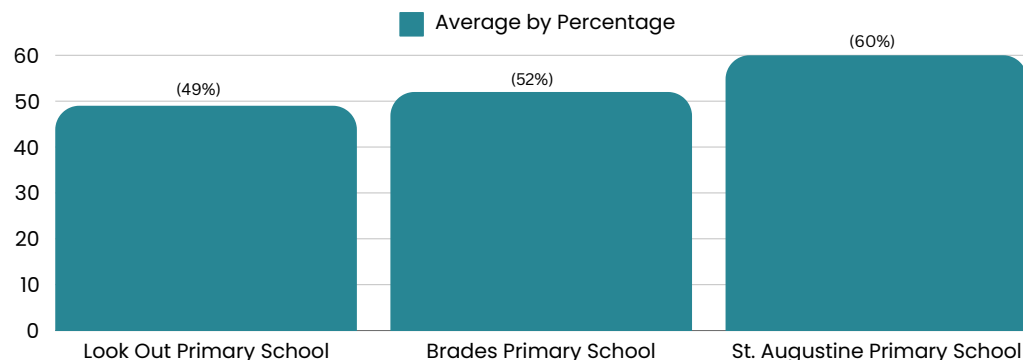
Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MoEYAS (Primary Education)	<p>To study and review the option to implement a national primary school curriculum with the goal of better reflecting Montserrat’s unique circumstances, reporting by March 2021</p> <p>Standardised test scores: Grade 2</p> <p>TARGET LOPS 65 BPS 65 SAS 65</p>	<p>Grade 3 National average in Math – 56%</p> <p>Overall, Math Public and Private Primary Males 44%, Females 58%</p> <p>52% – Overall Grade 3 students achieved the national average and over</p>	<p>Grade 2 – Lang. Arts</p> <p>LOPS – 27.7% BPS – 56% SAS – 53.2% NA – 45.6%</p>	<p>Grade 2 – Literacy Scores</p> <p>LOPS – 50% BPS – 57% SAS – 65% NA – 57.33%</p> <p>The Ministry uses standardised testing to compare student achievements at different cohort levels, and to serve as a performance and tracking measure for teachers and students. Only the SAS primary school met the target of 65%. The Lookout Primary school made significant improvements when compared to the previous year pass rate. This can also be said for the St. Augustine School. Addressing the gaps in the system is a strategy by the Ministry of Education as they strive for an effective education and training system in response to SDP 2020.</p>



Goal 2 – Human Development

Outcome: A Well Developed And Effective Education And Training System That Produces Well Rounded And Qualified Life Long Learners

Figure 2.8 – Grade 2 Numeracy Scores – Public and Private (2021 – 2022)



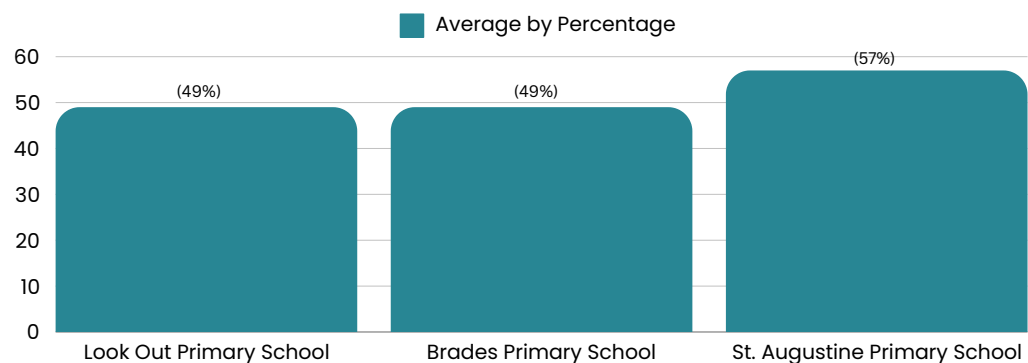
Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MoEYAS (Primary Education)	<p>To study and review the option to implement a national primary school curriculum with the goal of better reflecting Montserrat’s unique circumstances, reporting by March 2021.</p> <p>Standardised test scores: Grade 2.</p> <p>TARGET LOPS 65 BPS 65 SAS 65</p>	<p>Grade 3 National average in Math – 56%</p> <p>Overall, Math Public and Private Primary Males 44% Females 58%</p> <p>52% – Overall Grade 3 students achieved the national average and over</p>	<p>Grade 2 – Numeracy scores – Math</p> <p>LOPS – 15% BPS – 70% SAS – 78% NA – 54.3%</p>	<p>Grade 2 – Numeracy Scores</p> <p>LOPS – 49% BPS – 52% SAS – 60% NA – 54%</p> <p>None of the Primary Schools met the target set by the Ministry of Education for a 65% pass rate.</p> <p>Both the Brades Primary and the St. Augustine schools had a lower pass rate as compared to the previous year.</p> <p>Whereas the Lookout Primary school pass rate improved significantly as compared to the previous year. Preparing the teachers with in-service training and support is a strategy that is being adopted by the Ministry to address the gaps in the system.</p>



Goal 2 – Human Development

Outcome: A Well Developed And Effective Education And Training System That Produces Well Rounded And Qualified Life Long Learners

Figure 2.9 – Grade 4 Literacy Scores – Public and Private (2021 – 2022)



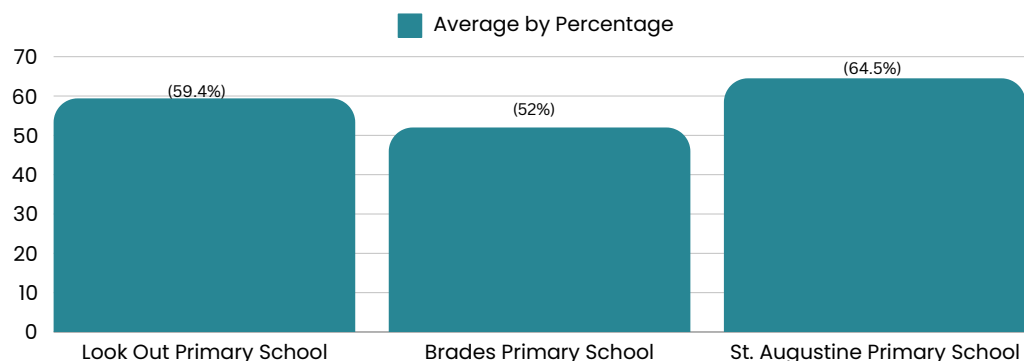
Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MoEYAS (Primary Education)	<p>To study and review the option to implement a national primary school curriculum with the goal of better reflecting Montserrat’s unique circumstances, reporting by March 2021.</p> <p>Standardised test scores: Grade 4.</p> <p>TARGET LOPS – 65 BPS – 65 SAS – 65</p>	-	<p>Grade 4 – Lang. Arts</p> <p>LOPS – 42.7% BPS – 50.7% SAS – 55.7% NA – 49.7%</p>	<p>Grade 4 – Literacy Scores</p> <p>LOPS – 49% BPS – 49% SAS – 57% NA – 52%</p> <p>None of the schools achieved the target set by the Ministry of Education.</p> <p>The SDP 2020 target is to have well rounded and qualified longtime learners.</p>



Goal 2 – Human Development

Outcome: A Well Developed And Effective Education And Training System That Produces Well Rounded And Qualified Life Long Learners

Figure 2.10 – Grade 4 Numeracy Scores – Public and Private (2021 – 2022)

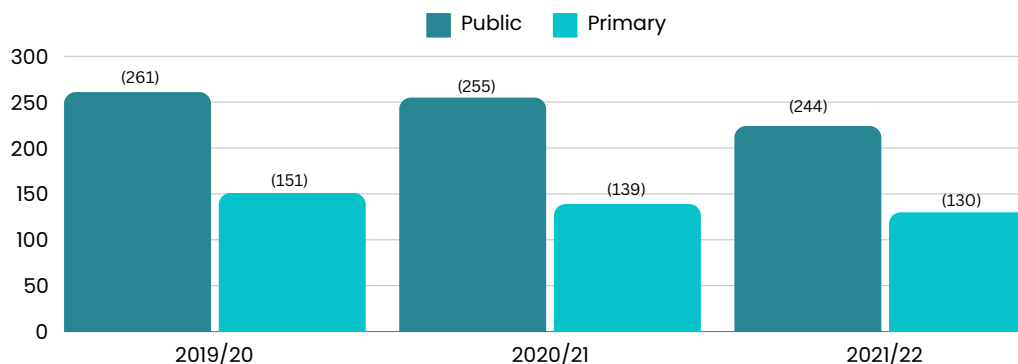


Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MoEYAS (Primary Education)	<p>To study and review the option to implement a national primary school curriculum with the goal of better reflecting Montserrat’s unique circumstances, reporting by March 2021.</p> <p>Standardised test scores: Grade 4.</p> <p>TARGET LOPS – 65 BPS – 65 SAS – 65</p>	-	<p>Grade 4 – Numeracy scores</p> <p>LOPS – 44.7% BPS – 44% SAS – 62% NA – 50.23%</p>	<p>Grade 4 – Numeracy Scores</p> <p>LOPS – 59.4% BPS – 52% SAS – 64.5% NA – 59%</p> <p>The St. Augustine School achieved the target of 65% that was set by the Ministry of Education. However, none of the Government public schools met the target of 65%.</p> <p>Identifying gaps in the system and revisiting the school curriculum to support the SDP 2020 target to have well rounded and qualified longtime learners is important.</p>

Goal 2 – Human Development

Outcome: A Well Developed And Effective Education And Training System That Produces Well Rounded And Qualified Life Long Learners

Figure 2.11 – Student Overall Population – Public and Private (2019 – 2022)



Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MoEYAS (Primary Education)	<p>To provide appropriate learning interventions to struggling students through quality instruction, student intervention, extra-curricular activities and data tracking until March 2022.</p> <p>No. of students enrolled TARGET = 258 (M127, F 131)</p> <p>Develop differentiated approaches to teaching and learning instruction through PD and learning innovation. Percentage (%) of total primary teachers that are trained.</p> <p>TARGET 85%</p>	<p>Student Overall Population 2019 – 412</p> <p>Public Primary – 261 Private Primary – 151</p> <p>80%</p>	<p>Student Overall Population 2019 – 394</p> <p>Public Primary – 255 Private Primary – 139</p> <p>82%</p>	<p>Student Overall Population 2021 – 354</p> <p>Public Primary – 224 Private Primary – 130</p> <p>82% Strengthening the primary education system through training and capacity development is a strategic focus of the SDP 2020.</p>



Goal 2 – Human Development

Outcome: A Well Developed And Effective Education And Training System That Produces Well Rounded And Qualified Life Long Learners

Figure 2.12 – Nursery School Population – Public and Private (2019 – 2022)



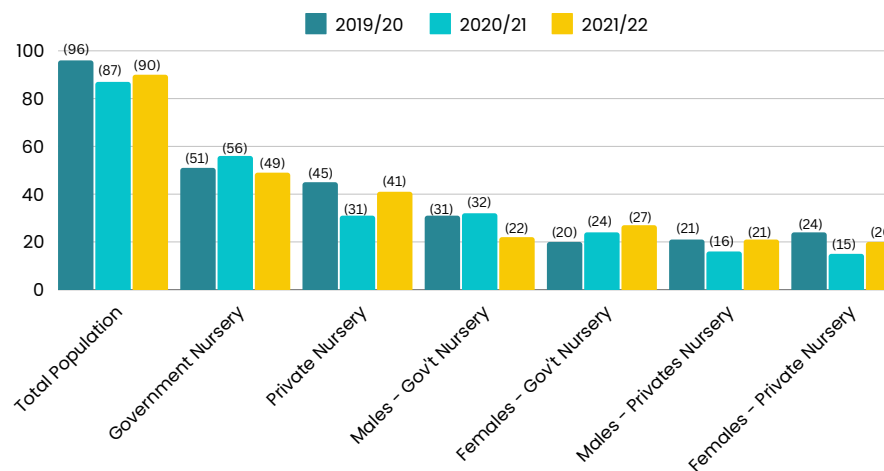
Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MoEYAS (Early Childhood Education)	<p>Expand training for practitioners to provide appropriate early stimulation and readiness skills to address declining scores in literacy and numeracy. No. of children enrolled per category.</p> <p>TARGET = Nursery M-28 F-31</p>	<p>Nursery total population - 99</p> <p>Government Nursery -61 M - 28 F - 33</p> <p>Private - 38 (no disaggregation given)</p>	<p>Nursery Total Population - 89</p> <p>Government Nursery - 60 M - 35 F - 25</p> <p>Private nursery - 29 M - 15 F - 14</p>	<p>Nursery Total Population - 104</p> <p>Government Nursery - 74 M - 42 F - 32</p> <p>Private Nursery - 30 M - 14 F - 16</p> <p>The nursery population is at a good level based on the target set for the Government Nursery. This is a good signal to the Ministry of Education as educators are better able to plan and implement educational strategies to meet their needs.</p>



Goal 2 – Human Development

Outcome: A Well Developed And Effective Education And Training System That Produces Well Rounded And Qualified Life Long Learners

Figure 2.13 – Day Care Population – Public and Private (2019 – 2022)



Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MoEYAS (Early Childhood Education)	<p>Expand training for practitioners to provide appropriate early stimulation and readiness skills to address declining scores in literacy and numeracy.</p> <p>No. of children enrolled per category.</p> <p>Day Care M-35 F-25</p>	<p>Day Care total population – 96</p> <p>Public Day Care – 51 M – 31 F – 20</p> <p>Private Day Care – 45 M – 21 F – 24</p>	<p>Day Care total population – 87</p> <p>Public Day Care – 56 M – 32 F – 24</p> <p>Private Day Care – 31 M – 16 F – 15</p>	<p>Day Care total population – 90</p> <p>Public Day Care – 49 M-22 F-27</p> <p>Private Day Care – 41 M-21 F-20</p> <p>The Day Care population is a little lower than the target set for the Public centers. However, the overall population is at a good level and also a good signal to the Ministry of Education as educators are better able to plan and implement educational strategies to meet their needs.</p>



Goal 2 – Human Development

Outcome: A Well Developed And Effective Education And Training System That Produces Well Rounded And Qualified Life Long Learners

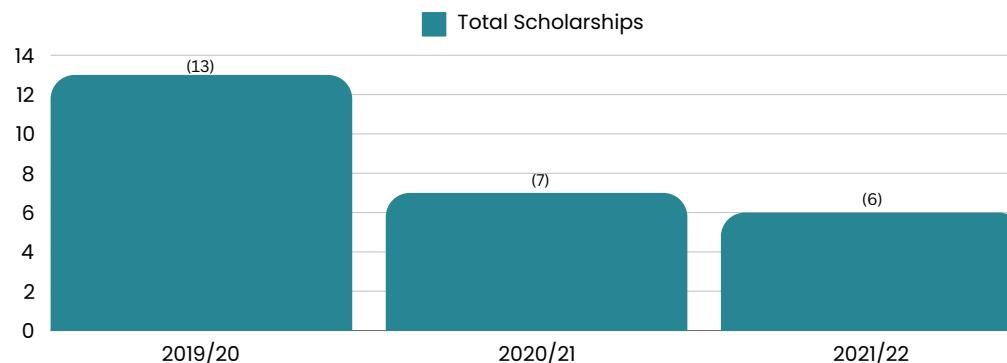
Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	MoEYAS (Early Childhood Education)	<p>To observe and monitor early stimulation techniques to provide individualised approaches to learning and identify potential learning disabilities.</p> <p>Percentage of teachers exposed to early childhood training.</p> <p>TARGET = 70%</p>	<p>78% of practitioners in the Public Early Childhood Centre’s exposed to Early Childhood training.</p> <p>36% in the private Early Childhood Centres.</p> <p>Professional Development for Early Childhood Care and Development Practitioners – 1st phase 60-hour Early Childhood Care & Development Course between July 15 – 19, 2019;</p> <p>2nd phase completed on October 24, 2019</p>	<p>71% of teachers (Public School teachers) registered commenced training during the financial year 2020/21 are an access Course.</p> <p>The UWI/JBTE Access Programme recommended in February/March 2021 using the online platform.</p> <p>Two staff members continue to pursue the Degree Programme in Early Childhood.</p> <p>Programme in Mathematics and English was interrupted by COVID19 measures. Training to be completed in the 21/22 financial year.</p>	<p>83% average of teachers are exposed to early childhood training.</p> <p>Some of the achievements gained by the teachers were through the Professional Development sessions and some teachers attained certificate of achievements in English and Mathematics.</p> <p>Strengthening the primary education system through training and capacity development was a strategic focus of the SDP 2020.</p>



Goal 2 – Human Development

Outcome: A Well Developed And Effective Education And Training System That Produces Well Rounded And Qualified Life Long Learners

Figure 2.14 – Scholarships Awarded By The Government of Montserrat (2019 – 2022)



Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	Office of the Deputy Governor (HRMU)	<p>Create a culture of continuous learning and development by providing targeted training support and scholarship awards to ensure that the Public Service has a cadre of professional, high performing public officers with the skills and competencies to drive the Government's policy and legislative agenda. [PA 4.1, 2.4]</p> <p>No. of Scholarships awarded</p> <p>TARGET = 10</p>	<p>13(1) New Scholarships were awarded.</p> <ol style="list-style-type: none"> 1. BSc Valuation and Property management 2. Associate degree in surveying and Geographic Information Technology 3. BSc degree in Surveying and Geographic Information Technology 4. BEng. Construction Engineering 5. BSc Medicine 6. BSc. Media Technology 7. Integrated master's degree Mpharm 8. BSc. Urban & Regional Planning 9. Diploma Electrical Installation 10. MSc Nursing Administration 11. BSc Computer Science with teacher training. 12. BSc Chemistry 13. One additional person received the island scholarship award to pursue a BSc in Computer Science. This is in collaboration with the MoE and HRMU. 	<p>7 New Scholarships awarded.</p> <ol style="list-style-type: none"> 1. BSc Computing (Information Technology). 2. BSc Applied Psychology 3. BSc Psychology with Education 4. MSc. Nursing Family Nurse Practitioner 5. BA Marketing 6. BSc Physical Therapy 7. PhD – Environmental Science 	<p>6 New Scholarships Awarded</p> <ol style="list-style-type: none"> 1. BSc Electrical Power Engineering 2. BSc in Marine Biology (Major) and Management (Minor) 3. BSc in Accounting 4. BSc Media Communication 5. BSc in Public Health Nursing 6. B.Eng. Computer & Electrical Engineering <p>Creating a skilled workforce with the provision of effective education training is necessary for a sustainable economy.</p>

Overview and Analysis – Goal 2: Human Development

Ministry of Communications, Works, Labour & Energy

Housing Unit

As reflected previously this strategy appears too narrowly constructed to cover the KPIs under review. The strategy may be amended to read: “... which leads to the construction of affordable houses”.

The KPIs remain measurable if disaggregated to include the different housing incentive programs as follows:

- Service Lots.
- Social Housing.
- Home Improvement.

The construction of homes under the HOME or Serviced lots programme were at different stages of development during the fiscal year 2021/22. There were 3 homes that commenced construction under the HOME/ service lot programme during the year 2021/22. Given that this is a public/private partnership, response to this indicator is dependent on the availability of resources, especially financial resources. Some persons have completed the construction progress from the previous year whereas some persons for various reasons were unable to commence and withdrew from the programme. Once a person withdraws from the programme, the Ministry will reallocate the service lot to the next individual on the priority list.

There were no **new** serviced lots available during the financial year 2021/22. This has been the response for the last three years and may be of concern to the GoM in relation to the progress of the programme. The serviced lots in reference are proposed sites that were assessed to be mutated into potential lots to help meet the rising demand for lands for housing. However, due the unavailability of funds to provide the necessary infrastructure such as roads and essential services the project has been halted. These lots are the proposed potential subdivisions, hence the rationale for why there were no new lots available over the past 3 years. Funding is very crucial to housing development. The availability of land and financial support for social housing development has been a challenge to the Government of Montserrat.

There were 234 applications on record at the end of quarter four of financial year 2021/22 on the active housing list. Although lower than the previous years, the number of applications still indicates that there are 234 households awaiting confirmation for different housing solutions from the Ministry of Agriculture.



Overview and Analysis – Goal 2: Human Development

Ministry of Communications, Works, Labour & Energy

Housing Unit

As reflected previously this strategy appears too narrowly constructed to cover the KPIs under review. The strategy may be amended to read: “... which leads to the construction of affordable houses”.

The KPIs remain measurable if disaggregated to include the different housing incentive programs as follows:

- Service Lots.
- Social Housing.
- Home Improvement.

The construction of homes under the HOME or Serviced lots programme were at different stages of development during the fiscal year 2021/22. There were 3 homes that commenced construction under the HOME/ service lot programme during the year 2021/22. Given that this is a public/private partnership, response to this indicator is dependent on the availability of resources especially financial resources. Some persons have completed the construction progressed from the previous year whereas some persons for various reasons were unable to commence and withdrew from the programme. Once a person withdraws from the programme, the Ministry will reallocate the service lot to the next individual on the priority list.

There were no new serviced lots available during the financial year 2021/22. This has been the response for the last three years and may be of concern to the GoM in relation to the progress of the programme. The serviced lots in reference are proposed sites that were assessed to be mutated into potential lots to help meet the rising demand for lands for housing. However, due the unavailability of funds to provide the necessary infrastructure such as roads and essential services the project has been halted. These lots are the proposed potential subdivisions, hence the rationale for why there were no new lots available over the past 3 years. Funding is very crucial to housing development. The availability of land and financial support for social housing development has been a challenge to the Government of Montserrat.

There were 234 applications on record at the end of quarter four of financial year 2021/22 on the active housing list. Although lower than the previous years, the number of applications still indicates that there are 234 households awaiting confirmation for different housing solutions from the Ministry of Agriculture.



Overview and Analysis – Goal 2: Human Development

Ministry of Health

Primary Care

The Ministry of Health Annual Health workplace screening programme actioned by the primary health team is part of the management of NCDs programme on island. It provides the Health team with critical information on persons who may be at risk for developing an NCD based on their elevated blood pressure or blood sugar readings.

There was an increased number of persons reached through workplace screenings in 2021/22 as compared to the previous year 2020/21. The number of persons reached was 73 in 2020/21 as compared to 188 (48 Males and 140 Females) in 2021/22. The target for 2021/22 indicated the screening of two workplaces where there was a high male population. The number of males reached was three more than the previous year 2020/21 with 45 males being screened. The COVID 19 pandemic and the staffing availability hampered the screening progress throughout the period. Delays to the screening process are reflected in the number of Public Health COVID-19 Suppression Orders instructed through Statutory Rules and Orders issued during the fiscal year 2021/22.

The annual physical tests for persons affected by NCDs requires patients to complete a number of examinations as per the protocols each year as part of the management of the NCDs. Patients' response for completing the checks are not controlled by the Ministry. However, the primary health team continues to encourage patients to complete the checks regularly. The percentage of diabetic patients completing their annual physical is much lower by 30.6% than the previous year 2020/21. This result may have been a result of the COVID 19 pandemic; however, patient's responses have varied over the years.

The end of year response for registered hypertensive completing annual checks also demonstrates the varied results over the years. 2019/20 patient's response of 46.6% in completing their annual checks whereas in 2020/21 where there were several closures etc. resulting from the COVID 19 pandemic there was increase by 10.4% to 57%. This positive response was not sustained however as there was a further reduction by 24.2% for the fiscal year 2021/22 with only 32.8% completing their annual checks.

Overview and Analysis – Goal 2: Human Development

Ministry of Education, Youth Affairs and Sports

Montserrat Community College

The Montserrat Community College continued to maintain the high result in performance in response to their target of 90% pass rate of students sitting 'A' Level Subjects. Despite the disruptions (island closures) to education from the COVID -19 pandemic, the Montserrat Community College has maintained a high level of passes surpassing the target of 90% over the three years up to 2021/22. The result for the year 2021 with a pass rate of 93.3%. This is an increase (103% in response to the target of 90%) from the previous year (2020) whose pass rate was 90.4% and from 2019 with the rate of 92.4%.

Montserrat Secondary School

In response to the number of students with 5 CSEC's inclusive of Math and English the results fell by 24%, from 60% in 2020 to 36% in 2021. The result is disaggregated showing passes from female students at 24% as compared to male counterpart students at 12%. These results should be of concern to the Ministry of Education with consideration given to the 2019 result which was at an all-time low of 25%.

The student population at Montserrat Secondary School fell below its targeted number of 330 students to 298 students. This is 32 students below the target. There has been a gradual decline over the last few years. This may be attributed to migration or perhaps a low growth rate. Trained teachers at the Montserrat Secondary School have, however remained consistent with a 64% average although much lower than the targeted number of 75%.

Primary School

The Ministry uses a standardised testing process as a performance and tracking measure for teachers and students within the primary schools. The Standardised tests at the Primary Schools are now being conducted for the cohorts grade 2 and grade 4. Only one school met the target of 65% in the literacy test for the grades 2 cohort with St. Augustine School gaining an overall 65% in literacy followed by the Brades Primary School with 57% and the Look Out Primary School with 50% for the fiscal year 2021/22. The Lookout Primary School has progressed significantly when compared to the previous year with 31% improvement.



Overview and Analysis – Goal 2: Human Development

Ministry of Education, Youth Affairs and Sports

Primary School Continued

None of the Primary Schools met the target of 65% for the math/numeracy scores for grades 2 cohort. None of the Primary schools also met the target of 65% for the grade 4 cohort in the language arts/literacy. The St. Augustine School was the only primary school to achieve 65% for the math/ numeracy for the year 2021/22.

The Primary School population has fallen in the last three years. The target for the public Primary School was 258. The student population for 2021 for the public primary school was 224 students. This is 31 students lower than the target stated. This is a reduction of 47 students in the overall primary school population when compared to the last school year. Data shows that both public schools (the Brades Primary and the Look Out Primary) and the private school – St. Augustine School have been experiencing reduced numbers for the last three years.

Day Care School

The number of students attending the Day Care Schools has remained relatively stable over the last three years. The total student registration was 90 students for both the private and public schools for the year 2021. Government registration in the public Day Care Centers was 49 students. This is however 11 students less than the target of 60 students for the period under review.

Nursery School

The overall nursery population is 104 students. The Government Nursery population recorded 74 students. This is 15 more students than the target stated of 59 students. This is a very promising outlook for the education system. The average number of students over the last three years has been 97 students.



Overview and Analysis – Goal 2: Human Development

Office of the Deputy Governor

Human Resource Unit

The Human Resource Unit issued 6 National Scholarships in 2021/22 which is 4 less than the target of 10. The awards are varied with 2 persons pursuing areas in the engineering sector, one in the health sector, one in accounting and one in media and communication. These Scholarships were awarded based on identified needs within the public sector. A 100% of students who have returned to the island upon completion of their studies have gained employment.

Conclusion – Enhanced Human Development

Progress in support of the SDP's national goal of Enhanced Human Development is varied and may be described as challenging. However, efforts in support of the goal is still evident during the period under review, considerations being given the issues that the Government experienced in relation to the COVID 19 pandemic.

There were difficulties in the provision of social housing through the various housing incentive programmes offered by the Ministry of Agriculture, lands, Housing, and the Environment in 2021/22. This programme is based on public private partnership efforts and requires funding from both sectors. Housing development schemes are aimed at low-income residents and their families, vulnerable persons, and seniors depending on their circumstances. This programme formed part of the Government human development SDP 2008/2020 goals which was geared towards reducing homelessness and was offered through the Ministry of Agriculture who utilised programmes to offer long-term solutions to persons residing in Montserrat. Owning a home tends to improve the quality of life and the well-being of people living on the island. However, the provision of housing solutions is dependent on the availability of funding and land availability. Funding is crucial to all housing development in relevant areas to include infrastructure development, construction, maintenance etc., without which housing solutions remain at a standstill thus putting persons at risk of becoming homeless and exposed to health and safety issues.

In respect of education provision the Montserrat Community College stands out for consistency in the results from that institution. They have maintained a high-level pass rate over the last three years. A key target of SDP 2020 was to equip the institutions of learning such as the Montserrat Secondary School and the Montserrat Community College to enable them to produce graduates who can function effectively in the job market or are qualified enough to pursue further training.



Overview and Analysis – Goal 2: Human Development

Conclusion – Enhanced Human Development Continued

We also note the efforts by the Ministry of Education in maintaining trained teachers at all levels of the education system. They may not have met all the targets set but they have managed to keep the levels consistent and demonstrated efforts to facilitate training of teachers. Early Childhood teacher training sessions stand out with 83% of teachers being exposed to early childhood training. Education provision is key to the human development needs of the country. It is an investment in the future of the country. An educated workforce should lead to economic growth, fosters entrepreneurship, and foster new business innovations, people are able to get better paying jobs and foster a more informed citizenship in the country.

The Government of Montserrat through the HR Department had also made efforts through its Annual Country Training Scheme (ACTS) of public officers with the award of six (6) scholarships during the period 2021/22. Creating a skilled workforce as outlined in the SDP 2020 – with the provision of effective education training is necessary to expedite a sustainable and developed economy.

One major concern or observation is the decreasing population in all schools. Educators may need to consider the impact of the reduced numbers on teacher retention within the schools. This may lead to reduced quality of teaching and a decrease in the quality of education offered as teachers who become qualified may opt to be aligned with a more stable society or with one that has more growth potential. The reducing numbers of the student population as this could also impact on the future workforce. A reduction in the number of students will also affect the number programmes offered in some schools such as the Community College due to limited uptake of the programme.

Another programme that has met with challenges was the screening programme which is regularly administered or implemented by the Ministry of Health. This programme is of critical importance to the Government with the continued efforts by the Ministry of Health in the management of NCDs on the island. Early detection and diagnosis of NCDs such as diabetes, hypertension and cardiovascular disease and the need for preventative care is a core function of Primary Health Care team. Early diagnosis enables the Health Sector to proceed with interventions and treatment, thus contributing to the long-term impact of such as the lowering of the financial burden on the Government and producing a healthier society. The response however may have been impacted by the COVID 19 Pandemic where there were numerous island wide lockdowns. The response data is still of concern as there is for patients to follow through on utilising the management protocols as offered by the Health Ministry in the controlling of NCDs on the island. The Primary Health Care Team continues to monitor and encourage patients in the care and management of NCDs.



GOAL 3 - ENVIRONMENTAL MANAGEMENT

**Montserrat
SDP Goal 3
Environmental
Management &
Disaster Mitigation**

Relevant Sustainable Development 2020–2030 Goal Areas



Goal 3 – Environmental Management & Disaster Mitigation

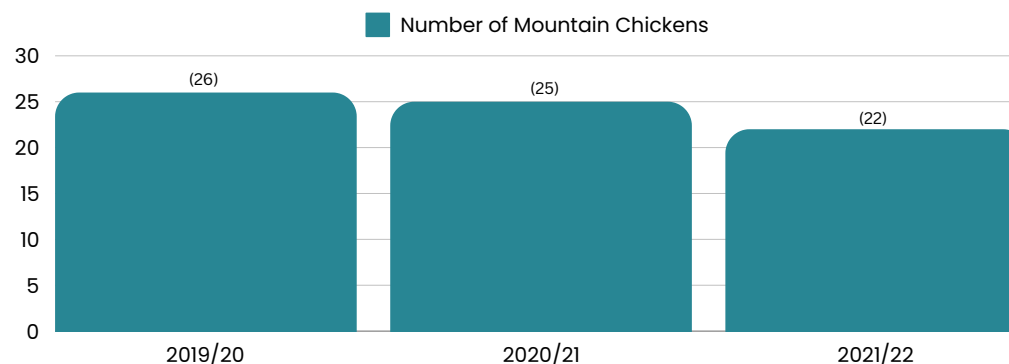
Outcome: Sustainable Use and Management of the Environment & Natural Resources

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
7	MALHE (Department of the Environment)	<p>Conserve and sustainably utilise biodiversity through the implementation of the Conservation and Environmental Act. [PP 3.1]</p> <p>No. of forest patrols conducted. TARGET = 30</p> <p>Extent of the area under protected forest management TARGET = 100%</p>	<p>23</p> <p>Patrols were conducted as scheduled and reports submitted. From these accounts biodiversity in protected areas appears healthy and ecosystems appear intact.</p> <p>100%</p> <p>2,850 acres of protected forest under management throughout the year</p>	<p>26</p> <p>Patrols conducted as usual. Reports show that the biodiversity in protected areas appears intact. Patrols were able to identify various species of birds, clear running streams and the maintenance of water catchments, and illegal harvesting of trees.</p> <p>100%</p> <p>2,850 acres of protected forest under management throughout the year</p>	<p>17</p> <p>Patrols are necessary for the Ministry to track and monitor the remaining forest ecosystem and water resources. The patrollers report to the Ministry any changes to local species including the Montserrat Oriole and the Mountain Chicken and to monitor and reduce the threat of invasive species which can have a devastating impact on the forest's natural environment.</p> <p>This is a strategic action and supports the SDP 2020 outcome of ensuring the natural resources are conserved with a system of environmentally sustainable development and appropriate strategies for disaster mitigation.</p> <p>100%</p> <p>2,850 acres of protected forest under management throughout the year</p>

Goal 3 – Environmental Management & Disaster Mitigation

Outcome: Sustainable Use and Management of the Environment & Natural Resources

Figure 3.1 Mountain Chicken Population – Controlled Environment (2019 – 2022)



Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
7	MALHE (Department of the Environment)	<p>Conserve and manage the sustainable use of biodiversity through the implementation of the Conservation and Environmental Management Act [PA 3.1]</p> <p>Estimated Mountain Chicken population.</p> <p>TARGET – 25 (In controlled environment)</p> <p>Number of transects covered under the annual traditional Mountain chicken survey.</p> <p>TARGET 18</p>	<p>26</p> <p>Twenty-seven (27) of 28 mountain chickens were successfully transported from the UK in July.</p> <p>To date, nine (9) nests have been found in the semi-wild enclosure. One death was reported; however, it was confirmed by the Projects' Veterinary Team to not be linked to chytridiomycosis.</p> <p>The remaining population is stable.</p>	<p>25</p> <p>The Chytrid fungus presented itself in the population but was effectively treated. Mountain Chickens are healthy and demonstrate weight gain.</p> <p>Increased breeding activity. Multiple nests found. Background Chytrid test and husbandry activities conducted.</p> <p>There was 1 death.</p>	<p>22</p> <p>The population of the Mountain Chickens that are being closely monitored in a controlled environment is currently at 22 frogs. Of these 8 are males and 14 females. Health checks completed. No Chytrid in the enclosure. (Of critical concern to note is that over the 3 years the population has not grown even though nests have been discovered)</p> <p>15</p> <p>The traditional mountain chicken surveys were conducted over 15 key sites in May. Management of the Mountain Chicken population has been a strategic action of the SDP to create a habitat action plan to conserve and control the decline of its population.</p>



Goal 3 – Environmental Management & Disaster Mitigation

Outcome: Effective Disaster Mitigation, Response, & Recovery At The National & Community Levels & Adoption To Climate Change

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019-2020	Performance 2019-2021	Performance 2021-2022
7	Disaster Management Coordination Agency	<p>Improve early warning capacity through the delivery of timely alerts to the public to improve preparedness and mitigation [PA 3.2]</p> <p>Failure rate and down time for the components of the alerting system</p> <p>TARGET = 0%</p>	<p>0% down time 100% - up time</p> <p>The alerting system had no down time except for individual unit issues which was resolved by the technical staff.</p>	<p>0% down time 100% - up time</p> <p>The alerting system had no down time except for individual unit issues which was resolved by the technical staff.</p>	<p>6% down time 94% - up time</p> <p>The alerting system has little or no down time except for individual unit issues which were resolved by the technical staff. The age of the early warning system is becoming more challenging and costly to maintain at 100%. Some of the parts of the system have become obsolete and must be rebuilt to ensure the siren is functioning in the event of an emergency. Hence, the early warning system needs a total overhaul or a new system.</p>
7	Disaster Management Coordination Agency	<p>Improve the capacity of the DMCA to lead the coordination of disaster management core functions and strategies through enhancing a multi-agency approach which integrates comprehensive Disaster Management policy and practice into the mainstream of government and community activities [PA 3.3]</p> <p>Percentage of staff trained in disaster management related disciplines.</p> <p>TARGET -100%</p>	<p>60%</p> <p>Sixty percent of staff received some form of disaster management related training.</p>	<p>0%</p> <p>This is because of the COVID-19 pandemic. Training in disaster management core areas were not available locally.</p>	<p>50%</p> <p>Fifty percent of staff updated with disaster management training, crisis communication with Coursera and UDEMY, GeoCRIS training, communication for behaviour and 2 disaster preparedness workshops.</p>



Goal 3 – Environmental Management & Disaster Mitigation

Outcome: Effective Disaster Mitigation, Response, & Recovery At The National & Community Levels & Adoption To Climate Change

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
5	MAHLE (Physical Planning Unit)	<p>Facilitate and promote compliance of building construction standards through implementation of newly enacted Montserrat Building Code and educational awareness programmes [PA 3.3]</p> <p>Number of building inspections completed.</p> <p>TARGET – 160</p> <p>% of approved applications built in conformity with the code</p> <p>TARGET – 85%</p>	<p>285(5)</p> <p>Increase due to an additional inspector joining the team.</p> <p>96%</p>	<p>527</p> <p>These are inspections done at different stages of construction.</p> <p>97%</p>	<p>627</p> <p>Building inspections are carried out at different stages of construction to ensure compliance with approved construction standards.</p> <p>92%</p> <p>A good result in response to the target. Homes built in conformity with the code supports the concept of having a built environment that is strong and sustainable – socially, economically, and environmentally.</p>

Goal 3 – Environmental Management & Disaster Mitigation

Outcome: Effective Disaster Mitigation, Response, & Recovery At The National & Community Levels & Adoption To Climate Change

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
5	RMPS	<p>Strengthen capacities within the Fire Prevention Unit to comply with the building code and safety standards. [PA 3.3]</p> <p>No. of buildings Inspected for fire. safety compliance</p> <p>TARGET - 35</p>	13	20	45
7	Fire and rescue Services (Airport Management)	<p>Improve efficiency and effectiveness in Fire and rescue emergency response through the acquisition of major equipment, training, and staffing. [PA 3.2]</p> <p>No. of Aerodrome Training delivered.</p> <p>TARGET - 60</p>	49	22	<p>53</p> <p>Regular training drills were conducted to improve skills levels and response times to accidents.</p>

Goal 3 – Environmental Management & Disaster Mitigation

Outcome: Effective Disaster Mitigation, Response, & Recovery At The National & Community Levels & Adoption To Climate Change

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
7	Fire and rescue Services (Airport Management)	<p>Improve efficiency and effectiveness in Fire and rescue emergency response through the acquisition of major equipment, training, and staffing. [PA 3.2]</p> <p>No. of fire and rescue and development training delivered.</p> <p>TARGET 45</p>	24	66	70 Continuous in house and shift training procedures-
7	Office of the Deputy Governor (Defence Force Unit)	<p>Continue Humanitarian Aid and Disaster Relief (HADR) focused training in order to strengthen GOMs preparedness and emergency response capability [PA 3.2]</p> <p>No of days' provision of Aid to the Civil Community/Authority</p> <p>TARGET - (not provided).</p> <p>(New indicator)</p>		<p>97</p> <p>The Force was embodied from 11 – 28 February 2021 as part of the GoM COVID-19 response.</p> <p>The Force was tasked with assisting the police in manning supermarkets and banks to provide security and maintain order; patrolling key areas around the island; providing transportation</p>	

Overview and Analysis – Goal 3: Environmental Management

Ministry of Agriculture, Lands, Housing & The Environment

Protection and Management

Protection of the natural environment is a critical function to any environment. A key deliverable of the Department of Environment is the maintenance of all of the protected forest areas in Montserrat. As part of this management function, the Department conducts regular patrols through our forest protected areas, to observe changes within the forest to include the wildlife such as birds, the critically endangered Mountain Chicken in their natural element and to facilitate the maintenance of water catchments.

- The Department did not meet their target of 30 patrols during this period, recording only 17 patrols during this period. The reduction may be due to the number of 'lockdown' days which interrupted progress.

Protected Areas

The protected forest area is 2,850 acres. The Department met their target by patrolling 100% of the protected forest area. We would like to suggest again that clarity as it relates to this KPI in defining what is being monitored through the 'patrolling' process. Perhaps there could be some specific areas highlighted such as the state of key biodiversity locations on a grade of 1-5 (status of the area). As mentioned before the areas patrolled can be shortlisted by the subject of matter of value that is being protected by these patrols. For example: the water-shed can be graded as a 5 where no deterioration is observed; a bio-diverse area can be listed as a 5 were all the trees/flora/bird life remain intact, i.e. not subject to harvesting or other forms of human intervention; perhaps it's a habitat for birds/the oriole graded 5 as undisturbed; an area of fauna in the exclusion zone maybe listed as 2 and labeled as encroaching in the water-shed area. This indicator can be developed to give the reader an idea that there is a value for money return from patrolling 2,850 acres of forest by showing the value of what is measured and evaluated from the patrol reports. Essentially, the patrollers will go out with a checklist.

Mountain Chicken Recovery

The Mountain Chicken remains one of Montserrat's protected species. The report has indicated that there are now 22 recorded Mountain Chickens within the established protected environment as at 2021/22, with 14 females and 8 males. The population decreased by 3 from 25 in the previous year. The declining population may be of concern for the Department of Environment. The Department of Environment continues to monitor as part of the management progress the Mountain Chickens after battling the Chytrid fungus which had threatened to make this species extinct.



Overview and Analysis – Goal 3: Environmental Management

Commissioner of Police

Fire and Rescue Services

Disaster mitigation also involves the deployment of controls against natural or man-made fires. A preventative measure implemented by the Fire and Rescue Service is a programme which includes conducting regular inspection of buildings to ensure that these buildings meet the established safety standards which includes ensuring that fire extinguishers are working and located in relevant business places; escape routes are clear and maintained etc.

- The number of buildings inspected for 2021/22 was 45 inspections. This is above the target of 35. A rewording of the indicator may be necessary to provide more clarity. Should the indicator address the number of inspection visits carried out to a building, or the number of actual buildings visited?
- The Fire and Rescue Service has also upheld the training of their staff so that they can remain in a state of readiness so as to be able to respond to fire and rescue emergencies. They completed 70 training sessions in response to their target of 45 for the financial year 2021/22.

Office of the Deputy Governor

Disaster Management

The early warning system recorded 6% down time. This is a good result as it gives the community a sense of confidence to know that they will be alerted in a timely manner against impending natural disasters or Volcano related activities. The Disaster Management Office has cited ageing equipment and the challenges they have been experiencing in securing parts for the system. This should be addressed immediately and not after a system failure.

Overview and Analysis – Goal 3: Environmental Management

Conclusion – Environmental Management and Disaster Management Continued

Progress under the goal of environment management and disaster mitigation is still a factor as key departments remain dedicated to ensuring that the natural environment remains conserved and that the disaster management strategies such as training and upskilling of staff and personnel are being fulfilled so that they can respond effectively. The Disaster Management Office has ensured that the uptime for the early warning systems to almost 100% is still being maintained as best as possible. Government has to be aware however of the challenges that are being experienced by the Disaster Management Office where the emergency system is becoming obsolete and there are challenges in obtaining parts for such.

The Department of the Environment regularly monitors the forest areas to ensure as outlined in the SDP 2020 that the natural resources are conserved and that the relevant strategies are being applied for sustainable development. A key component of their management programmes includes the monitoring of the ecosystems to help protect the natural biodiversity. Some of the local species that are part of the management programme includes that of local Mountain Chicken and the Montserrat Oriole.

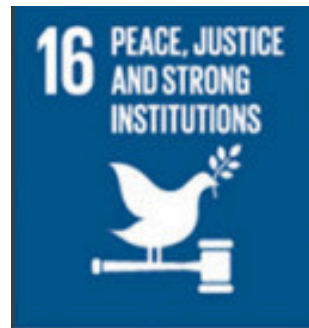
Disaster mitigation also involves the deployment of controls against natural or man-made fires. A preventative measure as implemented by the Fire and Rescue Service is the regular inspection of buildings to ensure that these buildings meet the established safety standards which includes ensuring that fire extinguishers are working and located in relevant business places; escape routes are clear and maintained.



GOAL 4 - GOOD GOVERNANCE

**Montserrat
SDP Goal 4
Good Governance**

Relevant Sustainable Development 2020–2030 Goal Areas



Goal 4 – Good Governance

Outcome: A Modernised Efficient and Accountable Public Service

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
4	Office of the Auditor General (OAG)	<p>Performing requisite audits and report on the public accounts of Montserrat and of all public offices in accordance with the Montserrat Constitution 2010 and Public Finance Act [PA 4.1]</p> <p>No. of financial regulatory compliance audits conducted.</p> <p>TARGET-22 financial statements in public accounts.</p> <p>12-Statutory/private entities 8-compliance</p> <p>No. of Performance, IT and Special audits conducted.</p> <p>TARGET - 4 Performance audits, 4 IT audits</p>	<p>1 – Financial audit of public accounts in progress (20 Statements)</p> <p>1- Private/statutory audit completed.</p> <p>5-Statutory audits awaiting responses</p> <p>2- Statutory audits in progress</p> <p>1-Compliance audit completed</p> <p>3-Compliance audit in progress</p> <p>1-Performance audit completed</p> <p>3-Performance audits in the final stage</p> <p>1-IT Audit completed</p> <p>2-IT audits in progress</p> <p>(Source: OAG)</p>	<p>1 – Financial statement in public accounts (20 statements)</p> <p>3-Private/statutory audits Tabled</p> <p>5-Private/statutory audits in progress</p> <p>2-Compliance Audit completed</p> <p>3-Compliance Audit in progress</p> <p>4-Performance audits tabled (2 b fwd.)</p> <p>2-Performance audits in progress</p> <p>5-IT audits Tabled (3b fwd)</p> <p>2-IT audits in progress</p> <p>(Source OAG)</p>	<p>1 –Financial audit of Public accounts in progress (22 statements)</p> <p>5- Private/statutory audits tabled</p> <p>5- Private/statutory audits in progress</p> <p>4- Compliance Audits completed/2 tabled</p> <p>1- Compliance Audit in progress</p> <p>2- Performance audits tabled</p> <p>2- Performance audits in progress</p> <p>3- IT audits completed/tabled</p> <p>- IT Audit in progress</p> <p>(Source OAG)</p>

Goal 4 – Good Governance

Outcome: A Modernised Efficient and Accountable Public Service

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019-2020	Performance 2019-2021	Performance 2021-2022
4	MoFEM (Internal Audit)	<p>Improve systems for a more responsive and accountable system of governance through the delivery of timely reporting and by monitoring implementation of audit recommendations to strengthen governance and control issues [PA 4.1]</p> <p>Number of Audits conducted.</p> <p>TARGET-8</p>	<p>7 Audits conducted. 4-Audits completed3-WIP (WIP-3 assurance at different stages) (Limited resources-2 staff on 6 month secondment) Response time to requests for documents from clients' needs to be improved. Closing of reports The closing of reports to be addressed by employing new techniques for managing client relationships to overcome objections. (Source Internal Audit)</p>	<p>8 Audits conducted. 4-Audits at WIP 4-Audits completed (WIP-include 2 awaiting management response and 2 for exit meeting) Integrated audits covering areas of: -Financial, operations, control, IT & compliance. 75% of resources was allotted to a special investigation assignment which took up 60% of audit hours. COVID-19 impacted progress. Source Internal Audit)</p>	<p>17 Audits conducted. 7 – Audits completed 10 – Audits at WIP (WIP – 5 at fieldwork stage and 5 at Management response/ Exit meeting stage) (Source Internal Audit)</p>



Goal 4 – Good Governance

Outcome: Montserrat Fully Integrated Into the Regional and Global Environment

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	RMPS (Financial Crime & Analysis Unit)	To provide the highest level of security to Montserrat on matters of Money Laundering and Terrorist Financing [PA 4.3] No. of suspicious transaction report (STR) investigated. TARGET-14	8 (Source: Financial Crime Unit)	6 (Source Financial Crime Unit)	6 (Source Financial Crime Unit)
3	RMPS Financial Crime & Analysis Unit	Develop and implement strategies to build information sharing between agencies [PA 4.3] No. of requests from international organizations received. TARGET-17	3	1 request received. 1 request issued to international agencies. (Source Financial Crime Unit - Data updated)	0 - There were no requests from international organisations, but the Unit made 19 requests to international agencies. (Source Financial Crime Unit)

Goal 4 – Good Governance

Outcome: Effective Crime and Delinquency

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	RMPS (Policing Services)	Maintained standards of public order and safety No. of traffic accidents attended. TARGET -113		99	109
3	RMPS (Public Prosecution)	To provide timely and high-quality legal advice and representation to law enforcement agencies, covering more diverse areas of law, covering areas not normally dealt with by ODPP. No. of sufficiency hearings completed. TARGET - 70	20	12	15 The progress of matters was still being hampered by the COVID19 Pandemic and the availability of Judicial Officers.

Goal 4 – Good Governance

Outcome: Effective Crime and Delinquency

Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
3	Public Prosecution	<p>To provide timely and high-quality legal advice and representation to law enforcement agencies, covering more diverse areas of law, covering areas not normally dealt with by ODP.</p> <p>No. of trials completed.</p> <p>TARGET – 350</p>	<p>29 – trials completed in Magistrates court, 2 Nolle Prosequi, 4 discharged.</p> <p>17 – trials completed in the High Court. 2 Nolle Prosequi</p>	<p>42 – trials completed in the Magistrates court. 15 Nolle Prosequi, 11 matters discharged.</p> <p>6 – trials completed at the High Court. The department has had trouble in conducting hearings at the High Court due to COVID19 protocols. The inability to impanel a Jury due to the social distance concerns.</p> <p>Limited trials in Magistrate Court as compared to the previous year. Also affected by border closure.</p>	<p>57</p> <p>(Data extracted from Q4 report DPP)</p>

Overview and Analysis – Goal 4: Good Governance

As outlined in the SDP 2020 the strategic goal in the area of Governance is to develop an efficient, responsive and accountable system of governance and public service. In response to goal 4 of the SDP 2020 we noted the following performance: -

Office of the Auditor General

Ensuring compliance is a key governance policy. The External Audit Department as part of their core function conducts several types of audits to ensure compliance within the public service-related Government of Montserrat's Financial Regulations. Additional audits include private/statutory audits, performance audits and IT audits.

The External Audit Department maintained their performance of progressing the audit of the financial statements in public accounts for the GoM. This is in line with their target of addressing the 22 financial statements or the audit of the Public Accounts for 2021/22 in response to the target. This performance has been generally maintained over the previous two years.

- In response to a target of 12 Statutory/private audits for 2020/21 they were only able to conduct 10 private/statutory audits addressed of which 5 were tabled and 5 in progress (WIP).
- The Audit Department was also able to complete 4 compliance and table 2 compliance audits in response to the target of 8. One (1) compliance audit was still in progress (WIP).
- In respect of the performance audits – with a target of 4 performance audits, the department was able to table 2 performance audits, 2 performance audits are in progress (WIP).
- With a target of 4 IT audits the External Audit responded with three IT audits were completed and tabled. One (1) IT audits are in progress (WIP).

Ministry of Finance

Internal Audit Department

The Internal Audit Department supports the Government Departments by evaluating and improving the effectiveness of risk management and assesses the organisation's internal controls to check for the effectiveness and efficiency of the systems. They are also expected to check to see if there are procedures and processes in place to safeguard assets and that organizations comply with the regulations as established by the GoM.



Overview and Analysis – Goal 4: Good Governance

Internal Audit Department Continued

- The Internal Audit exceeded their targets of 8 audits for the fiscal year 2021/22. There were 17 audits conducted by the Internal Audit Depart. Seven (7) of these audits were completed and 10 audits are at a Work in progress (WIP) stage. Of the 10 that are at WIP stage, 5 of these audits were at the field work state and 5 at management response stage.

Royal Montserrat Police Force (RMPF)

Financial Crime Analysis Unit

The Financial Crime and Analysis Unit provides the GoM and law enforcement units with the process of detecting and investigating financial crimes to include money laundering and other illicit financial activities. In response to a target of 14 suspicious transactions investigated – the Financial Crime Analysis Unit responded with 6 investigations. In addition, there were no requests from internal organizations whereas there were 19 requests to international agencies that were sent out from the Unit.

Office of the Deputy Governor

Policing Services

The target for the number of traffic accidents attended by the Royal Montserrat Police Service was 113 accidents. There were 109 accidents attended for the period 2021/22. The aim is to have a 'reduction' in traffic accidents attended. The reduction of 4 accidents will be looked upon as a positive response to the motoring public. However, this response was 10 more accidents than that of the previous year 2020/21.

Department of Public Prosecution

The Department of Public Prosecution has a target of 70 hearings for the number of sufficiency hearings completed. Based on the historical data from the previous two years it may be necessary for the Department to adjust to a target that is more realistic, taking into consideration the relevant factors in support of this objective. The number of sufficiency hearings completed for 2021/22 was 15. This is a 21% achievement. The Unit has highlighted delays due to the COVID 19 Pandemic and access to Judicial Officers.

Overview and Analysis – Goal 4: Good Governance

Conclusion – Good Governance

The External Audit Unit and the Internal Audit have been performing relatively well based on their targets in support of public officer's accountability for consistent and affecting performance of their functions by engaging the necessary audits and providing recommendations for improvements.

The Royal Montserrat Police Force has also maintained its Financial Crime Unit enabling them to provide a high level of security on matters of money laundering and terrorist financing as required. This supports the overall goal of the SDP2020 which includes the management of crime and delinquency on the island. The Department of Public Prosecution had a number of challenges during this period. They were not able to have the required number of sittings due to the number of 'lockdowns' authorised by the GoM during the period. An action plan to determine how to reduce the backlog of cases should be initiated.



GOAL 5 - POPULATION



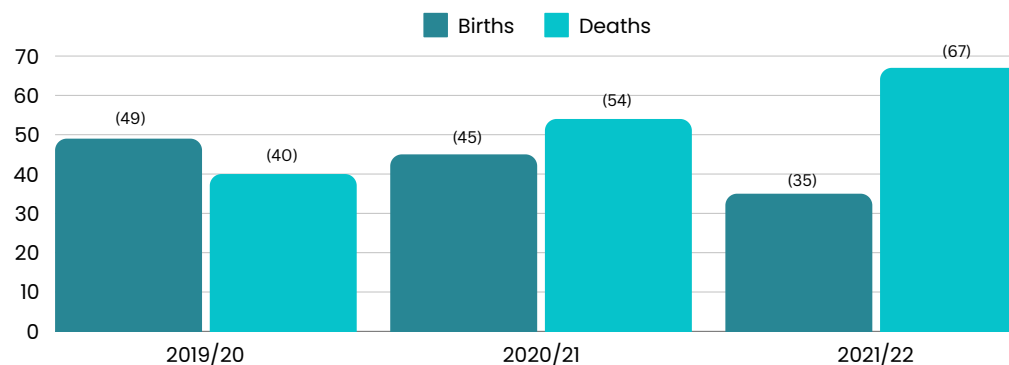
Relevant Sustainable Development 2020–2030 Goal Areas



Goal 5 – Population

Outcome: A Stable and Viable Population, Appropriate For The Development Needs of The Island

Figure 5.1 Number of Birth and Death Registrations (2019 – 2022)



Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
5	Populations (Supreme Court Registry)	No. of Birth registrations No. of Death registrations	Calendar year 2020 Births - 49 Deaths - 40 (Source: Registrar's Office)	Calendar year 2021 Births - 45 Deaths - 54 (Source: Registrar's Office)	Calendar year 2022 Births - 35 Deaths - 67 (Source: Registrar's Office)

Goal 5 – Population

Outcome: A Stable and Viable Population, Appropriate For The Development Needs of The Island

Policy Priority Listing 2020/21: 5

Ministry/Department: Supreme Court Registry

Strategy and Indicator: Populations – Growth as per registered births and deaths

Figure 5.2 Calendar Year Births and Deaths (2019 – 2022)

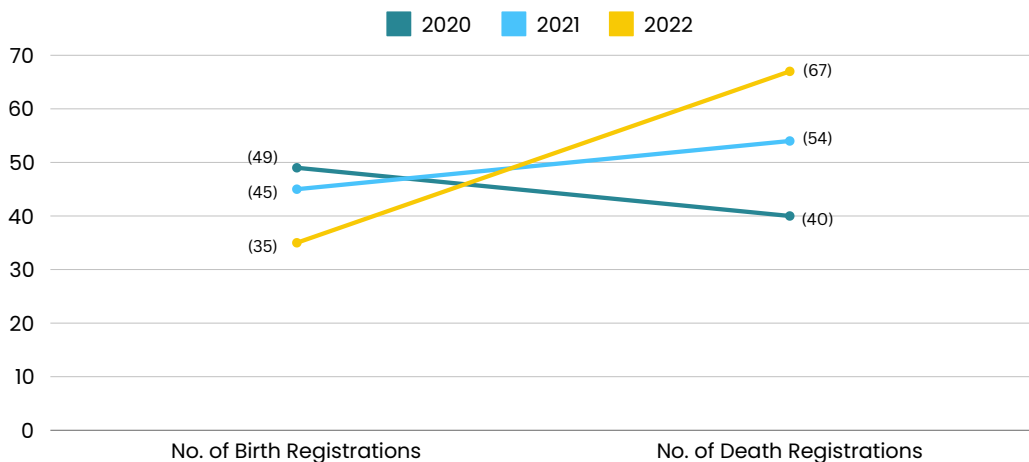
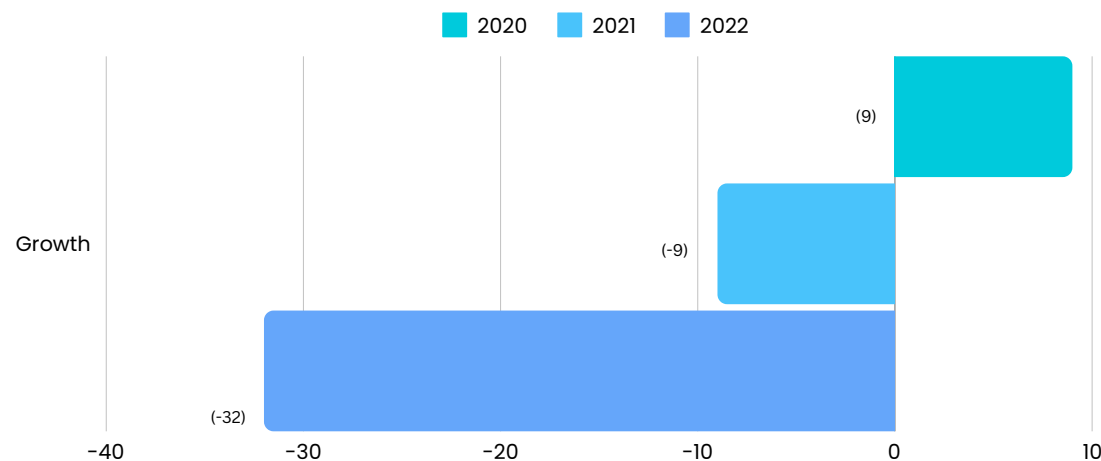


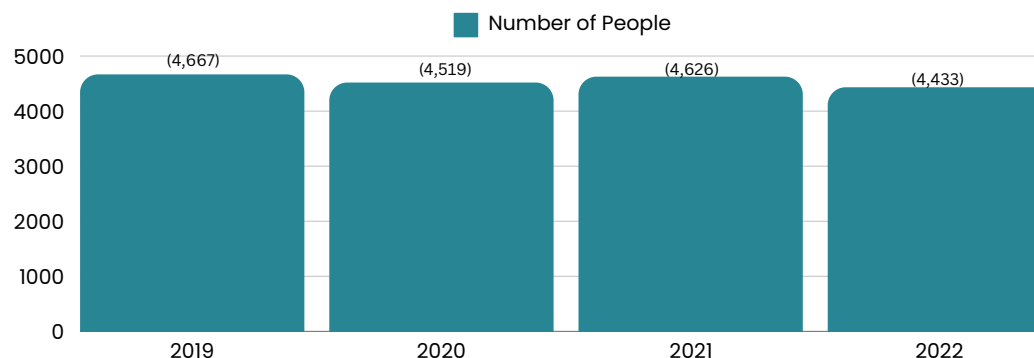
Figure 5.3 Population Growth Chart (2019 – 2022)



Goal 5 – Population

Outcome: A Stable and Viable Population, Appropriate For The Development Needs of The Island

Figure 5.4 Mid Year Population (2019 – 2022)



Policy Priority Listing 2020/21	Ministry/ Department	Strategy & Indicator	Performance 2019–2020	Performance 2019–2021	Performance 2021–2022
5	Statistics Department	Increased Population [SDP Goal 5] Mid-Year Population Estimates	Calendar year 2020 4,519 (Source Statistics Department)	Calendar year 2021 4,626 (Source Statistics Department)	Calendar year 2022 4,433 (Source Statistics Department)

Overview and Analysis – Goal 5: Increases Population

Birth registrations for the year 2022 fell by 10 new registrations as compared to 2021, and by 14 as compared to 2020. Death registrations increased over the period. Death registrations increased by 13 to 67 in 2022 from 54 in 2021. This is also 27 more death registrations as compared to 2020. Utilizing 2020 as the baseline we noted that based on the birth and death registrations that there was negative growth for the years 2021 and 2022. We also recognized that the population decreased by 193 persons as compared to 2021 based on the mid-year estimates provided by the Statistics Department.

Conclusion – Population

Data used under the population criteria was extracted from birth and death registrations from the Registrar's Office with responsibility for the documenting of such registrations, and from the population mid-year estimate from the Statistics Unit. All births that occur at Glendon Hospital on Montserrat and are registered in a timely manner at the Registrar's office. All deaths that occur on the island are also duly registered. These are legal requirements and necessary for the proper documentation and management of such critical information for the country. The Act imposes penalties for persons who fail to comply with the standard requirements. Based on the SDP 2020 the population goal was to have a population of 9,000 by 2020.

A reducing population can have a significant impact on the economy depending on the circumstances. The impact can be both negative and positive. Some areas of concern in respect to the private sector include reduced consumer demand, decreased business investments due to lack of resources and cash flow and labour shortages (skills gap) which can lead to increasing wages for workers due to the limited availability of workers. A reduced population can also affect the Government's revenue streams. The government now has to contend with a shrinking tax base, especially if there is migration of the working population. This can create a challenge in the funds available for infrastructure development in the country. An additional impact can be the ageing population which can be a strain on the health care costs. Some positive impacts include that of wage increase for workers, lower demands on Government resources, reduced budget pressures etc.

Some key areas for concentration over the years included the development and implementation of population, labour and immigration policies which was expected to enhance growth of the population. The Government is currently focusing on a joint programme with the United Nations Population Fund for support in the development of policies which is hoped to assist with attaining a sustainable and healthy population as outlined the SDP 2008-2020. These policies are expected to create initiatives to retain the current population and support incentives to facilitate the growth of the population. All were expected to contribute to the population goal of the SDP 2020.

Final Overview

The Montserrat Sustainable Development Plan 2008 – 2020 has been the framework and guide used to inform the Government of Montserrat's policies over the review period 2021/22. All Government Ministries and Departments aligned their objectives in conjunction with the Government Priority Agenda their strategies and strategic actions through the strategic planning process including milestones necessary for achieving the overarching goals and outcomes of the SDP 2020. The SDP was created to give focused attention and coherence to the promotion of economic and sustainable growth especially as it initiates activities that were projected to create jobs, attract investments, improve livelihoods, improve the provision of education and health care for all. The expected outcomes would aggregate to improve the wellbeing and living standards of the population while the island becomes increasingly attractive as a place to visit and /or settle. This policy is further underpinned each fiscal year with the selection of key priority areas by the Government relative to that year's fiscal package presumably with a view of optimizing scale and output between the island fiscal and capital budget at that time. Delivery of these areas is also dependent on political will and the availability of relevant resources both internal and external.

In this review, the three priority areas based on the Government's Priority Agenda that were outlined and scored at number 1 for the fiscal year 2021/22 were: -

- Develop and implement appropriate sector strategies for priority sectors aimed at generating foreign direct investment to leverage Montserrat unique Assets & character;
- Operationalisation of plans to deliver priority infrastructure for generating economic growth; and
- Education provision improved to raise educational outcomes to be regionally and internationally.

From these priority areas we note the progress on infrastructure to include the Montserrat Port Development project which was awarded in February of 2022 with an expected completion date currently being identified as December 2025. Progress on the 750 KW solar project which achieved practical completion and was commissioned in November of 2021. These 2 significant milestones support Goal 1 of the SDP 2020 – Economic Development for sustained growth, a diversified economy and the generation of employment opportunities. There were other areas of achievement during the fiscal year of 2021/22. There was positive (GDP) growth 5.48% during the fiscal year 2021/22 according to the East Caribbean Central Bank (ECCB), with the main contributors including public administration, financial intermediation and transport and storage. This was however overshadowed by the hike in the inflation rate which went from (2.99%) in 2020/21 to 5.17% in 2021/22, which is an 8.16% increase.

Government is compelled by the view that supports the investment and development of its citizens will in the long run support a sustainable and productive society that is innovative and skilled with a dynamic workforce. As outlined in the human development goal 2 of the SDP 2020, these strategies would lead to an improved quality of life for all persons on Montserrat.



Final Overview Continued

The Human Development performance had a mixed result. In respect to education provision, the Montserrat Community College has achieved a consistent high pass rate at the Community College averaging over 90% pass rate for the last three years. These results are realising the SDP 2020 goal to produce graduates who can function effectively in the job market or are qualified enough to pursue further training, and also support the priority agenda item 2.4.

In respect of priority 2.4 – *Education provision improved to raise educational outcomes regionally and internationally* – the results from both Primary Schools in their school assessments are falling below the targets set by the Ministry. The results at the Montserrat Secondary School for 5 CSEC passes inclusive of Math's and English were recorded at -36% overall as compared to the target set of 40%. The Ministry of Education however continues to provide training for all levels of education to teachers to include those at the Early Childhood stage in the hope that outputs would improve. The analysis of feedback suggests that such an approach would be protracted. Uplifting output in the sector may require some level of institutionalisation and incentives to include utilising STEP (Secondary Teacher Education Programs at all levels in education; for example, heads of specialist or departmental heads stretching across schools).

There has been some progress under the home ownership programme through the use of public/private partnership investment strategy facilitated by the Housing Unit within the Ministry of Agriculture. This programme includes the issue of housing grants, duty free concessions, the issue of residential service lots in order to expand the local housing stock for low to middle-income households. The Ministry has had its challenges to include the availability of resourcing and the availability of land for housing developments. In some instances, clients may have difficulties in obtaining mortgage financing. Affordable housing solutions for those persons with lower incomes are key to the island's development as they reduce the risk of homelessness, provides a sense of stability for those families with children. Access to social housing can also break the cycle of poverty as it gives a sense of stability to new home owners and persons are more likely to seek employment. The long term benefits include improved well-being of persons within the community.

The Ministry of Health continues the effective in the management of NCDs on the island. Screening programmes are being conducted and patients are encouraged to complete annual checks as part of the management of these diseases. This area is a key concern for the Government of Montserrat as proper management will reduce the dependency on the Government for patient support and reduce the strain on the medical health care system due to the increased cost or associated with medications and surgeries and in some cases external travel relative to NCD treatment and control.

Environmental Management and Disaster mitigation – the management of our natural resources remains a core function of the Department of the Environment in the Ministry of Agriculture.



Final Overview Continued

The Department continues to monitor all of the forest areas to check for changes in the natural environment as a result of climate change with the aim of mitigating the negative impact and also to manage man-made impact on the forest by farmers and other users of natural resources. They also check for any elements to include those of the invasive species and engage in a management programme to nurture and develop local species to more sustainable levels.

Human development strategies should be utilising established practices that promote transparency and accountability. Under the goal 4 of the SDP – Governance the accountability of public servants is being monitored at different levels to include those actions by both the Internal and External Audit Departments. Both departments have completed the necessary audits in line with the targets set and in some instances exceeded. We also note the activity under Commissioner of Police through the Financial Crime Unit and policing services in support of the management of crime and delinquency under the governance structure.

Population management in terms of retaining residents and population growth by attracting resettlement or new entrants are key role players in the development of Montserrat according to our SDP 2020. A reducing population will have a significant impact on the labour force with fewer persons available to work, and result in limitations on the skill levels of the labour force that is available for work. A reducing population will also affect the local market as there will not be enough demand for goods and services thus affecting economic growth. There appears to be a need for more concerted and deliberate effort to be given to the development goal 5 of the SDP – Population. The target for the SDP 2020 was for 9,000 persons living in Montserrat. According to the Statistics Department, Montserrat's population estimate has moved from 4,519 in 2020 to 4,433 in 2021. Key areas still to be addressed are the population retention strategy, the population growth strategy and social integration strategies and programmes.

The SDP 2008 – 2020 provided the framework for the Government to deliver on key areas to progress the sustainable development of the country. The goals were all relevant and captured the future needs of Montserrat. There are still a number of critical areas to be addressed and it is important that focused attention by the Government of Montserrat be given for their achievements in order to realise the full benefits for the country.

- <https://www.gov.ms/wp-content/uploads/2020/08/Montserrat-SDP-2008-to-2020.pdf>
- <https://www.eccb-centralbank.org/statistics>
- <https://www.gov.ms/government/legal-department/attorney-generals-chambers/sros/>
- <https://statistics.gov.ms/subjects/economic-statistics/merchandise-trade/trade-balance-2016-2022/>
- <https://www.gov.ms/wp-content/uploads/2020/07/Energy-Strategy.pdf> Strategic plans quarterly reports for the Government of Montserrat